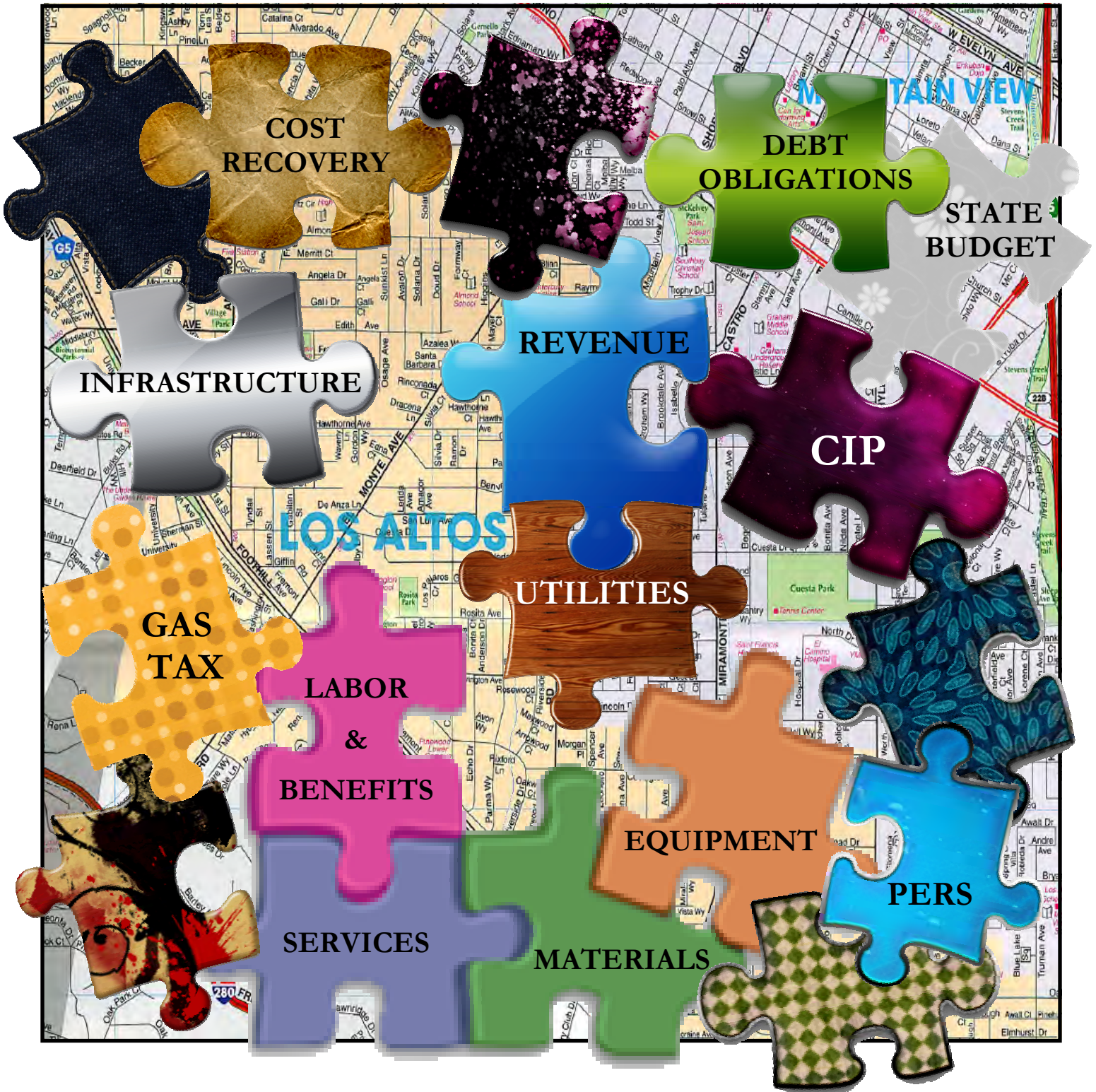


City of Los Altos Adopted Budget 2010 – 2011



CITY OF LOS ALTOS



Mayor David Casas



Councilmember Val Carpenter



Mayor Pro Tem Ron Packard



Councilmember Lou Becker



Councilmember Megan Satterlee

ELECTED OFFICIALS & EXECUTIVE STAFF

ELECTED OFFICIALS		TERM ENDS
Mayor	David Casas	November 2012
Mayor Pro Tem	Ron Packard	November 2012
City Council Members	Lou Becker	November 2010
	Val Carpenter	November 2010
	Megan Satterlee	November 2012
EXECUTIVE TEAM		
City Manager		Douglas Schmitz
Assistant City Manager/Human Resources		J. Logan
Assistant City Manager/Community Development		James Walgren
City Attorney		Jolie Houston
City Clerk		Susan Kitchens
Chief of Police		Tuck Younis
Director of Finance		Russell J. Morreale
Director of Recreation		Beverly Tucker
Special Projects Manager		Dave Brees
Engineering Services Manager		Jim Gustafson
Maintenance Services Manager		Brian McCarthy

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City Manager Message

A HEARTY THANK YOU!

With the economic uncertainties of the past few years, budget work takes more and more time than in previous decades. The City's successful efforts to maneuver through this difficult period have been eased by the skills and knowledge of the Department Directors and members of the City's staff. For over two years, they have assisted the Finance Department in balancing our budgets and keeping the approved budgets on track after adoption by their frugality and thriftiness.

We all owe a thank you to James Walgren, J. Logan, Tuck Younis, Jim Gustafson, Brian McCarthy, Beverly Tucker, Dave Brees and Susan Kitchens.

Finance Director Russ Morreale and his team of Tracy Kwok, Sarina Revillar and Yuka Arai have provided the base information needed by the Departments and their budget preparing employees, have pulled the numbers together, balanced the revenues and expenses and counseled all of us as we trudged through the budgeting effort.

Our employees in the various Departments have reviewed the expenses and revenues of the past and applied their knowledge so that this cumulative series of numbers makes sense.

And to Jon Maginot and Yvonne Dupont, who refined the Issues and Options Policy Papers and prepared the cover for the Provisional Budget---thank you!

“It”--- as “it” must be --- is balanced. In early winter, when he had first begun to assemble “it,” the Budgeteer had had a bit more wiggle room in drafting the financial plan than in the more recent years. He took delight in thinking of Mr. Gladstone’s comments in April 1881 before Parliament’s Ways and Means Committee as the economic hardship of that era was finally easing. “...at a period when the revenue is just beginning to recover from a serious recession, and, when important fiscal changes have been recently introduced, I have, I am afraid, a good deal to say.”

The Budgeteer, like the other permanent members of the staff Budget Team, had always enjoyed the compilation of this document, viewing it as a compass which indicates the goals and projects and directions of the Government rather than viewing it merely as a ledger or a balance sheet on operations. But as winter lapsed, he could sense the ebbing of new hope. The small wave of positive expectation that had seemed so promising with the advent of early spring appeared to be waning by mid-May. The “Shadow” began to reemerge at a most inopportune time, just as the document was being readied for publication. It was too late to turn back.

While the expenses were steely focused and concise, the revenues suddenly seemed to lack clarity as well as solid certainty. The small verve of hopeful anticipation originating from usually reliable sources of income seemed to become veiled, leaving the Budgeteer to wonder if the dreaded “second dip” or a European contagion would cast the Shadow upon this first season of recovery, causing chaos to the finely tuned transmittal text the Budget Team had so artfully assembled.

Yes, the projected revenue growth was modest, at least compared to the historical trend line of the past. And the Budget Team had once again conquered the established target for trimming organizational expenses. The commitments of the past would cascade into the next year and be satisfactorily addressed. The projects previously identified for construction and funded for this specific time were ready to commence once the calendar turned to the first day of July. The goal of 2009 established by the elected Mandarins of the community to grow the reserve safety net by 2014 to a more protective level was still on track. But...what if?

CITY MANAGER BUDGET MESSAGE

Dear Mayor Casas, Members of the City Council and Citizens of Los Altos,

Presented herein is the Budget for the City of Los Altos for 2010-11 which commences on 1 July. It is a financial plan in transition, for it reflects the changing economic news post the Great Recession, continues some past practices while wholly metamorphosing others. While this municipal organization has been able to continue fundamental services during the time of the recession, it must also be cognizant of how these efforts have been achieved. I can report to the City Council and our citizens that the financial plan presented herein is balanced without layoffs, furloughs or the use of reserves. With this Budget, our services will continue next year unimpeded by fiscal constriction.

The Budget accommodates the commitment the City entered into in 2007 with its Police Officers Association as well as the contractual obligation with the Santa Clara County Fire agency. Our citizens will see no adverse changes in the public safety operations of its municipality in the coming year.

Similar to one year ago, local governments throughout the State of California are expecting that the State will seek monies from the counties, cities and other local entities as the Legislature and Governor commence their annual sparring. The State's concluding actions, so distant from the closeness of our budget approval timing, could take the course of takeaways of subvention monies or the deferment of grants or other allocations. As such, the Budget continues in its direction to bolster its "rainy-day-funds" as a basis for maintaining fiscal stability for next year and over the long term.

The balancing of this budget is accomplished through efforts on both the expense and revenue sides of the budget equation. On the expense side, the Department Directors cost control efforts, following self-imposed reductions during the previous two years, is exemplary. A target of additional reductions in the Service and Supplies accounts of 2.5% was established early in the preparatory

cycle and achieved, following a 6.9% diminishment in 2008-9 and an expected savings of up to 7% in the current year.

Some revenues are expected to increase slightly during the year although Property Tax receipts, our largest income source, are estimated to be stagnant. We have implemented a long discussed City Council topic with this year's budget, the near complete elimination of General Fund subsidies to the Recreation Department.

THE HIGHLIGHTS

The Operational Budget presented herein is "balanced" with revenues exceeding expenditures by nearly \$300,000, a small surplus compared to historical trends. This surplus is attributed to the inclusion of recreation revenue at full-cost recovery levels. Council is provided the opportunity in Issues and Options Policy Paper # VI to discuss the disposition of the excess collection in the context of full cost recovery efforts presented this year. General Fund expenditures are up 3% when compared to 2009-10, primarily due to increases in the Public Safety operations, and overall revenues are up 4%.

The Full Time Employee (FTE) count is constant at 130 although nine (9) positions remain vacant. This is an increase of two additional FTE positions from 2009-10 although the impact of the two vacancies are being mitigated with an increase in part-time employee hours. By leaving the nine (9) FTE positions unfilled, there is a savings of over \$900,000. Labor and benefit increases reflect a fulfillment of contractual and normal cost commitments only.

Departments reduced material and service costs by over 2.5% in this budget cycle and submitted equipment requests sparingly. General Fund contingency dollars were increased as a safety net given the reduction in line item costs made both this year and for the year ending.

Core General Fund tax revenues increase by nearly \$600,000 and are expected to return to 2007-08 actual collection levels although the Property Tax is anemic and the Sales Tax shows a modest decline from the current year. These increases are mostly attributed to a modest recovery in Hotel

Tax, a projected uptick in Utility Users Tax collection, and an adjustment of Property Tax to current year actual collected levels.

It is significant to note that the 2010-11 budget also includes an increase in Recreation programming fees to the level necessary to get close to achieving 100% direct cost recovery. The increases have been built into the proposed fee schedule included as part of Issues and Options Paper #VI, Fees, and include an adjustment for demand/price elasticity that will have to be evaluated as the 2010-11 year progresses. As ultimately adopted, this results in the addition of \$295,000 to General Fund Revenue, an amount that translates directly into the anticipated and projected surplus over and above an otherwise breakeven and balanced budget submittal.

As reported at the mid-year forecast, the largest percentage loss in revenue is with Interest and Rent. With interest rates still remaining at all time lows and with the loss of income from the rental of 230 First Street due to the demolition of the structure, the staff is forecasting a 55% decline in this revenue category or approximately \$458,000 primarily due to the dramatic drop in interest earnings rates. As approved in the prior year, staff has set into motion the process of building an investment portfolio that will be more defensively positioned in coming years as holdings become more diversified.

Recent revenue reports have shown a rise in Utility User Tax, Transient Occupancy and Business License collections. These improving trends, although modest, have been extended into next year.

With the advent of the new Waste Contract in 2010-11, franchise fees reflect an increase from 10 to 15%, or approximately \$200,000 for three quarters of the year. These additional revenues serve to offset General Fund costs for City facility waste services, a new addition to the Maintenance Services budget. Lastly, Planning and Building fee revenue are up 15% in anticipation of several significant developments in the coming year.

RESERVES

Following the Council's approvals last budget cycle, this budget again moves ahead in strengthening operating reserves and maintains a guarded, proactive, and responsive posture to the current economic uncertainty.

Fiscal Policy Reserve: Last year, the Council established a goal of achieving a 20% operating reserve for the General Fund over the next five years. The Budget continues that steady march towards that goal using existing and excess reserves expected to be realized at year end 2009-10. At the end of the forthcoming year, we estimate that the General Fund Operating Reserve will be at 14.3%. Inclusive within this Reserve is the \$210,000 from the partial payoff last year of the PERS side fund.

State Budget Stabilization Reserve: The Budget continues the State Revenue Stabilization Reserve and increases the available funding to \$1,025,000, comparable to last year's level when State action emptied our designated pocket. Although we do not anticipate a Property Tax or Sales Tax shift/takeaway, as was the case last year, increasing this safety net reserve is necessary as the California's budget deficit balloons towards \$20 billion. Expectations at the current time point to the deferral of State Gas Tax and/or the cessation of grants and State mandated cost reimbursements as the next possible State move.

Other Post Employee Benefits: A new General Fund reserve is introduced with this year's budget prompted by the completion of the City's first Other Post Employee Benefits (OPEB) actuarial study performed in compliance with newly passed accounting standards. The City maintains post employment health care benefits at minimum levels as a required component of our participation in CALPERS - a benefit level that carries an implied current and long term liability. While the immediate funding of this benefit liability is not mandated, the establishment of a reserve is both prudent and fiscally responsible in line with recommendations by our auditors and by the Government Finance Officers Association (GFOA.) In the coming year, staff will evaluate funding options available in determining a formal plan of action. In the interim, our actuary has identified, and our financial statements will disclose, a future obligation of \$1.6 Million. Through the utilization of estimated year end unspent monies and a proposed 2010-11 budget allocation, we have placed

\$200,000 into this new fund reserve (OPEB) to begin to cover this obligation. We propose continuing allocations on an annual basis until the full liability is covered.

These important operating reserve balances are portrayed in chart form as follows:

GENERAL FUND RESERVES	Estimated Balance	
	June 30, 2011	% of Budget
- Fiscal Policy Reserve	\$3,936,228	14.3%
- State Budget Stabilization Reserve	1,025,000	3.7%
- OPEB	200,000	-
Total	5,161,228	

Storm Water Fund: The final Issues and Options Policy Paper which accompanied the 2009-10 Provisional Budget discussed financial warning lights- items of future concern. In that transmittal, I highlighted the reliance of the Storm Drain Fund, an enterprise entity, on General Fund transfers for its subsistence and noted that this subsidy could not continue due to anticipated needs once the Storm Drain Master Plan is completed and projects move towards implementation. In that paper I urged that an independent funding source for storm water expenses be pursued.

The year of reckoning is at hand. At the end of 2010-11, the expected balance remaining in the Storm Drain fund is less than \$25,000. With General Fund income sluggish, a sizeable transfer from the General Fund to the Storm Drain fund in 2011-12 will be needed, depriving other municipal services of growth or project implementation.

The Budgeteer wondered how big...or small...should the subjects be when considered for an Issues and Options Policy Paper? Last year the number of important matters had been lengthy and he had crafted a dozen issues for contemplation by the Mandarins. But what was important going forward? It had always been his expectation that the Policy Papers would serve as the epicenter of discussion for the Mandarins, highlighting the most significant budgetary matters and freeing the electeds from spending time on those line items that showed only glacial change, if any, from year to year.

The Papers of last year had fortified much of the foundation from which the forthcoming year could build upon --- consolidation of funds, establishment of a new fund, setting a goal for reserves, PERS obligation pay downs. Harkening back to Gladstone, he echoed that an embryonic economic recovery might be underway and thus, the number of issues fewer than at the height of the recession. Some of the Papers were conscribed for consideration by activities and events arising from the soon to sunset year. The financial concerns for the future would once again be addressed in the valedictory paper.

ISSUES AND OPTIONS POLICY PAPERS

This year, the Council is presented seven (7) Policy Papers. These narratives describe policy matters which are addressed in the Budget either through inclusion or a recommendation for no funding. Some of the subject matters have been forwarded for budgetary discussion by the Council during the year---City Sponsored Events and Downtown Studies (Visioning, etc). One paper, on Deer Hollow Farm, has been thrust towards the City from outside parties eager for Los Altos to play a role in the continuation of activities at that venue. And, as is customary, the final Policy Paper casts a wide net to capture, in a singular place, the multitude of future financial impacts of significance which the organization will confront in the years ahead.

It must have been so much easier back then, in June 1953, when the first group of electeds encountered the municipality's inaugural budget. The historical record shows the introduction of the proposal and its quick dispatch to early July at which time the plan is accepted as "a guide" until further consideration in the year. The Budgeteer contemplated what it must have been like in preparing the list of capital needs for the city's infancy. Sewers? Parks? Roads? Was there even a capital plan in that initial budgetary plan? As he reviewed the Budget Team's contemporary five-year capital proposal, he was impressed with the magnitude of effort the team was advocating. With nearly twelve million dollars in projects already authorized, the team was advancing additional proposals to address the spoken desires of the community's citizen boards, the Mandarins, as well as asset needs. With sixty-one open projects, the team was pushing for over twenty more, ranging from studies to new requirements from elsewhere to projects that had migrated their way up the plan's ladder over the years, reaching this apex year for action. Fiscal Year 2010-11 was to be the zenith year, for thereafter, the propellants to fuel the plan diminished. The impacts of the last few years of recession had starved the usual conduit of life support leaving the plan gasping for nourishment. The long arm of the Shadow had reached Los Altos. And while the magnitude of open projects to be completed would continue for some years, only a few annual efforts could be anticipated for consideration in budgetary epochs ahead.

CAPITAL IMPROVEMENTS PROGRAM (CIP)

Concurrent with the Council's consideration of the Budget is the review of its symbiotic partner, the Capital Improvements Program. With the Council's approval on 25 May appropriating the monies for the First Street Streetscape and Intersections project, the City currently has sixty-one (61) active projects. The plan presented for 2010-14 updates those efforts that will be undertaken over the next five years but also expands the list of unscheduled and unfunded projects.

For the first eight years of the first decade of the new millennium, the City transferred from the General Fund and the Utility Users Tax \$25 million to the CIP. This past year, 2009-10, we moved exactly 1% of that total, \$250,000, to the CIP at mid-year. The proposal before Council includes an additional allocation of \$200,000 originating from anticipated current year end monies. These past two years, the CIP has been internally self-funded with monies saved from one project being rotated for utilization elsewhere. This trend in CIP funding is a one of the matters of significance brought up in the "Financial Warning Lights" Issues and Options Papers included herein.

For 2010-11, twenty-three (22) projects migrate upwards on the five year list for the commencement of work in this, their climatic year. Nearly half of these projects are annual core needs, repeating themselves each year to keep the community functioning, safe, and preventing more costly outlays in later years. In 2011-12, sixteen (16) projects advance, ten (10) being annual. (Slurry sealing is a biennial activity.) The following year, fourteen (15) projects are identified, eleven (11) being annualized needs.

The budget contains \$5,194,500 in 2010-11 for new and annual citywide CIP projects of which 44% is for core annual efforts such as street work, sewer videoing and root foaming, and NTMP projects. A review of the 2009-10 CIP plan reveals that projects in 2010-11 were originally expected to exceed \$8 million. The drop to the \$5 million level noted above has everything to do with staff's 25 May recommendation to approve and appropriate the Downtown First Street Construction project, valued at \$3.3 Million and planned for 2010-11. To a lesser extent than was the case last year, some projects were re-positioned within the five year CIP term to allow for available resources and to focus on the projects already authorized. As projects have been pushed outward, some in the latter years have moved to "unscheduled" status and are presented on an un-prioritized basis.

Similar to 2009-10, the CIP's funding needs are addressed in Issues and Options Policy Paper # 7.

OTHER FUNDS

In addition to the General Fund, the City maintains twenty-six (26) other funds, from the CIP and other capital funds, to the City's Enterprise Funds, to the State mandated Gas Tax Fund and the Municipal Code specified Park In-lieu Fund. Many of these funds adjust minimally throughout the years - the Debt Service Fund, various assessment district funds, the Estate Donation Fund. With actions brought to Council in 2009-10, a number of expired past debt assessment district funds were closed. Hence this grouping has dropped out of the budget. The following funds in the "other funds" group are worthy of Council's further attention.

The **Solid Waste Fund** has been reanalyzed this year in anticipation of an approved new ten-year contract effective September 2010. A review of this fund activity will reveal two notable differences. Revenue has been adjusted downward by nearly \$800,000, or 52%, reflective of the new contract structure requiring the hauler to directly pay disposal fees – a contract provision designed to eliminate the City's risk for such costs going forward. In the past contract, these fees and cost flowed through the City's accounts. Commensurately, the expenses side is over \$600,000.

The **Sewer Fund**, following the Council's adjustment of rates in 2008, is healthy even with active CIP projects totaling over \$5 Million and the addition of \$2.8 million in new 2010-11 capital projects. The Fund is expected to end 2010-11 with reserves of nearly \$2.2 Million as the City continues the implementation of the Sewer Master Plan. In 2010-11 a replacement line Vacuum truck valued at \$308,000 is proposed for purchase in recognition of the importance of this vital piece of maintenance equipment and the growing failures of our existing, aged truck. The Five year CIP includes a multi-year forecast of this fund which also displays the future viability of these operations.

The **Storm Drain Fund**, discussed above, remains a concern given the absence of a direct funding source and the unavoidable probability of increased costs in this area. As predicted last year, the fund balance for these operations ends the year nearly fully exhausted.

Projections for the **Park-In-Lieu Fund** have improved with the recognition of some exciting new development projects. We anticipate commencing the 2010-11 with an estimated beginning balance of \$1,335,000 and end the year with an available fund balance, after considering active projects on the books, of \$1,930,612. In 2010-11 the fund will benefit from over \$1.1 million in revenue, an amount higher than previously predicted. A review of the five year forecast of this fund, included in the CIP, displays that it can more than support the projects identified for these funds to date.

Transfers into the **Equipment Replacement Fund** for the forthcoming fiscal year are again proposed at maintenance levels only. At the 2009-10 mid-year review, Council seeded this fund with \$250,000 of prior year excess reserves to accommodate the purchase of deferred safety capital needs. The 2010-11 Budget proposes another \$100,000 transfer to keep a level fund balance in anticipation of a return to normalized funding when the economy ultimately rebounds. In 2010-11, expenditures in this fund include a replacement wood chipper for Maintenance Services at a cost of \$45,000 and over due replacement of our core domain servers at a cost of \$16,000.

A total of \$73,000 for additional Police Department purchases is placed in abeyance and no allocation is contained within the budget, awaiting a decision at mid-year based upon the City's budgetary performance at that time. This is identical to the timing for consideration with the current year's budget.

The **Real Property Proceeds Fund and the Community Facility Renewal Fund**, two other significant capital-related funds are note worthy. With last year's consolidation complete, the Real Property Proceeds Fund will end the 2010-11 year with a balance of nearly \$6.4 million having realized its final scheduled annual installment payment. The Community Facility Renewal Fund has maintained its balance of \$3.7 million.

The **Parking Permit Fund** is again the source of funding for the LAVA Downtown seasonal plantings and six sidewalk cleanings. Cost: \$21,000.

FARRAGOES

This year's budget has a number of noteworthy adjustments from last year. Per the Council's decision and direction, the City's past practice of dispensing grant monies was curtailed except for

several allocations that Council, in August 2009, specifically said should continue. This results in a savings of \$35,000.

The Assistant City Manager's position and its accompanying expenses, previously allocated in the Executive's budget, has been transferred to the Human Resources Department.

The General Fund contains monies for five (5) new or on-going expenses:

The IT budget contains monies for the redesign of the City's webpage per the Council's conversation in February. Cost: \$30,000.

The second year of the phased replacement of personal computers is budgeted in IT, along with the continuing replacement of servers. Cost: \$37,000

The City Clerk's allocation includes \$44,000 for the November municipal election. Issues and Options Policy Paper # 1 discusses the timing of a bond election for the Community Center project. The Community Development Department is budgeted for a GIS upgrade and for a new map plotter. Cost: \$28,542.

The renewal of the contract with Acterra, which is working at Redwood Grove, is contained in the proposal at a cost of \$40,000.

The City Council's budget in the current year contained a \$50,000 contingency for unexpected matters which might arise during the year. This account was used sparsely in 2009-2010 and for the coming year, the account was reduced by \$25,000. On the other hand, the General Fund Contingency in Non-Departmental was increased by \$50,000 to address unplanned employee retirement costs and provide an increased safety net given the second year of general cost trimming.

With the approval of a new garbage franchise in March, the City now pays for the collection of waste at municipal facilities and from containers along rights of way at an estimated cost of \$190,000.

Other notable adjustments include: An increase of City facility sewer costs of nearly \$28,000 given the passage of restructured sewer rates in the prior year and an increase of \$75,000 in unemployment costs citywide given cost trends.

FINANCIAL WARNING LIGHTS

Issues and Options Policy Paper # 7, the customary concluding document, takes a longer perspective than the single year snapshot contained in the Budget for 2010-2011. With known increases forecast for the City's PERS rates; with significant capital needs expected to be identified in the yet to be finalized Storm Drain Master Plan and no known source of funding other than the General Fund; with the CIP and Equipment Fund having been bypassed the past few years from the insertion of significant monies, there is much to explore and discuss.

In November 1940, during the battles of World War II, Churchill addressed the House of Commons and spoke "It is not given to human beings, happily for them, for otherwise life would be intolerable, to foresee or to predict to any large extent the unfolding course of events..." Contrary to Churchill's comment, we can foresee some of the issues the Council and the community will encounter in the next few years. Those matters are addressed in the Financial Warning Lights Policy Paper.

And so, "it" was finished. The Shadow still loomed but whether it would strike soon, or later, or not at all, is unknown. Whether the Budget Team and the Budgeteer's expectations and estimations were accurate or off-target would not be known for another twelve months. They had tried, once again, to weave a public quilt that provided the community with its basic services, pursued the capital goals for a better tomorrow and created deeper safety nets should either the Shadow or the State or both strike once again.

The Budgeteer reflected on a writing by Tennyson he had read long ago about the passing of one year and the arrival of the succeeding one.

*'Tis nearly twelve o'clock. Old Year, we'll dearly rue for you. What is it we can do for you?
And a new face at the door, my friend, a new face at the door.'*

Mayor Casas and Members of the Council, on behalf of the Staff Budget Team, I am pleased to present to you the financial plan for Fiscal Year 2010-11. We seek your guidance as we again navigate through the financial uncertainty of our times and as all of us continue to set the course for the Los Altos of tomorrow.

Respectfully Submitted,

Douglas J. Schmitz
City Manager

22 June 2010

Issues & Options Papers

ISSUES & OPTIONS POLICY PAPERS INDEX

“The Piglet was sitting on the ground at the door of his house blowing happily at a dandelion, and wondering whether it would be this year, next year, sometime or never. He had just discovered that it would be never, and was trying to remember what “it” was.....”

Winnie the Pooh, Expedition to the North Pole

- I. COMMUNITY CENTER BOND ELECTION
- II. LOS ALTOS FUNDING FOR DEER HOLLOW FARM
- III. CITY SPONSORED EVENTS (PER RESOLUTION NO. 2008-17)
- IV. DOWNTOWN STUDIES (VISIONING, ETC.)
- V. SHOP LOS ALTOS AWARENESS CAMPAIGN
- VI. ANNUAL FEE REVIEW
- VII. FINANCIAL WARNING LIGHTS

Council Disposition – June 22, 2010 Actions

Council discussed the seven Issues and Options Policy Papers accepting staff recommendations with the following actions and direction:

- I. **Community Center Bond Election:** After June 2011
- II. **Funding For Deer Hollow Farm:** No funding to be provided in FY2010-2011 and the City to continue working with other agencies on long-term plan
- III. **City-Sponsored Events:** The events list was accepted with the addition of sponsorship funding for the Veterans Day and Chanukah Menorah Lighting at a 50% subsidy rate
- IV. **Downtown Studies:** To be reconsidered in FY2011-2012 with funding for public spaces studies and surveys to be considered in the mid-year budget review
- V. **Shop Los Altos Campaign:** Funding maintained at the provisional level pending Chamber/LAVA input in FY2010-2011 budget year
- VI. **Annual Fee Review:** Accepted with an incremental increase in resident senior center membership fees, maintaining free use of the underground teen center, continuing the Halloween window painting event free of charge, and seeking time and materials cost recovery rates for senior lunches
- VII. **Financial Warning Lights:** Storm Water funding - Community Center - Downtown Garage to return to City Council in a study session setting

ISSUES & OPTIONS POLICY PAPER #I

SUBJECT: Community Center Bond Election

BUDGETED? YES NO X

FISCAL IMPACT: None in FY 2010-2011

DESCRIPTION

The 2009-2010 adopted budget contained \$75,000 for a municipal election for the Community Center if Council had decided to place the matter on the ballot during the current fiscal year. Pursuant to its discussion in June 2009 on Issues and Options Policy Paper IV, Council determined it did not want to go to the voters during 2009-2010.

\$75,000 has NOT been forwarded into, or specifically earmarked in, the Provisional Budget for a 2011 election although contingency dollars exist in this amount. With the discussion last June by Council that it did not want to simultaneously be on the ballot with the local school districts during 2010, the City is left with June 2011 as the only election date in the upcoming fiscal year when the Community Center could go onto the ballot. The estimated expense is too significant for a June 2011 election to recommend that date to Council.

Based upon information provided by the Santa Clara County Elections Office, below is a chart showing the estimated costs of elections in 2011 and 2012. These estimates are based on a “stand alone” election since it is unknown if any other regional or local agencies will also go to the ballot, thus reducing the ultimate costs to Los Altos.

June 2011:	\$552,200	June 2012:	\$88,900
November 2011:	\$189,700	November 2012:	\$53,670*

*exclusive of Council election cost

An election in either June or November 2012 is significantly less expensive than the 2011 dates.

If November 2011, or either of the 2012 dates is the Council’s preference, the Provisional Budget does not have to be amended since these three dates will fall into other fiscal years.

OPTIONS:

- 1) Determine the Community Center Bond Election will be in June 2011.
- 2) Determine the Community Center Bond Election will NOT be in June 2011, therefore, no decision is needed at this time.

RECOMMENDATION:

Approve Option #2.

ISSUES & OPTIONS POLICY PAPER #II

SUBJECT: Los Altos Funding for Deer Hollow Farm (DHF)

BUDGETED? YES NO X

FISCAL IMPACT: None

DESCRIPTION

Deer Hollow Farm is a 3800 acre wilderness/open space located in Rancho San Antonio County Park. The physical site is maintained by the Mid-Peninsula Open Space District and the programming is undertaken by the City of Mountain View. The Farm is located 7.2 miles from downtown Los Altos. In a survey at the Farm conducted earlier this year, ten percent (10%) of attendees listed Los Altos as their home town.

In February, the Mountain View City Council considered a recommendation that the City cease funding the programming element for DHF. For the current fiscal year, the operational budget is \$395,000; Mountain View is expecting a shortfall of approximately \$110,000. In addition to the funding by the public entities, an estimated 80 volunteers contribute approximately 6400 hours of service.

At the February meeting, the Mountain View Council asked that the Mayor and City Manager explore funding from the cities of Los Altos, Cupertino, Sunnyvale and the Town of Los Altos Hills. A meeting of these agencies was held on 29 April in Mountain View.

At that meeting, Mountain View officials estimated that the shortfall for the upcoming fiscal year would be similar to the current year, approximately \$110,000. Mountain View staff stated that it would be going to the Council with a proposal for increased summer camp fees which would reduce the shortfall to approximately \$50,000-\$55,000. Amongst the ideas discussed at that meeting were admission fees, parking fees, direct solicitation of donations, better publicity of the Farm and its events/programs, and contributions from other public agencies.

Mountain View officials reinforced several times during the meeting that the needs were twofold – immediate and long range.

During the week of 3 May, the Mountain View City Council held a budget session. The Mountain View Voice newspaper reported thereafter that “cuts to popular Deer Hollow Farm appear to be unlikely as those were listed as a last resort in tier four and several City Council members opposed cutting the program.”

OPTIONS:

- 1) Provide a City of Los Altos contribution to DHF operations for 2010-11.
- 2) Do not provide funding for 2010-11.
- 3) Continue to work with Mountain View, Mid-Peninsula Open Space District, the County, other municipalities and the Friends on a long range funding plan for DHF.

RECOMMENDATION:

Approve Options #2 & #3.

Attachment:

April 21, 2010 Letter from President of Friends of Deer Hollow Farm

Note: In addition the City has received 59 emails regarding Deer Hollow Farm.



P. O. Box 4282, Mountain View, CA 94040-0282

www.fodhf.org

April 21, 2010

Los Altos City Council Members
One North San Antonio Road
Los Altos, CA 94022

Dear Los Altos City Council Members:

Friends of Deer Hollow Farm, a 501(c)(3) nonprofit organization supporting Deer Hollow Farm located in Rancho San Antonio County Park which borders Los Altos, has collected the enclosed signatures on petitions addressed to you from residents from your city. The petition asks that you support Deer Hollow Farm, which is in danger of closing due to a funding gap.

Deer Hollow Farm is one of the state's last working homestead farms, site of an important environmental education program attended by 5,000 students annually, including many from your city. In addition, thousands of visitors come to Deer Hollow Farm annually, a great many from your city. These visitors enjoy the animals, historic buildings, picnic grounds, and Nature Center at no cost.

For 30 years, the city of Mountain View, located miles away from the Farm, has been the only city to provide funding for the Farm. Other Farm funders are Midpeninsula Regional Open Space District, the County of Santa Clara and Friends of Deer Hollow Farm donors. The City of Mountain View pays for the 2.5 staff who manage the Farm; the animals, garden and Nature Center; and the Farm's education program. If Mountain View withdraws funding, as has been proposed for the next fiscal year, the Farm may close. This would be the end of this 150-year-old Farm. The animals would be sold; the field trips (attended by more than 100,000 Santa Clara County children over the past 30 years) would cease; and the Farm would be closed to visitors.

This important community asset needs your support. You have been invited to a meeting April 29 with representatives of many community organizations to resolve this funding problem so that this important community treasure can stay open. Representatives from the governments of Mountain View, Los Altos, Cupertino, Sunnyvale, Los Altos Hills, Santa Clara County and MROSD and Friends have been invited.

If you have questions, please contact Mountain View City Manager Kevin Duggan, (650) 903-6301.

Sincerely,

Sue Gale
President, Friends of Deer Hollow Farm

ATTENTION: Los Altos City Council
Please help fund Deer Hollow Farm.

	Name	Street Address in Los Altos, CA	Zip
1	Donna K Bronson	8172 Terrace Drive	94024
2	Daniel Graviano	2201 Vineyard Ct.	94024
3	Sophain Penh	2043 El Sereno Ave	94024
4	Su-Jen Hwang	1032 West Rose Road	94024
5	Cecilia Cadet	12181 Winton Way	94024
6	Ed Malhot	12181 Winton Way	94024
7	B. Spurlack	974 Lundy Ln	94024
8	Carol Snell	1723 Gemarie Ave Los Altos	94024
9	Donnella Wood	2043 El Sereno Ave	94024
10	Lovelle Wood	2043 El Sereno Ave	94024
11	Joy Sheerer	1436 Topar Ave	94024
12	Alan Sheerer	"	"
13	Gary Sheerer	1557 Country Club Dr	"
14	Ann Sheerer	"	"
15	Le Xu	1074 Highlands Circle	94024
16	Sarah Wolf	951 York Star Dr	94024
17	Rachel Mena	1496 Fallen Leaf Ln	94024
18	John G Juracich	1484 Cedar Pl	94024
19	W. H. Dawes	943 Castilleja Ct.	94024
20	Carl Dorow	1207 Lisa Ct	94024
21			
22			
23			



Petition circulated by Friends of Deer Hollow Farm, an all-volunteer, 501(c) non-profit organization. www.fodhf.org

During Farm Tours
 4-17-10

Date 4-17-10
 Petition Page _____

ISSUES & OPTIONS POLICY PAPER #III

SUBJECT: City Sponsored Events (per Resolution No. 2008-17)

BUDGETED? YES X NO

FISCAL IMPACT: estimated \$55,475

DESCRIPTION

At the conclusion of the City Council's deliberations on the garbage franchise agreement at the meeting of 23 March, the Council asked that the resolution identifying City-sponsored events be brought back for Council review during the 2010-11 budget meetings.

The City Council adopted Resolution No. 2008-17 in April 2008. A copy of the resolution is attached. Also attached is a summary of municipal costs of the most recent events listed in Resolution No. 2008-17

At the Council meeting of 11 May, Mayor Casas proposed the City initiate a Veterans Day event. The Council at that meeting asked that this event be included in the discussion at the time of Council's review of Resolution No. 2008-17.

OPTIONS:

- 1) Add, subtract or eliminate the number of events.
- 2) Leave the list unchanged.
- 3) Adjust the percentages of sponsorship.

RECOMMENDATION:

Since Council asked for this matter to be brought forth for review, there is no recommendation.

Attachments:

- 1) Resolution No. 2008-17
- 2) Cost Breakdown for Events Listed in Resolution No. 2008-17

RESOLUTION NO. 2008-17

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS
ALTOS REPEALING AND REPLACING RESOLUTION 07-14
SETTING SPECIAL EVENT SPONSORSHIP PURSUANT TO
CHAPTER 9.25.090**

WHEREAS, the City Council recognizes that special events enhance the City's lifestyle and provide benefits to the City; and

WHEREAS, the City Council finds that the sponsorship of certain long standing special events provides a community benefit; and

WHEREAS, the Los Altos Municipal Code Section 9.25.090 specifies that special event sponsorship for Type B and Type C events shall be set by Resolution of the City Council; and

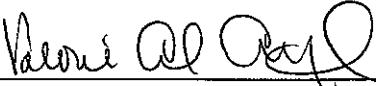
WHEREAS, on April 10, 2007 Council adopted Resolution No. 07-14 authorizing sponsorship for certain events and since that date an additional Type B event has been identified.

NOW, THEREFORE, BE IT RESOLVED, that the City Council hereby authorizes the following:


<u>Event</u>	<u>City Sponsorship</u>
Festival of Lights Parade	100%
Glorious Fourth Celebration	100%
Pet Parade	100%
Antique & Collectibles Faire	50%
Arts and Wine Festival	50%
Corvette Spectacular	50%
Bus Barn Follies	50%
Easter Egg Hunt	50%
Fall Festival	50%
Farmer's Market	50%
Fine Art Show	50%
Halloween Spooktacular	50%
Holiday Tree Lighting Ceremony	50%
Los Alto High School Homecoming Parade	50%
Movie Nights	50%

I HEREBY CERTIFY that the forgoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a regular meeting thereof held on the 8th day of April 2008, by the following vote:

AYES: PACKARD, SATTERLEE, BECKER, CARPENTER
NOES: NONE
ABSENT: CASAS



Valorie Cook Carpenter, MAYOR

Attest:


Susan Kitchens, CITY CLERK

SPECIAL EVENTS						
<u>EVENT</u>	<u>% CITY SPONSORS</u>	<u>MSC COSTS</u>	<u>PD COSTS</u>	<u>TOTAL CITY SERVICE COSTS</u>	<u>SPONSORING ORGANIZATION AMOUNT</u>	<u>NET CITY SUBSIDY</u>
Easter Egg Hunt	50%	157.64	0.00	157.64	78.82	78.82
Art in the Park	50%	511.82	245.46	757.28	378.64	378.64
Los Altos High School Graduation	50%		2,378.00	2,378.00	1,189.00	1,189.00
Arts & Wine Festival	50%	1,877.90	27,584.74	29,462.64	14,731.32	14,731.32
Movie Nights	50%	0.00	5,905.00	5,905.00	2,952.50	2,952.50
Corvette Spectacular	50%	324.72	0.00	324.72	162.36	162.36
Farmer's Market	50%	0.00	1,721.10	1,721.10	860.55	860.55
Fall Festival	50%	991.86	501.65	1,493.51	746.76	746.76
Bus Barn Follies	50%	101.21	0.00	101.21	50.61	50.61
Los Altos High School Homecoming Parade	50%	557.72	459.10	1,016.82	508.41	508.41
Halloween Spooktacular	50%	91.20	0.00	91.20	45.60	45.60
Tree Lighting Ceremony	50%	131.79	0.00	131.79	65.90	65.90
SUBTOTAL		4,745.86	38,795.05	43,540.91	21,770.46	21,770.46
Festival of Lights	100%	6,744.36	17,972.29	24,716.65	0.00	24,716.65
Pet Parade	100%	1,081.52	7,907.04	8,988.56	0.00	8,988.56
Glorious Fourth Celebration *	100%					
SUBTOTAL		7,825.88	25,879.33	33,705.21	0.00	33,705.21
TOTAL		12,571.74	64,674.38	77,246.12	21,770.46	55,475.67

* No Record of Costs

ISSUES & OPTIONS POLICY PAPER #IV

SUBJECT: Downtown Studies (Visioning, etc.)

BUDGETED? YES NO X

FISCAL IMPACT: Various Depending Upon Direction

DESCRIPTION

In November 2009, the Council approved a contract with ABA for a Visioning effort for the downtown. This action followed the development of the Opportunity Study and its presentation to the community and the Council in July, August and September. In its original estimate of the cost of the work, ABA had proposed that a Visioning exercise would cost \$150,000. Realizing the budgetary constraints at the time, the staff worked with ABA, and Council subsequently approved, a smaller contract.

In February 2010, following initial meetings with the “Core Committee,” it was determined that additional monies would be needed for stakeholder and community outreach beyond that originally envisioned. At the meeting of 23 February, the Council deferred taking action and stated this subject should be addressed as part of the budget review for 2010-2011.

Since that time, staff has considered the effort to go forward with Visioning as well as several options which could be undertaken in conjunction or in place of the visioning.

VISIONING

In her February 2010 memorandum to the Council seeking additional funding, Anne Stedler wrote “the amount of money requested is unusually low for visioning work and it limits the scope of the contract and product.” “This contract was originally proposed at \$150,000 and scaled back to respect today’s budgetary constraints.”

Even if the Council had approved the request for supplemental monies in February, the contract amendment would have been \$72,750, half of the original proposal to undertake a comprehensive visioning effort. Since February, staff and community members have completed a number of analyses which facilitate a better understanding of the downtown.

Estimated cost: \$72,500-\$150,000

A SURVEY

It has been suggested that the City consider doing a telephonic survey similar to that which was commissioned for the Community Center. A professional team would select 400 random Los Altos, telephone them with a series of questions, and produce a summary of what this representative sample of community members believes about such matters as the existing downtown, their experience and use of downtown, building height, downtown amenities, densities, mixed uses, parking, etc.

Estimated cost: \$22,000-\$25,000

PROJECT FOR PUBLIC SPACES (PPS)

Earlier this year, the Council took a walking tour downtown with Fred Kent and Kathy Madden of PPS. Several Council Members commented that possibly a kickoff effort by PPS should be the City's initial effort. PPS would work with the Council and community to improve existing public spaces so that they are vital, dynamic locations for people to gather and interact, the kind of spaces that are interesting and special in a community. The work would include a survey through the newspaper, two four-hour community workshops, and an implementation strategy – all done in a process that achieves community understanding and agreement of the goals and processes.

Estimated cost: \$60,000-\$75,000

PROFESSIONAL EXPERT PANELS

Professional experts would be invited to provide information on a multitude of subjects that are important to downtowns. The purpose of the panels would be to provide current information on market conditions and industry trends affecting downtown Los Altos, and on alternative actions that could be considered. The audience would include city leaders and staff, property owners, business owners and the public. The format of the sessions would be expert panel discussions followed by questions and discussions.

The initial series of panels is envisioned to cover such topics as: Retail---how to recruit retail and who's involved; the impact of current and proposed retail competition downtown; potential niche strategies for retail; Office-- evaluating the potential for increasing office space; Physical Environment--solutions available through urban design and traffic management.

These sessions are already being scheduled and panelists have been invited to partake.

Estimated cost: \$10,000 (exclusive of staff time)

WHAT ARE WE TRYING TO ACHIEVE?

Each of the above options addresses different aspects of downtown and may have differing interests to disparate segments of the community. The initial concept of Visioning originated following the community meetings in 2009 and was in response to expressions of interest in more downtown development (retail, residential and office), downtown amenities such as

parks or plazas or open spaces, increased building height, increased density, underground parking.

A telephone survey would elicit the comments of 400 citizens on what kind of downtown they desire---as is, higher, denser, more parking, etc. It provides a benchmark measure of existing attitudes but doesn't allow information or discussion of any expressed preference.

The PPS effort would identify locations that through various means would be targets for increased vitality, public use or new urban design efforts.

The expert panels would cover a palette of subject matters, not all of which are of curiosity to every stakeholder or party of interest in downtown matters. The information would provide insight for future decision-making. The sessions would be a baseline of pertinent information.

Before moving forward with a budget appropriation for next year, it is good to flashback on what has occurred in recent years regarding the downtown. "It is always a good thing to look backwards before going forward" as Winston Churchill once commented.

In the last four+ years, there have been three City initiated committees to study various aspects of the downtown. We are currently commencing the EIR regarding the Opportunity Study.

In 2005-06, the Council initiated the Downtown Zoning Committee I which reviewed and made recommendations regarding zoning modifications to the three primary downtown commercial districts.

This effort was succeeded by the Downtown Zoning Committee II. In the three primary downtown zones, the Committee recommended, and the Council subsequently approved, the elimination of the 100% FAR in the CRS zone; the increase in height to three stories and elimination of the 80% FAR in the CD zone; and the elimination of the 50% FAR in the CS zone. The code amendments also required retail businesses greater than 15,000 square feet to remain retail.

The Downtown Zoning Committee III, later retitled the Downtown Development Committee (DDC) was charged with studying a potential downtown parking garage, create a downtown commercial design guideline booklet, and study the zoning for the CRS/OAD properties at the San Antonio Road end of the downtown. The accomplishments of the DDC are:

- 1) Created the Downtown Design Guidelines;
- 2) Clarified the zoning for the OAD/CRS zone;
- 3) Simplified the zoning on First Street including eliminating the CS zone, extending the CRS zone from Main Street through the Draegers and Safeway properties, and creating a new CD/R3 zone at the north and south ends of First Street to allow retail, office or residential uses on the ground floor and buildings up to 45 feet in height;
- 4) Reduced the office parking ratio per thousand square feet from 4 to 3.3;

- 5) Increased the building height from 40 to 45 feet in the CD zone;
- 6) Rezoned five parcels adjacent to the South Plazas from CRS to CD; and
- 7) Developed the Downtown Opportunity Study.

The Opportunity Study evolved from the work of the DDC and on 11 May, the Council authorized the commencement of the EIR process for the study.

In addition to the studies and code amendments, both the private and public sectors are moving forward with physical projects. Private projects downtown, either in the entitlement process or known to be readying for submittal are: the new Packard Foundation office on Second Street; 100 First Street—former site of the USPS; a new hotel at 45 Main Street and possibly the previously approved mixed use project at 240 Second Street. It is expected that a mixed use project at 400 First Street will begin in 2011 following the demolition of the existing structures at this property this summer.

The City is initiating work on four key downtown intersections this summer as well as commencing the San Antonio Road Streetscape Plan. The utilities PG&E and Cal Water will begin undergrounding (PG&E) and water line replacement (Cal Water) projects this year along First Street. The City is scheduled to upsize a sewer line at Main/Foothills later in 2010. All of this utility work precedes a major streetscape enhancement project along First Street in 2011.

How much major change can a community endure in a short period of time? Each project individually will alter the appearance of the downtown; the combination of all of these projects will create an entirely new commercial core, upgrading key segments of the Downtown Triangle and demonstrating that Los Altos is interested in vitality and the success of its local businesses. The work already underway is a significant change and brings an extensive amount of construction activity to the downtown.

The current wave of new buildings should be built and allowed to settle upon the landscape so the citizenry can ascertain if it is ready for more changes.....or if it wants a rest! The Council needs to discuss its choice(s) for where and when the community has further discussions on the downtown.

OPTIONS:

- 1) Reactivate the contract with ABA for \$72, 750 for Visioning
- 2) Enter into a new contract for \$150,000 for Visioning
- 3) Commence a telephonic survey for up to \$25,000
- 4) Enter into a contract with PPS for up to \$75,000 at mid-year
- 5) Do nothing in 2010-11 and revisit in 2012

RECOMMENDATION:

Accept #5; review Option #4 at mid-year.

Attachment:

Downtown Visioning Letter

Hi Doug and Anne,

Let's see if we can frame what we believe the effort for the Downtown Los Altos Visioning to be so we can check assumptions:

Context:

The Public Parking Plaza Opportunity Study framed possible approaches to making Downtown parking viable and affordable to the City and to leverage City owned property to stimulate downtown vitality. It looked at creative ways to develop public/private partnerships for City owned property. The Downtown Visioning Study (DVS) would build logically on this effort.

Project Goals:

The DVS will look at downtown development from the property owners and downtown businesses' perspective of what development density would be needed to stimulate their interest in property improvements to increase property value and downtown vitality and vibrancy. It will also open a discussion with the Community on their vision for the downtown and ultimately what they see as their future downtown experience. This effort would be focused solely on the Downtown Retail Core.

Scope of Work:

Understanding that the City is seeking to be extremely efficient with the use of resources on this next step in Downtown planning, we propose the following (not in chronological order):

Community Forums (2)

- Community Forum #1
 - Provide an Overview of Recent Efforts
 - Education on Economic Drivers associated with stimulating property improvements, increase tenancy and customer traffic
 - Education on benefits of density (green, activated, increase tax revenue, vital/active spaces, diversity of services etc.)
 - Opportunities and constraints of growth (parking, traffic etc.)
 - Community Visioning exercise on **defining the experience** of a future downtown
 - *Potentially use of benchmark photos and Greentown renderings if appropriate*
- Community Forum #2
 - Overview of Progress and Direction from Community Forum #1
 - Review Draft of Downtown Retail Core Vision
 - Define Goals of Downtown Retail Core
 - Approaches/Strategies for achieving the Vision
 - Key drivers to implementation (steps needed to begin transformation and steps needed to sustain economic and social vitality over the long-term)
 - Parking, traffic, stimulus projects etc. (addressed on a conceptual level)
 - *Graphics could be developed as part of this or as a response to this meeting.*

Downtown Development Committee Meetings (2)

- Committee Meeting #1 - Establish/Validate Process and Goals; Prepare for Community Forum #1
 - Bring in key stakeholder (GreenTown) to present their findings and thoughts prior to Forum
 - Reviewing Visioning exercise
- Committee Meeting #2 - Review Community Input; Establish Direction; Prepare for Community Forum #2

- Review goals and strategies
- Discuss key issues and first steps in implementation

Project Management/ Core Team Meetings (3)

- Meeting #1 - Review/Finalize Process; Prepare for Committee Meeting
- Meeting #2 - Prepare for Committee Meeting and Community Forum #1
- Meeting #3 - Prepare for Committee Meeting, Community Forum #2 and Council Meeting

City Council Presentation (1)

- Council Presentation - Report out on Process; Present Recommendations from the Committee; Seek Approval/Direction from Council

Some additional/optional scope items that will be important to the process are:

- Benchmarking tours and photography
- 3D modeling studies of the Downtown Core
- Renderings of the Downtown Core
- Working collaboratively with City Consultants on:
 - Economic Drivers and Opportunities/Constraints
 - Parking Strategies
 - Traffic Impacts and Strategies
- Focus Group Meetings or Key Informant Interview with:
 - Key Property Owners in Downtown (Kim Cransten, Mel Kahn, Bart Nelson, etc)
 - GreenTown Los Altos

We believe we can accomplish the scope noted above for around \$40,000 in fees. This would specifically exclude graphics work, integration of parking studies and traffic information that will be key to a holistic and realistic plan. In this fee structure, our role would focus solely on facilitating meetings and the process as a whole. Keyser Marsten and other key consultants (parking, traffic, potentially others) would need to be contracted by the City to support our work in these efforts. Further discussions would be needed with consultants to understand what their fees for this scope of work might be. A more holistic approach to this project by ABA (including the renderings and other optional scope items noted above) would likely involve an increased effort of approximately \$150,000 in fees, not including the parking/traffic consultants (which we understand are in a separate RFP).

Working collaboratively with Anne, GreenTown and key property owners may allow for allocating this work to resources other than City funds. We are eager to discuss the possibilities of how to meet the needs of the Committee and the Community while respecting the financial restraints of the City. We would like the opportunity to work with you in developing a process map for this effort to understand more fully the goals for the project and to have a creative dialogue about who can most efficiently and effectively meet specific project needs.

Thank you,
Pam

ISSUES & OPTIONS POLICY PAPER #V

SUBJECT: Shop Los Altos Awareness Campaign

BUDGETED? YES X NO

FISCAL IMPACT: \$9,416

DESCRIPTION

During 2009-10, the City of Los Altos, Town of Los Altos Hills, LAVA and the Chamber of Commerce initiated a 26 week, \$26,412 campaign, A to Z, to encourage residents to “Shop Los Altos.”

The campaign has been restructured since the original 2009-2010 campaign to reflect changing circumstances and opportunities. The most obvious changes are (1) reducing the cost of the campaign from \$26,412 to \$15,716 and simultaneously (2) extending the term of the campaign from 6 months to 12 months. This reflects the severe budget constraints that both the Chamber and LAVA are facing, and the inability of the City to contribute more to the campaign. The cost savings are achieved through the following recommendation:

- Continue the existing ad art work, with the dual benefit of reinforcing the established message and reducing costs;
- Run print ads in the *Los Altos Town Crier* every other week rather than weekly, and eliminating the relatively costly print advertising in papers in surrounding jurisdictions;
- Use on-line advertising linked to internet services to reach internet users both in Los Altos and in surrounding communities; and
- Continue all other aspects of the campaign with enhancements where possible. This includes continuing publicity through the cooperation of the *Los Altos Town Crier*, and extending the cooperative marketing efforts.

The campaign still includes key components that were introduced in the original campaign:

- Banners at entrances to the City (Fremont and Grant Roads, and El Camino Real and San Antonio Road);
- Keeping the internet-based business directory at the *Los Altos Town Crier* current;
- Outreach to retail businesses so they are aware of the extended campaign and can develop ways to gain from it in their own customer outreach and marketing; and
- Providing campaign posters for retail windows.

The campaign message “From A to Z, you’ll find it in Los Altos” is conveyed with a letter of the alphabet in each ad, and three products beginning with that letter which shoppers can purchase here in Los Altos. Copies of representative ads are included in the attachments.

Also included are examples of cooperative marketing initiatives and publicity done in 2009-2010. They are provided as a review of the completed 2009-2010 campaign, and as examples of the kind of work proposed for the upcoming campaign in the attached Creative Brief.

Banners at City Entrances. This report asks that the City Council waive portions of the existing City banner policy to allow Shop Los Altos Campaign banners at Fremont and Grant Roads and at El Camino Real and San Antonio Road. The waiver is requested in light of the seriousness of the current economic crisis. The program aims to reach Los Altos residents who are most likely current patrons and shoppers for Los Altos restaurants and stores. The campaign would be best served to have banners up intermittently through the remainder of the fiscal year, with each placement lasting no more than two weeks. Hopefully there could be a placement six times during an entire twelve-month campaign, (late April, early June, late August, October, late November, and late January 2011). If reserved banner times make this impossible, the campaign could be supported by a minimum placement for a period of at least one week at each location, six times during the campaign. The City is asked to provide this opportunity at no cost to the campaign.

Campaign Assessment. Awareness campaigns are well known to be impossible to measure quantitatively, and therefore we rely on secondary and anecdotal information to assess the campaign results and to evaluate the context in which the campaign is operating. In this case the following information has been collected:

- Retail Sales Tax. There is some indication that the campaign may have had an impact on purchasing activity in Los Altos. For the quarter of July-September 2009, sales tax information was down 17% compared to the same quarter in 2008. However, for the October-December quarter, the last tri-month period for which information is available, sales tax receipts were off just 3.6% compared to the same quarter in 2009.
- Behavior Change. An awareness campaign hopes to achieve some behavioral change based on increased knowledge of the product, i.e., retail stores and products throughout Los Altos. One consumer told LAVA's past president a story of her family's changing behavior in response to the letter from the mayors, the Chamber and LAVA printed in October 2009. That consumer stated that the family was on their way to dinner in an adjacent city when they remembered the mayors' letter and reversed direction to dine in Los Altos. Usually one report is an indication that many others made the same choice. In fact, several Downtown restaurants reported verbally that they had relatively stronger holiday restaurant sales in 2009 than in 2008. The campaign and the mayors' letter could have had an impact by December 2009, when the campaign had been running five months.

Funding

<u>Sponsor</u>	<u>2009-2010 Actual</u>	<u>2010-2011 Proposed</u>
Chamber of Commerce	\$7,000	\$1,500
Los Altos Village Association	7,000	1,000
Town of Los Altos Hills	3,000	3,000
City of Los Altos	9,412	9,416
Sponsor Opportunity		1,800
Total	\$26,412	\$16,716

OPTIONS:

- 1) Fund the Shop Los Altos Awareness Campaign.
- 2) Do not fund the Shop Los Altos Awareness Campaign.

RECOMMENDATION:

Approve Option #1.

Attachment:

2010-2011 Shop Los Altos Awareness Campaign Creative Brief

2010 - 2011 SHOP LOS ALTOS AWARENESS CAMPAIGN CREATIVE BRIEF

Target Market

- Geographic Area
Primary Target: Los Altos residents, residents in cities that border Los Altos
Secondary Target: predisposed consumers throughout Bay Area
- Decision-makers: Persons making purchasing choices regarding retail, dining, services

Primary Target

1) Female, 2) Male
Ages 25 – 45
Children at home
10 - 20% Asian, East Indian
Volunteer or work part-time or full-time

Significant percentage new to Los Altos

Have ties to local school / parent groups
Use chat groups, internet and print media

Secondary Target

1) Female, 2) Male
Ages 45 and up
Children grown
Increasing Asian, East Indian population
Volunteer or work part-time or full-time

Have lived in Los Altos/surrounding area several or many years
Have established network of friends
Use traditional print media and internet, joining chat groups

Product

- Food, goods and services available in Los Altos' seven shopping districts as listed by name: Downtown Village, El Camino Real Corridor and Village Court, Foothill Crossing, Loyola Corners, Rancho Shopping Center, Woodland Plaza

Campaign Concept - "From A to Z, you'll find it in Los Altos"

- Calls to action:
 - Come to Los Altos' retail areas and shop.
 - Use www.LosAltosAtoZ.com and business directories
- Desired Result:
Increase:
 - number of people shopping in Los Altos,
 - frequency of visits, and
 - number of stores visited on each trip
- Continue existing awareness campaign because reiteration will reinforcement the initial message at lower cost
 - Print: rerun existing AtoZ ads
 - Internet: expand ad message through internet advertising
 - Publicity: Continue stories in Town Crier featuring retail districts and stores
 - Banners: Continue banner displays at two locations
 - Coop: build on and increase coop marketing

Vehicles

- Print Ads – 4 color in Los Altos Town Crier, run every two weeks for 12 months
- Internet marketing – using Reach Local
 - Banner ads appear on 1000 prominent internet sites
 - Banner ad reappears on next search if user has clicked on Los Altos banner (this targets consumer predisposed to Los Altos)
 - Designed for awareness, image building and traffic generation
 - Reaches users in five county area: Santa Clara, San Mateo, San Francisco, Alameda and Contra Costa
- Publicity
 - Produce informational series with Los Altos Town Crier covering local retail expenditures, impact on City, sales tax, point.)
 - Launch series for key merchants with ‘feature’ quality articles
- Continue banners at City entrances
- Business Directory - Continue and update Directory on Town Crier web site listing all local merchants; links to Chamber, LAVA, L A Rec. Dept.
- Outreach to businesses – make personal calls to explain campaign, marketing materials, the “button” for their web site, and invite comment and suggestions.

Budget

<u>Shop Los Altos Awareness Campaign</u>	<u>Past 2009</u>	<u>Proposed 2010</u>
<u>Campaign Time Frame</u>	<u>6 Mths</u> <u>7/09 – 1/10</u>	<u>12 Mths</u> <u>4/10 – 3/11</u>
<u>Print Advertising in Los Altos Town Crier</u>		
2009 - Weekly ads for 26 weeks	\$8,216	\$ 8,216
2010 – Every other week for 52 weeks		
P A Daily Post * (13 wks)	2,170	
P A Daily News* (13 wks)	3,291	
Mt View Voice (13 wks)	4,226	
<u>Internet advertising via ReachLocal</u> (52 weeks)**		\$ 6,000
<u>Entry Banners</u>	\$1,500	
<u>Web Site</u>		
Design/updates (See Creative Direction, below)		
Hosting & URL charges	\$ 159	
“Buttons” for Los Altos business for their web sites		
<u>Creative Direction</u> ***	\$ 6,000	\$ 2,500
TOTAL	\$26,412	\$16,716

* In 2009 the 13-week ads in Palo Alto and Mt View papers alternate to cover the 26 week campaign. In 2010 neighboring cities are reached by internet ads in ReachLocal

** Internet advertising to immediate target market and predisposed consumer in 5 Bay Area counties

***Creative Direction includes:

In 2009 production, photo selection & purchase (\$1,000 - \$1300), web site management.

In 2010: three banner ads for ReachLocal, banner for Los Altos Town Crier double truck, enhancements for existing AtoZ web site and “button” for Los Altos merchant web sites.

Funding

Sponsor	2009-10 Actual	2010 – 11 Proposed
Chamber of Commerce	\$7,000	\$ 1,500
Los Altos Village Association	7,000	1,000
Town of Los Altos Hills	3,000	3,000 pending
City of Los Altos	9,412	9,416
<i>Sponsor Opportunity</i>		1 800
Total	\$26,412	\$16,716

Campaign Banners at City Entrances - Detail

The banner locations are City entrances at Fremont and Grant, and at El Camino Real and North San Antonio Road, same as the 2009 campaign. The Campaign would be best served by banners posted intermittently during the target period from April 1, 2010 to March 31, 2011. Each placement will last no longer than two-weeks. Ideally there would be placements in late April, early June, late August, Mid to late November, and late January. If other banner reservations make a 2-week placement impossible, a minimum placement of at least 1 week, at each location, should be arranged.

Coop Marketing Partnerships

- Print merchant directory quarterly with AtoZ banner headline as two-page pull-out format courtesy of Los Altos Town Crier
- Print annual Los Altos Map with AtoZ art courtesy of the Los Altos Chamber of Commerce
- Offer internet link to AtoZ web site for use on Los Altos retailers' web sites in 'button' format. (This is fine.)

Campaign Enhancements – to be undertaken as resources are identified

- Chat Groups - recruit volunteer to launch and maintain social networking for Chamber, LAVA and City messages targeting families with young children
- Increase coops and funding sources for on-going promotion of Los Altos business community
- El Camino and downtown street banners – need funding of \$5,000 and \$7000 respectively
- City Entrance Banners - Redesign and reprint the city entrance banners to improve legibility – need funding of \$2000

ISSUES & OPTIONS POLICY PAPER #VI

SUBJECT: Annual Fee Review

BUDGETED? YES X NO

FISCAL IMPACT: \$423,000 (Comm. Dev. - \$28,000; Recreation - \$395,000)

DESCRIPTION

Council annually reviews changes to the City's Master Fee Schedule. This year, adjustments are proposed in only two departmental areas---Community Development and Recreation.

COMMUNITY DEVELOPMENT

The Planning and Building Divisions are the only programs that are in a position to cover total expenses through fee revenue. The Engineering Division, as an example, collects subdivision map checking fees to recover the full cost of that service but this has no effect on the Division's costs to manage capital projects.

For 2009-2010, Council increased building permit fees by 5%. These fees resulted in plan check, permit and inspection fees for a new single family residence of 4000 square feet increasing approximately \$500.

This year, staff is recommending increasing the planning application fees by 10%. These processing fees are significantly less than building fees and cover the costs to hold public hearings and the meetings of the Planning Commission and its committees. The recommendation to increase this fee is because it has not been adjusted for five years. It is expected to generate approximately \$28,000 in additional revenue.

RECREATION

At the Council meeting of 9 February 2010, staff requested the Council identify subject matters which it wanted considered as part of the Provisional Budget for 2010-11. One item mentioned was the recovery of program costs – no subsidies. Since Council has previously discussed cost recovery for Recreation Department programs, the fees proposed for 2010-2011 have been adjusted to have program revenues equal direct operational costs including support costs.

When Council considered the fee schedule in April 2008, a majority “supported fewer subsidies to the recreation fees in order to recover more of the direct costs...” In 2008-2009, the budgeted difference between Recreation revenues and expenses displayed a shortfall of \$832,000. The budgeted differential for the current year, 2009-2010, is estimated at \$595,000.

In James Walgren’s May 2009 staff report accompanying the Sports Management Group analysis of Recreation Department costs, he wrote that the “building depreciation surcharge has been eliminated altogether as staff finds that these facility square footages are not only over-allocated but that these 1950’s buildings are also now fully depreciated.” Council did not express a contrary position to this statement which was consistent with the direction from April 2008 to recover direct costs.

Mr. Walgren further wrote that “the History House ‘grant’ is charged entirely to the Recreation Department’s budget and has also been eliminated from the cost recovery analysis since it clearly has no recreational connection. Council did not express a contrary position to this statement. For 2010-2011, the annual grant to the History House has been removed from the Recreation Department and relocated to the Finance Department’s “Non-Departmental” account.

In preparing the 2010-2011 Provisional Budget, staff has proposed increasing fees across all recreation programs as a basis for achieving overall full direct cost recovery for the department’s fee based programs. Some fees are proposed to increase more than others; thus, some programs will still experience some level of subsidy but in totality, the Department’s revenues and expenses are matched at a breakeven level.

The 2009-10 subsidy is estimated at \$595,000. By reassigning the History House grant, incorporating the Tiny Tots additional revenue that Council previously approved, and adding in the expenses of the Maintenance Services Department for its support at facilities, the cost recovery estimate is \$395,000 for 2010-11.

After this initial year, we can refine our effort for full cost recovery after we experience the market and economic impacts in 2010-2011. Even though we have full cost recovery on paper, whether all of the revenue will materialize by June 2011 is unknown. This is uncharted territory since Los Altos already has the highest cost recovery effort in the region. As such, staff is recommending that the Council postpone until at least mid-year a decision on committing the excess revenue to on-going operational expenses so as to ascertain the full impacts of these changes and protect our fiscal status in this state of recovery.

The Council is presented eight options for utilization of this General Fund money. There are many other options that Council could determine. Two of the options involve the filling of two or more of the nine currently vacant positions. We recommend any consideration of options 1 & 2 be held until mid-year. Other options provide the Council with opportunities to either pay down debt (the PERS side fund accounts) or enhance the fund balances in either the Facilities Renewal Fund or the Capital Improvement Fund. With Options 3-4-5 and 6, I would recommend that the transfer from the General Fund to any of the alternative uses NOT occur until late 2010-2011 once the full impact of economic elasticity on our revenues is known.

OPTIONS:

- 1) Fill two vacant public safety positions (Traffic Enforcement/Community Services Officer for Emergency Preparedness): est. General Fund Costs of \$221,800 with the balance going to another fund as reserve.
- 2) Fill up to three vacant positions.
- 3) Payoff Public Safety PERS Side Fund: \$395,000+/-
- 4) Transfer to Facilities Renewal Fund: \$395,000+/- (this fund is for replacement of City facilities. Current fund balance is \$3.3m).
- 5) Transfer to CIP, unallocated balance: \$395,000+/-
- 6) Use the \$295,000+/- to make an additional partial pre-payment on the outstanding Rosita Park Certificates of Participation debt and an additional \$100,000 towards the newly recognized long term OPEB Debt.
- 7) Use the \$295,000+/- to increase the State Budget Stabilization Reserve and an additional \$100,000 towards the newly recognized long term OPEB Debt.
- 8) Wait until at least mid-year to determine allocation of any excess revenues

RECOMMENDATION:

Adopt Option #8

Attachments:

- 1) Proposed Fees for Community Development Department
- 2) Proposed Fees for Recreation Programs

Exhibit A
 FY 2010-2011 Community Development Fee Schedule

Description	Current Fee	Recommended Fee	Anticipated Annual Revenue Increase
Building Plan Checking	65% of Building Permit		
Technology Surcharge - Permit System Maintenance Document Archiving Maintenance Document Backfile Conversion	5% of Building/Electrical Mechanical /Plumbing Permits		
Fire Marshall Plan Check	20% of Building Permit		
Energy Plan Check	25% of Building Permit		
Building Permit	Per Resolution 2009-13 \$75.00 Minimum		
Electrical Permit	Per Resolution 2009-13 \$75.00 Minimum		
Plumbing Permit	Per Resolution 2009-13 \$75.00 Minimum		
Mechanical Permit	Per Resolution 2009-13 \$75.00 Minimum		
Fire Department Inspection Permit	Per Resolution 2009-13 \$75.00 Minimum		
Solar and Photovoltaic Permit	\$500.00		
Building Code Compliance Review - Commercial/Multiple Family	\$500.00		
Temporary Certificate of Occupancy - Commercial	\$350.00		
Building Code Compliance Review - Single Family	\$250.00		
Miscellaneous Building Permit	\$75.00		
Re-Inspection Request	\$75.00		
Duplicate Permit Request	\$50		
Building Moving Permit	Time/Material		
Wide and Overload Permit	\$25.00		
Preliminary DRC Project Review	\$250.00	\$275	\$100.00
Design Review -			

Exhibit A
 FY 2010-2011 Community Development Fee Schedule

Description	Current Fee	Recommended Fee	Anticipated Annual Revenue Increase
Second Living Unit	\$500.00	\$550.00	\$100.00
Design Review - Single Family Administrative (>500 Sq. Ft.)	\$750.00	\$825.00	\$6,500.00
Design Review - Single Family Architecture and Site Review	\$1,500.00	\$1,650.00	\$9,500.00
Design Review - Commercial/Multiple Family Administrative (≤500 Sq. Ft.)	\$750.00	\$825.00	
Design Review - Commercial/Multiple Family Planning Commission/City Council (>500 Sq. Ft.)	\$4,500.00	\$4,950.00	\$2,500.00
General Plan/Map Amendment	\$4,500.00	\$4,950.00	\$0
Zoning Ordinance/Map Amendment	\$4,500.00	\$4,950.00	\$0
Planned Unit Development	\$4,500.00	\$4,950.00	\$0
Zoning Use Compliance	\$50.00	\$100.00	\$500.00
Variance Review - Accessory Structure	\$500.00	\$550.00	\$500.00
Variance Review - Single Family Main Structure	\$1,500.00	\$1,650.00	\$2,000.00
Variance Review - Commercial/Multiple Family Main Structure	\$4,500.00	\$4,950.00	\$450.00
Application Extension - Single-Family	\$250.00	\$275.00	\$50
Application Extension - Commercial/Multiple Family	\$500.00	\$550.00	\$0
Application Modification - Single Family	\$500.00	\$550.00	\$0
Application Modification -			

Exhibit A
 FY 2010-2011 Community Development Fee Schedule

Description	Current Fee	Recommended Fee	Anticipated Annual Revenue Increase
Commercial/Multiple Family	\$1,500.00	\$1,650.00	\$0
Single Story Overlay Rezoning	\$4,075.00	\$4,500.00	\$425.00
Demolition Permit - Single Family	\$250.00	\$275.00	\$0
Demolition Permit - Commercial/Multiple Family	\$500.00	\$550.00	\$0
Sign Design Review - Modification of Existing Sign/Sign Per Sign Program	\$125.00	\$140.00	\$1,700.00
Sign Design Review - New Sign Not Per a Sign Program	\$250.00	\$275.00	\$2,000.00
Appeal - Within Notification Boundary	\$500.00	\$550.00	\$100.00
Appeal - Outside Notification Boundary	\$1,500.00	\$1,650.00	\$0
Environmental Initial Study	\$1,500.00 + Time/Material	\$1,650.00 + Time/Material	\$300.00
Environmental Impact Report	\$4,500.00 + Time/Material	\$4,950.00 + Time/Material	\$0
Certificate of Compliance	\$500.00 + Time/Material	\$550.00 + Time/Material	\$50.00
Reversion to Acreage	\$1,500.00 + Time/Material	\$1,650.00 + Time/Material	\$0
Lot Line Adjustment	\$1,500.00 + Time/Material	\$1,650.00 + Time/Material	\$150.00
Tentative Subdivision Map Review	\$4,500.00	\$4,950.00	\$450.00
Tentative Subdivision Map Extension	\$1,500.00	\$1,650.00	\$0
Conditional Use Permit - Business Use Only Planning Commission	\$1,500.00	\$1,650.00	\$300.00
Conditional Use Permit - Business Use Only Planning Commission/City Council	\$2,500.00	\$2,750.00	\$250.00
Conditional Use Permit - New Construction (>500 Sq. Ft.) Planning Commission/City Council	\$4,500.00	\$4,950.00	\$450.00

Exhibit A
 FY 2010-2011 Community Development Fee Schedule

Description	Current Fee	Recommended Fee	Anticipated Annual Revenue Increase
Street Address Change	\$500.00	\$550.00	\$50.00
Final Subdivision Map Check	\$550.00 + Time/Material	\$600.00 + Time/Material	\$50.00
Park In Lieu Fee - Single Family Residential Unit Multiple Family Residential Unit	\$30,000.00 \$18,000.00		
Traffic Impact Fee - Single Family Residential Unit Multiple Family Residential Unit Senior Residential Unit Commercial (Per 1,000 Sq. Ft.) Office (Per 1,000 Sq. Ft.)	\$5,142.00 \$3,156.00 \$1,323.00 \$9,418.00 \$7,585.00		
Subdivision Street Trees	\$250.00		
Encroachment Permits - Parking Stall Miscellaneous Special	\$10 Per Day/Per Stall \$155.00 \$315.00 + Time/Material		
Public Sidewalk Display Permit	\$50.00		
Utility Company Street Cut Permit	2% of Construction Cost \$155.00 Minimum		
Subdivision Improvement Inspection	\$300.00 + Time/Material		
Development Agreement Fee	\$430.00		
Public Work Inspection Fee	6% of Estimated Cost		

Exhibit
 FY 2010-2011 Recreation Fee Schedule

Description	Current Fee	Recommended Fee	Anticipated Annual Revenue Increase
ADMINISTRATION			
Administration Fee - All Activities	\$10.00 Per Activity	\$12.00 Per Activity	\$19,520.00
Banner Program			
Fremont & Grant	\$134.00 Per Two Weeks	\$159 Per Two Weeks	\$250.00
Main St/SanAntonio & ECReal	\$159.00 Per Two Weeks	\$189 Per Two Weeks	\$3,600.00
Lincoln Park			\$500
9 Ft. Banner	\$69.00 Per Week	\$79.00 Per Week	
18 Ft. Banner	\$134.00 Per Week	\$159.00 Per Week	
FACILITIES			
Security Deposits			<i>Pass Through Funds</i>
Multi-Purpose Room	\$500	\$500	
Gymnasium	\$500	\$500	
Classroom <i>NEW</i>		<i>NEW</i> \$250	
Alcohol Use Permit			Flat
Resident	\$36.00	\$36.00	
Non-Resident	\$60.00	\$60.00	
Single Use Facility Rentals <i>Hillview Community Center, Grant Park, Garden House, LAYC</i>			\$10,678.00
Classrooms Per Hour			
Resident	\$45.00	\$45.00	
Non-Resident	\$90.00	\$90.00	
Resident Non-Profit	\$29.00	\$39.00	
Non-Resident Non-Profit	\$39.00	\$49.00	
Multi-Purpose Rooms Per Hour			
Resident	\$161.00	\$161.00	
Non-Resident	\$225.00	\$225.00	
Resident Non-Profit	\$39.00	\$49.00	
Non-Resident Non-Profit	\$49.00	\$59.00	

Field Rental			\$6,000.00	
Resident	\$10.00 Per Hour	\$15.00 Per Hour		
Non-Resident	\$28.00 Per Hour	\$35.00 Per Hour		
Blach and Egan School Gymnasiums			\$48,200.00	
Resident Youth Non-Profit	\$37.00 Per Hour-Half Gym \$74.00 Per Hour-Full Gym	\$37.00 Per Hour-Half Gym \$74.00 Per Hour-Full Gym	<i>Does not include a rate increase as this is tracking above margin with use trends</i>	
Resident Adult	\$67.00 Per Hour-Half Gym \$134.00 Per Hour-Full Gym	\$67.00 Per Hour-Half Gym \$134.00 Per Hour-Full Gym		
Non-Resident	\$124.00 Per Hour-Half Gym \$248.00 Per Hour-Full Gym	\$124.00 Per Hour-Half Gym \$248.00 Per Hour-Full Gym		
Picnic Reservations				\$2,100.00
Resident One-Half Day	\$135.00	\$139.00		
Resident Full Day	\$197.00	\$199.00		
Non-Resident One-Half Day	\$225.00	\$225.00		
Non-Resident Full Day	\$348.00	\$348.00		
Resident Youth Group Full Day	\$42.00 Full Day	\$79.00		
Resident Youth Group One-Half Day NEW		NEW \$44.00		
Building Occupancy Rentals				
Music for Minors	\$1.73/Sq Ft \$282 Per Month	\$1.81/Sq Ft \$295 Per Month	\$156.00	
League of Women Voters	\$1.25/Sq Ft \$288 Per Month	\$1.31/Sq Ft \$303 Per Month	\$180.00	
Children's Corner	\$1.35/Sq Ft \$4,144 Per Month	\$1.42/Sq Ft \$4,347 Per Month	\$2,436.00	
LIFE LONG LEARNING			\$59,174.00	
Non-Resident Fee - All Activities	\$14.00 Per Activity	\$18 Per Activity	<i>Fee Increase Approved 2/2010</i>	
Class Refund Fee	\$15.00 Per Transaction	\$20.00 Per Transaction		
Youth Recreation Programs	75% Time/Material	100% Time/Material		
Preschool Programs – Tiny Tots	\$9.75-13.80 Per Hour	\$9.75-13.80 Per Hour		
Contractor/City Percentages	60%/40% - 85%/15%	60%/40% - 80%/20%		
HEALTH & WELLNESS				
Junior High Sports	\$75.00 - 125.00 Per Sport	\$99.00 – 149.00 Per Sport	\$16,250.00	
Adult Sports League	\$625.00 - \$775.00 Per Team	\$675-825 Per Team	\$6,000.00	

SENIOR PROGRAMS			
Senior Center Annual Membership			\$49,180.00
Residents	\$21.00 Per Year	\$139.00 Per Year	
Non-Residents	\$26.00 Per Year	\$159.00 Per Year	
Senior Programs	20-40% Material	100% Time/Material	\$60,470.00
Friday Nutritional Lunches	\$2.00	\$7.00	
Monthly Themed Lunches	\$4.00	\$10.00	
Coffee & Cookies	Donations	Donations	
Classes & Trips	100% Material	100% Time & Material	
TEEN PROGRAMS			
LAYC Dances	\$75 Annual Pass	\$79 Annual Pass	\$7,000.00
Teen Programs	75% Material	100% Time/Material	\$67,000.00
The Underground Teen Center	Free	\$149.00 Annual Pass	
Open Gym	Free	\$5.00 Per Visit/\$49.00 Per Year	
High School Band Nights	\$5.00 Per Night	\$10.00 Per Night	
PERFORMING & VISUAL ARTS			
Youth Theatre Production (LAYT)	\$225-350 Per Show	\$250-375 Per Show	\$5,000.00
COMMUNITY EVENTS			
Community Special Events	25% Time/Material	100% Time/Material	\$31,500.00
Egg Hunt	Free	Sponsorship Program	
Summer Concerts	Free	Sponsorship Program	
Halloween Window Painting	Free Students & Merchants	\$19 Student/Merchants Free	
Gingerbread House Exhibit	Free	\$12 Per Family	
Santa Home Visits	\$39.00	\$39 Family/\$49 Two Families	
New Year's Day Fun Run	Free	Sponsorship Program	

\$395,194.00

ISSUES & OPTIONS POLICY PAPER #VII

SUBJECT: Financial Warning Lights

BUDGETED? YES NO X

FISCAL IMPACT: In future years

DESCRIPTION

STORM DRAIN (Storm Water)

The Storm Water Master Plan is currently being prepared. It will identify maintenance and major capital efforts the City will need to undertake to remain in compliance with its NPDES permit and to secure permits in the future.

The draft plan has identified approximately thirty (30) locations within the City's seven square mile watershed that need capital improvements in order to adequately and safely convey water from a ten-year flood event. The report further identifies capital funding needs estimated at \$8,000,000, with projects ranging from \$150,000 to over \$2,000,000.

Examples of work that needs to be undertaken are: undersized catch basins, conveyance pipe defects, bridge abutments with erosion, undersized pipes, fallen walls adjacent to conveyance systems that impede flows and cause flooding.

The Storm Drain Fund is almost totally reliant on transfers from the General Fund. For 2010-2011, a General Fund transfer of \$150,000 is needed to cover the expenses of the Fund. The ending fund balance at the end of next fiscal year is expected to be less than \$25,000.

With the continuing decline in Sales Tax revenue and the need to funnel UUT resources to the CIP, the General Fund is going to be unable to continue to provide sustenance to storm water activities without beginning to impact other municipal services.

Last year in the initial Policy Paper on this subject, I advocated for an independent funding source for storm water, similar to that of other communities, most recently Burlingame.

CALPERS

We are all aware of the expected increases to local agency Cal PERS rates beginning in 2011-2012. Cal PERS portfolio lost approximately 25% of its value during the Great Recession.

For Los Altos, the estimated increase in rates in 2011-2012, for all employees, is between \$254,000 and \$465,000 dependant upon how PERS ultimately “smooths” the adjustments. No final decision has yet been made by PERS.

The Council’s support of the Two-Tier option will reduce the growth of the City’s PERS contributions over time. As Council was previously apprised, the City cannot solely initiate a defined contribution plan.

Council could take an aggressive position with contacts and notifications to State Legislators about the need to curtail the existing defined benefit program and morph into a defined contribution program as was discussed when Council endorsed the two-tier recommendation.

CAPITAL IMPROVEMENTS PLAN FUND (CIP)

This subject was discussed in the Budget Message. Simply, the Fund is out of significant money after this year. The recession of the past two years has all but eliminated the City’s ability to transfer General Fund monies to the CIP. The Fund has been self sustaining during the past two years since projects have cost less than the original appropriations and new projects have proceeded by using these saved monies. The UUT had been the principle funding source for the CIP. If its growth resumes, then some monies may be transferred to the CIP beginning in 2011-2012.

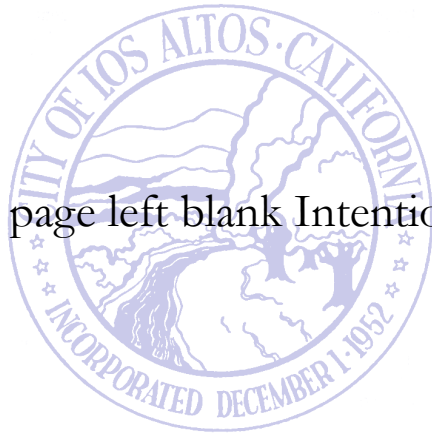
COMMUNITY CENTER/PARKING GARAGE

There have been some informal discussions amongst staff of funding a new City Hall from existing monies in some funds (Community Facility Renewal) and possibly from a portion of other expected-to-be-received monies. The balance of the Community Center Phase I plan would be funded by a voter approved bond measure.

Concurrently, there have been comments about utilizing some or all of the expected-to-be-received monies to finance a downtown parking garage. The public vs. private costs will be further refined in the now under way Opportunity Study.

We have large expensive projects and not enough monies to fund all of them. This is not a matter that needs immediate Council attention. The purpose of mentioning it at this point in time is the anticipated sale of the First and Main property and the expected monies to be received from the Packard Foundation.

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Summary

A Focus On Strategy

Fiscal Plan Highlights

Capital Projects

\$5.2 M Total
\$1.1 M CIP Fund
\$1.3 M Grants
\$2.8 M Sewer Fund

Enterprise Funds

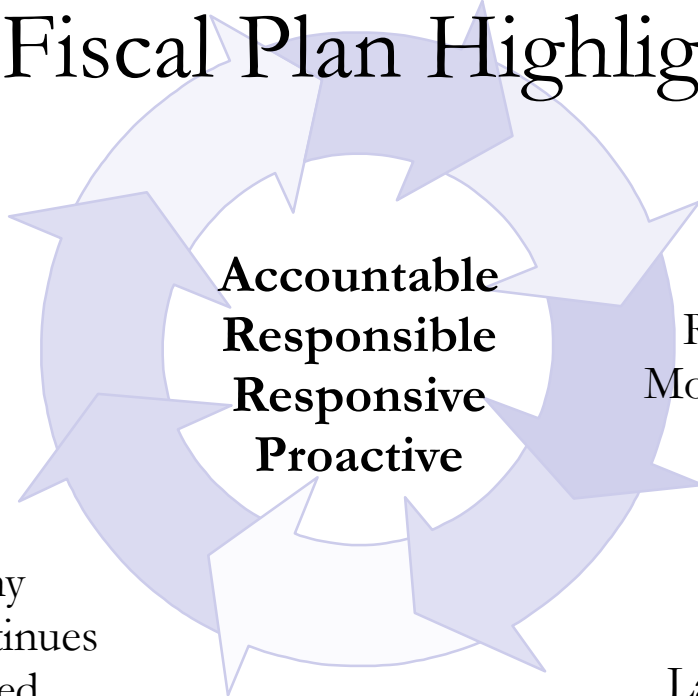
Sewer Remains Healthy
Storm Fund Subsidy Continues
Waste Contract Renewed

General Fund

Balanced Budget
Services Maintained
Recreation Cost Recovery
Modest Equipment Purchases

Human Capital

No Staffing Increases
9 Vacancies On Hold
Labor Contract Honored
Strategic Hiring Reviews



Accountable
Responsible
Responsive
Proactive

PROACTIVE MEASURES

Departments Trim 2.5% of Operating Costs
OPEB Funding Initiated
General Fund Reserves Strengthened
“State Revenue Stabilization Reserve” Refortified
On Target for the 20% General Fund Operating Reserve Goal

What We Have



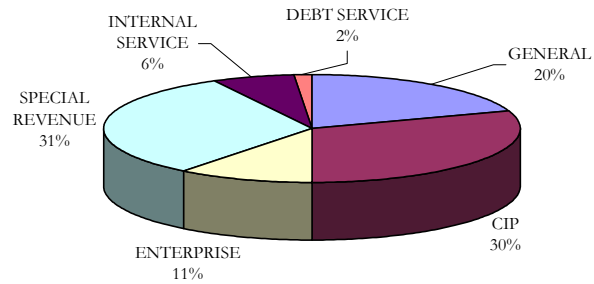
PROJECTED FUND BALANCES AND RESERVES

FUNDS	BEG. BALANCE	EST. REVENUE	EST. EXPENSES	CAPITAL PROJECTS	BAL BEFORE TSFRS	TRSFERS	PRIOR YR CIPS	UNRESTRICTED BALANCE	RESTRICTED BALANCE
GENERAL FUND									
- Unreserved	430,596	27,745,970	(27,452,920)	0	723,646	(510,000)	0	213,646	0
- Operating Commitments	26,975	0	0	0	26,975	0	0	26,975	0
- Operating Reserve	3,726,228	0	0	0	3,726,228	210,000	0	0	3,936,228
- State Revenue Stabilization Reserve	730,000	0	0	0	730,000	295,000	0	0	1,025,000
- OPEB Reserve	100,000	0	0	0	100,000	100,000	0	0	200,000
TOTAL GENERAL FUND	5,013,799	27,745,970	(27,452,920)	0	5,306,849	95,000	0	240,621	5,161,228
CAPITAL PROJECTS FUND	11,917,511	786,500	0	(1,780,000)	10,924,011	280,500	(10,656,500)	548,011	0
EQUIPMENT REPLACEMENT FUND	4,868,583	0	(61,000)	0	4,807,583	0	(734,000)	0	4,073,583
COMMUNITY FACILITY RENEWAL FUND	3,665,592	0	0	0	3,665,592	0	0	3,665,592	0
TOTAL CAPITAL IMPROVEMENT FUNDS	20,451,686	786,500	(61,000)	(1,780,000)	19,397,186	280,500	(11,390,500)	4,213,603	4,073,583
SEWER FUND	8,995,247	5,554,654	(4,274,627)	(2,775,500)	7,499,774	0	(5,331,000)	0	2,168,774
SOLID WASTE FUND	731,718	746,931	(792,330)	0	686,320	0	0	0	686,319
STORM FUND	110,309	0	(237,295)	0	(126,986)	150,000	0	0	23,014
TOTAL ENTERPRISE FUNDS	9,837,274	6,301,585	(5,304,252)	(2,775,500)	8,059,108	150,000	(5,331,000)	0	2,878,107
REAL PROPERTY PROCEEDS FUND	6,317,705	30,929	0	0	6,348,633	0	0	0	6,348,634
VEHICLE IMPOUND FUND	0	45,000	0	0	45,000	(45,000)	0	0	0
SUPPLEMENTAL LAW ENFORCEMENT FUND	0	100,000	0	0	100,000	(100,000)	0	0	0
GAS TAX FUNDS	297,607	494,000	0	(300,000)	491,607	(490,500)	0	0	1,107
PROPOSITION 1B FUND	451,386	1,000	0	0	452,386	0	(406,327)	0	46,059
STORM DRAIN DEPOSIT FUND	56,086	0	0	0	56,086	0	0	0	56,086
COMMUNITY DEV BLOCK GRANT FUND	17,592	129,000	(44,000)	(85,000)	17,592	0	0	0	17,592
TRANSPORTATION DEVELOPMENT ACT FUND	0	254,000	0	(254,000)	0	0	0	0	0
TRAFFIC IMPACT FEE FUND	468,415	51,000	0	-	519,415	0	(400,000)	0	119,415
IN LIEU PARK FEES FUND	1,335,612	1,137,000	0	0	2,472,612	0	(542,000)	0	1,930,612
DOWNTOWN PARKING FUND	151,151	38,800	(35,000)	0	154,951	0	0	0	154,951
ESTATE DONATION FUND	12,324	30	0	0	12,354	0	0	0	12,354
TOTAL SPECIAL REVENUE FUNDS	9,107,878	2,280,759	(79,000)	(639,000)	10,670,636	(635,500)	(1,348,327)	0	8,686,810
DENTAL PLAN FUND	176,936	97,800	(99,000)	0	175,736	0	0	0	175,736

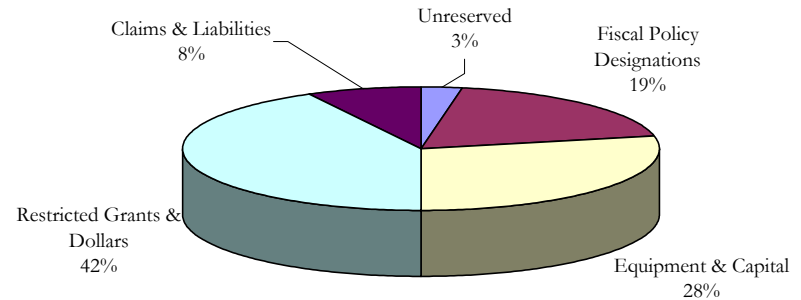
PROJECTED FUND BALANCES AND RESERVES

FUNDS	BEG. BALANCE	EST. REVENUE	EST. EXPENSES	CAPITAL PROJECTS	BAL BEFORE TSFRS	TSFRS	PRIOR YR CIPS	UNRESTRICTED BALANCE	RESTRICTED BALANCE
UNEMPLOYMENT FUND	6,507	75,000	(45,000)	0	36,507	0	0	0	36,507
WORKERS COMPENSATION FUND	661,023	1,020,000	(560,000)	0	1,121,023	0	0	0	1,121,023
LIABILITY FUND	766,766	0	(400,000)	0	366,766	0	0	0	366,766
TOTAL INTERNAL SERVICE FUNDS	1,611,232	1,192,800	(1,104,000)	0	1,700,032	0	0	0	1,700,032
GENERAL DEBT FUND	375,744	6,000	(165,000)	0	216,744	110,000	0	0	326,744
AVALON DR. CURB & GUTTER A.D.	46,075	13,700	(10,000)	0	49,775	0	0	0	49,775
RAYMUNDO CURB & GUTTER A.D.	36,944	27,600	(26,000)	0	38,544	0	0	0	38,544
BLUE OAK LANE SEWER	-	47,500	(47,500)	-	0	-	-	0	0
TOTAL DEBT SERVICE FUNDS	458,763	94,800	(248,500)	0	305,063	110,000	0	0	415,063
GRAND TOTAL	46,480,631	38,402,414	(34,249,672)	(5,194,500)	45,438,873	0	(18,069,827)	4,454,224	22,914,822

FUND BALANCE BY CATEGORY



FUND BALANCE AVAILABILITY

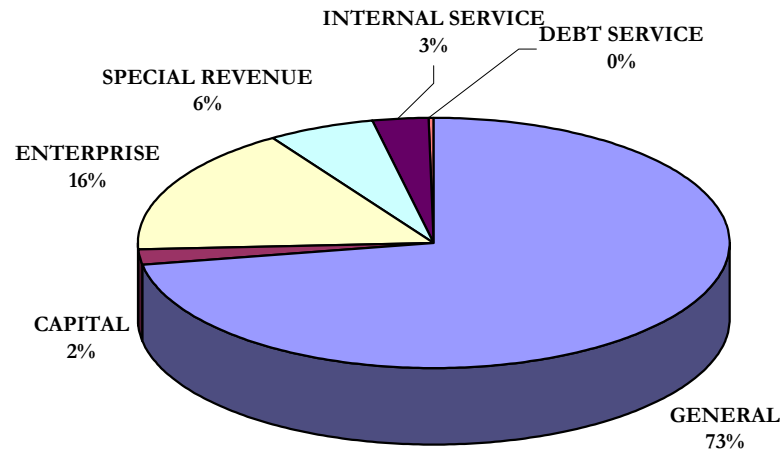


Revenue Sources



REVENUE BY FUND TYPE

FUNDS	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
GENERAL	28,493,876	27,291,629	26,646,765	27,745,970	1,099,205	4%
CAPITAL	1,717,634	667,732	525,000	786,500	261,500	50%
ENTERPRISE	6,290,513	7,648,580	7,045,801	6,301,585	(744,216)	-11%
SPECIAL REVENUE	4,424,686	1,368,583	4,215,270	2,280,759	(1,934,511)	-46%
INTERNAL SERVICE	1,119,184	1,149,223	1,121,170	1,192,800	71,630	6%
DEBT SERVICE	52,589	43,613	48,800	94,800	46,000	94%
GRAND TOTAL	\$ 42,098,482	\$ 38,169,360	\$ 39,602,806	\$ 38,402,414	\$ (1,200,392)	-3%



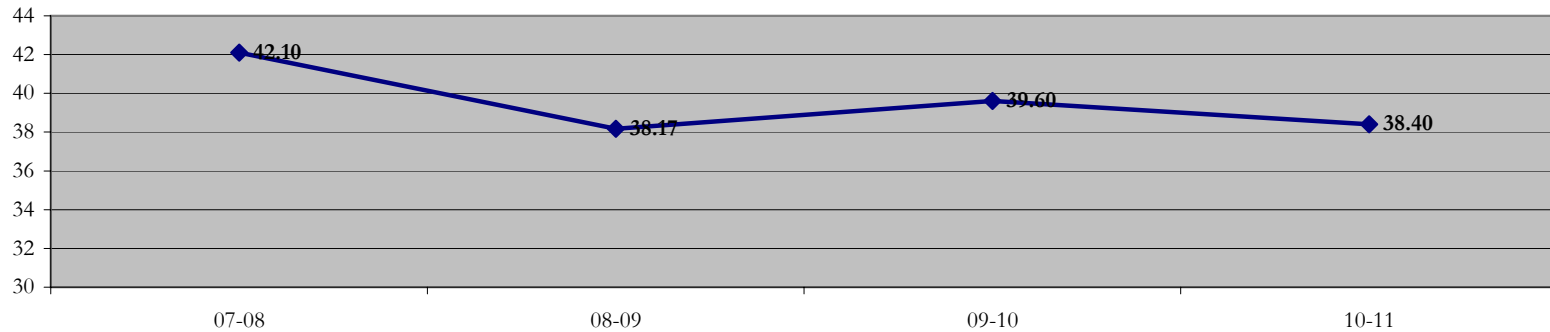
REVENUE BY FUND

FUNDS	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
GENERAL FUND	28,493,876	27,291,629	26,646,765	27,745,970	1,099,205	4%
TOTAL GENERAL FUND	28,493,876	27,291,629	26,646,765	27,745,970	1,099,205	4%
CAPITAL PROJECTS FUND	1,713,634	667,732	525,000	786,500	261,500	50%
FACILITY FUND	4,000	0	0	0	0	-
COMMUNITY FACILITY RENEWAL FUND	0	0	0	0	0	-
TOTAL CAPITAL IMPROVEMENT FUNDS	1,717,634	667,732	525,000	786,500	261,500	50%
SEWER FUND	4,716,459	5,944,437	5,499,330	5,554,654	55,324	1%
SOLID WASTE FUND	1,574,054	1,704,143	1,546,471	746,931	(799,540)	-52%
STORM FUND	0	0	0	0	0	-
TOTAL ENTERPRISE FUNDS	6,290,513	7,648,580	7,045,801	6,301,585	(744,216)	-11%
REAL PROPERTY PROCEEDS FUND	1,797,861	155,580	2,262,450	30,929	(2,231,521)	-99%
VEHICLE IMPOUND FUND	38,825	56,647	45,000	45,000	0	0%
SUPPLEMENTAL LAW ENFORCEMENT FUND	100,000	100,000	100,000	100,000	0	0%
GAS TAX FUND	517,233	474,996	499,500	494,000	(5,500)	-1%
PROPOSITION 1B FUND	455,548	432,421	4,000	1,000	(3,000)	-75%
STORM DRAIN DEPOSIT FUND	0	0	0	0	0	-
COMMUNITY DEV BLOCK GRANT FUND	285,421	47,732	129,000	129,000	0	0%
TRANSPORTATION DEVELOPMENT ACT FUND	0	0	209,000	254,000	45,000	22%
TRAFFIC IMPACT FEE FUND	292,803	33,816	53,000	51,000	(2,000)	-4%
IN LIEU PARK FEES FUND	890,890	19,685	872,000	1,137,000	265,000	30%
DOWNTOWN PARKING FUND	44,648	47,443	41,000	38,800	(2,200)	-5%
ESTATE DONATION FUND	1,457	263	320	30	(290)	-91%

REVENUE BY FUND

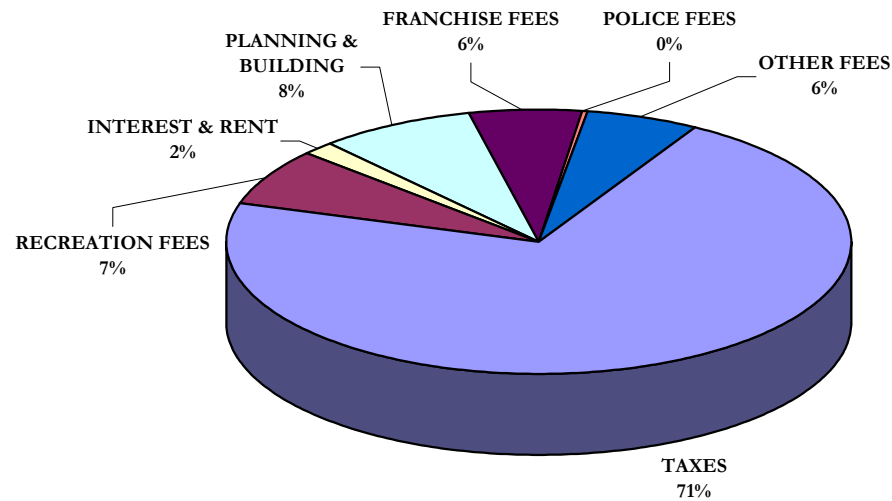
FUNDS	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
TOTAL SPECIAL REVENUE FUNDS	4,424,686	1,368,583	4,215,270	2,280,759	(1,934,511)	-46%
DENTAL PLAN FUND	96,781	98,378	97,800	97,800	0	0%
UNEMPLOYMENT FUND	3,380	3,370	3,370	75,000	71,630	2126%
WORKERS COMPENSATION FUND	588,968	635,670	609,000	1,020,000	411,000	67%
LIABILITY FUND	430,055	411,805	411,000	0	(411,000)	-100%
TOTAL INTERNAL SERVICE FUNDS	1,119,184	1,149,223	1,121,170	1,192,800	71,630	6%
GENERAL DEBT FUND	8,539	1,171	6,000	6,000	0	0%
AVALON DR. CURB & GUTTER A.D.	15,486	14,325	14,600	13,700	(900)	-6%
RAYMUNDO CURB & GUTTER A.D.	28,563	28,117	28,200	27,600	(600)	-2%
BLUE OAK LANE SEWER	0	0	0	47,500	47,500	-
TOTAL DEBT SERVICE FUNDS	52,589	43,613	48,800	94,800	46,000	94%
GRAND TOTAL	42,098,482	38,169,360	39,602,806	38,402,414	(1,200,392)	-3%

TOTAL REVENUE TREND



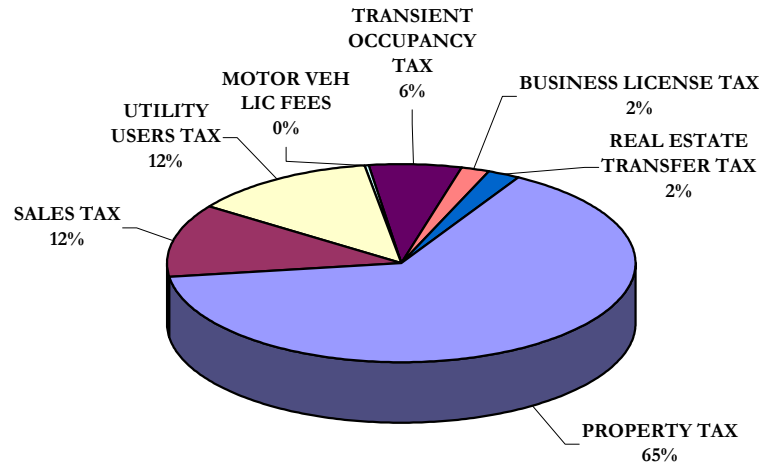
GENERAL FUND REVENUE SOURCES

	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
GENERAL FUND						
TAXES	19,710,438	20,041,390	19,170,310	19,769,710	599,400	3%
RECREATION FEES	1,652,420	1,471,977	1,494,345	1,939,240	444,895	30%
INTEREST & RENT	1,756,097	725,454	1,026,500	458,000	(568,500)	-55%
PLANNING & BUILDING	2,332,696	1,921,650	1,952,600	2,243,060	290,460	15%
FRANCHISE FEES	1,278,727	1,458,445	1,289,720	1,628,120	338,400	26%
POLICE FEES	93,396	104,888	95,650	95,650	0	0%
OTHER FEES	1,670,102	1,567,825	1,617,640	1,612,190	(5,450)	0%
TOTAL	28,493,876	27,291,629	26,646,765	27,745,970	1,099,205	4%



GENERAL FUND TAX REVENUE SOURCES

	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
GENERAL FUND						
PROPERTY TAX	11,875,287	12,758,916	12,635,010	12,760,000	124,990	1%
SALES TAX	2,872,146	2,697,494	2,412,220	2,362,410	(49,810)	-2%
UTILITY USERS TAX	2,483,139	2,530,162	2,249,110	2,499,000	249,890	11%
MOTOR VEHICLE LICENSE FEES	124,607	96,264	48,540	48,540	0	0%
TRANSIENT OCCUPANCY TAX	1,525,090	1,289,722	1,068,590	1,250,000	181,410	17%
BUSINESS LICENSE TAX	417,934	403,338	328,500	400,000	71,500	22%
REAL ESTATE TRANSFER TAX	412,235	265,493	428,340	449,760	21,420	5%
TOTAL	19,710,438	20,041,389	19,170,310	19,769,710	599,400	3%

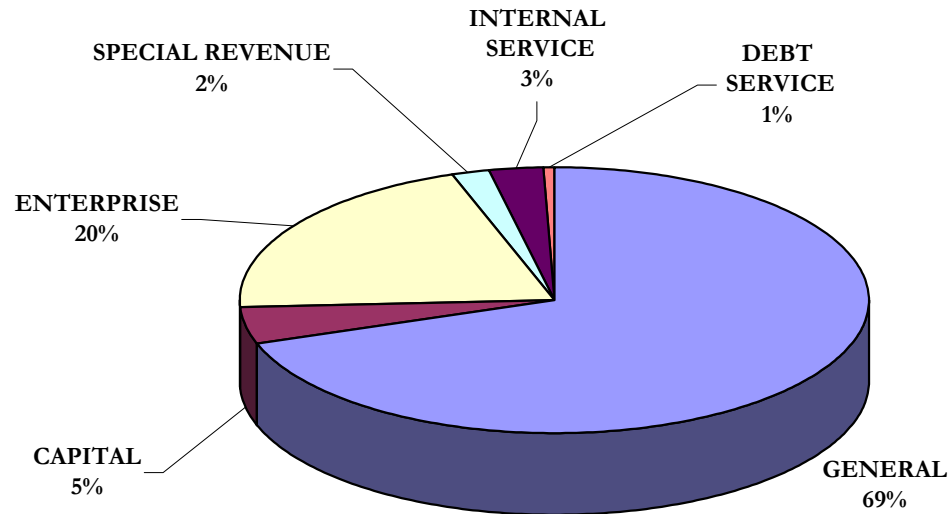


Revenue Uses



EXPENDITURES BY FUND TYPE

FUNDS	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
GENERAL	24,524,257	26,282,788	26,564,019	27,452,920	888,901	3%
CAPITAL	3,290,162	3,069,701	3,533,000	1,841,000	(1,692,000)	-48%
ENTERPRISE	5,508,041	6,395,865	8,013,801	8,079,752	65,951	1%
SPECIAL REVENUE	271,493	49,244	526,100	718,000	191,900	36%
INTERNAL SERVICE	1,046,456	1,104,711	1,079,000	1,104,000	25,000	2%
DEBT SERVICE	795,520	203,698	207,799	248,500	40,701	20%
GRAND TOTAL	\$ 35,435,929	\$ 37,106,007	\$ 39,923,719	\$ 39,444,172	\$ (479,547)	-1%



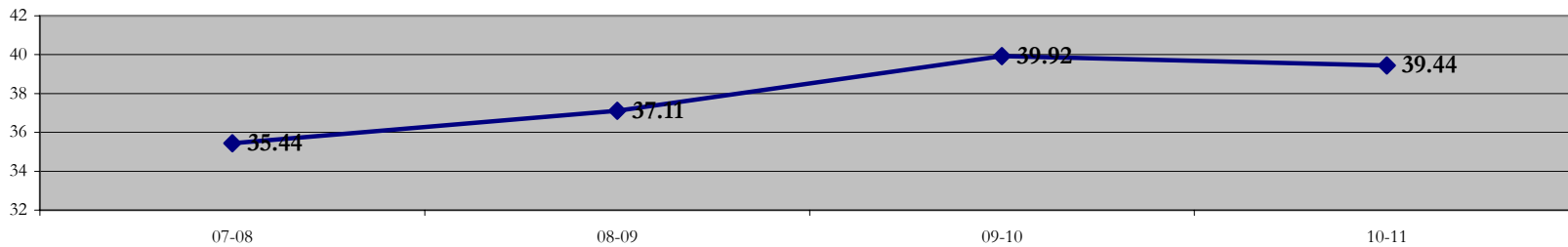
EXPENDITURES BY FUND

FUNDS	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
GENERAL FUND	24,524,257	26,282,788	26,564,019	27,452,920	888,901	3%
TOTAL GENERAL FUND	24,524,257	26,282,788	26,564,019	27,452,920	888,901	3%
CAPITAL PROJECTS FUND	3,196,569	3,069,701	3,533,000	1,780,000	(1,753,000)	-50%
EQUIPMENT REPLACEMENT FUND	22,306	0	0	61,000	61,000	-
FACILITY FUND	71,287	0	0	0	0	-
COMMUNITY FACILITY RENEWAL FUND	0	0	0	0	0	-
TOTAL CAPITAL IMPROVEMENT FUNDS	3,290,162	3,069,701	3,533,000	1,841,000	(1,692,000)	-48%
SEWER FUND	3,725,555	4,673,988	6,113,299	7,050,127	936,828	15%
SOLID WASTE FUND	1,609,295	1,573,347	1,666,770	792,330	(874,440)	-52%
STORM FUND	173,191	148,531	233,732	237,295	3,563	2%
TOTAL ENTERPRISE FUNDS	5,508,041	6,395,865	8,013,801	8,079,752	65,951	1%
REAL PROPERTY PROCEEDS FUND	1,125	0	0	0	0	-
VEHICLE IMPOUND FUND	0	0	0	0	0	-
SUPPLEMENTAL LAW ENFORCEMENT FUND	0	0	0	0	0	-
GAS TAX FUNDS	0	0	0	300,000	300,000	-
PROPOSITION 1B FUND	0	0	0	0	0	-
STORM DRAIN DEPOSIT FUND	0	0	0	0	0	-
COMMUNITY DEV BLOCK GRANT FUND	248,759	47,732	42,100	129,000	86,900	206%
TRAFFIC DEVELOPMENT ACT FUND	0	0	59,000	254,000	195,000	331%
TRAFFIC IMPACT FEE FUND	0	0	400,000	0	(400,000)	-100%
IN LIEU PARK FEES FUND	0	0	0	0	0	-
DOWNTOWN PARKING FUND	21,608	1,512	25,000	35,000	10,000	40%

EXPENDITURES BY FUND

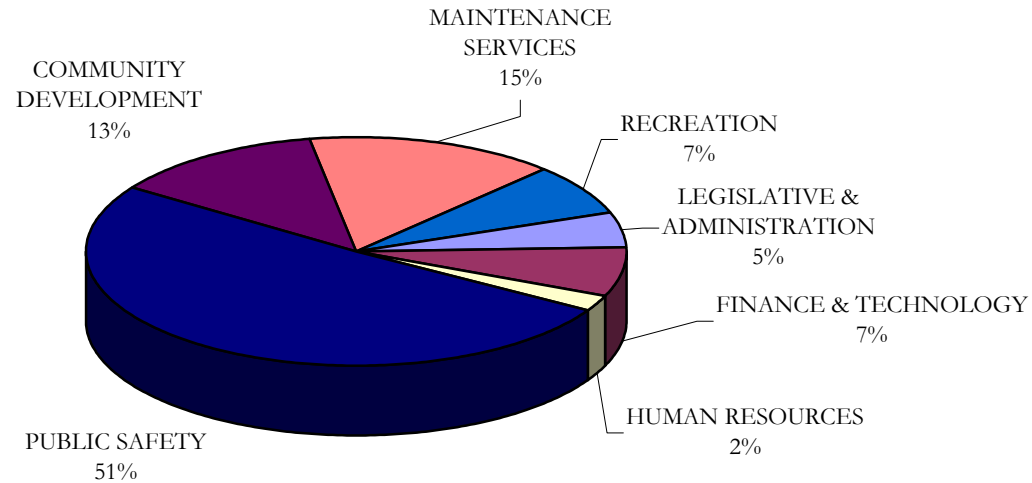
FUNDS	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
ESTATE DONATION FUND	0	0	0	0	0	-
TOTAL SPECIAL REVENUE FUNDS	271,493	49,244	526,100	718,000	191,900	36%
DENTAL PLAN FUND	99,866	112,691	99,000	99,000	0	0%
UNEMPLOYMENT FUND	23,355	30,892	20,000	45,000	25,000	125%
WORKERS COMPENSATION FUND	639,414	542,489	560,000	560,000	0	0%
LIABILITY FUND	283,821	418,639	400,000	400,000	0	0%
TOTAL INTERNAL SERVICE FUNDS	1,046,456	1,104,711	1,079,000	1,104,000	25,000	2%
GENERAL DEBT FUND	754,083	162,644	165,000	165,000	0	0%
AVALON DR. CURB & GUTTER A.D.	13,005	13,155	14,600	10,000	(4,600)	-32%
RAYMUNDO CURB & GUTTER A.D.	28,432	27,900	28,200	26,000	(2,200)	-8%
BLUE OAK LANE SEWER	0	0	0	47,500	47,500	-
TOTAL DEBT SERVICE FUNDS	795,520	203,698	207,799	248,500	40,700	20%
GRAND TOTAL	35,435,928	37,106,008	39,923,719	39,444,172	(479,548)	-1%

TOTAL EXPENDITURE TREND



GENERAL FUND EXPENDITURES BY DEPARTMENT

DEPARTMENT	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
LEGISLATIVE & ADMINISTRATION	1,306,178	1,692,901	1,711,840	1,347,843	(363,997)	-21.26%
FINANCE & TECHNOLOGY	1,420,835	1,404,866	1,681,200	1,906,525	225,325	13.40%
HUMAN RESOURCES	317,702	287,037	334,720	655,228	320,508	95.75%
PUBLIC SAFETY	12,306,680	13,127,788	13,456,595	13,917,756	461,161	3.43%
COMMUNITY DEVELOPMENT	3,377,894	3,381,982	3,434,930	3,541,751	106,821	3.11%
MAINTENANCE SERVICES	3,654,713	4,083,975	3,855,295	4,083,160	227,865	5.91%
RECREATION	2,140,255	2,304,239	2,089,439	2,000,657	(88,782)	-4.25%
GENERAL FUND	24,524,257	26,282,788	26,564,019	27,452,920	888,901	3.35%



EXPENDITURES BY PROGRAM ALL FUNDS

PROGRAM	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
CITY COUNCIL	197,674	158,418	200,000	172,340	(27,660)	-14%
EXECUTIVE	395,081	846,545	834,765	537,634	(297,131)	-36%
CITY ATTORNEY	215,896	380,016	283,010	257,975	(25,035)	-9%
CITY CLERK	455,362	268,269	350,260	335,047	(15,213)	-4%
VOLUNTEERS	42,165	39,653	43,805	44,847	1,042	2%
LEGISLATIVE & ADMINISTRATION	1,306,178	1,692,901	1,711,840	1,347,843	(363,997)	-21%
FINANCE	839,371	791,457	931,370	936,468	5,098	1%
INFORMATION TECHNOLOGY	250,286	342,323	330,290	416,997	86,707	26%
CENTRAL SERVICES	62,115	48,529	58,510	36,500	(22,010)	-38%
CABLE TELEVISION	131,239	138,654	152,660	151,560	(1,100)	-1%
NON DEPARTMENTAL	137,824	83,903	208,370	365,000	156,630	75%
FINANCE & TECHNOLOGY	1,420,835	1,404,866	1,681,200	1,906,525	225,325	13%
HUMAN RESOURCES	317,702	287,037	334,720	655,228	320,508	96%
HUMAN RESOURCES	317,702	287,037	334,720	655,228	320,508	96%
ADMINISTRATION	6,172,735	6,623,546	1,483,780	1,445,680	(38,100)	-3%
PATROL SERVICES	0	0	3,607,315	3,771,789	164,474	5%
FIRE SERVICES	4,663,953	4,899,925	5,138,780	5,344,780	206,000	4%
SUPPORT SERVICES	1,082,654	1,163,917	1,335,610	1,444,582	108,972	8%
INVESTIGATIVE SERVICES	0	0	1,160,800	1,208,839	48,039	4%
TRAFFIC OPERATIONS	182,108	243,179	720,380	692,710	(27,670)	-4%
EMERGENCY PREPAREDNESS	27,779	15,347	9,930	9,376	(554)	-6%
ANIMAL CONTROL	177,451	181,874	0	0	0	-
PUBLIC SAFETY	12,306,680	13,127,788	13,456,595	13,917,756	461,161	3%
PLANNING	836,624	927,564	993,740	1,007,492	13,752	1%
BUILDING INSPECTION	1,115,853	1,069,979	983,690	1,005,401	21,711	2%
ENGINEERING	1,148,217	1,144,827	1,056,650	1,107,001	50,351	5%
ECONOMIC DEVELOPMENT	68,798	55,686	162,310	188,307	25,997	16%
TRAFFIC	208,402	183,926	238,540	233,550	(4,990)	-2%
COMMUNITY DEVELOPMENT	3,377,894	3,381,982	3,434,930	3,541,751	106,821	3%
ADMINISTRATION	455,589	461,037	491,779	502,930	11,151	2%
FLEET MAINTENANCE	182,644	202,804	215,644	204,231	(11,413)	-5%
STREET MAINTENANCE	695,836	898,965	856,934	917,431	60,497	7%
PARKS & STREET LANDSCAPING	1,760,476	1,855,540	1,688,997	1,642,759	(46,238)	-3%
FACILITY MAINTENANCE	560,168	665,629	601,942	815,810	213,868	36%

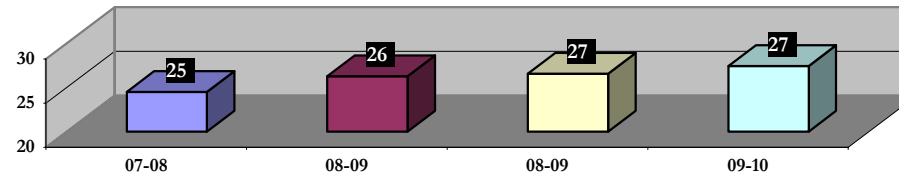
EXPENDITURES BY PROGRAM ALL FUNDS

PROGRAM	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
MAINTENANCE SERVICES	3,654,713	4,083,975	3,855,295	4,083,160	227,865	6%
ADMINISTRATION	800,743	773,907	333,933	386,235	52,302	16%
FACILITIES	300,898	307,277	392,949	347,496	(45,453)	-12%
LIFE LONG LEARNING	702,929	820,966	877,635	591,439	(286,196)	-33%
HEALTH & WELLNESS	60,270	60,235	146,038	347,158	201,120	138%
SENIOR PROGRAMS	144,126	152,400	158,272	154,331	(3,941)	-2%
TEEN PROGRAMS	80,769	117,298	113,677	115,753	2,076	2%
PERFORMING ARTS	36,480	51,598	44,266	39,476	(4,790)	-11%
COMMUNITY EVENTS	14,040	20,558	22,669	18,769	(3,900)	-17%
RECREATION	2,140,257	2,304,239	2,089,439	2,000,657	(88,782)	-4%
TOTAL GENERAL FUND	24,524,257	26,282,788	26,564,019	27,452,920	888,901	3%
CAPITAL PROJECTS FUND	3,196,569	3,069,701	3,533,000	1,780,000	(1,753,000)	-50%
EQUIPMENT REPLACEMENT FUND	22,306	0	0	61,000	61,000	-
FACILITY FUND	71,287	0	0	0	0	-
COMMUNITY FACILITY RENEWAL FUND	0	0	0	0	0	-
TOTAL CAPITAL PROJECTS FUNDS	3,290,162	3,069,701	3,533,000	1,841,000	(1,692,000)	-48%
SEWER SYSTEM ADMINISTRATION	3,179,109	3,819,353	3,147,989	3,167,083	19,094	1%
SEWER SYSTEM MAINTENANCE	0	0	788,810	1,107,544	318,734	40%
SEWER CIPS	546,446	854,635	2,176,500	2,775,500	599,000	28%
TOTAL SEWER FUNDS	3,725,555	4,673,988	6,113,299	7,050,127	936,828	15%
SOLID WASTE	1,609,295	1,573,347	1,666,770	792,330	(874,440)	-52%
TOTAL SOLID WASTE FUND	1,609,295	1,573,347	1,666,770	792,330	(874,440)	-52%
URBAN RUNOFF PROGRAM	171,064	145,942	189,932	192,355	2,423	1%
STORM DRAIN	2,127	2,589	43,800	44,940	1,140	3%
TOTAL STORM DRAIN FUNDS	173,191	148,531	233,732	237,295	3,563	2%
REAL PROPERTY PROCEEDS	1,125	0	0	0	0	-
VEHICLE IMPOUND	0	0	0	0	0	-
SUPPLEMENTAL LAW ENFORCEMENT	0	0	0	0	0	-
GAS TAX	0	0	0	300,000	300,000	-
PROPOSITION 1B	0	0	0	0	0	-
STORM DRAIN DEPOSIT	0	0	0	0	0	-
COMMUNITY DEV BLOCK GRANT	248,759	47,732	42,100	129,000	86,900	206%
TRAFFIC DEVELOPMENT ACT	0	0	59,000	254,000	195,000	331%
TRAFFIC IMPACT FEE	0	0	400,000	0	(400,000)	-100%

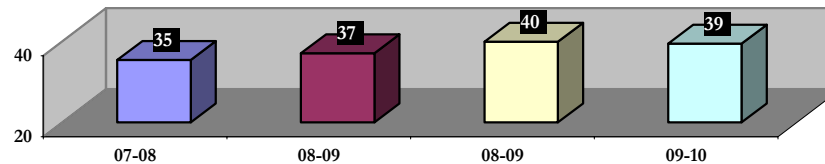
EXPENDITURES BY PROGRAM ALL FUNDS

PROGRAM	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	\$ CHANGE	% CHANGE
IN LIEU PARK FEES	0	0	0	0	0	-
DOWNTOWN PARKING	21,608	1,512	25,000	35,000	10,000	40%
ESTATE DONATION	0	0	0	0	0	-
TOTAL SPECIAL REVENUE FUNDS	271,492	49,244	526,100	718,000	191,900	36%
DENTAL PLAN	99,866	112,691	99,000	99,000	0	0%
UNEMPLOYMENT	23,355	30,892	20,000	45,000	25,000	125%
WORKERS COMPENSATION LIABILITY	639,414	542,489	560,000	560,000	0	0%
TOTAL INTERNAL SERVICE FUNDS	1,046,456	1,104,711	1,079,000	1,104,000	25,000	2%
GENERAL DEBT	754,083	162,644	165,000	165,000	0	0%
AVALON DR. CURB & GUTTER A.D.	13,005	13,155	14,600	10,000	(4,600)	-32%
RAYMUNDO CURB & GUTTER A.D.	28,432	27,900	28,200	26,000	(2,200)	-8%
BLUE OAK SEWER	0	0	0	47,500	47,500	-
TOTAL DEBT SERVICE FUNDS	795,521	203,699	207,800	248,500	40,700	20%
GRAND TOTAL	35,435,929	37,106,009	39,923,720	39,444,172	(479,548)	-1%

GENERAL FUND EXPENDITURE TREND



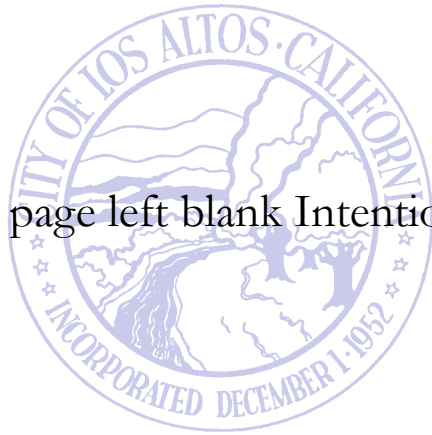
ALL FUNDS EXPENDITURE TREND



FY 2010-2011 ADOPTED CAPITAL IMPROVEMENT PROJECTS

PROJECT DESCRIPTIONS	CAPITAL IMPROVEMENT FUND	SAFE ROUTES	GAS TAX	PARK IN LIEU	TDA	CDBG	DEV FEES	SEWER	TOTAL
Annual Street Resurfacing	\$325,000		\$170,000						\$495,000
Annual Street Striping	50,000								\$50,000
Annual Concrete Repair	150,000								\$150,000
Annual Sewer Main Repair								358,000	\$358,000
Annual Sewer Main Video								343,000	\$343,000
Annual Sewer Root Foaming								322,000	\$322,000
Annual ADA Accessibility						85,000			\$85,000
Annual NTMP Projects	75,000								\$75,000
Annual Special Projects and Studies	100,000								\$100,000
Biennial Street Slurry Seal	125,000		100,000						\$225,000
Homestead Road Medians and Path					216,000				\$216,000
S. San Antonio Road Resurfacing	-		30,000				259,000		\$289,000
Safe Routes to School Project TBD	43,500	391,500							\$435,000
South Sewer Main Replacement -Phase II								1,172,500	\$1,172,500
Fallen Leaf Lane Sewer Main Replacement								430,000	\$430,000
NPDES Compliance Design								150,000	\$150,000
Sewer Master Plan Update	70,000								\$70,000
Pedestrian Master Plan	25,000								\$25,000
Portola Avenue Sidewalk							51,000		\$51,000
Grant Road Pathway Bryant to Altamead	50,000				38,000				\$88,000
HRI Phase II	15,000								\$15,000
Traffic Sign Replacement	50,000								\$50,000
TOTAL	\$1,078,500	\$391,500	\$300,000	\$0	\$254,000	\$85,000	\$310,000	\$2,775,500	\$5,194,500
CIP SUPPORTING SOURCES	701,500	(391,500)					(310,000)		
TOTAL	\$ 1,780,000	\$ -	\$ 300,000	\$ -	\$ 254,000	\$ 85,000	\$ -	\$ 2,775,500	\$ 5,194,500

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Legislative & Administration

Legislative & Administration



Resource Allocation

5%

General Fund

3%

All Funds



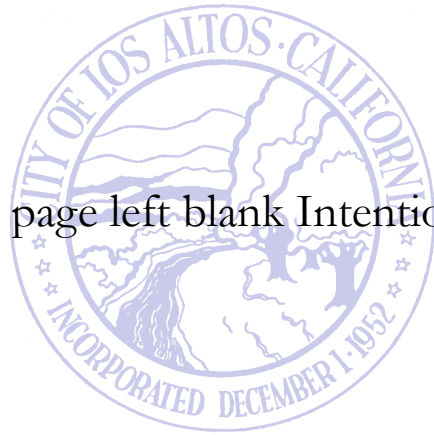
Budget

\$1,347,843



City Council
Executive
City Attorney
City Clerk
Volunteers

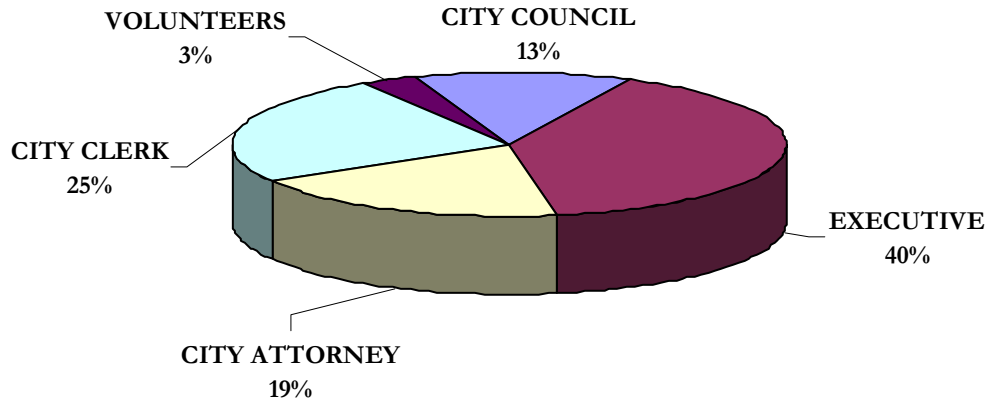
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Legislative & Administration

Effective, equitable, and representative leadership with a focus on results in achieving the City's vision to maintain a superior quality of life within a safe and nurturing environment

FY 2010-2011 Budget - Legislative & Administration



PROGRAM EXPENDITURES	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
CITY COUNCIL	197,674	158,418	200,000	172,340	-13.83%
EXECUTIVE	395,081	846,545	834,765	537,634	-35.59%
CITY ATTORNEY	215,896	380,016	283,010	257,975	-8.85%
CITY CLERK	455,362	268,269	350,260	335,047	-4.34%
VOLUNTEERS	42,165	39,653	43,805	44,847	2.38%
LEGISLATIVE & ADMINISTRATION	1,306,179	1,692,901	1,711,840	1,347,843	-21.26%

City Council

What We Do

Goal

Represents the community and its values in setting policy, provides direction on the development, implementation and prioritization of program objectives, projects, and service levels, and receives recommendations from commissions.



FY 10-11 Initiatives

- Continue prudent fiscal management and foresight
- Continue to complete funded & identified capital projects
- Evaluate and optimize full fee-based program cost recovery where possible
- Finalization of the Community Center Master Plan financing
- Finalize design for Loyola Corners and determine funding
- Final implementation of the new solid waste franchise contract
- Pursue developing an environmental element of the General Plan
- Pursue State funding and implement “Safe Route To Schools” programs
- Initiate a Collector Traffic Calming Master Plan
- Develop the recently approved Opportunities Study
- Complete the San Antonio Streetscape
- Assess possible locations for a new park in North Los Altos (long range)
- Further develop a utility undergrounding program (long range)
- Emphasize Community building through engagement and empowerment



The City Council serves as the elected body representing the citizens of Los Altos. Council term dates are staggered to assure continuity and facilitate transitions between elections.

Service Program

Council defines a strategic vision for the City and sets policy for staff in alignment with community based goals. Council meets twice per month, every second and fourth Tuesday, in a public setting designed to promote open deliberation and garner citizen input. In a Council-Manager form of local government, the City Manager leads operations in furtherance of the direction set by Council. Council has defined four key strategic priorities including: addressing the City’s traffic concerns, maintaining financial stability in these challenging times, maintaining infrastructure, and developing the Community Center Master Plan.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	46,170	46,393	82,200	95,800	17%
SERVICE AND SUPPLIES	151,504	111,717	117,800	76,540	-35%
CAPITAL OUTLAY	-	307	-	-	0%
CITY COUNCIL	197,674	158,418	200,000	172,340	-14%

People

Positions	07-08	08-09	09-10	10-11
Council Members	5	5	5	5
Elected Officials	5	5	5	5

**Things
You
Should
Know**

STREETSCAPE IMPROVEMENT PLAN FOR SAN ANTONIO ROAD LOS ALTOS, CALIFORNIA



City Council has made financial transparency a key strategic goal for the City and staff. In line with that direction, the FY 2010-2011 continues to be developed in a manner that presents a financial plan that is easier to read, relevant to the community, and understandable. This budget continues to reduce costs, where possible, as we anticipate a slow and erratic recovery to the current financial downturn. At the same time, it preserves the service levels our community has come to expect.

The City Council's budget is proposed to decrease by approximately \$25,000 or 14%. This is primarily due to the reduction of the Council Contingency line item, designed to address unanticipated decisions requiring Council action from \$50,000 to \$25,000. This was part of an across-the-board cost savings measure applied to all departments.

Executive

What We Do

Goal

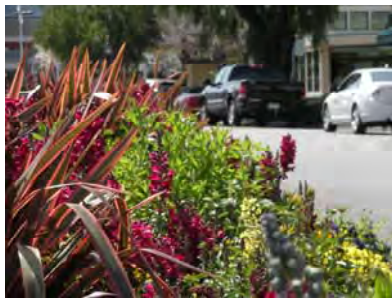
To implement the legislative directives, policies and practices of the City Council and to coordinate the delivery of municipal services by the City's departments in an efficient and economical manner.



FY 10-11 Initiatives

- Continue to implement Council policies, goals and objectives
- Complete the San Antonio Road Streetscape project
- Work with PG&E to complete First Street Undergrounding
- Continue coordination with the Packard Foundation on the completion of their downtown development
- Finalize a development agreement for the First and Main property
- Continue efforts on the Community Center
- Commence construction of Rosita Park and Rosita Avenue ROW improvements
- Develop and present a multi-year financial forecast to Council, working with staff, and the Financial Commission

Service Program



The Executive program pursues the goals, policies, and practices of the City Council. The City Manager assigns lead responsibility for implementation of the Council's directives through the services of several City departments and functions including: Public Safety, Community Development (planning, building, and engineering), Maintenance Services, Recreation, Finance & Technology, Human Resources, Risk Management, and Special Projects.

The proposed budget maintains the City staffing level at 130 employees, although due to the current financial climate, not all positions are proposed to be fully funded for the forthcoming fiscal year.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	309,797	800,587	796,030	518,124	-35%
SERVICE AND SUPPLIES	84,045	29,060	38,735	19,510	-50%
CAPITAL OUTLAY	1,239	16,897	-	-	-
EXECUTIVE	395,081	846,545	834,765	537,634	-36%

People

Positions	07-08	08-09	09-10	10-11
City Manager	1	1	1	1
Assistant City Mgr	-	1	1	0
Special Projects Mgr	0	1	1	1
City Clerk	-	-	-	-
Economic Dev Coord	.5	.5	0	0
Executive Assistant	.5	.5	.5	.5
Total FTE	2.0	4.0	3.5	2.5

**Things
You
Should
Know**



In recent budget cycles, the Executive program was re-structured to include the Assistant City Manager the creation a formal Finance Director position whereas those positions were combined in the past. The reassignment of staff also resulted in the creation of a Special Project Manager position reporting directly to the City Manager. In recent years, the City Clerk staffing was broken out into its own specific program budget and the existing Management Analyst position was reassigned into Community Development and reclassified as an Economic Development Coordinator.

This year, the Assistant City Manager position which provides supervision of personnel matters was moved to the Human Resources budget.

City Attorney

What We Do

Represent and advise the City Council, its boards and commissions, and City Officials on legal matters.



Goal

- Draft and review all ordinances, resolutions, contracts, and legally binding documents
- Represent and advise staff on legal matters that arise out of operations
- Assist staff in developing and enhancing professional service contract agreements and procurement policies and practices
- Prosecute violations of City ordinances and enforce City codes in place
- Monitor outside retained legal service rendered for uninsured City matters
- Conduct annual commission training sessions

FY 10-11 Initiatives



The City Attorney is engaged on a contract-basis and reports directly to City Council. The program budget approximates \$250,000 which includes costs for litigation services and does not include full-time staff.

Service Program

The City Attorney represents Council in all legal matters that arise during the course of operations and coordinates closely with the Executive staff in proactively addressing possible liability exposure and the development of legally binding agreements and contracts. The City Attorney is present at all Council meetings as well as commission meetings per Council instruction or staff request. Court appearances are made in support of the City's legal actions and City business.

Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	-	-	-	-	-
SERVICE AND SUPPLIES	215,896	380,016	283,010	257,975	-9%
CAPITAL OUTLAY	-	-	-	-	-
CITY ATTORNEY	215,896	380,016	283,010	257,975	-9%

People

Positions	07-08	08-09	09-10	10-11
City Attorney	contract	contract	contract	contract
Total FTE	-	-	-	-

Things
You
Should
Know



In reviewing the FY 2010-2011 City Attorney budget, it is important to note that the past two years of operations included the impact of extraordinary litigation costs not expected to be repeated. Consequently litigation costs were reduced by approximately \$20,000 in recognition of an expected return to normalized litigation experience. This year's budget experienced no increase in retainer fees resulting in a budget that is 9% lower than the previous year.

FY2009-2010 was a productive year including the successful negotiation of a new 10 year waste contract, review of newly updated city contract standards, and key assistance in the issuance of bonds for the Blue Oak Assessment District.

City Clerk

What We Do

Goal

To serve as the municipal link to Los Altos residents by providing open access to information regarding the City, facilitating the legislative process, promoting and staging participation in City government, and performing other State and Municipal statutory duties.



FY 10-11 Initiatives

- Serve as the City's legislative administrator and historian
- Assure the timely processing of the City Council agenda items
- Assist in organizing bi-weekly council meetings
- Records and processes City Council meeting minutes
- Administer municipal elections on behalf of the City
- Assure compliance with the Political Reform Act
- Process Public Record Requests in accordance with State Law
- Coordinate a variety of commission and committee programs
- Manage citywide volunteer programs
- Create and develop the City newsletter
- Maintaining legislative files of record

Service Program



The City Clerk is responsible for managing the operations of the City Clerk function as well as coordinating the citywide volunteer program. This service area is responsible for a variety of functions including: the preparation and distribution of the bi-weekly council agendas and supporting materials, the recording and transcription of meeting minutes, assuring compliance with Brown Act requirements, administering municipal elections, updating the City's municipal code, monitoring annual elected and government official conflict of interest filing statements, monitoring responses to public record requests, tracking annual ethics training requirements, and acting as a liaison on a variety of City commissions and boards.

The City Clerk is also responsible for managing the citywide volunteer program promoting the invaluable contributions made by so many in our community who give freely and generously of their personal time to enhance services.

Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	% CHANGE
PERSONNEL SERVICES	203,566	216,098	227,170	229,434	1%
SERVICE AND SUPPLIES	251,796	33,779	123,090	105,613	-26%
CAPITAL OUTLAY	-	3,737	-	-	0%
CITY CLERK	455,362	253,615	350,260	335,047	-6%

People

Positions	07-08	08-09	09-10	10-11
City Clerk	1	1	1	1
Executive Assistant	.5	.5	.5	.5
Total FTE	1.5	1.5	1.5	1.5



In reviewing the 2010-2011 City Clerk budget, it is important to note that the budget for this function was first broken out in FY 2007-2008 prior to which it was included as a component of the Executive program. This explains the absence of stand-alone historical numbers for FY 2006-2007.

Things
You
Should
Know

The FY 2010-2011 budget decreased by \$15,000, or 6%, primarily due to the transfer of \$75,000 of Community Center bond financing election costs to Non-Departmental contingency given the tentative nature of the dates involved. This original estimate presumes that this election would fall on a normal county cycle making the cost significantly less than running a special election. This reduction was partially offset by the inclusion of \$45,000 of election costs for the Council election in November.

Other significant costs included in this budget relate to meeting video streaming and audio/visual systems support contracts.



Volunteers

What We Do

Goal

Administer the City’s Volunteer Program (VEGA—Volunteers Enriching Government Action) by recruiting, training, and placing volunteers to assist City departments



FY 10-11 Initiatives

- Use the City website to advertise and promote volunteer opportunities
- Coordinate volunteers with City departments to identify city service opportunities
- Maintain the “Adopt a Park” program
- Maintain the “Space Station Los Altos” program
- Maintain Channel 26 video information
- Maintain City Hall flower displays
- Maintain “Parking Hearing Examiner” program
- Recruit for City’s “In Home Repair” for seniors program
- Publish three series of the City Newsletters
- Hold annual recognition and honorary events

Service Program

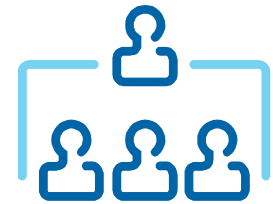


Under the guidance of the City Clerk, the Volunteer program seeks to develop opportunities for those individuals seeking to make invaluable contributions to enhance city services. Hundreds of hours of volunteerism are realized each year through the VEGA (Volunteers Enriching Government Action) program as well as the countless hours put into civic duty by the countless boards and commissions that serve our residents with their generosity.



Through the VEGA program, a number of volunteer opportunities exist including occasional drop in assistance, special project assignments in a small team setting, student intern programs, and ongoing scheduled assistance to a variety of City departments.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	36,029	35,579	38,480	41,272	7%
SERVICE AND SUPPLIES	6,136	4,075	5,325	3,575	-33%
CAPITAL OUTLAY	-	-	-	-	-
VOLUNTEERS	42,165	39,653	43,805	44,847	2%

People

Positions	07-08	08-09	09-10	10-11
Office Assistant II (PPT)	.60	.75	.75	.75
	-	-	-	-
Total FTE	.60	.75	.75	.75



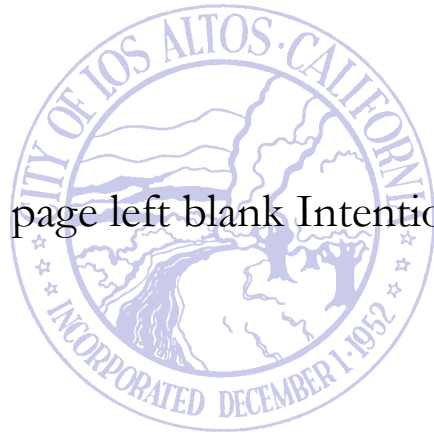
A review of the FY 2010-2011 budget for the Volunteers program remained relatively level. The budget was created to reflect program maintenance at the current level. Orientation to the City of Los Altos program is provided by the VEGA Coordinator which is staffed by a permanent part-time City position. Specific job orientation and any appropriate on-the-job training is provided by department supervisors to assist the volunteer in successfully completing his/her assignment and assure that program goals are attained.

Things You Should Know

On a similar note, City departments coordinate the efforts of eight City commissions which provide valuable services to City government and our communities. These include: Planning, Library, Parks & Recreation, Traffic, Environmental, Historical, Financial, and Youth commissions.



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Finance & Technology

Finance & Technology



Resource
Allocation

7%
General Fund
5%
All Funds



Accountability



Human Capital
8 Full-Time Staff

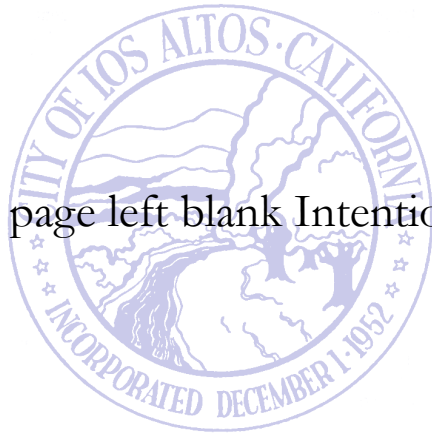


Budget
\$1,353,465
Operations

\$553,060
Shared
Costs

Finance
Information Technology
Central Services
Cable Television
Non-Departmental

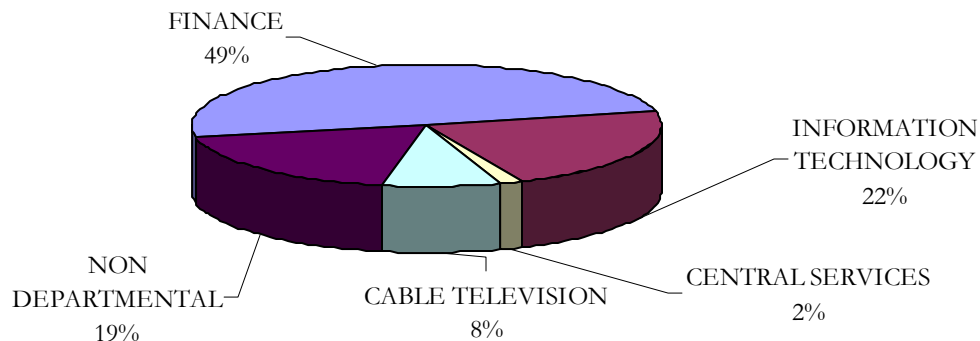
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Finance & Technology

Strategic Planning,
Transparency, Accountability, Compliance,
Innovation, Relevant & Timely Reporting, and
Exceptional Customer Service

FY 2010-2011 Budget- Finance & Technology



PROGRAM EXPENDITURES	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
FINANCE	839,371	791,457	931,370	936,468	0.55%
INFORMATION TECHNOLOGY	250,286	342,323	330,290	416,997	26.25%
CENTRAL SERVICES	62,115	48,529	58,510	36,500	-37.62%
CABLE TELEVISION	131,239	138,654	152,660	151,560	-0.72%
NON DEPARTMENTAL	137,824	83,903	208,370	365,000	75.17%
FINANCE & TECHNOLOGY	1,420,835	1,404,866	1,681,200	1,906,525	13.40%

Finance

What We Do

Goal

Protecting the assets of the City, ensuring compliance with financial standards, and supporting a forward-looking and proactive fiscal model while providing exceptional customer service, accurate, timely, relevant financial information to assist in the strategic decision making process



FY 10-11 Initiatives

- Providing exceptional customer service
- Complete the FY 2009-2010 financial audit on time and in good form
- Review and document internal control points and business processes
- Update the City's Fiscal & Debt Policies
- Continue in the development of the financial system
- Continue to enhance on-line monthly financial reports launched this year
- Complete a citywide Cost-Allocation-Plan
- Implement the newly approved Business Licensing System
- Continue to develop financing plans for the Community Center Master Plan
- Introduce a multi-year planning tool
- Continue the development of paperless archival systems



Finance is responsible for maintaining the highest level of financial reporting and customer service, ensuring compliance with Generally Accepted Accounting Principles (GAAP) and reporting in line with Government Accounting Standards Board (GASB), developing and assessing a strong structure of internal controls, and processing fiscal transactions in the furtherance of our

Service Program

fiduciary duties.

With a staff of six, Finance serves incoming City Hall customers, coordinates the completion of an annual independent financial and compliance audits, develops an annual budget and fiscal projections, compiles and distributes month-end status reports, manages a centralized cashing function for all receipts, processes payroll for all City full and part-time staff, reviews and pays all citywide bills for operational and capital expenses, collects all receivables from a variety of organizations, and provides citywide department support on a variety of projects.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	713,465	656,422	744,215	776,033	4%
SERVICE AND SUPPLIES	125,130	130,904	187,155	160,435	-14%
CAPITAL OUTLAY	776	4,131	-	-	-
FINANCE	839,371	791,457	931,370	936,468	1%

People

Positions	07-08	08-09	09-10	10-11
Finance Director	-	1	1	1
Financial Services Mgr	1	1	1	1
Accounting Technician	1	1	1	1
Acct Office Asst I	2	2	2	2
Acct Office Asst II	1	1	1	1
Total FTE	5	6	6	6

Things
You
Should
Know



This has been a productive and busy year for Finance. In FY 2009-2010 Finance: completed another clean and timely audit, prepared all State and grant compliance reports, initiated its first ever on-line monthly fiscal status reports, continued with quarterly CIP reporting, upgraded the financial system to the latest platform version, completed GASB 45

OPEB compliance, assisted in the selection and negotiation of a new ten year waste contract, completed the selection of investment advisory services, launched a new and updated investment policy, extended its service to support a new grant writing committee, successfully procured State Prop 1A securitization dollars of over \$1 million fully offsetting the State property tax takeaway, coordinated and facilitated the issuance of improvement bonds for Blue Oak Lane, initiated on-line invoice scanning for accounts payable, selected a new audit team, and closed a series of stale and long outstanding assessment district residual debt balances.

Information Technology

What We Do

Goal

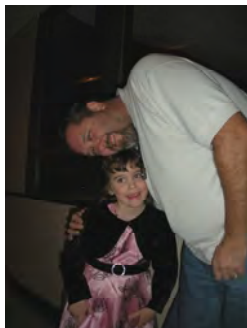
Provide the City of Los Altos the highest quality technology-based services, fostering and nurturing a teaching and learning technology environment, and developing an information technology infrastructure that is reliable, secure, financially viable, and positioned for the long-term.



FY 10-11 Initiatives

- Providing exceptional customer service
- Development and delivery of a multi year information technology master plan
- Continue with PC replacement Roll Outs & Server Upgrades
- Implement the newly approved upgrade to the City voicemail system
- Enhance the current Disaster Recovery Plan to include off-site storage
- Implement the complete redesign of the City's web page as proposed
- Develop an Intranet to enhance distribution of information and services
- Enhance the Anti-Virus/Anti-Spam Solutions
- Launch a citywide "Help-Desk" campaign
- Support new application installations including – Business Licensing – Records Management Systems - GIS Updates
- Remain aware of the Community Center Master Plan discussions anticipating the future need to be conversant of technology needs in the ultimate design and plan

Service Program



With a staff of two, Information Technology is responsible for the maintenance of the citywide network, both hardware and software platforms, network security, data controls and backups, staff support and training, and systems implementation support.

In addition to providing consistent and reliable infrastructure the Information Technology Program re-designed the City's website, assisted the Recreation Department in the launch of a new on-line registration system, deployed a Helpdesk System to assist in customer response time as well as track assets, and has standardized the Staff document creation process by providing easy to use City templates.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	129,848	276,717	297,330	314,612	6%
SERVICE AND SUPPLIES	109,806	14,378	20,960	23,385	12%
CAPITAL OUTLAY	10,632	51,228	12,000	79,000	558%
INFORMATION TECHNOLOGY	250,286	342,323	330,290	416,997	26%

People

Positions	07-08	08-09	09-10	10-11
Info Technology Mgr	-	1	1	1
Info Technology Analyst	-	1	1	1
Technical Services Mgr	1	-	-	-
	-	-	-	-
Total FTE	1	2	2	2

Things
You
Should
Know



With the Information Technology staff fully in house, there has been quite a difference made. Over this past year IT quickly rolled out PC replacements taking care of 1/4 year of stale-dated desktops, issued the City's first Electronic Use Policy, completed the much needed upgrade of email email/exchange servers, assisted all departments in creating citywide document templates, provided a tremendous and direct contribution in the updating the City EOC at the City yard, creation of a first-ever sculpture committee web page upgraded, development of the First-Street Improvements web page, in addition to critical daily operations projects. To ensure the dedicated delivery of IT services to all staff. IT continues to transition in the drive to increase efficiencies, enhance communications, and response to ever growing customer service needs.

The FY2010-2011 budget has increased by 26%. The bulk of this budget is driven by the proposed PC replacement continuation of \$37K, the proposed Web redesign at \$30K, and the reallocation of internet access costs into IT.

Shared Services

What We Do

Goal

To accommodate those costs that extend beyond the parameter of departmental operations and which benefit the City as a whole in the combined effort to provide optimal service to the residents of the City of Los Altos.



FY 10-11 Initiatives

- Providing for generic shared service costs including general supplies, mail, and employee events
- Review the make up of shared costs in the next year with an eye on attaching such items to department responsibility areas as wherever possible, relevant, and practical
- Continued the administration of Cable Broadcast services



Although administered by Finance & Technology, shared services remains an area of joint responsibility amongst all City departments and services. Shared service is comprised of three programs.

Central Services includes generic city costs, the bulk of which is made of shared space office supplies, training, postage and delivery services, equipment repairs, and supplies for community or organizational gatherings.

Service Program

Cable Television is a program that serves as a flow through for payments made to our broadcast providers. These services are critical in allowing for public access to City Council meetings to maximize participation and feedback.

Non-Departmental includes a number of varied costs mostly made up of dollars for City contributions to community based service agencies, commission training, employee benefit commitments, and an allowance for budget uncertainties and contingencies.

Resources



Dollars

	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	-	-	-	-	-
SERVICE AND SUPPLIES	321,194	270,786	419,540	553,060	32%
CAPITAL OUTLAY	9,984	300	-	-	-
SHARED SERVICES	331,178	271,086	419,540	553,060	32%

People

Positions	07-08	08-09	09-10	10-11
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
Total FTE	-	-	-	-

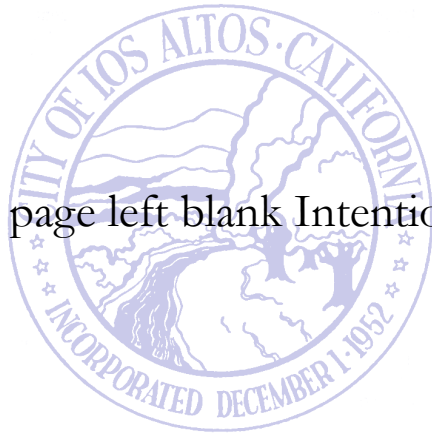


The budget for this year presents the three components of shared services: Central Services, Cable Television, and Non-Departmental on a collective and combined basis. Separate programs exist for each activity, a structure that staff will re-evaluate as we move forward with new systems and reporting tools.

Things
You
Should
Know

This year, the Shared Services budget includes several items that are noteworthy. Last year, general budget cost savings of \$26,000 in management/ leadership training costs were excluded as well as reducing over \$50,000 in various equipment replacements. The FY2010-2011 budget proposes several changes to shared costs: increasing the existing \$100,000 budget contingency account to \$225,000 to mitigate the 2.5% department wide decreases this year, and adding in \$30,000 in anticipation of employee retirement pay-outs (a new budget practice this year). These measures are important given the tentative nature of this upcoming economic cycle. The Non-Departmental budget includes \$30,000 for student bicycle education and safety programs.

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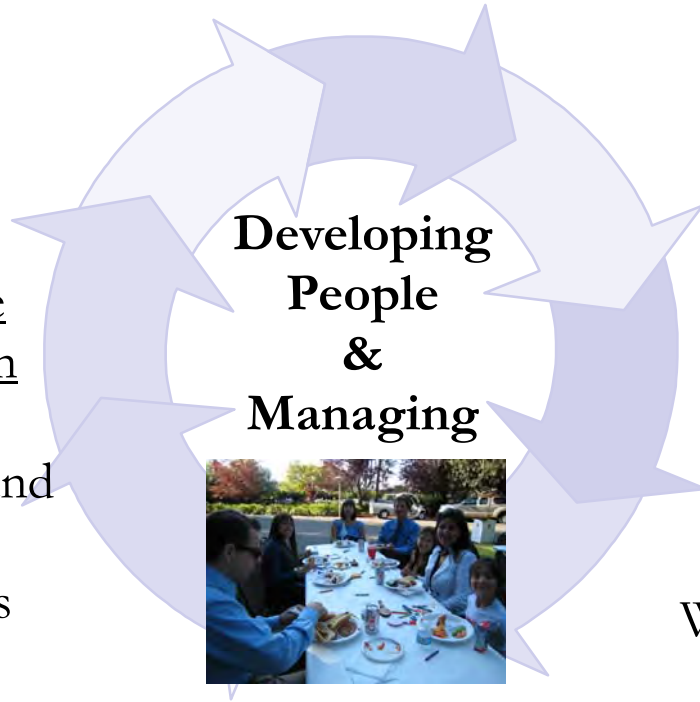
Human Resources

Human Resources



Resource Allocation

2%
General Fund
1%
All Funds



Human Capital
3 Full-Time Staff

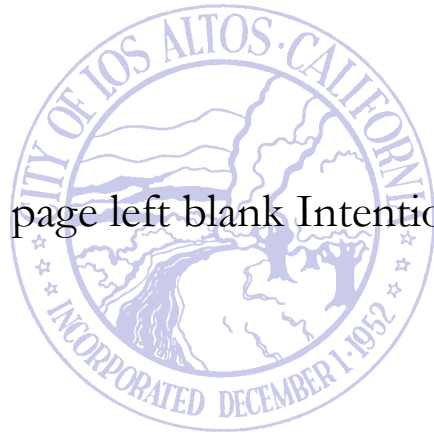


Budget
\$655,228
Operations

\$1 Million
Workers Comp.
& Liability
Insurance

Human Resources
Risk Management
Workers Compensation
General Liability

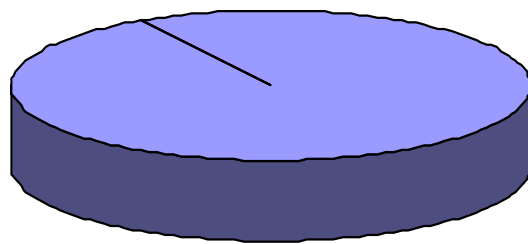
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Human Resources

Developing People
and
Managing Risk

FY 2010-2011 Budget - Human Resources



HUMAN
RESOURCES
100%

PROGRAM EXPENDITURES	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
HUMAN RESOURCES	317,702	287,037	334,720	655,228	96%
HUMAN RESOURCES	317,702	287,037	334,720	655,228	96%

Human Resources

What We Do

Goal

Provide strategic, skillful, and energetic administration of Human Resources and Risk Management programs that demonstrate responsive, professional, and empathetic customer service to employees, the community, and the organization.



FY 10-11 Initiatives

- Resource point for employee, risk-related resources and customer service
- Update Personnel Regulations, Administrative Instructions & Ordinances
- Review and realign workforce vacancies to meet City goals
- Cost-effective training with a focus on compliance & development
- Assess performance tools and performance review schedules
- Expand performance of HR systems with Finance and City departments.
- Implement Professional Development & Recognition Program
- Manage Risk Management Program best practice standards
- Analyze labor costs and options for optimal staffing flexibility
- Complete scheduled labor negotiations
- Follow through in implementing the newly approved Joint Powers Agreement (JPA) for excess workers' compensation insurance

Service Program

Human Resources is responsible for recruitment, compensation and classification, labor relations, employee development and training, employee recognition, benefits administration, workers' compensation and risk management. Human Resources provides guidance and assistance to 130 full-time staff, as well as part time staff and volunteers. The Department provides proactive and flexible customer services that addresses the needs of the City workforce with relevant and timely information, communication, and skillful assistance in support of City employees and the public.

The Risk Management program utilizes risk management and safety committees to achieve its goals and coordinates safety training, progress reviews, monthly workers' compensation review conferences with plan administrators, quarterly meetings of committee members, and implements practices that align with the ABAG-PLAN scorecard and best practices. Dollars for this activity can be found in the Workers' Compensation and General Liability Funds.

Resources



Dollars

	07-08	08-09	09-10	10-11	
PROGRAM EXPENDITURES	ACTUAL	ACTUAL	BUDGET	ADOPTED	Change %
HUMAN RESOURCES	317,702	287,037	334,720	655,228	96%
HUMAN RESOURCES	317,702	287,037	334,720	655,228	96%

People

Positions	07-08	08-09	09-10	10-11
Assistant City Mgr	0	0	0	1
Human Resources Mgr	1	1	1	1
Human Resources Tech	1	1	1	1
Total FTE	2	2	2	3

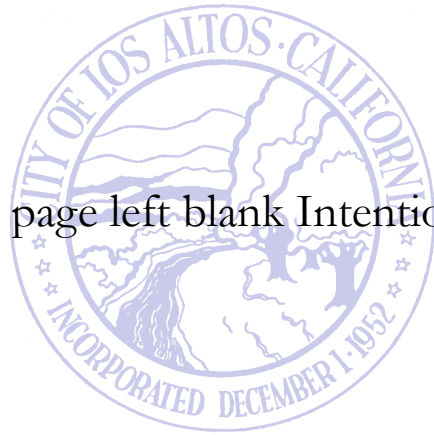


We come to work each day to serve our employees and to better the organization. We take pride in our employee's contributions to achieve the mission of the City and we celebrate the successes of our employees as they make daily contributions to the betterment of the Los Altos community. We work hard to avoid risk of injury or illness to employees and the public and to protect our organization from risk of loss to property and to our finances.

Things
You
Should
Know

HR has partnered with the Finance Department to plan, establish and initiate a new human resources information system integrated with payroll. This partnership continues in FY2010-2011 to develop HRIS systems and tools that provide better analysis of labor costs and benefits administration. The FY2010-2011 budget reflects the re-alignment of the Assistant City Manager position and training dollars into this function, from Legislative & Administration, explaining the year to year increase.

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Public Safety

Public Safety



Resource Allocation

52%
General Fund
34%
All Funds



Budget
\$13,917,756



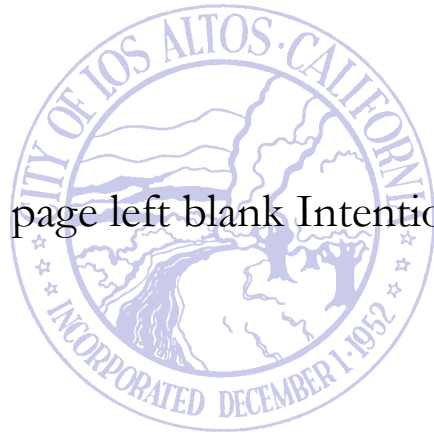
**A Safe
Place to
Live &
Raise A
Family**



Human Capital
48 Full-Time Staff
Includes 30 Sworn Officers

-
- Administration
 - Patrol Services
 - Fire Services
 - Support Services
 - Investigative Services
 - Traffic Operations
 - Emergency Preparedness

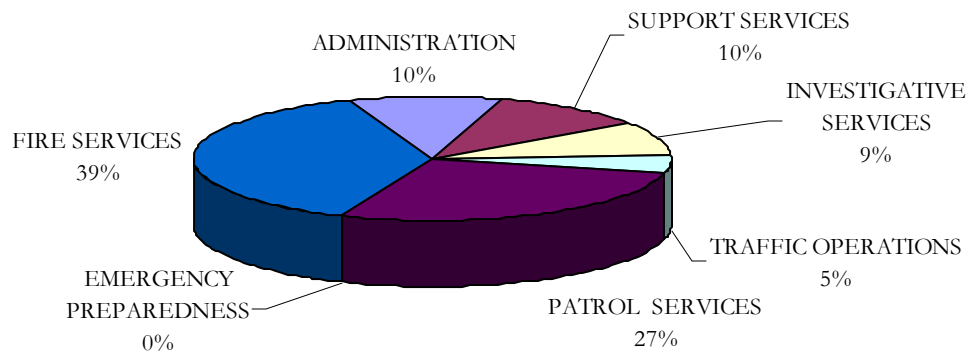
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Public Safety

Fostering and maintaining community partnerships which promote an enhanced quality of life for our community and ensure that the City of Los Altos remains a safe place to live and raise a family

FY 2010-2011 Budget- Public Safety



PROGRAM EXPENDITURES	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
ADMINISTRATION	6,172,735	6,623,546	1,483,780	1,445,680	-2.57%
PATROL SERVICES	0	0	3,607,315	3,771,789	4.56%
FIRE SERVICES	4,663,953	4,899,925	5,138,780	5,344,780	4.01%
SUPPORT SERVICES	1,082,654	1,163,917	1,335,610	1,444,582	8.16%
INVESTIGATIVE SERVICES	0	0	1,160,800	1,208,839	4.14%
TRAFFIC OPERATIONS	182,108	243,179	720,380	692,710	-3.84%
EMERGENCY PREPAREDNESS	27,779	15,347	9,930	9,376	-5.58%
ANIMAL CONTROL	177,451	181,874	0	0	-
PUBLIC SAFETY	12,306,681	13,127,788	13,456,595	13,917,756	3.43%

Administration

What We Do

Goal

Foster and maintain community partnerships and provide professional and ethical leadership and support for the Department



FY 10-11 Initiatives

- Child and school safety
- Traffic, pedestrian and bicycle safety
- Safe and secure neighborhoods
- Safe shopping districts
- Emergency preparedness



Administration initiatives have been collaboratively developed with our community stakeholders. These initiatives serve as our “roadmap” for resource allocation and set the foundation for our community policing strategies.

Service Program

The Administration program of Public Safety is responsible for all matters of policy, operations, discipline and training. This program also administers and actively participates in the Department's community policing efforts, strategic planning, organizing the budget and resources, and directing and coordinating the activities of the Department.

The Police Captain and Police Services Manager oversee the day-to-day operations of their respective commands and assist in administering the budget process, perform administrative and command duties to support the management of the Department, and are responsible for development and review of their programs. Administration is also responsible for coordinating all Public Safety human resource and training matters.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	5,256,752	5,616,133	967,810	1,074,360	11.01%
SERVICE AND SUPPLIES	807,364	884,258	515,970	371,320	-28.03%
CAPITAL OUTLAY	108,620	123,155	-	-	0.00%
ADMINISTRATION	6,172,735	6,623,546	1,483,780	1,445,680	-2.57%

People

Positions	07-08	08-09	09-10	10-11
Police Chief	1	1	1	1
Police Captain	1	1	1	1
Police Services Mgr	0	0	1	1
Executive Assistant	1	1	1	1
Police Sergeant	6	6	0	0
Police Agent	6	6	0	0
Police Officer	14	14	1	1
Community Serv Ofcr	4	4	0	0
Records Specialists	2.5	2.5	0	0
Total FTE	35.5	35.5	5	5

Things You Should Know

Los Altos remains one of the safest cities in the Bay Area. In 2009 the City experienced an overall 14% reduction in crime, based on comparison data from the FBI Uniformed Crime Report. While violent crimes against persons remained low and statically neutral for 2009, there were noteworthy reductions in property crimes with Burglary and Larceny declining 22% and 13% respectively.



This budget maintains current service levels. The core services provided by the department are: response to emergency and non-emergency calls for service; identification of criminal activity, 911 call taking and emergency dispatch services; investigation of crime and prosecution of criminals, training of personnel, crime prevention - community outreach - code enforcement, traffic safety and parking enforcement, maintenance of records; property and evidence control; and community problem solving.

Patrol Services

What We Do

Goal

Provide professional response to community calls for service while addressing crime trends in a proactive manner. Work in collaboration with all segments of our community to reduce crime and address quality of life concerns and issues.



FY 10-11 Initiatives

- Provide the highest level of ethical and professional police service
- Ensure rapid response times to calls for service
- Work in collaboration with Investigations to identify crime trends and provide visible directed patrols
- Proactively identify "Community Policing" projects
- Train and prepare for tactical response to critical incidents
- Work in collaboration with Traffic Operations to address problem traffic areas in the City



Patrol is comprised of four teams, each supervised by a Sergeant, who work 12-hour shifts to provide around the clock police services to our community. Patrol services functions fall under the command of the Police Captain.

Service Program

Patrol services performs preventive proactive patrol, engages in assigned and self initiated enforcement activity and community problem solving designed to keep the City safe and address quality of life issues for the community.

Patrol supervisors and officers initiate citizen contacts, respond to calls for service, make arrests, participate in community problem solving, investigate accidents and issue traffic citations and warnings.



Special programs currently under Patrol services include: Police Reserves, Field Training Officer Program (FTO), Canine Program, Special Weapons and Tactics (SWAT), and the Hostage Negotiators.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	-	-	3,163,543	3,358,059	6.15%
SERVICE AND SUPPLIES	177,451	-	443,772	413,730	-6.77%
CAPITAL OUTLAY	-	-	-	-	0.00%
PATROL SERVICES	177,451	-	3,607,315	3,771,789	4.56%

People

Positions	07-08	08-09	09-10	10-11
Police Sergeants	0	0	4	4
Police Agents	0	0	5	5
Police Officers	0	0	10	10
Total FTE	0	0	19	19



The Los Altos Police business model is based on a proactive prevention philosophy that works to solve problems and address quality of life issues rather than simply react or respond to them. Much of our success is attributed to our ability to work closely with Los Altos residents, neighborhood associations, community leaders, non-profit organizations, schools, social service organizations, elected officials, and other government agencies to prevent crime and enforce the law on those who choose to commit crimes.

Things
You
Should
Know

FY 2008/2009 data highlighted our residents involvement in crime prevention and community policing partnerships. Compared to FY 2007/2008, there was a 28% increase in the number of calls from our community reporting suspicious activity. This rise in calls contributed to an overall 40% increase in the number of arrests made by the Department compared to the previous reporting period. This year's budget reflects the implementation of the MOU terms approved in prior years.

Fire Services

What We Do

Goal

Provide timely, effective, and efficient fire suppression, fire prevention and emergency medical services to the City of Los Altos



FY 10-11 Initiatives

- Monitor the Fire Services contract for standards compliance
- Rapid response times to calls for service
- Effective suppression and prevention measures
- Fiscal sustainability
- Interagency cooperation and support

Service Program



The City of Los Altos contracts with the Santa Clara County Fire Department for all fire services. Total combined daily staffing for the two City stations is six personnel plus one FTE Fire Prevention Staff and Administrative Staff as needed. Both stations have engines which carry Santa Clara County Advanced Life Support equipment and medications. At least one assigned member is a State Certified Paramedic and the balance of the crew are Emergency Medical Technicians. In addition we have upgraded to twelve Lead Heart EKG/Defibrillators and Auto Pulse CPR Machines. Each Engine carries a Thermal Imaging Camera and each is equipped with Global Positioning System Mobile Data Computers that provides address, route of travel, and alarm details to the appropriate Fire unit at time of dispatch.

Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	-	-	-	-	
SERVICE AND SUPPLIES	4,663,953	4,899,925	5,138,780	5,344,780	4.01%
CAPITAL OUTLAY	-	-	-	-	0.00%
FIRE	4,663,953	4,899,925	5,138,780	5,344,780	4.01%

People

Positions	07-08	08-09	09-10	10-11
County Contract	-	-	-	-
-	-	-	-	-
-	-	-	-	-
Total FTE				

Things
You
Should
Know



The City of Los Altos has two fire stations which are located at 10 Almond Avenue and 765 Fremont Avenue.

When the City renewed the contract in 2007 with Santa Clara County Fire, changes to the contract included a new base fee as well as a new formula for annual increases. The new formula now includes the secured assessed property value, the Consumer Price Index (CPI for SF-Oak-SJ, all urban) and base personnel costs. Based on the above formula the FY 2010/2011 budget reflects a 4% increase in the Fire Contract.



Support Services

What We Do

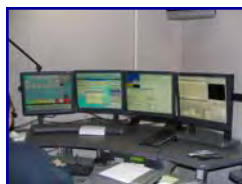
Goal



Provide a professional 24-hour police, fire and medical Public Safety Answering Point (PSAP) for the City and serve the community and Department by greeting the public, maintaining records, entering data, processing permits, responding to requests for public records, preparing and submitting required court documents, and processing evidence.

FY 10-11 Initiatives

- Answer emergency and non-emergency calls promptly and professionally
- Coordinate Public Safety resource response in-line with community needs
- Greet the public in a prompt, friendly, and helpful manner
- Process and maintain police records as prescribed by law
- Comply with the Public Records Act
- Process, store, and maintain all property and evidence for the Department



Support Services is comprised of the Communications Unit, Records Unit, and Property and Evidence Unit. The Police Services Manager leads this program.

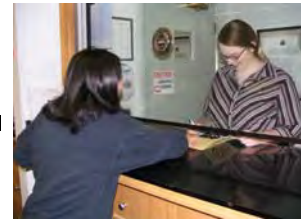
Service Program

The Communications Unit is often the public's first point of contact in an emergency. This unit processes thousands of phone calls each year, including over 10,000 calls for Public Safety service. Whether reporting an abandoned vehicle, in progress crime, fire, or a heart attack, the Communications staff provides timely and professional response.

The Records Unit assists the public at the front counter of the Police Department and answers all business calls. Records staff also process and manage all records such as crime and accident reports, warrants, traffic and parking citations, and police related permits.

The Property and Evidence unit is responsible for processing, storing, tracking and disposal of all property taken in by the Department. This unit is also responsible for all record keeping that comes under scrutiny during the course of any criminal case, for which a property item may be introduced as evidence in court.

Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	989,507	1,070,928	1,195,070	1,310,119	9.63%
SERVICE AND SUPPLIES	93,147	92,989	140,540	134,463	-4.32%
CAPITAL OUTLAY	-	-	-	-	0.00%
SUPPORT SERVICES	1,082,654	1,163,917	1,335,610	1,444,582	8.16%

People

Positions	07-08	08-09	09-10	10-11
Police Services Manager	1	1	0	0
Lead Communications Officer	1	1	1	1
Communications Officer	5	5	5	5
Lead Records Specialist	1	1	1	1
Record Specialist	.5	.5	3	3
Community Services Officer	0	0	1	1
Total FTE	8.5	8.5	11	11

During FY 2010/2011 the replacement of the Police Records Management System (RMS), Computer Aided Dispatch (CAD) system and the Police Mobile Data upgrade will continue using prior approved CIP funding. The current system was purchased in 1999 and is outdated and requires replacement.



Things
You
Should
Know

In order to leverage our financial resources, the City agreed to a joint purchase of the new RMS, CAD, and Mobile Data system with Palo Alto and Mountain View. This will provide benefits to all three cities, which they would not otherwise experience, such as real-time information sharing, shared computer systems, and shared IT resources.



The cities are currently in the process of preparing for the Detailed System Design (DSD) phase of the project that will allow for further definition of the project and set expectations for the vendor before entering into the full contract phase.

Investigative Services

What We Do

Goal

Conduct thorough and comprehensive investigations leading to the arrest and successful prosecution of offenders, foster collaborative relationships with our schools, provide public crime prevention education, and address Code Enforcement issues within the City.



FY 10-11 Initiatives

- Enhance "solve rates" to meet or exceed the national average
- Coordinate Patrol response to crime trends within the City
- Provide DARE classes to schools in our community
- Offer Crime Prevention and Neighborhood Watch education
- Respond proactively to issues and concerns that affect our community



Investigative Services has four components: Criminal Investigation, School Resource, Crime Prevention, and Code Enforcement. The program is supervised by a Police Sergeant and functions under the command of the Police Captain. Criminal Investigations is broken into two elements: person crimes and property crimes. This team conducts a professional and thorough follow-up

investigation of all reported criminal acts within the City, review crime reports from Patrol, and work closely with the District Attorney's Office to secure and serve warrants and apprehend wanted suspects.

Service Program

The assigned School Resource Officer (SRO) works in the school setting, developing a positive relationship with the schools, students, parents and the community. The SRO also serves as the DARE (Drug and Alcohol Resistance Education) instructor for the Department.

The Crime Prevention unit is dedicated to public education by giving crime prevention and neighborhood watch presentations. The Code Enforcement Officer investigates citizen complaints of public nuisances and protects the City from deterioration and potential health hazards.

Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	-	-	1,038,655	1,110,189	6.89%
SERVICE AND SUPPLIES	-	-	114,645	98,650	-13.95%
CAPITAL OUTLAY	-	-	7,500	-	-100.00%
INVESTIGATIVE SERVICES	-	-	1,160,800	1,208,839	4.14%

People

Positions	07-08	08-09	09-10	10-11
Police Sergeant	0	0	1	1
Police Agent (SRO)	0	0	1	1
Police Officer	0	0	3	3
Community Services Officer	0	0	2	2
Total FTE	0	0	7	7

Personnel from Investigative Services spend the majority of their time on cases that require in-depth investigation, identification of crime trends and patterns, recovery of stolen property, and deterrence of juvenile crime. They also lend support to Patrol officers who conduct their own investigations.



During the previous fiscal year staff from Investigative Services were involved in several high-profile cases, most notable being the 1991 “Cold Case” homicide investigation which resulted in the successful arrest, prosecution and incarceration of her murderer. Arrests in other noteworthy cases included the Harold’s Jewelry burglary that involved the loss of \$750,000 in property and the Main Street graffiti vandalism that victimized over fifty businesses and caused tens of thousands of dollars worth of damage.

Things You Should Know

Traffic Operations

What We Do

Goal

To work in partnership with the community and other City departments to provide safety education, explore traffic calming measures, investigate collisions, and work to reduce accidents to ensure the safe movement of vehicles, bicycles and pedestrians throughout the City.



FY 10-11 Initiatives

- Directed enforcement at high traffic and accident locations in the City
- Be responsive to address the community's traffic concerns
- Provide traffic safety education to the community
- Work with other City departments on issues of roadway design and engineering to maximize safety and efficient traffic flow
- Provide parking control enforcement throughout the City
- Implement traffic calming techniques to improve public safety
- Improve compliance to posted speed limits, stop signs and other traffic control devices

Service Program

Traffic Operations has the primary responsibility for the three E's of traffic: **E**ducation, **E**ngineering, and **E**nforcement. The unit is managed by a Sergeant and is currently staffed with an Officer, a Traffic Engineer and a Community Service Officer (CSO) assigned to parking control. In addition to their daily responsibility, they also plan and manage all special events for the City and supervise the school crossing guard contract.



Traffic Operations is responsible for the enforcement of State and local traffic laws, traffic accident investigations, and traffic control within the City. They also perform directed traffic enforcement in identified areas of concern. The Traffic Engineer works with other City staff to analyze traffic patterns within the City and work to minimize traffic problems. The Traffic Engineer also serves as the staff liaison for the Traffic Commission. The Parking Control CSO enforces parking violations throughout the City with a focus on the Downtown area.

Resources

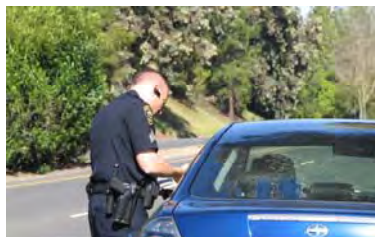


Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	174,171	234,849	598,930	603,260	0.72%
SERVICE AND SUPPLIES	7,938	8,330	95,450	89,450	-6.29%
CAPITAL OUTLAY	-	-	26,000	-	-100.00%
TRAFFIC OPERATIONS	182,108	243,179	720,380	692,710	-3.84%

People

Positions	07-08	08-09	09-10	10-11
Police Sergeant	0	0	1	1
Police Officer	2	2	2	2
Community Services Officer	0	0	1	1
Transportation Engineer	0	0	1	1
Total FTE	2	2	5	5



Traffic operations continues to be our community's greatest Public Safety concern and the top source of citizen complaints to the Department.

In an effort to address this concern, Traffic Operations working with the Patrol Division put an emphasis on traffic education and enforcement. This renewed focus resulted in an overall 40% increase in the number of traffic stops in FY 2008-2009 as compared to the previous fiscal year. These stops resulted in a 20% increase in the number of hazardous violation citations issued and a 50% increase in "education" stops where no citation was issued. Also noteworthy was a 97% increase in "non-moving" citations which are primarily associated with a distracted driver (cell phone), seatbelt, and unlicensed driver violations.

The division currently has one vacant police officer position, which is being carried in Traffic Operations.

Things
You
Should
Know

Emergency Preparedness

What We Do

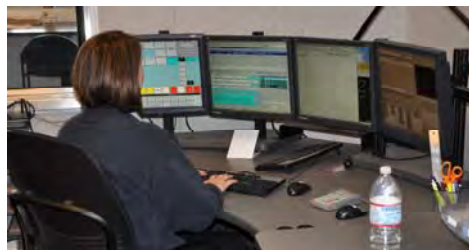
Goal

Increase the level of emergency awareness and preparedness for the City and to form community-based emergency response teams who are cross-trained in basic response and survival skills.



FY 10-11 Initiatives

- Ensure that City staff is prepared to respond to and manage a disaster or major emergency situation within the City
- Conduct disaster drills for City staff
- Coordinate disaster and emergency preparedness drills with Los Altos schools
- Coordinate Emergency Operations Center (EOC) training for City staff
- Maintain the readiness of the EOC for the City



The Emergency Preparedness program has authorized staffing for one Community Services Officer (CSO) to serve as an emergency manager. This program provides services to the City and to the community to prepare an effective response to natural, technological, and human-caused disasters. Los Altos coordinates with the

Federal Emergency Management Agency, State Office of Emergency Services, and County of Santa Clara Office of Emergency Services.

Service Program

Emergency preparedness coordinates disaster drills, provides mandated training on Standardized Emergency Management Systems (SEMS) and National Incident Management System (NIMS), maintains the Emergency Operations Center (EOC) for the City, and assists in providing disaster planning and recovery assistance to other City Departments.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	2,098	7,153	-	-	0.00%
SERVICE AND SUPPLIES	5,876	5,412	9,930	9,376	-5.58%
CAPITAL OUTLAY	19,806	2,782	-	-	0.00%
EMERGENCY PREPAREDNESS	27,779	15,347	9,930	9,376	-5.58%

People

Positions	07-08	08-09	09-10	10-11
Community Services Officer	1	1	1	1
Total FTE	1	1	1	1

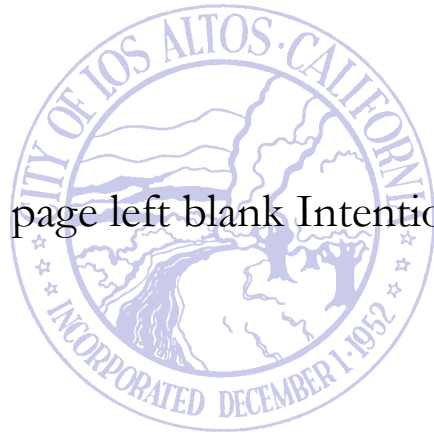
Things
You
Should
Know



The authorized Community Services Officer/ Emergency Manager position assigned to Emergency Preparedness continues to be vacant.

Significant upgrades took place in FY 2009-2010 to the City's EOC. Capital Improvement Plan funding allowed for equipment and communications enhancements that have greatly improved the City's ability to respond to an emergency. The City has and continues to prepare and train for disasters. The Police Captain in charge of operations acts as the interim Emergency Manager on a collateral basis.

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Community Development

Community Development



Resource Allocation

13%

General Fund

9%

All Funds



**A Well
Planned
Community**



Budget

\$3,541,751



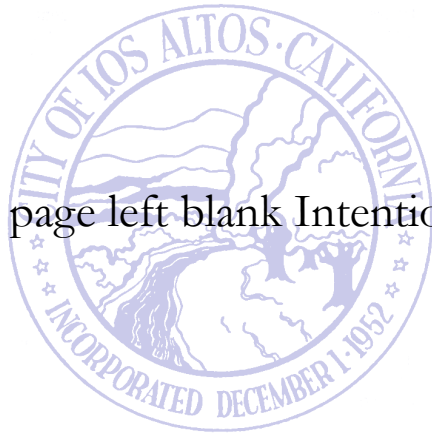
Human Capital

22 Full-Time Staff-Gen Fund

2 Full-Time Staff-Enterprise

Planning
Building Inspection
Engineering
Economic Development
Traffic

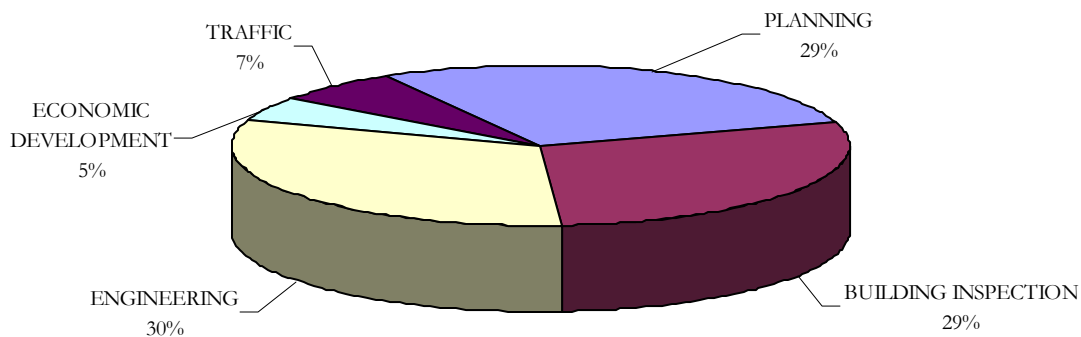
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Community Development

Promoting the orderly development of the community, preserving and enhancing the City's appearance, distinct character, economic viability, and ensuring that development occurs in compliance with City's General Plan, Specific Plans, Zoning Regulations, and the community goals and objectives

FY2010-2011 Budget - Community Development



PROGRAM EXPENDITURES	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PLANNING	836,624	927,564	993,740	1,007,492	1.4%
BUILDING INSPECTION	1,115,853	1,069,979	983,690	1,005,401	2.2%
ENGINEERING	1,148,217	1,144,827	1,056,650	1,107,001	4.8%
ECONOMIC DEVELOPMENT	68,798	55,686	162,310	188,307	16.0%
TRAFFIC	208,402	183,926	238,540	233,550	-2.1%
COMMUNITY DEVELOPMENT	3,377,894	3,381,983	3,434,930	3,541,751	3.11%

PROGRAM REVENUE	07-08	08-09	09-10	10-11	%
	ACTUAL	ACTUAL	BUDGET	ADOPTED	CHANGE
PLANNING & BUILDING FEES	2,332,696	1,921,650	1,952,600	2,243,060	15%

Planning



What We Do

Goal

Promoting the orderly development of the Los Altos community, assuring compliance with the City's General Plan, enhancing its appearance, livability, and preserving its esteemed character.

FY 10-11 Initiatives

- Community Center Master Plan promotion
- First and Main property sale and development
- Downtown Opportunity Study implementation
- San Antonio Road Streetscape construction
- Parking In-Lieu fee study
- Historic Resources Inventory update
- Capital Improvement Projects update and oversight

Service Program

Planning is responsible for the development and administration of programs guiding the physical development of Los Altos, utilizing the General Plan, a variety of neighborhood Specific Plans, and the City's Zoning Ordinance. The program provides design and environmental review of development proposals and general public information services, staff support to the Architecture and Site Review Committee, the Board of Adjustments, the Historical Commission, the Planning Commission, and the City Council. Planning also provides applicant support throughout the entitlement process and provide zoning and public information services at the front counter, on the telephone and via email daily and works with the Code Enforcement Officer when necessary to document and correct building inspection violations.



Planning maintains and updates the General Plan, Specific Plans, and Zoning Ordinances as well as for other special studies related to community development, such as the Community Center Master Plan, the Housing Element update, the Historical Resources Inventory update, the Downtown Parking Garage study, the downtown architectural design guidelines, and administers adopted green building regulations. It also administers the Community Development Block Grant program.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	758,483	847,609	917,150	952,192	4%
SERVICE AND SUPPLIES	77,721	77,902	76,590	45,300	-41%
CAPITAL OUTLAY	420	2,053	-	10,000	-
PLANNING	836,624	927,564	993,740	1,007,492	1%

People

Positions	07-08	08-09	09-10	10-11
Assistant City Manager	1	1	1	1
Planning Services Mgr	-	1	1	1
Senior Planner	1	-	-	-
Associate Planner	1	1	1	1
Assistant Planner	2	2	2	2
Executive Assistant	1	1	1	1
Total FTE	6	6	6	6

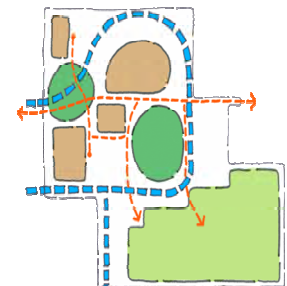
Things
You
Should
Know



Planning reviews and process entitlements and environmental analyses for all development applications and provides staff support in these functions for the Architecture and Site Control Committee, Board of Adjustments and Planning Commission, and the Historical Commission

The position schedule above reflects the change in organizational structure that has occurred in recent years. In FY 2008-2009, the senior planner position was reclassified to Planning Services Manager and an Assistant City Manager position evolved from what was the Community

Development Director position until FY 2007-2008



Building Inspection

What We Do

Goal

Ensuring compliance and enforcement of building codes and regulations in accordance with uniform standards resulting in safe and sound structures and developments.



FY 10-11 Initiatives

- Process structural and architectural plan checks within 2 to 4 weeks
- Schedule building inspections within 24 hours of request
- Provide applicant support throughout the plan check and building inspection process
- Provide municipal and building code public information services at the front counter, on the telephone and via email daily.
- Assist with Code Enforcement investigations

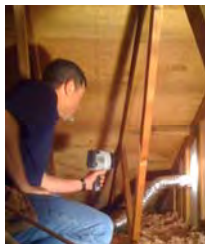
Service Program



The Building Inspection program is responsible for performing architectural and structural plan checks, scheduling and performing building inspections and providing general customer information services.

This division is responsible for administering the Uniform Building Codes and other applicable development regulations. Building

Inspection staff also works with the Code Enforcement Officer, when necessary, to document and correct building violations.



Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	795,890	775,146	765,040	798,351	4%
SERVICE AND SUPPLIES	319,963	290,762	218,650	207,050	-5%
CAPITAL OUTLAY	-	4,071	-	-	0%
BUILDING INSPECTION	1,115,853	1,069,979	983,690	1,005,401	2%

People

Positions	07-08	08-09	09-10	10-11
Building Official	1	1	1	1
Building Inspector	4	4	4	4
Building Technician	1	1	1	1
Executive Assistant	1	1	1	1
Total FTE	7	7	7	7

Building Inspection provides building plan checking and construction inspection services, reviews compliance with the California Building Codes, services development and building related customers daily, and complete special studies and assignments as needed.



This budget reflects a vacancy of one full time Building Inspector position.

Things You Should Know

Engineering

What We Do

Goal

To develop, design, and manage capital and operational projects from conception through completion, in an efficient, cost effective, communicative, and service oriented manner while protecting the public.



FY 10-11 Initiatives

- Manage approved and funded capital projects ensuring projects are completed within expected timeframes and estimated budgets
- Provide staff support to the Bicycle and Pedestrian Advisory Committee, Traffic Commission and the Environmental Commission
- Complete at least two Neighborhood Traffic Management Program requests
- Represent Los Altos' interests at the VTA Technical Advisory Committee
- Issue street-cut, encroachment, and special permits to residents, contractors, developers and utility companies. Inspect all work in the public right of way for compliance with City standards
- Provide engineering reviews of all development projects at the planning and permit phases
- Review and permit work in the public right of way by public utility companies
- Manage and assure the City complies with the provisions of the City of Los Altos Storm Water NPDES permit program adopted Oct 2009 as a Municipal Regional Permit by the Regional Water Quality Control Board

Service Program

Engineering provides energetic and customer friendly service to the residents and businesses in Los Altos through skilled and sound application of municipal engineering principals. This program is responsible for maintaining the continuity of project delivery, providing knowledgeable counter service at City Hall, developing budget appropriate solutions to street and facility improvement requirements, exploring and taking advantage of appropriate financial grant opportunities, and promote Council goals in engineering projects.

Engineering staff also play a direct role in evaluating resident requests for encroachment and minor work in the public right of way and an inspection process to protect the public and resident interests. Furthermore, this unit supports development projects while ensuring traffic and storm water impacts are mitigated and maintains historical records of capital and encroachment projects and base map information.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	954,620	1,017,270	910,720	973,689	6.9%
SERVICE AND SUPPLIES	174,235	112,399	145,930	108,170	-25.9%
CAPITAL OUTLAY	19,363	15,158	-	25,142	0.0%
ENGINEERING	1,148,217	1,144,827	1,056,650	1,107,001	4.8%

People

Positions	07-08	08-09	09-10	10-11
Public Works Dir	1	-	-	-
Asst Public Works Dir	.75	-	-	-
Assoc Civil Engineer	.25	.75	.75	.75
Asst Civil Engineer	2	2	2	2
Engineering Srv Mgr	0	.75	.75	.75
Engineering Tech	2	2	2	2
Senior Engineer	0	.5	.5	.5
Junior Civil Engineer	1	1	1	1
Executive Assistant	1	1	1	1
Transportation Eng.	1	1	0	0
Total FTE	9	9	8	8

Things
You
Should
Know



Several important projects were completed in FY 2009-2010 including street resurfacing, the new bicycle-pedestrian bridge across Adobe Creek, major repairs and renovation of the Woodland Library, a safe routes to school project with raised crosswalks and flashing pavement lights, various sidewalk and curb repairs, striping of street and parking lot pavements, and improvements to Los Altos Avenue for a bike lane. Neighborhood Traffic Management Program calming improvements were completed on University Avenue and North Clark Avenue. Designs for a safe routes to school project on Portola Avenue, and replacement of the City Hall air conditioning units was completed, but not constructed, due to funding constraints.

The FY 2010-2011 budget includes a vacant Assistant Civil Engineer position.

Economic Development



What We Do

Goal

Actively demonstrate support for the business community through development and execution of services, identification of opportunities and creation of improved conditions, and operations in business areas.

FY 10-11 Initiatives

- Market and facilitate investment and development in business districts and shopping centers, by developing city-owned parking plazas, and recruiting retailers to increase customers and sales, and increasing private investment along El Camino Real to capture increased customer traffic from the San Antonio Center project.
- Deliver programs and policies that support businesses to increase customers and business sales and to build an attractive identity for Los Altos retail.
- Develop consensus that supports action on Downtown parking practices to achieve excellent customer access to parking
- Market the business districts and the identity of Los Altos retail areas as desirable places for food, shopping, services, and community events for Los Altos families and friends.
- Represent Los Altos business and investment opportunities to the wider business community through the International Council of Shopping Centers, the Urban Land Institute, and the local commercial brokerage and development communities.

Service Program



The Economic Development Coordinator plans and executes all initiatives in cooperation with the business community, the Los Altos Chamber of Commerce and the Downtown Los Altos Village Association. Seek opportunities for new investment, funding, and in-kind support of economic development initiatives through partnerships. Use strong partnerships to

achieve solid consensus and cooperation for the long term success of Los Altos' business community as a whole.



Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	61,814	45,973	151,460	172,447	14%
SERVICE AND SUPPLIES	6,484	9,713	10,850	15,860	46%
CAPITAL OUTLAY	500	-	-	-	0%
ECONOMIC DEVELOPMENT	68,798	55,686	162,310	188,307	16%

People

Positions	07-08	08-09	09-10	10-11
Economic Dev Crd/Mgr	.5	.5	1	1
Total FTE	.5	.5	1	1

Things
You
Should
Know



The current economic downturn is the ideal opportunity to establish community goals for investment and development that can be launched as the economy slowly recovers. Community goals were advanced during FY 2009-2010 with City Council approval of Downtown zoning initiatives and the Downtown Opportunity Study. Therefore, the primary task is to sustain these efforts, refining City action to make the effort increasingly effective in the market place.

The FY2010-2011 Goal and Initiatives require ongoing determined City action to achieve public benefits that come from strong and thriving business districts. This budget also reflects the upgrade of the Economic Development Coordinator position to a Manager status.



Traffic

What We Do

Goal

Manage the maintenance, repair, and operation of traffic signals within Los Altos, and ensure pavement condition, street lights, and signage support, and safe traffic, bicycle, and pedestrian travel through the City's neighborhoods and commercial areas.



FY 10-11 Initiatives

- Budget and fund energy costs for operation of the street lights and traffic signals
- Respond to inquiries and complaints concerning traffic signal timing and operations
- Complete at least two Neighborhood Traffic Management Plan projects each year
- Purchase signs and barricades as needed to support maintenance activities and special events. Replace or upgrade two older model signal controllers to accommodate traffic patterns, within capital project budgets
- Manage the traffic signal maintenance contract and provide emergency repairs as needed to traffic signals and signage
- Ensure engineering traffic surveys are conducted to support posted speed limits for radar enforcement

Service Program



Deploy automated traffic counters to collect traffic volume and speed information to support traffic calming projects, evaluate impacts of proposed developments, and identify needs to changes in street intersection configuration and hardware development.

This program is the primary community contact point in addressing traffic concerns and requests in the City. This group works closely with our citizens in addressing local residential issues and coordinates Neighborhood Traffic Management Plans as they arise.

Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	-	-	-	-	-
SERVICE AND SUPPLIES	208,402	183,926	238,540	233,550	-2%
CAPITAL OUTLAY	-	-	-	-	0%
TRAFFIC	208,402	183,926	238,540	233,550	-2%

People

Positions	07-08	08-09	09-10	10-11
-	-	-	-	-
Total FTE	0	0	0	0

Things
You
Should
Know

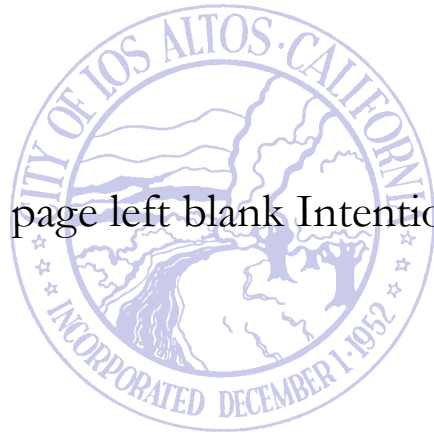


The FY 2010-2011 budget remains relatively stable. It is key to note that the bulk of this program budget is made up of utility costs and maintenance contracts for citywide traffic signals. Other costs include maintenance expenditures, hardware, supplies, and traffic count studies.

The budget includes \$11,000 for professional services to initiate and complete traffic counts and purchase consulting services for special project reviews.



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Maintenance Services

Maintenance Services



Resource Allocation

15%
General Fund
10%
All Funds

**A Well
Cared For
Community**

Budget
\$4,083,160

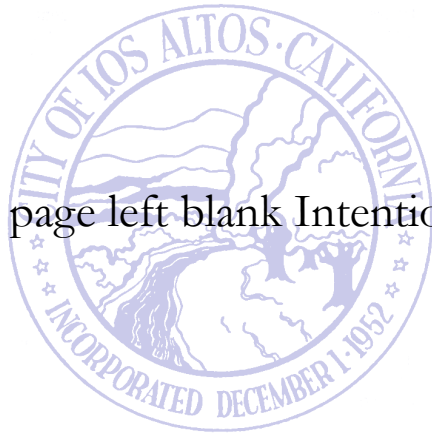


Human Capital

29 Full-Time Staff-Gen Fund
6 Full-Time Staff-Enterprise

-
- Administration
 - Fleet Maintenance
 - Street Maintenance
 - Parks & Street Landscaping
 - Facility Maintenance

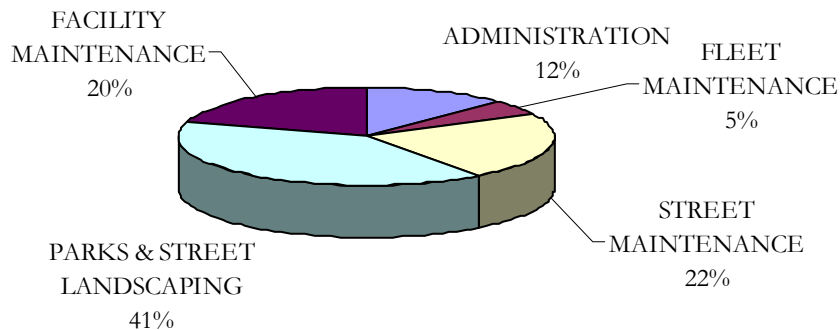
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Maintenance Services

Maintain the City's infrastructure
to the highest possible standards
for the enjoyment and enrichment of
our community

FY 2010-2011 Budget - Maintenance Services



PROGRAM EXPENDITURES	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
ADMINISTRATION	455,589	461,037	491,779	502,930	2%
FLEET MAINTENANCE	182,644	202,804	215,644	204,231	-5%
STREET MAINTENANCE	695,836	898,965	856,934	917,431	7%
PARKS & STREET LANDSCAPING	1,760,476	1,855,540	1,688,997	1,642,759	-3%
FACILITY MAINTENANCE	560,168	665,629	601,942	815,810	36%
MAINTENANCE SERVICES	3,654,713	4,083,975	3,855,295	4,083,160	6%

Administration

What We Do

Goal

Assure responsive and reliable maintenance services so that Los Altos remains a great place to live and work.



FY 10-11 Initiatives

- Lead and direct a variety of maintenance services provided to the citizens and businesses and ensure that goals established by City Council are met
- Ensure budget compliance within all divisions
- Update and comply with all regulatory agency requirements as they apply to maintenance operations
- Provide support for daily work orders, incoming calls, purchasing of equipment, materials and supplies, and record keeping of Maintenance Services department's activities
- Perform all operations in a safe manner to avoid injury and reduce liabilities
- Ensure that contractual street sweeping activities are provided in a manner that is consistent with the City's expectations and legal requirements
- Provide continual support for the City's Emergency Operations Center located at the Municipal Service Center

Service Program



Administration oversees maintenance of parks, streets, wastewater collection/storm-drainage collection systems, building facilities, fleet and equipment.

The Municipal Service Center (MSC), located at 707 Fremont Avenue, is home for Parks & Streets Landscaping Maintenance, Sewer Collection System Maintenance, Streets and Storm Water Maintenance, and Facility Maintenance. Our automotive shop and warehouse also are located at this location.



Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	347,687	359,857	392,135	401,818	2%
SERVICE AND SUPPLIES	87,813	94,766	99,644	101,112	1%
CAPITAL OUTLAY	20,090	6,414	-	-	0%
ADMINISTRATION	455,589	461,037	491,779	502,930	2%

People

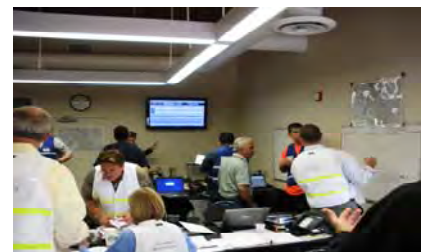
Positions	07-08	08-09	09-10	10-11
Maint. Services Mgr	1	1	1	1
Maint. Supervisor	1	1	1	1
Office Assistant II	1	1	1	1
Total FTE	3	3	3	3

**Things
You
Should
Know**



In FY2009-2010, we processed and scheduled 2,869 work orders through the web-based work order. In October, an Emergency Operations Center (EOC) drill was held at the public yard and all systems functioned properly and minor refinement of the EOC was completed. During this year's storms, administration staff coordinated emergency responses and ensured operational readiness for any emergency response.

An inspection of Maintenance Services operations was conducted by OSHA and there were no major safety issues. Staff administered the first year of contract services with Acterra beginning the habitat restoration at Redwood Grove.



Fleet Maintenance

What We Do

Goal

To maintain the continuity of City services by providing for an effective vehicle fleet that is optimally maintained and field ready.



FY 10-11 Initiatives

- Maintain 40 City fleet and 29 Police vehicles as well as other equipment for the Maintenance Services Department, Public Safety Department, Engineering Services Division, and Community Development
- Provide training for shop personnel to improve automotive service levels and develop staff skills
- Perform all operations in a safe manner to avoid injury and reduce liabilities
- Monitor and implement effective safety training standards in line with City policy and regulatory requirements

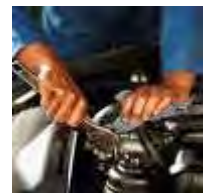


The Fleet Maintenance program maintains the City vehicle fleet for both general and safety services with a focus on preventive maintenance performed to keep the City fleet at a high level of operational readiness.

Service Program

In recent years, the automotive shop underwent a series of reviews including: shop inspections performed by the Regional Water Quality Control Plant, resulting in recognition as a Clean Bay Business, and OSHA inspection with no deficiencies noted.

This year, several new Police vehicles were purchased and outfitted to be put in service. Training was provided for maintenance personnel to ensure compliance with all regulatory requirements.



Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	166,760	175,786	197,108	188,843	-4%
SERVICE AND SUPPLIES	15,885	10,859	18,536	15,388	-17%
CAPITAL OUTLAY	-	16,159	-	-	0%
FLEET MAINTENANCE	182,644	202,804	215,644	204,231	-5%

People

Positions	07-08	08-09	09-10	10-11
Equipment Mechanic	1	1	1	1
Fleet Facilitator	1	1	1	1
Total FTE	2	2	2	2

**Things
You
Should
Know**



The FY 2010-2011 Fleet Maintenance budget changed minimally and remained fully staffed. Once again, this past year, the automotive shop underwent a series of reviews including a shop inspections performed by the Regional Water Quality Control Plant which resulted in recognition as a Clean Bay Business.

Shop personnel worked hard to ensure vehicle down time was kept to a minimum and performed more than 400 work orders for repair and service of vehicles and equipment.

Street Maintenance

What We Do

Goal

Street Maintenance will maintain safe and reliable roads, streets, sidewalks, pathways, street name signs, and traffic control signs at a minimum cost to the community of Los Altos.



FY 10-11 Initiatives

- Maintain 104 miles of City streets in a safe condition and repair potholes within 24 hours of notice
- Paint parking restricted curbs where warranted and respond to requests from the Traffic Engineer to repaint existing or paint new parking restricted curbs
- Provide annual traffic and speed counts as requested by Engineering
- Maintain City concrete sidewalks and asphalt pathways in a safe and useable condition. Inspect high traffic areas a minimum of once every eighteen months and standard traffic areas a minimum of once every five years. Respond to all hazardous sidewalk conditions within 24 hours of notice
- Enhance asphalt maintenance procedures
- Perform all operations in a safe manner to avoid injury and reduce liabilities
- Ensure that all traffic control signs and street name signs are visible and in safe operating condition. Survey signs annually to identify signs that are missing, damaged, worn or blocked by vegetation. Respond within 24 hours to any traffic control or street name sign issue
- Reduce sign blight and work with the Traffic Engineer and Public Safety to identify and eliminate unnecessary signs
- Reduce urban runoff pollutants through maintenance of the storm water drainage system by inspecting and cleaning all drain inlet catch basins and storm drain outfalls annually

Service Program

The Street Maintenance program is responsible for maintaining 104 miles of City streets, pathways and sidewalks in a safe condition for motorists, bicyclists, and pedestrians.

Street Maintenance has a supervisor, one lead worker and six maintenance workers. They are also responsible for the street name signs and regulatory traffic signs maintenance and installations.



Resources



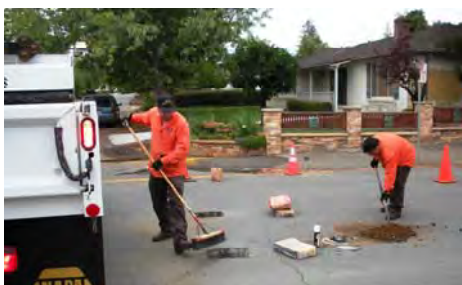
Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	481,601	622,460	652,642	742,111	14%
SERVICE AND SUPPLIES	161,724	166,807	186,310	157,338	-16%
CAPITAL OUTLAY	52,511	109,698	17,982	17,982	0%
STREET MAINTENANCE	695,836	898,965	856,934	917,431	7%

People

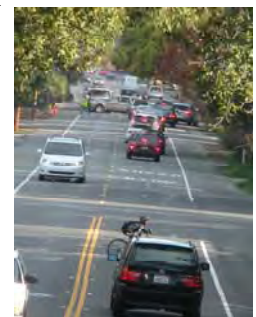
Positions	07-08	08-09	09-10	10-11
Maint. Supervisor	.5	.5	1	1
Maint. Lead Worker	1	1	1	1
Maint. Worker I	4.5	4.5	4.5	4.5
Maint. Worker II	1.5	1.5	1.5	1.5
Total FTE	7.5	7.5	8	8

Things You Should Know



This division had a busy and productive year in FY 2009-2010. Accomplishments include: inspected and maintained City concrete sidewalks, completed work on all of the City streets scheduled for corrective pavement maintenance using approximately 200 tons of asphalt replacing 8000 square feet failing roadway, completed over 25 miles of roadway

crack sealing, painted 5,327 linear feet of curb for regulated parking zones, maintained City asphalt pathways in a safe and useable condition and repaired as needed, completed the annual sign condition survey; replaced all bike lane signage with new high intensity signs, and completed work on 559 street and regulatory signs. Crews disposed of 468 cubic yards of leaf and debris from storm drains and provided seasonal leaf pick-up and storm response services.



The Streets program has one vacant maintenance worker position due to budgetary constraints.

Parks & Street Landscaping

What We Do

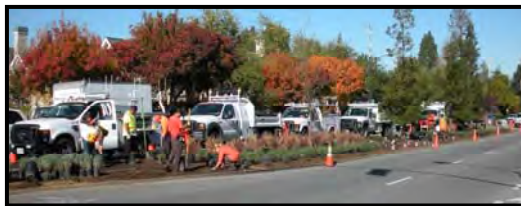
Goal

The mission of the Parks & Street Landscaping program is to ensure safe, useable, and aesthetically pleasing parks, City properties, and boulevard landscaping



FY 10-11 Initiatives

- Maintain safe and aesthetically pleasing parks and playgrounds for the use of the community
- Maintain safe and quality athletic turf fields
- Maintain and effectively schedule irrigation systems to conserve water use and maintain adequate plant health
- Assist and foster community volunteer projects within the parks
- Perform all operations in a safe manner to avoid injury and reduce liabilities
- Maintain safe and aesthetically pleasing medians and right-of-ways
- Continue to replant and establish new landscaping in the medians, shoulders and islands to improve the aesthetics of the streetscape in Los Altos
- Use Best Management Practices for all landscape maintenance, herbicide applications, and irrigation management
- Effective management of the Weekend Work Program to maintain boulevard landscaping



Parks & Street Landscaping maintains 52.5 acres of City parks and facilities including Shoup Park, Lincoln Park, Hillview Community Center, Main Library, Civic Center, Village Park, McKenzie Park, Marymeade Park, Heritage Oaks Park, Springer El

Service Program

Monte, Rosita Park, Montclair Park, Grant Park, and Woodland Library.

This program also maintains 42 acres of City landscaped boulevards including San Antonio Road, Foothill Expressway, El Camino Real, El Monte Avenue, Grant Road/Fremont Avenue, all City islands, Hetch-Hetchy pathway, downtown landscaping, and parking plaza landscaping.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	1,124,342	1,118,942	1,064,157	1,087,393	2%
SERVICE AND SUPPLIES	583,866	590,254	561,340	555,366	-1%
CAPITAL OUTLAY	52,268	146,344	63,500	-	-100%
PARKS & STREET LANDSCAPING	1,760,476	1,855,540	1,688,997	1,642,759	-3%

People

Positions	06-07	07-08	08-09	10-11
Maint. Supervisor	1	1	1	1
Maint. Lead Worker	4	4	4	4
Maint. Worker I	3	3	3	3
Maint. Worker II	4.5	4.5	4.5	4.5
Total FTE	12.5	12.5	12.5	12.5

Things You Should Know

Accomplishments in FY 2009-2010 include: the continuation of an Integrated Pest Management Program to abate weeds using mulches and natural leaf duff, completion of the landscape improvements in the medians of San Antonio Road from El Camino Real to Almond Avenue, management of irrigation systems in the City's parks resulting in a reduction of our water usage by more than 16% and continuing to maintain good plant health; renovation of the athletic turf at Hillview - Rosita - Grant Park, landscaped medians on San Antonio Road near City Hall—the southwest corner of Springer Road - Berry Avenue and on the island on Los Altos Avenue north of Mt. Hamilton, provided two annual color rotations in the medians at Main Street at San Antonio Road - Foothill Expressway - flower pots in Community Plaza and the intersections of State and Main Streets, prepared for and provided emergency storm response in November, January, and February by preventing flooding and removing fallen branches and trees from streets and public areas, coordinated with Ac-terra in the eradication of invasive species and habitat restoration in the Redwood Grove Nature Preserve, and renovated Patriot's Corner and the picnic area in Village Park.

Parks & Streets Landscaping had two vacant maintenance worker positions due to budgetary constraints.

Facility Maintenance

What We Do

Goal

To provide a clean, safe and accessible environment for all users of City-owned public facilities



FY 10-11 Initiatives

- Provide all preventive maintenance services/repairs on schedule and schedule corrective maintenance on a priority basis.
- Respond within 24 hours of any hazardous building or facility condition report
- Perform all operations in a safe manner to avoid injury and reduce liabilities
- Provide quality custodial maintenance services for all City buildings
- Maintain downtown carriage lamp system, decorative street lights at Loyola Corners, Grant Park and parks pathway lighting
- Provide training for maintenance personnel to meet all regulatory requirements to enhance maintenance services to City buildings

Service Program



Facility Maintenance is entrusted with maintaining the City's facilities and providing service for facility occupants in a safe, functional, and cost effective manner. A supervisor, two maintenance technicians and two maintenance workers maintain 145,000 square feet of buildings, including Blach and Egan Gymnasiums, Hillview Community Center, History Museum/House, Garden House, Youth Center, San Antonio Club, Bus

Barn, Redwood Grove, City Hall and Public Safety Department. Contract custodial maintenance is utilized for City Hall, Public Safety, Municipal Service Center, and Hillview

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	358,013	364,342	383,368	400,094	4%
SERVICE AND SUPPLIES	202,154	208,444	218,574	415,716	90%
CAPITAL OUTLAY	-	92,843	-	-	0%
FACILITY MAINTENANCE	560,168	665,629	601,942	815,810	36%

People

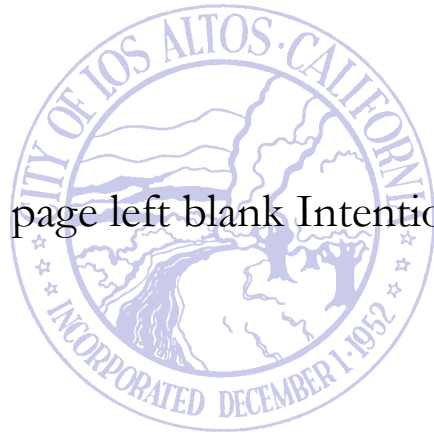
Positions	07-08	08-09	09-10	10-11
Maint. Tech	2	2	2	2
Maint. Worker I	1	1	1	1
Maint. Worker II	1	1	1	1
Chief Custodian	1	-	-	-
Total FTE	5	4	4	4

Things
You
Should
Know



This division responded to over 870 building related requests including plumbing, heating and air conditioning problems, appliance repairs, malfunctioning doors and windows, flooding, electrical and other handyman tasks. They provided custodial maintenance services for the Hillview Community and Youth Centers. Staff completed the installation of new energy efficient pathway lamp heads at McKenzie Park resulting in safer park conditions at night; administered the replacement of main ADA compliant entrance lobby door at the Police Station and the installation of earthquake actuator gas shut off valves at Blach and Egan gymnasiums, Police Department, Municipal Service Center, Grant Park and Hillview Community Center, and responded to roof leaks during severe weather conditions at San Antonio Club and Hillview Community Center. Santa Clara County Fire Marshal facility inspections were performed and corrections made at all facilities. The Egan gym floor was re-surfaced and new park signs installed at Marymeade Park and Heritage Oaks Park. Boardwalk repairs were completed at Redwood Grove following heavy storms and additional railing was installed along Adobe Creek to minimize access to steep creek banks. The bulk of the FY 2010-2011 increase relates to Waste Services now directly charged to operations.

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Recreation

Recreation



Resource Allocation

7%

General Fund

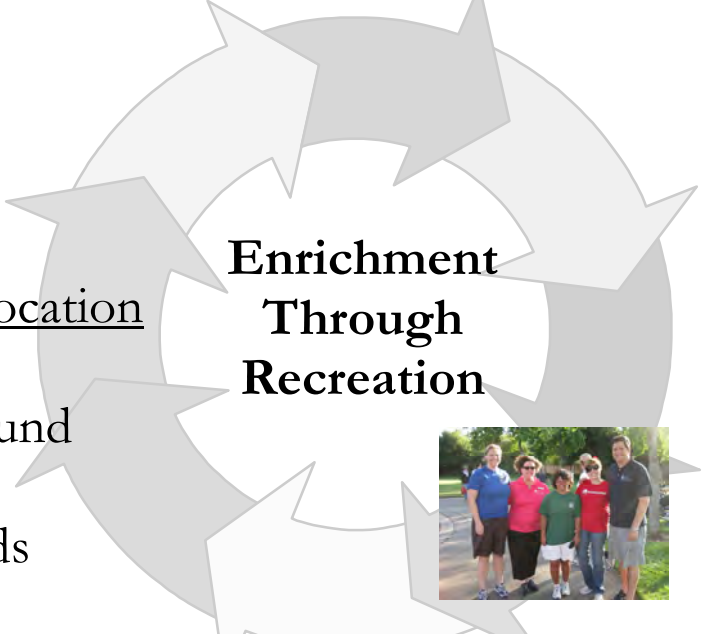
5%

All Funds



Budget

\$2,000,657



Enrichment Through Recreation



Human Capital

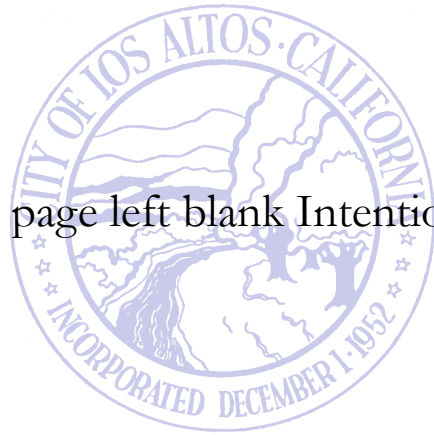
7 Full-Time Staff

1000s of Contract Staffing Hours

1000s of Volunteer Hours

Administration
Facilities
Life Long Learning
Health & Wellness
Senior Programs
Teen Programs
Performing & Visual Arts
Community Events

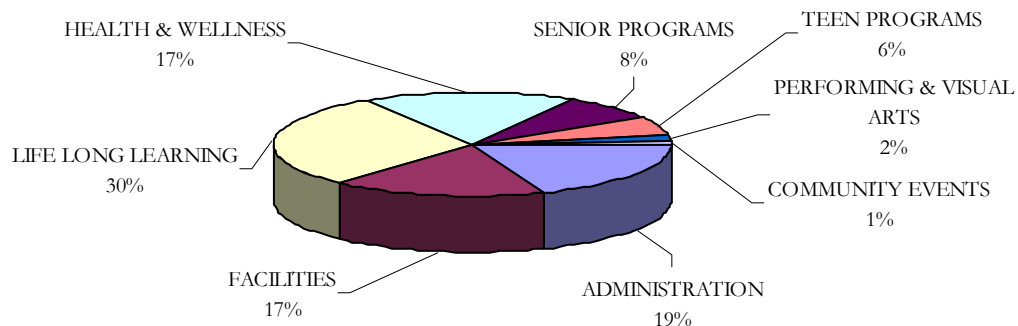
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Recreation

The Los Altos Recreation Department strives to enrich community members through active participation in lifelong learning, health & wellness, community involvement, and recreational activities.

FY 2010-2011 Budget - Recreation



PROGRAM EXPENDITURES	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
ADMINISTRATION	800,743	773,907	333,933	386,235	16%
FACILITIES	300,898	307,277	392,949	347,496	-12%
LIFE LONG LEARNING	702,929	820,966	877,635	591,439	-33%
HEALTH & WELLNESS	60,270	60,235	146,038	347,158	138%
SENIOR PROGRAMS	144,126	152,400	158,272	154,331	-2%
TEEN PROGRAMS	80,769	117,298	113,677	115,753	2%
PERFORMING & VISUAL ARTS	36,480	51,598	44,266	39,476	-11%
COMMUNITY EVENTS	14,040	20,558	22,669	18,769	-17%
RECREATION	2,140,256	2,304,239	2,089,439	2,000,657	-4%

PROGRAM REVENUE	07-08	08-09	09-10	10-11	%
	ACTUAL	ACTUAL	BUDGET	ADOPTED	CHANGE
RECREATION FEES	1,652,420	1,471,977	1,494,345	1,939,240	30%

Administration

What We Do

Goal

To provide vision, direction, and support resources for department staff in fulfilling their mission to enrich community members through active participation in life long learning, community involvement, and recreational activities.



FY 10-11 Initiatives

- Maintain Council directed cost recovery rates for all fee-based programs and pursue full cost recovery where possible
- Provide staff support to three City Council appointed commissions and one committee: the Parks, Arts & Recreation Commission, the Youth Commission, the Library Commission, and the new pilot Senior Committee
- Maintain public service office hours Monday-Friday from 8:00am-5:00pm
- Provide 24-hour registration and program information through the online registration programs and department website



Recreation provides comprehensive multi-age recreation and leisure service programs including: facilities, life long learning, health & wellness, seniors, teens, performing & visual arts and community events. The department operates in a professional, cost-effective manner with outstanding customer service while keeping pace with changing community needs and priorities.

Service Program

Administration oversees all department operations, provides staff support to three Council appointed commissions and one committee, produces and distributes four, 40-48 page quarterly recreation guides, coordinates staff training and evaluation, and manages front counter service including internal and external registration, facility reservations, and online registration.



Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	611,996	601,929	202,879	260,625	28%
SERVICE AND SUPPLIES	170,819	170,049	131,054	125,610	-4%
CAPITAL OUTLAY	17,928	1,929	-	-	0%
ADMINISTRATION	800,743	773,907	333,933	386,235	16%

People

Positions	07-08	08-09	09-10	10-11
Recreation Director	1	1	1	1
Sr. Recreation Supv.	0	0	0	0
Recreation Supervisor	2	2	0	0
Recreation Coord.	2	2	0	0
Office Assistant II	1	1	0	0
Total FTE	6	6	1	1

This budget reflects Phase II of the redesign and new presentation for the City's Recreation Department that began last year. The department restructuring last year included allocating FTE and registration costs across program areas to better reflect deliverables: facilities, life long learning, health & wellness, seniors, teens, performing & visual arts, and community events.



Things You Should Know

Phase II for FY2010-2011, continued the cost allocation with separating professional services into the specific program areas to better match revenues with expenses. Furthermore, rate adjustments have been proposed within the Department-wide budget to achieve overall full recovery of direct and support overall costs for all fee based programs.

Increases in this program budget are attributed to an increase in registration usage and the resulting credit card fees and an increase in part time hours to mitigate the impact of position vacancies.

Facilities

What We Do

Goal

To maintain older facilities in suitable condition for classes, programs, special events and private rentals with the resources allowed.



FY 10-11 Initiatives

- Resurface the Blach and Egan Gymnasium floors
- Conduct annual fire and safety inspections with the Fire Marshal and safety inspectors
- Work with MSC staff to correct any deficiencies found through inspections
- Inspect all facilities, including field spaces, quarterly to note problem areas for repair and take appropriate action to correct
- Update the field and gym brokering system for user groups to optimize the use of the athletic fields and gymnasiums
- Collect monthly and annual tenant fees

Service Program



The Recreation Department coordinates the scheduling of four playing fields, two gymnasiums, four multi-purpose facilities, fourteen classrooms, a group picnic site, four tennis courts, and one teen center in eight locations.

The gymnasiums and fields are scheduled through a brokering period twice per year to ensure equal access, maximum usage and revenue for local sports groups and City of Los Altos programs. During FY2010-2011, the brokering method will be updated for improved customer service. In addition to housing Recreation Department sponsored programs, the facilities are also used by local non-profits, clubs, and private rentals.

A variety of facilities are available for community use including: Garden House, Hillview, Los Altos Youth Center (LAYC), Grant Park, Rosita Park, History House, Blach Gym, Egan Gym, and several athletic play fields.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	-	-	109,700	120,570	10%
SERVICE AND SUPPLIES	296,978	306,742	283,249	226,926	-20%
CAPITAL OUTLAY	3,920	535	-	-	0%
FACILITIES	300,898	307,277	392,949	347,496	-12%

People

Positions	07-08	08-09	09-10	10-11
Recreation Supervisor	0	0	1	1
Total FTE	0	0	1	1

Things You Should Know



The new concession stand at Rosita Park will open during FY2010-2011 requiring the creation of a use policy and fee schedule in Spring 2011.

The building attendant program, initiated for the Garden House last year, will be expanded to the Los Altos Youth Center in the coming year.

Additional costs associated with the upkeep of City facilities, including those utilized by the Recreation Department, are included in the Maintenance Services Department budget. The process of further aligning cost allocation between the two departments was continued this year and costs associated with maintaining the History House transferred to MSC and the related grant contribution to Shared Services



Life Long Learning

What We Do

Goal

To provide a broad spectrum of high quality special interest classes and workshops for all ages.



FY 10-11 Initiatives

- Increase adult (18 years+) programming by 10%, 84 classes were offered in FY 2008-2009 and 197 in FY 2009-2010.
- Maintain current level of youth classes; 682 classes this past year
- Maintain the current level of youth summer and holiday break camps
- Continue customer service satisfaction surveys twice per year
- Creation of a new Kinderprep Program for five-year olds

Service Program



Classes, camps, and workshops provide learning, exploration, skill development, and social interaction opportunities. The Recreation Department offers special interest classes and workshops for age groups from 18 months to 100 plus years. The Department strives to provide these services in a professional, cost-effective manner with outstanding customer service while keeping pace with changing community needs, trends, and priorities. The current course offerings are designed to meet as many individual tastes as possible. Youth class and camp highlights include toddler music and movement, dance, lego engineering, youth science, guitar, archery, and jewelry making. New adult programs created in FY 2009-2010 included Bollywood dance, adult ballet, landscape painting, watercolor, sustainable food, and French, Spanish and Mandarin language courses.

Surveys and customer feedback help determine new offerings. New FY 2009-2010 classes included a revamping of summer camp daily hours and a contract birthday party program as a direct result of resident requests.



Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	65,847	86,850	329,794	269,205	-18%
SERVICE AND SUPPLIES	637,083	734,116	547,841	322,234	-41%
CAPITAL OUTLAY	-	-	-	-	0%
LIFE LONG LEARNING	702,929	820,966	877,635	591,439	-33%

People

Positions	07-08	08-09	09-10	10-11
Sr. Recreation Supv.	0	0	1	1
Office Assistant II	0	0	1	1
Total FTE	0	0	2	2

Things
You
Should
Know



Last year, two positions were allocated to the Life Long Learning Division. This includes the Senior Recreation Supervisor, a reclassification from Recreation Supervisor placed into effect in FY2008-2009. The existing Office Assistant II position was also allocated to this program although in the FY2010-2011 Budget this position has been held open as vacant as part of cost saving measures.

Beyond full-time staffing, thousands of hours of contract providers are coordinated in this division to provide for the many class offerings and activity programming provided for by this effort.

As part of Phase II of the department reorganization and cost restructuring, professional services costs for youth and adult fitness classes were transferred from Life Long Learning to the Health and Wellness program group.



Health & Wellness

What We Do

Goal

Foster health and well being through physical activity for all ages and abilities.



FY 10-11 Initiatives

- Continue to offer a variety of youth and adult health and wellness classes, programs and leagues.
- Continue to coordinate five afterschool sport seasons for Blach and Egan Junior High Schools
- Maintain adult basketball league play with two leagues during two seasons



The Recreation Department provides both competitive and recreation based athletic and fitness opportunities for all ages. The adult basketball league ranges between 25+ to 35+ age group divisions based on team demographics. The junior high sports programs are divided into five seasons and 12 divisions comprised of coed cross-country, girls softball, girls and boys volleyball, soccer, basketball, and coed wrestling and track.

Service Program

Surveys and customer feedback help determine new offerings. New FY 2009-2010 classes included a new adult bootcamp and family Zumba program following resident requests.

The adult & youth fitness, martial arts and sport classes and summer camps, formerly housed in the Life Long Learning program were moved into the Health & Wellness program as part of phase II of program realignment intended to match program revenue and costs as a basis for evaluating fiscal performance and viability.

Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	1,547	2,016	87,395	92,065	5%
SERVICE AND SUPPLIES	58,723	58,219	58,643	255,093	335%
CAPITAL OUTLAY	-	-	-	-	0%
HEALTH & WELLNESS	60,270	60,235	146,038	347,158	138%

People

Positions	07-08	08-09	09-10	10-11
Recreation Coord.	-	-	1	1
Total FTE	-	-	1	1

**Things
You
Should
Know**



This past year budget reflects the reallocation of one Recreation Coordinator to Health & Wellness as part of the department reorganization activated this budget cycle.

For FY2010-2011, the adult and youth fitness, martial arts and sport classes professional services costs were moved into Health & Wellness from Life Long Learning accounting for the significant increase in program costs. Beyond this transfer of costs, all other budget expenditures remained relatively stable.



Senior Programs

What We Do

Goal

To provide quality services tailored to the older adult community in a warm and welcoming environment.



FY 10-11 Initiatives

- Maintain the expanded Senior Center daily operation hours 8:30am-3:30 pm
- Provide bi-weekly low cost nutritional lunches year-round
- Offer 10 fee-based educational, cultural and/or recreational trips per year
- Staff the newly created Senior Committee
- Continue to assess current trends and tailor existing programs accordingly



The Los Altos Senior Center offers a warm and welcoming environment for older adults to socialize, volunteer, attend both drop-in and structured activities and participate in educational, recreational, and service-oriented programs. Senior Center programs include a monthly book club, guest lecturers, sports leagues, bocce ball, monthly movies, tax services, real estate education, blood pressure checks, card groups, exercise courses and bi-weekly lunches. Structured classes include arts and crafts, bridge, computers, line dancing, and mature driving.

Service Program

Over 75 volunteers regularly assist in the Senior Center providing skilled help in numerous areas including front desk support, trip coordination, nutritional meal plans, cooking lunches, organizing programs and teaching courses. Additionally, three long standing volunteer programs are based in the Center: the Equipment Loan Closet, the free In-Home Repair Program for members and the “Monkey Toy Ladies.” This group creates the traditional stuffed monkey toys given to all terminally ill children at the Lucille Packard Children's Hospital, approximately 500 annually. All three groups are comprised of Senior Center members.

The Senior Center also cooperatively works with Los Altos Legacies, CSA Case Management, the Santa Clara County Council on Aging, and Visions Unlimited in providing access to services and meeting space.

Resources

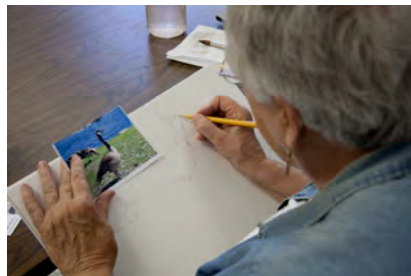


Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	95,994	122,821	121,030	120,626	0%
SERVICE AND SUPPLIES	23,087	29,211	37,242	33,705	-9%
CAPITAL OUTLAY	25,046	368	-	-	0%
SENIOR PROGRAMS	144,126	152,400	158,272	154,331	-2%

People

Positions	07-08	08-09	09-10	10-11
Recreation Coord.	1	1	1	1
Total FTE	1	1	1	1



The FY 2010-2011 budget remains relatively stable. The bulk of this division budget is made up of personnel costs associated with operating the Senior Center. The staff is comprised of one full-time employee, one half-time employee and occasional part-time recreation leader help.

Things You Should Know

It is important to note that the 75 volunteers contribute substantially to keeping operating expenses low in relation to the high participation rates.



Teen Programs

What We Do

Goal

To provide age appropriate opportunities for teens to socialize, increase self-esteem, volunteer and engage in the wider community in a safe and positive environment.



FY 10-11 Initiatives

- Provide both indoor and outdoor volunteer and community service experiences.
- Broaden activities and programs in the newly refurbished Underground Teen Center
- Increase activities for high school age teens
- Continue offering nine middle school LAYC dances

Teen Programs offer structured recreational, educational and service oriented ac-



tivities for teens in junior high, middle school, and high school. Recreational activities include one-day trips, drop-in basketball nights, live band concerts, and Friday night LAYC dances during the school year. Educational activities



Service Program

include driver's education classes, marital arts, arts and crafts, and summer camp Counselor in Training programs.

The Underground Teen Center to create a fun and welcoming place for teens to socialize, participate in structured activities or just hang out in a supervised and safe location. Teen programs also provide staff support to the City Council appointed Youth Commission.



Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	69,847	104,354	96,493	104,484	8%
SERVICE AND SUPPLIES	10,923	12,944	17,184	11,269	-34%
CAPITAL OUTLAY	-	-	-	-	0%
TEEN PROGRAMS	80,769	117,298	113,677	115,753	2%

People

Positions	07-08	08-09	09-10	10-11
Recreation Coord.	-	-	1	1
Total Full Time	-	-	1	1



The FY2009-2010 budget remains relatively stable with the bulk of this division's budget made up of personnel costs assigned exclusively to the furtherance of teen activities.

Last year the Department formalized the reallocation of one Teen Coordinator to the Teen program from administration as part of the overall

reorganization process.

Things
You
Should
Know



Performing & Visual Arts

What We Do

Goal

Provide opportunities for participation in and enjoyment of the performing and visual arts.



FY 10-11 Initiatives

- Continue offering four youth theatre productions per year
- Continue offering a minimum of three theatre classes and holiday camps per year

Service Program



Participation in performing and art programs develop self-esteem, creativity, and encourage creative problem solving. The Recreation Department provides programs that encourage these skills in supportive and non-threatening environments. The Los Altos Youth Theatre (LAYT) program is regionally known for producing quality musicals and dramatic plays with children ages nine to

eighteen years old. LAYT offers four productions per year with up to 45 children generally divided into two casts for nine performances.



Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	-	-	-	-	-
SERVICE AND SUPPLIES	36,480	51,598	44,266	39,476	-11%
CAPITAL OUTLAY	-	-	-	-	0%
PERFORMING & VISUAL ARTS	36,480	51,598	44,266	39,476	-11%

People

Positions	07-08	08-09	09-10	10-11
-	-	-	-	-
Total FTE	-	-	-	-



The FY2010-2011 budget remains stable with the bulk of this program's budget made up of service and supplies assigned exclusively to the Youth Theatre program although cost reductions were made where possible in ancillary services. Most costs are associated with engaging contract directors, production coordinators, costumes, and the

purchase of stage supplies.

Things
You
Should
Know

Adult and youth music, art classes and summer camps are housed in the Life Long Learning program area. They will potentially be moved into Performing Visual Arts in FY 2011-2012, following evaluation of the similar separation of Health & Wellness activities from Life Long Learning in FY 2010-2011.



Community Events

What We Do

Goal

Celebrate Los Altos history and community traditions through annual special events



FY 10-11 Initiatives

- Increase business involvement by 3% during the New Year's Day Fun Run
- Continue to add additional Santa Home Visits as waitlists dictate
- Continue seeking grant and supply donation support for the Community Egg Hunt
- Continue seeking community donations and sponsorships to fund the summer concert series
- Seek partial sponsorship for band cost associated with the summer concerts
- Seek an anchor sponsor for the Fun-Run

Service Program



Special events draw diverse groups of neighbors and community members together. They provide opportunities for residents to feel connected to their community, a chance to learn, socialize, volunteer, and meet new friends and neighbors. City-wide special events showcase local services, businesses and programs in unique ways, unusual groupings, and foster inter-generational interactions.

Several Recreation Department special events are unique to Los Altos including Annual Halloween Window Painting Contest (now in its 48th year), Santa Home Visits, Gingerbread House Exhibit, New Year's Day Fun Run, and the Community Egg Hunt.



Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	536	3,658	6,818	3,818	-44%
SERVICE AND SUPPLIES	13,504	16,900	15,851	14,951	-6%
CAPITAL OUTLAY	-	-	-	-	0%
COMMUNITY EVENTS	14,040	20,558	22,669	18,769	-17%

People

Positions	07-08	08-09	09-10	10-11
-	-	-	-	-
Total FTE	-	-	-	-



The FY2010-2011 budget remains relatively stable with some cost savings taken in part time hours. The bulk of this program budget has been historically made up of service and supplies targeted towards sched-

uled community events provided on a non-fee based model. This FY 2010-2011 budget proposes an increased level of fee recovery. Santa Home Visits are an exception with direct fees paid by participants. Donations of supplies and sponsorships are actively sought for the Egg Hunt, concerts and fun run.

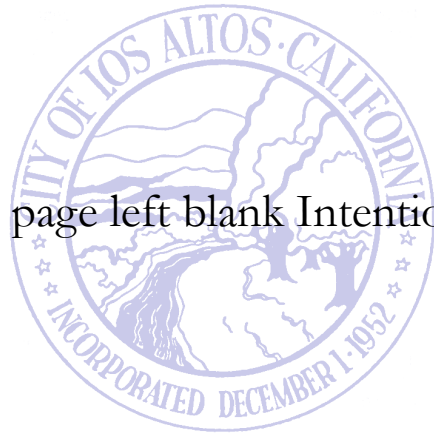
Things
You
Should
Know



Hosting outdoor concerts fosters neighborhood interaction and builds a sense of community. The summer concert series has successfully expanded across the City to engage all neighborhoods. Decreased band costs coupled with increased sponsorships have resulted in the creation of a full-fledged concert series.



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Other Services

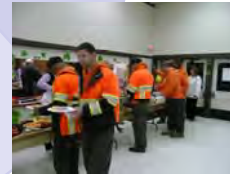
Enterprise & Other Services



Resource Allocation
30%
All Funds



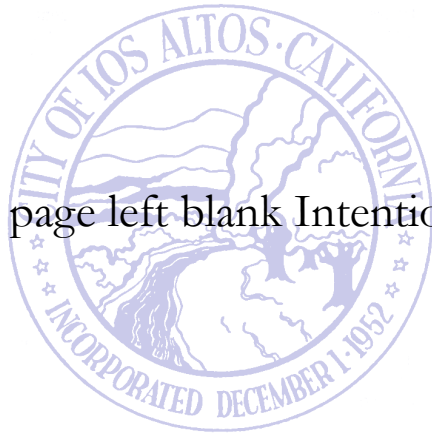
Budget
\$11,991,252



Human Capital
7 Full-Time Staff
Enterprise Funds
Engineering Services

Sewer
Storm Drain
Solid Waste
Capital Projects
Internal & Other Funds

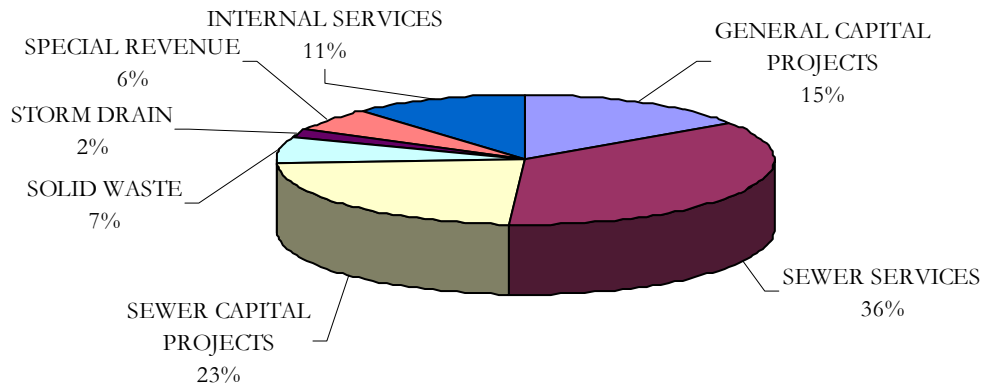
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Enterprise & Other Services

Providing for a safe and reliable City environment and ensuring the delivery of relevant and responsive municipal services

FY 2010-2011 Budget- Other Funds & Services



	07-08	08-09	09-10	10-11	%
PROGRAM EXPENDITURES	ACTUAL	ACTUAL	BUDGET	ADOPTED	CHANGE
GENERAL CAPITAL PROJECTS	3,290,162	3,069,701	3,533,000	1,841,000	-48%
SEWER SERVICES	3,179,109	3,819,353	3,936,799	4,274,627	9%
SEWER CAPITAL PROJECTS	546,446	854,635	2,176,500	2,775,500	28%
SOLID WASTE	1,609,295	1,573,347	1,666,770	792,330	-52%
STORM DRAIN	173,191	148,531	233,732	237,295	2%
SPECIAL REVENUE	271,493	49,244	526,100	718,000	36%
INTERNAL SERVICES	1,841,976	1,308,411	1,286,800	1,352,500	5%
TOTAL OTHER FUNDS & SERVICES	10,911,672	10,823,221	13,359,701	11,991,252	-10%

	07-08	08-09	09-10	10-11	%
ENTERPRISE REVENUE	ACTUAL	ACTUAL	BUDGET	ADOPTED	CHANGE
SEWER	4,716,459	5,944,437	5,499,330	5,554,654	1.01%
SOLID WASTE	1,574,054	1,704,143	1,546,471	746,931	-51.70%
STORM DRAIN	0	0	0	0	0.00%
	6,290,513	7,648,580	7,045,801	6,301,586	-10.56%

Capital Projects

What We Do

Goal

Conduct long term capital improvement program activities in a manner consistent with sound practices, legal requirements, and responsive to the long term needs and interests of the Los Altos community.



FY 10-11 Initiatives

- Development of a multi-year Capital Improvement Plan
- Monitor and report capital projects status on a periodic basis
- Facilitate a Capital Project needs analysis and prioritization process
- Ensure an accurate and timely accounting of project costs in compliance with established budget levels
- Compliance with California State Public Works Contract requirements
- Pursue grant opportunities for capital projects where possible



The City's Capital Project Funds serve to account for the capital infrastructure activity of the City. This fund group is made of several separate funds including the Capital Projects Fund, the Equipment Replacement Fund, and the newly formed Community Facility Renewal Fund.

Service Program

The Capital Project Fund holds long term capital funding reserves and accounts for all revenue and costs associated in managing the construction of new and replacement infrastructure for the City's governmental activity. This fund targets the maintenance and replacement of all City facilities, roadways, parks, and general public right-of-way improvements. Finding funding sources for infrastructure remains a challenge for most Cities which have limited ability to increase the level of revenue streams necessary for these material project costs. The City was incorporated in 1952 and most of our facilities used today were built shortly thereafter.

Resources



Dollars

	07-08	08-09	09-10	10-11	%
FUND EXPENDITURES	ACTUAL	ACTUAL	BUDGET	ADOPTED	CHANGE
CAPITAL PROJECTS FUND	3,196,569	3,069,701	3,533,000	1,780,000	-50%
EQUIPMENT REPLACEMENT FUND	22,306	-	-	61,000	-
COMMUNITY FACILITY RENEWAL FUND	71,287	0	0	0	-
TOTAL CAPITAL PROJECT FUNDS	3,290,162	3,069,701	3,533,000	1,841,000	-48%

People

Positions	07-08	08-09	09-10	10-11
	-	-	-	-
	-	-	-	-
Total FTE	-	-	-	-



Although no staffing is assigned directly to this fund group, the activity is administered mostly through the efforts of Engineering.

The Capital Project Funds provide a very specific and distinct domicile for the City's most significant general infrastructure renewal, replacement, and maintenance costs. The summary section of this budget includes a detailed listing of the projects proposed for FY2010-2011 and the fund balance schedule in that same section provides a projection of available fund balances.

**Things
You
Should
Know**

Some of the key projects proposed for FY2010-2011 include: \$920,000 in annual street and concrete resurfacing projects, \$435,000 in Safe Routes to Schools projects, and \$170,000 in pedestrian and bicycle transportation projects. \$3.3 million for the streetscape of downtown first street, originally scheduled for FY2010-2011, was adopted in FY 2009-2010 to accommodate bidding and scheduling deadlines.

Sewer Services

What We Do

Goal

Sewer Services provides safe, responsive, reliable, and efficient collection system services at a minimum cost to the community so that Los Altos will be maintained as a great place to live and work.



FY 10-11 Initiatives

- Minimize sanitary sewer overflows and prevent public health hazards. Respond within 30 minutes of any sanitary sewer overflow condition
- Minimize inconveniences by responsibly handling interruptions in service
- Protect the large investment in collection systems by maintaining maximum capacities and extending their useful life
- Prevent unnecessary damage to public and private property
- Use funds available for the operation of municipal government services in the most efficient manner
- Implement sanitary sewer master plan capital projects
- Convey wastewater to treatment facilities with a minimum of infiltration, in-flow, and ex-filtration
- Provide adequate capacity to convey peak flows
- Perform all operations in a safe manner to avoid personal injury and property damage



Service Program

Sewer Services is comprised of one lead worker and four maintenance workers. They maintain the City's sewer system which consists of approximately 140 miles of pipe, ranging from 4 inches to 42 inches in diameter and three pump stations (Pine Lane, Blue Oak Lane, and Van Buren St.). The City provides sewer service to most businesses and residents within the City as well as unincorporated areas within the City's sphere of influence. The City's sewer system also receives some flow from the City of Mountain View and the Town of Los Altos Hills. Collected sewage is conveyed to the Palo Alto Regional Water Quality Control Plant for treatment.

Sewer fee administration and sewer capital improvement projects are managed by the Engineering Services Division.

Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	634,253	637,206	685,078	720,158	5%
SERVICE AND SUPPLIES	2,537,509	3,182,146	3,243,721	3,246,469	0%
CAPITAL EQUIPMENT	7,347	-	8,000	308,000	3750%
CAPITAL PROJECTS	546,446	854,635	2,176,500	2,775,500	28%
SEWER SERVICES	3,725,555	4,673,988	6,113,299	7,050,127	15%

People

Positions	07-08	08-09	09-10	10-11
Leadworker	1	1	1	1
Maint Supervisor	.5	.5	-	-
Maintenance Worker II	4	4	4	4
Associate Engineer	1.25	1.25	1.25	1.25
Total FTEs	6.75	6.75	6.25	6.25

Things
You
Should
Know

Sewer Services maintained 140 collection system miles serving Los Altos and a portion of the unincorporated area of Santa Clara County, performed cleaning maintenance cycles on all 6 inch to 10 inch sewer lines and maintained 30, 60 and 90-day schedules for trouble spot locations in all maintained areas. They performed scheduled cleaning maintenance cycles sewer lines and maintained schedules for trouble spot locations. A total of 828, 405 feet of sewer lines were cleaned and 11,486 feet of sewer mainlines were televised to assess condition. Responded to twelve sanitary sewer overflows to the State Water Resource Board with none resulting in property damage. Sewer Services provides 24 hour emergency response for all residential and commercial users of the Los Altos sewer system and responded to 154 sewer lateral calls. Crews also televised 126 sewer laterals to access the condition of the pipes.

FY2009-2010 capital improvement projects expenditures were approximately \$2.2 million. FY 2010-2011 will continue high priority sewer main repairs, over \$2.7 million, at several locations, including construction of an 8 inch sewer main underneath the Foothill Expressway connecting to Main Street and timed to avoid conflicting with other capital projects associated with First Street improvements. This years budget also includes the replacement of a mission critical Sewer Line Vac. Truck at a cost of \$308,000.

Solid Waste

What We Do

Goal

Manage the City Solid Waste Program to provide responsive and environmentally responsible waste collection, composting, and recycling services for residents and businesses.



FY 10-11 Initiatives

- Fully implement the new franchise agreement for collection and disposal of municipal waste and recyclables set for September 2010
- Provide for the administration of the City's solid waste franchise agreement
- Remain engaged in county-wide waste collection updates and diversion methods
- Prepare annual state required compliance reporting and Comply with AB939 diversion goal
- Monitor and administer the Street Sweeping service contract
- Coordinate periodic Household Hazardous Waste Collection events and monitor the newly expanded household hazardous waste programs offered under the new contract
- Ensure that Solid Waste services are provided in a manner consistent with best municipal practices
- Complete an updated Cost Allocation plan including solid waste

Service Program



The Solid Waste program is managed by members of the Community Development Department. This function receives staffing support from Engineering, the program responsible for contract administration and the evaluation of service delivery. The City provides representation to the County Recycling and Waste Reduction Commission and the County Solid Waste Technical Advisory Committee to protect the interests of the residents of Los Altos on solid waste issues. Staff maintains a Green Business Certification program and Household Hazardous Waste Collection program.

Resources



Dollars

COST CATEGORY	07-08 ACTUAL	08-09 ACTUAL	09-10 BUDGET	10-11 ADOPTED	Change %
PERSONNEL SERVICES	44,073	21,903	125,800	126,360	1%
SERVICE AND SUPPLIES	1,565,222	1,551,447	1,540,970	665,970	-49%
CAPITAL OUTLAY	-	-	-	-	-
SOLID WASTE	1,609,295	1,573,350	1,666,770	792,330	-48%

People

Positions	07-08	08-09	09-10	10-11
Assistant Public Works Dir	.25	.25	-	-
Engineering Services Mgr.	-	-	.25	.25
Total FTE	.25	.25	.25	.25



Things
You
Should
Know

A major service level change for solid waste was approved by Council in FY2009-2010. The franchise for solid waste services was substantially revised for the first time since 1982. Residential recycling and yard-waste will be collected weekly beginning in September 2010 under a new franchise agreement. Carts will be served by automated trucks with mechanical arms and back-yard service will remain available for a fee. Diversion of waste from landfills is expected to increase from the current 54% to a contract-specified 78% within three years. The new franchisee will also service the City with compressed natural gas fueled trucks and offer several other environmental enhancements through their service delivery model.

This budget includes contract costs for residential waste hauling services, street sweeping, county hazardous waste disposal, weekend litter removal and downtown receptacle services. Under the new waste contract, the new service provider is responsible for the direct payment of all disposal fees accounting for the major change in the budget.

Storm Drain

What We Do

Goal

Participate as a partner in the Santa Clara Valley Urban Runoff Pollution Prevention Program and ensure City programs manage stormwater such that drainage to the creeks complies with Federal and State law as well as prevent flood damage to local properties.



FY 10-11 Initiatives

- Complete the stormwater drainage master plan
- Submit an Annual Work Plan and Annual Report to the Regional Water Quality Control Board
- Conduct training for City staff on implementing stormwater pollution prevention measures as part of the development permit requirements and maintenance practices

Service Program



This program broadly addresses measures the City must take to comply with the discharge permit issued by the State of California that allows the City to discharge stormwater to the creeks that flow into San Francisco Bay. These include public outreach, ensuring best management practices are followed in street and sidewalk cleaning, litter control, pollution prevention, and management of construction sites that are potential sources of sediment and chemical pollutants. Reduction of impermeable surface materials and elimination of litter hot spots are major objectives of the program.

Resources



Dollars

COST CATEGORY	07-08	08-09	09-10	10-11	Change %
	ACTUAL	ACTUAL	BUDGET	ADOPTED	
PERSONNEL SERVICES	112,639	79,921	128,995	132,115	2%
SERVICE AND SUPPLIES	60,552	68,611	104,737	105,180	0%
-	-	1	-	-	-
Storm Drain	173,191	148,533	233,732	237,295	2%

People

Positions	07-08	08-09	09-10	10-11
Maintenance Worker I	.5	.5	.5	.5
Senior Engineer	.5	.5	.5	.5
-	-	-	-	-
Total FTE	1	1	1	1

The City has continued to manage the program with no citations received for non-compliance. Additional expenses may be required in the near future to comply with a proposed new regional discharge permit that requires significant additional effort to measure and monitor the effectiveness of programs that prevent litter and other chemical pollutants from entering the creeks. There is no special funding source to pay for projected budget needs in this program and completion of the Storm Drain Master Plan, an in-progress capital project, is seen as critical to identify the scope and cost of future compliance.



Things You Should Know

The City coordinated a creek cleanup event along the bank of Stevens Creek near Foothill Expressway where volunteers removed accumulated trash and debris that eventually would have contaminated the creek. Such cleanup events are now mandated by the City's Stormwater Discharge Permit and the May 2010 event was the first of annual events to address trash accumulation hot-spots.

This program accepts allocations of a half-time Sr. Associate Engineer from Community Development for support in design and engineering services.

Internal & Other Funds

What We Do

Goal

To protect the assets of the City through the management of the City's risk exposure as it pursues the delivery of services, ensure compliance with special revenue and grant accounting requirements, reporting, fiduciary controls, and account for active City debt requirements.



FY 10-11 Initiatives

- Account for the City's Risk Management functions including Workers Compensation and General Liability
- Follow through on the evaluation of lower self retention limits for Workers Compensation and Liability Insurance as a basis for minimizing risk exposure
- Account for Special Revenue funds received through State, County, Federal subventions, and grants in line with financial industry standards
- Facilitate the accounting of the City's debt service obligations
- Coordinate the proper application of special revenue dollars to Capital Projects in line with related conditions and reporting requirements

This activity group is made up of three broad program areas. This group includes what are known as Internal Service Funds which account for the costs associated with Workers Compensation & General Liability Insurance, employee dental benefits, and unemployment benefits. Oversight for these activities exists within Human Resources and Finance & Technology.



Service Program

This activity group also accounts for Federal, County, and State restricted Special Revenue Funds the bulk of which is made up of State Gas Tax, Federal Community Development Block Grants, Traffic Impact Fees, In Lieu Park-Land Fees, and other grants.

Lastly, this activity group facilitates the accounting and payment of City and/or homeowner assessment debt service. This includes outstanding City Certificates of Participation and the Raymundo and Avalon Sewer Assessment Districts.

Resources



Dollars

	07-08	08-09	09-10	10-11	%
FUND EXPENDITURES	ACTUAL	ACTUAL	BUDGET	ADOPTED	CHANGE
SPECIAL REVENUE FUNDS	271,493	49,244	526,100	718,000	36%
RISK MANAGEMENT FUNDS	923,234	961,129	960,000	960,000	0%
DENTAL & UNEMPLOYMENT FUNDS	123,221	143,583	119,000	144,000	21%
DEBT SERVICE FUNDS	795,521	203,699	207,800	248,500	20%
TOTAL INTERNAL & OTHER FUNDS	2,113,469	1,357,655	1,812,900	2,070,500	14%

People

Positions	07-08	08-09	09-10	10-11
-	-	-	-	-
-	-	-	-	-
Total FTE	-	-	-	-



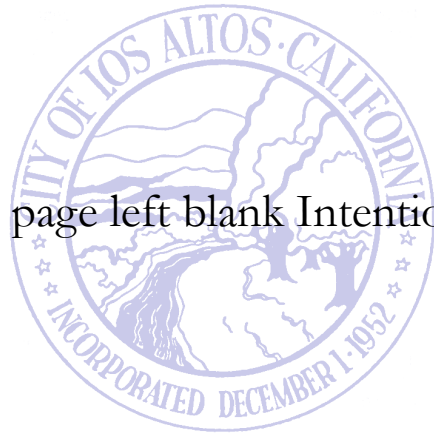
The increase in the Special Revenue Fund budget is mostly due to the anticipation of utilizing \$400,000 of existing TDA dollars towards collector Homestead Road Medians as well as Gas Tax for road maintenance. In so far as these dollars are subject to disposition deadlines, their use is expected within the next twelve month period.

Things
You
Should
Know

Risk Management dollars have remained stable as the City evaluates the lowering of its self retention levels in the new year.

Unemployment costs are on the rise given recent year experiences, while debt service has been reduced given recent strategic debt refunding.

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Appendix

AUTHORIZED FULL TIME EQUIVALENT POSITION LIST FY- 2010/2011

Legislation & Administration	06-07	07-08	08-09	09-10	10-11
City Manager	1	1	1	1	1
Assistant City Mgr	-	-	1	1	-
Special Projects Mgr	-	-	1	1	1
City Clerk	1	1	1	1	1
Economic Dev Coord	0.5	0.5	0.5	-	-
Executive Assistant	1	1	1	1	1
Office Assistant II	0.6	0.6	0.75	0.75	0.75
Total FTE	4.1	4.1	6.25	5.75	4.75

Finance & Technology	06-07	07-08	08-09	09-10	10-11
Finance Director	-	-	1	1	1
Financial Services Mgr	1	1	1	1	1
Accounting Technician	1	1	1	1	1
Acct Office Asst I	2	2	2	2	2
Acct Office Asst II	1	1	1	1	1
Info Technology Mgr	-	-	1	1	1
Info Technology Analyst	-	-	1	1	1
Total FTE	5	5	8	8	8

Human Resources	06-07	07-08	08-09	09-10	10-11
Assistant City Mgr	-	-	-	-	1
Human Resources Mgr	1	1	1	1	1
Human Resources Tech	1	1	1	1	1
Total FTE	2	2	2	2	3

Public Safety	06-07	07-08	08-09	09-10	10-11
Police Chief	1	1	1	1	1
Police Captain	1	1	1	1	1
Police Service Mgr	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Police Sergeant	6	6	6	6	6
Police Agent	6	6	6	5	6
Police Officer	16	16	16	17	16
Community Serv Ofcr	5	5	5	5	5
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
Transportation Engineer	-	-	-	1	1
Total FTE	47	47	47	48	48

AUTHORIZED FULL TIME EQUIVALENT POSITION LIST FY- 2010/2011

Community Development	06-07	07-08	08-09	09-10	10-11
Assistant City Manager	1	1	1	1	1
Public Works Dir	1	1	-	-	-
Asst Public Works Dir	1	1	-	-	-
Engineering Srv Mgr	-	-	1	1	1
Planning Services Mgr	-	-	1	1	1
Senior Planner	1	1	-	-	-
Associate Planner	1	1	1	1	1
Assistant Planner	1	2	2	2	2
Executive Assistant	3	3	3	3	3
Building Official	1	1	1	1	1
Building Inspector	4	4	4	4	4
Building Technician	1	1	1	1	1
Economic Dev Coord/Mgr	0.5	0.5	0.5	1	1
Assoc Civil Engineer	2	2	2	2	2
Asst Civil Engineer	2	2	2	2	2
Engineering Tech	2	2	2	2	2
Senior Engineer	-	-	1	1	1
Junior Civil Engineer	1	1	1	1	1
Transportation Engineer	1	1	1	-	-
Total FTE	23.5	24.5	24.5	24	24

Maintenance Services	06-07	07-08	08-09	09-10	10-11
Maint. Services Mgr	1	1	1	1	1
Maint. Supervisor	3	3	3	3	3
Office Assistant II	1	1	1	1	1
Equipment Mechanic	1	1	1	1	1
Fleet Facilitator	1	1	1	1	1
Maint. Lead Worker	6	6	6	6	6
Maint. Worker I	9	9	9	9	9
Maint. Worker II	11	11	11	11	11
Maint. Tech	2	2	2	2	2
Chief Custodian	1	1	-	-	-
Total FTE	36	36	35	35	35

Recreation	06-07	07-08	08-09	09-10	10-11
Recreation Director	1	1	1	1	1
Recreation Supervisor	2	2	2	1	1
Sr. Recreation Supv.	-	-	-	1	1
Office Assistant II	1	1	1	1	1
Recreation Coord.	1	1	1	3	3
Total Full Time	5	5	5	7	7

Grand Total - All Funds	122.60	123.60	127.75	129.75	129.75
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06_30_10

Resolution No. 2010-26
Adopting the FY2010-2011 Operating Budget

RESOLUTION NO. 2010-26

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
ADOPTING THE FY2010-2011 OPERATING BUDGET

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

NOW, BE IT HEREBY RESOLVED that:

1. The City of Los Altos FY2010-2011 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 Policies; and
2. City programs, services, and activities will be provided and maintained within the confines of this Operating Budget in a manner consistent with adopted Financial Policies; and
3. The City Council adopt the Operating Budget and the proposed amendments for FY2010-2011 as provisionally submitted and revised per **Attachment A1** and inclusive of CIPs presented in **Attachment A2**; and
4. Funds are deemed appropriated for those purposes and in amounts contained in said 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
5. This budget acts upon a City Council set goal to strengthen Operating Reserves up to a 20% level over the course of the next five years through the use of annual operational savings realized as a result of the approved "PERS Side Fund" pay down and defers the transfer of General Fund proceeds into the Capital project fund pending a review of fiscal and strategic need; and
6. Encumbrances, 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; and
7. Approve the recommended adjustments to the current FY2009-2010 Budget per **Attachment A3**.

Attachment A

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 22nd day of June, 2010, by the following roll call vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David C. Casas, MAYOR

Attest:

Susan Kitchens, CITY CLERK

Attachment A1
Schedule of Revenues, Appropriations,
CIPs, Transfers and Reserve Designations
FY2010-2011

Attachment A1
Schedule of Revenues, Appropriations, CIPs, Transfers and Reserve Designations
FY2010-2011

CITY FUNDS	EST. REVENUE	EST. EXPENSES	CAPITAL PROJECTS	OPERATING RESERVE	STATE REVENUE STABILIZATION	OPEB RESERVE	OTHER	UNRESERVED	TOTAL
GENERAL FUND									
Projected Beginning Balance				3,726,228	730,000	100,000	26,975	430,596	5,013,799
2010-2011 Estimated Revenue									
Property Tax	12,760,000							12,760,000	12,760,000
Sales Tax	2,362,410							2,362,410	2,362,410
Utility Users Tax	2,499,000							2,499,000	2,499,000
Motor Vehicle license Fees	48,540							48,540	48,540
Transient occupancy Tax	1,250,000							1,250,000	1,250,000
Business license Tax	400,000							400,000	400,000
Real estate transfer Tax	449,760							449,760	449,760
Recreation Fees	1,939,240							1,939,240	1,939,240
Interest& Rent	458,000							458,000	458,000
Planning & Building Fees	2,243,060							2,243,060	2,243,060
Franchise Fees	1,628,120							1,628,120	1,628,120
Police Fees	95,650							95,650	95,650
Other Fees	1,612,190							1,612,190	1,612,190
TOTAL GENERAL FUND REVENUE	27,745,970	0	0	0	0	0	0	27,745,970	27,745,970
2010-2011 Appropriations:									
Legislative & administration		(1,347,843)	0					(1,347,843)	(1,347,843)
Finance & technology		(1,906,525)	0					(1,906,525)	(1,906,525)
Human resources		(655,228)	0					(655,228)	(655,228)
Public safety		(13,917,756)	0					(13,917,756)	(13,917,756)
Community development		(3,541,751)	0					(3,541,751)	(3,541,751)
Maintenance services		(4,083,160)	0					(4,083,160)	(4,083,160)
Recreation		(2,000,657)	0					(2,000,657)	(2,000,657)
TOTAL GENERAL FUND EXPENDITURES		(27,452,920)	0	0	0	0		(27,452,920)	(27,452,920)
SUB-TOTAL GENERAL FUND BEFORE TRANSFERS	27,745,970	(27,452,920)	0	3,726,228	730,000	100,000	26,975	723,646	5,306,849
TRANSFERS									
Trsfr from Vehicle Impound fund								45,000	45,000
Tsfr from Supplemental Law Enforcement Fund								100,000	100,000
Trsfr from Gas Tax Funds								210,000	210,000
Trsfr to Storm Fund								(150,000)	(150,000)
Increase operating reserves from projected PERS savings				210,000				(210,000)	0
Fund State Budget Stabilization Reserve From - FY 10-11 Surplus					295,000			(295,000)	0
Fund OPEB Reserve From - FY 10-11 Surplus						100,000		(100,000)	0
Trsfr to General Debt Fund								(110,000)	(110,000)
TOTAL GENERAL FUND	27,745,970	(27,452,920)	0	3,936,228	1,025,000	200,000	26,975	213,646	5,401,849
CAPITAL PROJECTS FUND									
Projected Beginning Balance				0	0	0		11,917,511	11,917,511
Prior Year On-Going Projects								(10,656,500)	(10,656,500)
Activity	786,500	0	(1,780,000)					(993,500)	(993,500)
TRANSFERS									

Attachment A1
Schedule of Revenues, Appropriations, CIPs, Transfers and Reserve Designations
FY2010-2011

CITY FUNDS	EST. REVENUE	EST. EXPENSES	CAPITAL PROJECTS	OPERATING RESERVE	STATE REVENUE STABILIZATION	OPEB RESERVE	OTHER	UNRESERVED	TOTAL
Tsfr from General Fund Surplus								0	0
Tsfr from Gas Tax Fund - Annual Street Resurfacing								280,500	280,500
TOTAL CAPITAL PROJECTS FUND	786,500	0	(1,780,000)	0	0	0	0	548,011	548,011
EQUIPMENT REPLACEMENT FUND									
Projected Beginning Balance								4,868,583	4,868,583
Prior Year On-Going Projects								(734,000)	(734,000)
Activity	0	(61,000)	0					(61,000)	(61,000)
TRANSFERS									
TOTAL EQUIPMENT REPLACEMENT FUND	0	(61,000)	0	0	0	0	0	4,073,583	4,073,583
COMMUNITY FACILITY RENEWAL FUND									
Projected Beginning Balance								3,665,592	3,665,592
Activity	0	0	0					0	0
TOTAL COMMUNITY FACILITY RENEWAL FUND	0	0	0	0	0	0	0	3,665,592	3,665,592
SEWER FUND									
Projected Beginning Balance								8,995,247	8,995,247
Prior Year On-Going Projects								(5,331,000)	(5,331,000)
Activity	5,554,654	(4,274,627)	(2,775,500)					(1,495,473)	(1,495,473)
TRANSFERS									
TOTAL SEWER FUND	5,554,654	(4,274,627)	(2,775,500)	0	0	0	0	2,168,774	2,168,774
SOLID WASTE FUND									
Projected Beginning Balance								731,718	731,718
Activity	746,931	(792,330)	0					(45,399)	(45,399)
TOTAL SOLID WASTE FUND	746,931	(792,330)	0	0	0	0	0	686,319	686,319
STORM WATER FUND									
Projected Beginning Balance								110,309	110,309
Activity	0	(237,295)	0					(237,295)	(237,295)
TRANSFERS									
Trsfr from General Fund								150,000	150,000
TOTAL STORM WATER FUND	0	(237,295)	0	0	0	0	0	23,014	23,014
REAL PROPERTY PROCEEDS									
Projected Beginning Balance								6,317,705	6,317,705
Activity	30,929	0	0					30,929	30,929
TOTAL REAL PROPERTY PROCEEDS FUND	30,929	0	0	0	0	0	0	6,348,634	6,348,634
VEHICLE IMPOUND									
Projected Beginning Balance								0	0
Activity	45,000	0	0					45,000	45,000
TRANSFERS									
Trsfr to General Fund								(45,000)	(45,000)
TOTAL VEHICLE IMPOUND FUND	45,000	0	0	0	0	0	0	0	0
SUPPLEMENTAL LAW ENFORCEMENT									
Projected Beginning Balance								0	0
Activity	100,000	0	0					100,000	100,000

Attachment A1
Schedule of Revenues, Appropriations, CIPs, Transfers and Reserve Designations
FY2010-2011

CITY FUNDS	EST. REVENUE	EST. EXPENSES	CAPITAL PROJECTS	OPERATING RESERVE	STATE REVENUE STABILIZATION	OPEB RESERVE	OTHER	UNRESERVED	TOTAL
TRANSFERS									
Trsfr to General Fund								(100,000)	(100,000)
TOTAL SUPPLEMENTAL LAW ENFORCMENT FUND	100,000	0	0	0	0	0	0	0	0
GAS TAX									
Projected Beginning Balance								297,607	297,607
Activity	494,000	0	(300,000)					194,000	194,000
TRANSFERS									
Trsfr to General Fund								(210,000)	(210,000)
Trsfr to CIP Fund								(280,500)	(280,500)
TOTAL GAS TAX FUND	494,000	0	(300,000)	0	0	0	0	1,107	1,107
PROPOSITION 1B									
Projected Beginning Balance								451,386	451,386
Prior Year On-Going Projects								(406,327)	(406,327)
Activity	1,000	0	0					1,000	1,000
TOTAL PROPOSITION 1B FUND	1,000	0	0	0	0	0	0	46,059	46,059
STORM DRAIN DEPOSIT									
Projected Beginning Balance								56,086	56,086
Activity	0	0	0					0	0
TOTAL STORM DRAIN DEPOSIT FUND	0	0	0	0	0	0	0	56,086	56,086
TRANSPORTATION DEVELOPMENT ACT									
Projected Beginning Balance								0	0
Activity	254,000	0	(254,000)					0	0
TOTAL TRANSPORTATION DEVELOPMENT ACT FUND	254,000	0	(254,000)	0	0	0	0	0	0
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)									
Projected Beginning Balance								17,592	17,592
Activity	129,000	(44,000)	(85,000)					0	0
TOTAL CDBG FUND	129,000	(44,000)	(85,000)	0	0	0	0	17,592	17,592
TRAFFIC IMPACT FEE									
Projected Beginning Balance								468,415	468,415
Prior Year On-Going Projects								(400,000)	(400,000)
Activity	51,000	0	0					51,000	51,000
TOTAL TRAFFIC IMPACT FEE FUND	51,000	0	0	0	0	0	0	119,415	119,415
PARK IN-LIEU									
Projected Beginning Balance								1,335,612	1,335,612
Prior Year On-Going Projects								(542,000)	(542,000)
Activity	1,137,000	0	0					1,137,000	1,137,000
TRANSFERS									
Trsfr to CIP Fund								0	0
TOTAL PARK IN-LIEU FUND	1,137,000	0	0	0	0	0	0	1,930,612	1,930,612
DOWNTOWN PARKING									
Projected Beginning Balance								151,151	151,151

Attachment A1
Schedule of Revenues, Appropriations, CIPs, Transfers and Reserve Designations
FY2010-2011

CITY FUNDS	EST. REVENUE	EST. EXPENSES	CAPITAL PROJECTS	OPERATING RESERVE	STATE REVENUE STABILIZATION	OPEB RESERVE	OTHER	UNRESERVED	TOTAL
Activity	38,800	(35,000)	0					3,800	3,800
TOTAL DOWNTOWN PARKING FUND	38,800	(35,000)	0	0	0	0	0	154,951	154,951
ESTATE DONATION									
Projected Beginning Balance								12,324	12,324
Activity	30	0	0					30	30
TOTAL ESTATE DONATION FUND	30	0	0	0	0	0	0	12,354	12,354
DENTAL PLAN									
Projected Beginning Balance								176,936	176,936
Activity	97,800	(99,000)	0					(1,200)	(1,200)
TOTAL DENTAL PLAN FUND	97,800	(99,000)	0	0	0	0	0	175,736	175,736
UNEMPLOYMENT									
Projected Beginning Balance								6,507	6,507
Activity	75,000	(45,000)	0					30,000	30,000
TOTAL UNEMPLOYMENT FUND	75,000	(45,000)	0	0	0	0	0	36,507	36,507
WORKERS COMPENSATION									
Projected Beginning Balance								661,023	661,023
Activity	1,020,000	(560,000)	0					460,000	460,000
TOTAL WORKERS COMPENSATION FUND	1,020,000	(560,000)	0	0	0	0	0	1,121,023	1,121,023
LIABILITY									
Projected Beginning Balance								766,766	766,766
Activity	0	(400,000)	0					(400,000)	(400,000)
TOTAL LIABILITY FUND	0	(400,000)	0	0	0	0	0	366,766	366,766
GENERAL DEBT									
Projected Beginning Balance								375,744	375,744
Activity	6,000	(165,000)	0					(159,000)	(159,000)
TRANSFERS									
Trsfr from General Fund								110,000	110,000
TOTAL GENERAL DEBT FUND	6,000	(165,000)	0	0	0	0	0	326,744	326,744
AVALON CURB AND GUTTER									
Projected Beginning Balance								46,075	46,075
Activity	13,700	(10,000)	0					3,700	3,700
TOTAL AVALON CURB AND GUTTER FUND	13,700	(10,000)	0	0	0	0	0	49,775	49,775
RAYMUNDO CURB AND GUTTER									
Projected Beginning Balance								36,944	36,944
Activity	27,600	(26,000)	0					1,600	1,600
TOTAL RAYMUNDO CURB AND GUTTER FUND	27,600	(26,000)	0	0	0	0	0	38,544	38,544
BLUE OAK LANE									
Projected Beginning Balance								0	0
Activity	47,500	(47,500)	0					0	0
TOTAL BLUE OAK LANE	47,500	(47,500)	0	0	0	0	0	0	0
TOTAL ALL CITY FUNDS	38,402,414	(34,249,672)	(5,194,500)	3,936,228	1,025,000	200,000	26,975	22,180,843	27,369,046

Attachment A1
 Schedule of Revenues, Appropriations, CIPs, Transfers and Reserve Designations
 FY2010-2011

CITY FUNDS	EST. REVENUE	EST. EXPENSES	CAPITAL PROJECTS	OPERATING RESERVE	STATE REVENUE STABILIZATION	OPEB RESERVE	OTHER	UNRESERVED	TOTAL
2009-2010 Projected Use of Surplus *									
Projected Ending Balance Before Transfers - June 30, 2010	3,516,228	510,000	0	26,975					1,260,596
Increase Operating Reserve By PERS Savings	210,000								(210,000)
Increase State Budget Stabilization Reserve		220,000							(220,000)
Initiate OPEB Funding			100,000						(100,000)
Transfer to CIP Fund									(200,000)
Replenish Equipment Replacement Fund									(100,000)
Projected Beginning Balance - July 1, 2010	3,726,228	730,000	100,000	26,975					430,596

* To Be Evaluated At FY2010-2011 Mid Year Review

Attachment A2
Schedule of Adopted Capital Projects
FY2010-2011

Attachment A2
Schedule of Adopted Capital Projects
FY2010-2011

2010-2011 Capital Improvement Projects										
	CIP Fund	Sewer Fund	Traffic Impact Fee	ParkIn Lieu	Gas Tax	SR2S	TDA	CDBG	OTHER	TOTAL
Annual Street Resurfacing	\$325,000				\$170,000					\$495,000
Annual Street Striping	50,000									\$50,000
Annual Concrete Repair	150,000									\$150,000
Annual Sewer Main Repair		358,000								\$358,000
Annual Sewer Main Video		343,000								\$343,000
Annual Sewer Root Foaming		322,000								\$322,000
Annual ADA Accessibility								85,000		\$85,000
Annual NTMP Projects	75,000									\$75,000
Annual Special Projects and Studies	100,000									\$100,000
Biennial Street Slurry Seal	125,000				100,000					\$225,000
Homestead Road Medians and Path							216,000			\$216,000
S. San Antonio Road Resurfacing	-				30,000				259,000	\$289,000
Safe Routes to School Project TBD	43,500					391,500				\$435,000
South Sewer Main Replacement -Phase II		1,172,500								\$1,172,500
Fallen Leaf Lane Sewer Main Replacement		430,000								\$430,000
Sewer Master Plan Update		150,000								\$150,000
NPDES Compliance Design	70,000									\$70,000
Pedestrian Master Plan	25,000									\$25,000
Portola Avenue Sidewalk									51,000	\$51,000
Grant Road Pathway Bryant to Altamead	50,000						38,000			\$88,000
HRI Phase II	15,000									\$15,000
Traffic Sign Replacement	50,000									\$50,000
TOTAL	\$1,078,500	\$2,775,500	\$0	\$0	\$300,000	\$391,500	\$254,000	\$85,000	\$310,000	\$5,194,500
CIP SUPPORTING TRANSFERS	391,500					(391,500)				0
	310,000								(310,000)	0
TOTAL	1,780,000	2,775,500	0	0	300,000	0	254,000	85,000	0	5,194,500

Attachment A3
FY2009-2010 Budget Adjustments

Attachment A3

FY2009-2010 Budget Adjustments

FY2009-2010 Budget Adjustments								
Description	Fund	Category	Departments	Remaining Budget As Proposed	Adjusted	Change	General Fund Impact	Unemployment Fund
Unemployment Fund Charge Outs Given Increased Cost Trends	General Fund	Expenditures	Various	(3,370)	(78,000)	(74,630)	(74,630)	
Unemployment Fund Charge Outs Given Increased Cost Trends	Unemployment Fund	Revenue	-	3,370	78,000	74,630		74,630
Total Of Items Subject To June 22nd Council Action				-	-	-	(74,630)	74,630

Resolution No. 2010-28
Adopting the FY2010-2011 FTE Salary Schedule

Attachment C

RESOLUTION NO. 2010-28

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
TO ADOPT THE FY2010-2011 FULL-TIME EQUIVALENT (FTE) EMPLOYEES
SALARY SCHEDULE**

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

WHEREAS, police management positions are to receive the same career incentive pay for Post Certification as members of the Police Officers Association; and

WHEREAS, employees classified as represented employees receive updated compensation and salary schedule range increases in accordance with a collectively bargained agreement for the new fiscal year; and

WHEREAS, employees classified as non-represented employees require Council action to update their annual compensation and salary schedule ranges; and

WHEREAS, after review, it was determined that there will be no salary increase in base salaries for non-represented employees;

NOW THEREFORE, BE IT RESOLVED, that the City Council of the City of Los Altos hereby adjusts the salary ranges on the FY2010-2011 Salary Schedule, as listed on **Attachment C1**.

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 22nd day of June, 2010 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Attest:

Susan Kitchens, CITY CLERK

David C. Casas, MAYOR

Attachment C1
Full-Time Equivalent Bi-Weekly Salary Schedule
Effective July 11, 2010 - July 9, 2011

Attachment C1
 TO RESOLUTION NO. 2010-28
 CITY OF LOS ALTOS, CA



**FULL-TIME EQUIVALENT
 BI-WEEKLY SALARY SCHEDULE
 EFFECTIVE JULY 11, 2010 - JULY 9, 2011**

<u>Position Classification</u>	<u>Salary Range</u>				
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
Accounting Office Assistant I	1,698	1,783	1,872	1,966	2,064
Accounting Office Assistant II	1,839	1,931	2,027	2,129	2,235
Accounting Office Assistant III	1,930	2,027	2,128	2,234	2,346
Accounting Technician	2,222	2,333	2,450	2,572	2,701
Assistant Civil Engineer	2,824	2,965	3,113	3,269	3,432
Assistant Planner	2,730	2,866	3,010	3,160	3,318
Associate Civil Engineer	3,194	3,353	3,521	3,697	3,882
Associate Planner	3,017	3,168	3,326	3,492	3,667
Building Inspector	2,693	2,827	2,969	3,117	3,273
Building Official	3,862	4,055	4,258	4,470	4,694
Building Technician	2,163	2,271	2,385	2,504	2,629
Childcare Teacher	1,516	1,592	1,672	1,755	1,843
Communications Officer	2,695	2,830	2,971	3,120	3,276
Community Programs Coordinator	2,860	3,003	3,153	3,310	3,476
Community Service Officer	2,163	2,271	2,385	2,504	2,629
Economic Development Coordinator	3,312	3,478	3,652	3,834	4,026
Economic Development Manager ¹	3,809	4,000	4,200	4,410	4,630
Engineering Technician	2,445	2,567	2,696	2,830	2,972
Equipment Mechanic	2,118	2,224	2,335	2,451	2,574
Executive Assistant	2,098	2,203	2,313	2,429	2,550
Financial Services Manager	3,708	3,893	4,088	4,292	4,507
Fleet Facilitator	1,803	1,894	1,988	2,088	2,192
Human Resources Manager	4,243	4,455	4,678	4,911	5,157
Human Resources Technician	2,222	2,333	2,450	2,572	2,701
Information Technology Analyst	3,110	3,265	3,429	3,600	3,780
Information Technology Manager	3,659	3,842	4,034	4,236	4,448
Junior Civil Engineer	2,568	2,696	2,831	2,972	3,121
Lead Communications Officer	2,966	3,114	3,270	3,433	3,605

Lead Records Specialist	1,957	2,055	2,158	2,266	2,379
Maintenance Leadworker	2,118	2,224	2,335	2,451	2,574
Maintenance Supervisor	2,738	2,875	3,019	3,170	3,328
Maintenance Technician	2,118	2,224	2,335	2,451	2,574
Maintenance Trainee I	978	1,027	1,078	1,132	1,189
Maintenance Trainee II	1,269	1,333	1,400	1,470	1,543
Maintenance Worker I	1,699	1,784	1,873	1,967	2,065
Maintenance Worker II	1,920	2,016	2,117	2,223	2,334
Maintenance Worker III	2,016	2,117	2,223	2,334	2,451
Office Assistant I	1,519	1,595	1,674	1,758	1,846
Office Assistant II	1,691	1,775	1,864	1,957	2,055
Planning Services Manager	3,862	4,055	4,258	4,470	4,694
Police Agent	3,119	3,275	3,439	3,610	3,791
Police Captain	4,426	4,647	4,880	5,124	5,380
Police Officer	2,971	3,119	3,275	3,439	3,611
Police Officer Trainee	2,828	2,970	3,118	3,274	3,438
Police Sergeant	3,506	3,681	3,865	4,058	4,261
Police Services Manager	3,984	4,183	4,392	4,611	4,842
Records Specialist	1,778	1,867	1,960	2,058	2,161
Recreation Coordinator	2,017	2,118	2,224	2,335	2,452
Recreation Supervisor	2,657	2,789	2,929	3,075	3,229
Senior Accounting Office Assistant	1,953	2,051	2,153	2,261	2,374
Senior Engineer	3,661	3,844	4,036	4,238	4,450
Senior Leadworker	2,171	2,280	2,394	2,513	2,639
Senior Office Assistant	1,956	2,054	2,157	2,265	2,378
Senior Planner	3,575	3,754	3,942	4,139	4,346
Senior Recreation Supervisor	2,793	2,933	3,079	3,233	3,395
Site Coordinator/Childcare	1,890	1,984	2,083	2,188	2,297
Transportation Engineer	3,194	3,353	3,521	3,697	3,882

Executive

	Min.	Max.	
Department Head	3,720	7,027	(Resolution 2008-31)
City Manager		8,038	

1. Added Economic Development Manager classification

**Attachment C2
City of Los Altos
Newly Proposed Position Classification**

Attachment C2

**CITY OF LOS ALTOS
NEWLY PROPOSED POSITION CLASSIFICATION**

ECONOMIC DEVELOPMENT COORDINATOR/MANAGER

Definition:

Under general supervision or direction, provides administrative assistance for a department or division, including interpreting and implementing established policies and procedures in the areas of economic development, community development, capital projects, information systems, and other internal programs and projects.

Essential Job Functions:

Duties may include, but are not limited to, the following:

1. Serve as liaison to business and commercial districts. Establish and maintain positive relationships with business community and business associations. Communicate City's policies and goals pertaining to the business climate.
2. Develop public information programs including production and distribution of newsletters, brochures, and press releases. Write and prepare presentations for elected officials and executive staff. Organize community meetings and events. Perform media and community relations functions.
3. Advise the public, developers and other interested parties on a variety of economic development matters.
4. Provide staff support to the City's Environmental Commission and technical assistance with the Cool Cities greenhouse gas reduction efforts.
5. Conduct studies, prepare reports, analyze policies, and make recommendations to staff, commissions, the City Council, and other groups.
6. Participate in the development, implementation, and maintenance of management and administrative improvements and organizational changes.
7. Administer special projects and assigned programs.
8. Plan, schedule, and implement economic development program activities.

Accountability:

Economic Development Coordinator

The position reports to the Assistant City Manager/Community Development Director in the absence of an Economic Development Manager and is responsible for administering economic

development, community development and capital projects, information systems programs, and general administrative assignments.

Economic Development Manager

The position reports to the Assistant City Manager/Community Development Director and is responsible for identifying needs and opportunities for improving the civic business environment and the profitability of businesses in the City of Los Altos overall. The position develops the full range of policy, program and implementation strategies including targeted marketing of Los Altos as a retail and office destination. The position addresses both operational, real estate development, and real estate reuse needs for retail and office, and develops outreach programs, relationships and internal policies to recruit and retain businesses.

Working Conditions:

Work generally involves a high degree of concentration, especially in coordinating the relationship between government activities and regulations and private sector requirements and practices in business, real estate, and real estate development.

Minimum Qualifications:

Economic Development Coordinator

Knowledge of:

- Principles and practices of economic and community development and demographic research and analysis.
- Principles and practices of budget development and administration, and organizational and administrative systems.
- Laws, codes, rules and regulations governing municipal activities and operations, and economic development and land use.
- Use and application of modern data and information systems and technologies, including spreadsheets, word processing and data base applications.
- Techniques of public presentation and group dynamics.

Ability to:

- Be sensitive to the needs and desires of the business community and work with existing businesses to help increase reasons for retention.
- Act as a liaison to the Chamber of Commerce, Los Altos Village Association, and other business associations and individual businesses to assure that business needs are appropriately considered in city policy formation and implementation.
- Assist new and/or changing businesses through the regulatory processes.

- Learn the needs and interests of businesses and help communicate these to appropriate city advisory and policy-making bodies.
- Understand, interpret and apply laws, regulations, administrative policies and rules, and direct their application.
- Analyze and make recommendations regarding complex and non-routine problems, programs, and systems.
- Organize and direct a function, program or project.
- Communicate clearly and concisely, both orally and in writing.
- Utilize modern information and communication technologies.
- Establish and maintain effective working relationships.
- Lead community meetings independently.

Economic Development Manager

Knowledge of:

Business, real estate and real estate development principles and practices as well as those pertaining to community and economic development.

Communication and interpersonal strategies to build proactive relationships and understanding on issues related to government and business and the economic health of Los Altos.

Marketing strategies for building the reputation of Los Altos as a business and customer destination.

Real estate and development entities that have the potential to support opportunities and work in partnership with Los Altos government and community.

Ability to:

Represent the City to business entities and associations both in and outside of Los Altos for purpose of establishing a reputation of Los Altos as a desirable business location with a strong cadre of successful businesses.

Represent business, real estate and real estate development issues internally to advocate for business interests and to build strong understanding of business and its value to Los Altos.

Make public presentations that are productive for the City of Los Altos by building understanding that can lead to consensus on key issues and win-win opportunities.

Identify opportunities for and build partnerships to support economic development initiatives.

Assist City Departments and staff in creating win-win interactions with the business community and retail customer community, by modeling proactive solutions, building understanding, recommending adjustments in policy or practice to better achieve overarching goals of all parties.

Formulate economic development initiatives and the win support for them based on factual information and sensitivity to all parties involved so the initiatives can be the basis for ongoing partnerships.

Develop a marketing and communications strategy that positions Los Altos for the selected growth and change it seeks.

Economic Development Coordinator

Experience:

Two years of progressively responsible management analyst and/or economic development experience in a public sector organization.

Education:

Bachelor's degree in public administration, business administration, or a closely related field. Possession of a Master's Degree in one of the specified fields is desirable

Required Licenses or Certificates:

Possession of or ability to obtain prior to employment, a Class C California Driver's license and a satisfactory driving record.

Economic Development Manager

Experience:

Four years of progressively responsible experience in government or the private sector in areas of business development, real estate development, real estate site selection, destination marketing or government economic development or community development.

Education:

A Bachelor's Degree in public administration, business or a closely related field. A Master's Degree in one of these fields is highly desirable.

Required License or Certificates:

Real estate license and professional certificates in areas of development, workforce employment, real estate development, retail management and marketing are highly desirable. A Class C California Driver's license and a satisfactory driving record are required.

Resolution No. 2010-29
Setting the FY2010-2011 Transient Occupancy Tax Rate

Attachment D

RESOLUTION NO. 2010-29

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
SETTING THE FY2010-2011 TRANSIENT OCCUPANCY TAX RATE**

WHEREAS, on Tuesday, November 6, 2001 the voters approved an increase in the transient occupancy tax from 8% to a maximum of 11%;

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 not to exceed the rate authorized by the ordinance; and

WHEREAS, the City Council adopted the budget on June 22, 2010;

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

1. Adopt the Transient Occupancy Tax of 11% 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 22nd day of June 2010, by the following roll call vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David C. Casas, MAYOR

Attest:

Susan Kitchens, CITY CLERK

Resolution No. 2010-30
Setting the FY2010-2011 Utility Users Tax Rate

Attachment E

RESOLUTION NO. 2010-30

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
SETTING THE FY2010-2011 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 do hereby remain fixed and levied at 3.5 percent until further action of the City Council;

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, 2010;

NOW, THEREFORE, BE IT HEREBY RESOLVED that:

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 do hereby remain fixed and levied at 3.5 percent until further action of the City Council; and
2. Maintains 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 22nd day of June 2010, by the following roll call vote:

AYES:
NOES:
ABSENT:
ABSTAIN

David C. Casas, MAYOR

Attest:

Susan Kitchens, CITY CLERK

Resolution No. 2010-31
Setting the FY2010-2011 Appropriations Limit

Attachment F

RESOLUTION NO. 2010-31

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS
SETTING THE FY2010-2011 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 HEREBY RESOLVED by the City Council of the City of Los Altos that said Council hereby determines that said City's appropriations limit (as presented in calculation format in **Attachment F1**), 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:

FY2010-2011 \$24,481,088

I HEREBY CERTIFY that the foregoing resolution was adopted by the City Council of the City of Los Altos at a meeting of said Council held on the 22nd day of June 2010, by the following roll call vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

David C. Casas, MAYOR

Susan Kitchens, CITY CLERK

Attachment F1
GANN Limit Calculation – FY2010-2011

Attachment F1

GANN LIMIT CALCULATION - FY2010-2011

DESCRIPTION	AMOUNT	TAXES	"NON-TAXES"
GENERAL FUND			
TAXES			
Property Tax	12,760,000	12,760,000	0
Sales Tax	2,362,410	2,362,410	0
Motor Vehicle	48,540	48,540	0
Utility Users Tax	2,499,000	2,499,000	0
Business License Tax	400,000	400,000	0
Documentary Trans.	449,760	449,760	0
Building Dev. Tax	113,000	113,000	0
Transient Occ. Tax	1,250,000	1,250,000	0
Off-Hwy Motor Veh.	500	500	0
LICENSES/PERMITS			
Engineering Fees	84,360		84,360
Building Permits	917,250		917,250
Electrical Permits	177,930		177,930
Plumb/Mech Permits	292,480		292,480
Plan Checking	346,470		346,470
Other Comm Dev Fees	424,570		424,570
CHARGE FOR SERVICE			
Police Fees	95,650		95,650
Expressway Landscape.	27,450		27,450
Street Sweeping	4,950		4,950
Signal Agreements	2,160		2,160
Special Event Appl	31,500		31,500
Weed Abatement	0		0
Fire Dept Fees	3,750		3,750
Sale of Publications	0		0
RECREATION FEES			
Recreation Fees	1,939,240		1,939,240
FRANCHISE FEES			
Franchise Fees	1,628,120		1,628,120
USE OF MONEY/PROPERTY			
Rental Income	8,000		8,000
Auction	18,000		18,000
FINES/FORFEITURES			
Traffic Fines	154,380		154,380
Parking Citations	62,000		62,000
Court Fines	9,000		9,000
ENTERPRISE/CAPITAL ADMIN			
Sewer Admin.	769,860		769,860
Solid Waste Admin.	246,480		246,480
MISCELLANEOUS			
Misc./Other	19,310		19,310
CDBG Admin Reimb	0		0
Mandated Cost Reimbursement	25,000		25,000
Misc Grants/Donations	2,250		2,250
Museum Curator Contrib.	0		0
Booking Fee Refund	0		0
Police & Other Grants	122,600		122,600
Arrest Tow Fees	0		0
Payroll Savings	0		0
SUBTOTAL	27,295,970	19,883,210	7,412,760
Interest	450,000	327,794	122,206
GENERAL FUND TOTAL	27,745,970	20,211,004	7,534,966

Attachment F1

GANN LIMIT CALCULATION - FY2010-2011

DESCRIPTION	AMOUNT	TAXES	"NON-TAXES"
CAPITAL PROJECTS			
SLES Police Grants	100,000		100,000
Other Capital Grants	786,500		786,500
Vehicle Impound Fees	45,000		45,000
In Lieu Park Land	1,137,000		1,137,000
Transportation Development A	254,000		254,000
Downtown Parking Fund	38,800		38,800
Traffic Impact Fee	51,000		51,000
Prop 1B Grants	1,000		1,000
CDBG	129,000		129,000

GAS TAX FUNDS

Gas Tax	491,000	491,000
Interest	3,000	3,000

SUBTOTAL

3,036,300	0	3,036,300
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GRAND TOTAL

30,782,270	20,211,004	10,571,266
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Total City Governmental Revenue	30,782,270
Less: Non Proceeds of taxes	<u>(10,571,266)</u>
Proceeds of Taxes	20,211,004
Exclusions: Debt Service before Prop 4	0
Capital Debt Service - 230 First St	
Capital Debt Service - 401 Rosita Ave	(165,000)
Capital Debt Service - Fire Station Renovation	
Add: Excess User Fees	<u>0</u>
Appropriations Subject to Limitation	20,046,004
2010-11 Appropriations Limit	<u>24,481,088</u>
Difference	4,435,085
Percent under limit	18.12%

2009-10 Appropriations Limit Calculation

2009-10 Appropriations Limit	24,806,551
Change in Calif. per capita income	0.9746
Change in population in County	1.0126
Change Factor	0.9869
	24,481,088

Resolution No. 2010-32
Setting Special Events Sponsorship

Attachment G

RESOLUTION NO. 2010-32

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS
ALTOS REPEALING AND REPLACING RESOLUTION NO. 2008-17
SETTING SPECIAL EVENT SPONSORSHIP PURSUANT TO
CHAPTER 9.25.090**

WHEREAS, the City Council recognizes that special events enhance the City’s lifestyle and provide benefits to the City; and

WHEREAS, the City Council finds that the sponsorship of certain long-standing special events provides a community benefit; and

WHEREAS, the Los Altos Municipal Code Section 9.25.090 specifies that special event sponsorship for Type B and Type C events shall be set by Resolution of the City Council; and

WHEREAS, on April 8, 2008 Council adopted Resolution No. 2008-17 authorizing sponsorship for certain events and since that date two additional Type B events have been identified.

NOW THEREFORE, BE IT RESOLVED by the City Council that:

1. Resolution No. 2008-17, adopted April 8, 2010, is hereby repealed in its entirety; and
2. Authorizes the following levels of sponsorship for special events:

<u>Event</u>	<u>City Sponsorship</u>
Festival of Lights Parade	100%
Glorious Fourth Celebration	100%
Pet Parade	100%
Antique & Collectibles Faire	50%
Arts and Wine Festival	50%
Corvette Spectacular	50%
Bus Barn Follies	50%
Easter Egg Hunt	50%
Fall Festival	50%
Farmer’s Market	50%
Fine Art Show	50%
Halloween Spooktacular	50%
Holiday Tree Lighting Ceremony	50%
Los Alto High School Homecoming Parade	50%
Movie Nights	50%
Veterans Day	50%
Chanukah Menorah Lighting	50%

I HEREBY CERTIFY that the forgoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a regular meeting thereof held on the 22nd day of June 2010, by the following vote:

Attachment G

AYES:
NOES:
ABSENT:
ABSTAIN:

Attest:

David C. Casas, MAYOR

Susan Kitchens, CITY CLERK

GLOSSARY

Administrative Charge: A transfer of moneys 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: Legal authorization by the City Council to make expenditures and to incur obligations for specific purposes.

Appropriations Limit: Article XIII B, of the California Constitution, was amended by Proposition 4, "The Gann Initiative," in 1979. This Article limits growth in government spending to changes in population and inflation, by multiplying the limit for the prior year, by the percentage change in the cost of living (or per capital personal income, whichever is lower); then multiplying the figure resulting from the first step, by the percentage change in population. The base year limit (FY 1978-79) amount consists of all tax proceeds appropriated in that year. The Appropriations Limit calculation worksheet can be found in the Appendix of the budget.

Assessed Valuation: A dollar value placed upon real estate or other property, by Santa Clara County, as a basis for levying property taxes.

Beginning Fund Balance: Fund balance of a fund, from the end of the prior year, including both available, designated and restricted reserves carrying over into the following year.

Bond: A city may raise capital by issuing a written promise to pay a specified sum of money called the face value, or principal amount, at a specified date or dates in the future, together with periodic interest, at a special rate.

Budget: The financial plan for the operation of a program or organization that includes an estimate of proposed expenditures for a given period of time and the proposed means of financing those expenditures.

Budget Message: A general outline of the budget which includes comments regarding the City's financial status at the time of the message, and recommendations regarding the financial policies for the coming period.

Capital Improvement Plan (CIP): A financial plan of proposed capital improvement projects. CIP projects typically improve City owned assets such as buildings, parks, streets and other infrastructure components. Capital projects often span more than one fiscal year.

Capital Outlay: A budget category which budgets major equipment purchases and capital improvement projects.

Capital Improvement Projects: Significant infrastructure Improvements that have a useful life of one year or more, and selected studies related to such activities that are expected to lead to a capital project. Examples include constructing a new park, street resurfacing, building remodels/repairs, and construction of water mains.

Debt Service: Annual principal and interest payments owed on money has borrowed.

GLOSSARY

Department: An organizational unit comprised of divisions, or programs. The City of Los Altos has seven departments: Legislative & Administration, Finance & Technology, Human Resources, Public Safety, Community Development, Maintenance Services, and Recreation.

Division: A common purpose combination of programs, or activities, within a department, which furthers the objectives of the City Council by providing services, or a product.

Encumbrances: Financial commitments related to unperformed contracts for goods, or services, for which part of an appropriation is reserved. Encumbrances end when the obligations are paid, or otherwise terminated.

Enterprise Funds: Funds established to account for the total costs of those governmental facilities and services that are operated in a manner similar to private enterprise. These programs are entirely, or predominately, self-supporting.

Expenditure: The cost of goods received or services rendered for the government unit.

Fiscal Year: A 12-month period of time to which an annual operating budget applies. The City of Los Altos fiscal year is July 1 through June 30.

Fund: A self-balancing set of accounts. Governmental accounting information is organized into funds, each with separate revenues, expenditures and fund balances. There are four major types of funds: General, Proprietary, Special Revenue, and Trust & Agency.

Fund Balance/Reserve: The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances.

General Fund: The primary fund of the City, used to account for all revenues and expenditures of the City not legally required to be accounted for in another fund.

Grant: Contributions, or gifts of cash, or other assets from another entity. Grants are typically to be used, or expended for a specific purpose.

Infrastructure: The underlying foundation or basic framework of a system or organization, such as the roads, sewers, and storm drains, etc.

Internal Service Fund: The City of Los Altos operates four internal service funds: Workers Compensation; General Liability; Unemployment, and Dental Plan

Line-item: Refers to any individual expenditure object or appropriation detailed in the department's budget.

Materials & Services: This budget category accounts for all non-personnel, and non-capital expenses. Such expenditures include building maintenance, contract services, equipment maintenance, office supplies, and utility costs.

GLOSSARY

Municipal Code: The collection of City Council approved ordinances currently in effect. The Municipal Code defines City policy in various categories (i.e., building regulations, planning and zoning regulations, sanitation and health standards, and traffic regulations).

Operating Budget: The financial plan for the operation of a program or organization that includes an estimate of proposed expenditures for a given period of time and the proposed means of financing those expenditures.

Ordinance: A formal legislative enactment by the City Council. An ordinance has the full force and effect of law within the City boundaries, unless it is in conflict with any higher form of law, such as a State statute or constitutional provision. An ordinance has a higher legal standing than a resolution.

Overhire: An authorized position without moneys budgeted for salary and fringe benefits. The overhire concept assumes that a department (particularly Public Safety) experiences several position vacancies during a fiscal year, and that the salary and fringe benefit savings from these vacancies will off-set the cost of the overhire personnel. The overhire personnel in-turn ensures that the department will not be forced to limit operations because of staffing shortages and can better control overtime expenditures.

PERS: A short name for the California Employee Retirement System

Personnel Services: A budget category, which accounts for full-time and part-time employees, salary & benefits, overtime expenses, and fringe benefits.

Program: An activity, or division, within a department, which furthers the objectives of the City Council, by providing services or a product.

Reserve: Used to earmark a portion of the fund balance as segregated for a specific use.

Resolution: A special order of the City Council, which requires less legal formality than an ordinance in terms of public notice and the number of public readings prior to approval. A resolution has lower legal standing than an ordinance. The Operating Budget is approved by resolution, and requires a majority vote of the Council Members present.

Special Revenue Funds: Funds used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Transfer: Moneys appropriated from one fund to another, in order to reimburse the fund for expenses, or to finance the operation of the other fund. Transfers between a Proprietary Fund and a Governmental Fund are budgeted as revenues and expenditures in the various funds, to comply with governmental accounting principles.