



City of LOS ALTOS

ADOPTED

FY 2020 & 2021  
**Operating Budget**

FY 2020 - 2024  
**Five-year Capital Improvement Plan**



*Future Los Altos Community Center*

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# BUDGET MESSAGE



*Village Park*

# BUDGET MESSAGE



**DATE:** June 11, 2019

**TO:** City Council

**FROM:** Chris Jordan, City Manager

**SUBJECT:** Budget Message for Two-year FY 2020 and FY 2021 Operating Budgets and 5-year FY 2020-24 Capital Improvement Plan (CIP)

Dear Mayor Lynette Lee Eng and the Members of the Los Altos City Council:

*“Alone, we can do so little; Together, we can do so much.” -- Helen Keller*

The City of Los Altos is now in its 68<sup>th</sup> year and we are experiencing historic change in this community. In November 2018, the community elected its first all-female City Council, one of the first cities in the state to ever do so. And now, with the FY 2020 and FY 2021 Budgets and 5-year CIP, the City will be funding its largest capital project ever, the new Los Altos Community Center.

Just as with the focus of the largest capital project being community, the theme of the Proposed Budget is community – enhancing our ability to serve, protect, engage and build community. As the Budget Message will describe, along with our efforts to build the new community center, this document includes initiatives that will assist in sustainability, community engagement, bike and pedestrian safety, financial stability, and enhancing events and the community experience for our visitors.

And, all of this is accomplished within the confines of a balanced budget that continues to allow the City Council to allocate funds for improving our community assets such as roads, sewers and City facilities.

## REVENUES

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The City’s largest source of revenues, property taxes, continues to increase at a rate that far exceeds what was anticipated just two years ago. Two years ago, we projected a cautiously optimistic increase in the City’s property taxes for a total of \$41.3 million over the two-year budget window. Instead, we are realizing a total of \$45.6 million, or \$4.2 million more than anticipated over that period. This amount excludes a potential \$9.7 million for a loan to fund the Community Center. We now anticipate

# BUDGET MESSAGE

approximately 7% annual growth in property tax revenue during the 10-year financial forecast of FY 2019-FY 2028. As a result of this increase, the City should realize approximately \$60 million more in tax revenues over the 10-year window than was forecasted just two years ago.

For FY 2020, total property tax revenues are expected to increase to \$25.6 million, and to \$27.7 million for FY 2021.

In addition to this increase, the City will also be realizing increase in revenues from the City's transient occupancy tax (TOT). In November 2018, the City's voters approved an increase in the TOT from 11% to 14%, that will be phased-in over the next three fiscal years. The Budget expects an increase of approximately \$810,000 in revenue over the next few years. The Budget also includes a recommendation for how to utilize a portion of those revenues.

In addition, with the continued robust construction and development in the Silicon Valley, the City's fee-based services in Community Development continue to exceed expectations. Over the past two years, the City has received more than \$1 million more than anticipated for both Planning and Building fees. We are also engaged in a thorough review of all City fees to ensure full cost recovery which should result in some additional revenues to help support certain City services. Because the Community Development Department operates as an enterprise fund, and in order to ensure great and timely customer service for residents/customers - we have included an increase in the Budget for contract services in this area.

However, not all tax and fee projections are positive. The City's sales tax revenue has stagnated, and the Budget anticipates flat revenues of \$3.3 million annually. The Budget does not expect a change in this situation and projects continuing sales tax revenue at the same level we have seen for the past two years.

Revenues from recreation fees are anticipated to decrease during the next two years as the new community center is under construction, limiting the number and types of recreational and education classes, and lease revenue that the City will receive during this time. We anticipate a full recovery in two years when the new community center opens.

In total, the City's anticipated General Fund for FY 2020 is \$45.5 million, and \$48.1 million for FY 2021. Across all funds, total anticipated revenue for FY 2020 is \$65.4 million (\$57.5 million for FY 2021), an increase of 22% over FY 2019.

## OPERATING EXPENDITURES

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The Budget includes increases in General Fund Operating Expenses of \$3 million above the projected amount for our current FY 2019, and another \$2.2 million above that for FY 2020. These increases are primarily focused on two areas:

- **Public Safety:** In accordance with the City's contract for Fire services, Santa Clara County Fire is entitled to an annual increase of between 2% and 5%. With a current contract of \$7.1

# BUDGET MESSAGE

million, and an anticipated increase of 5% each year, the Budget anticipates the City spending a total of \$15.3 million over the two-year budget period.

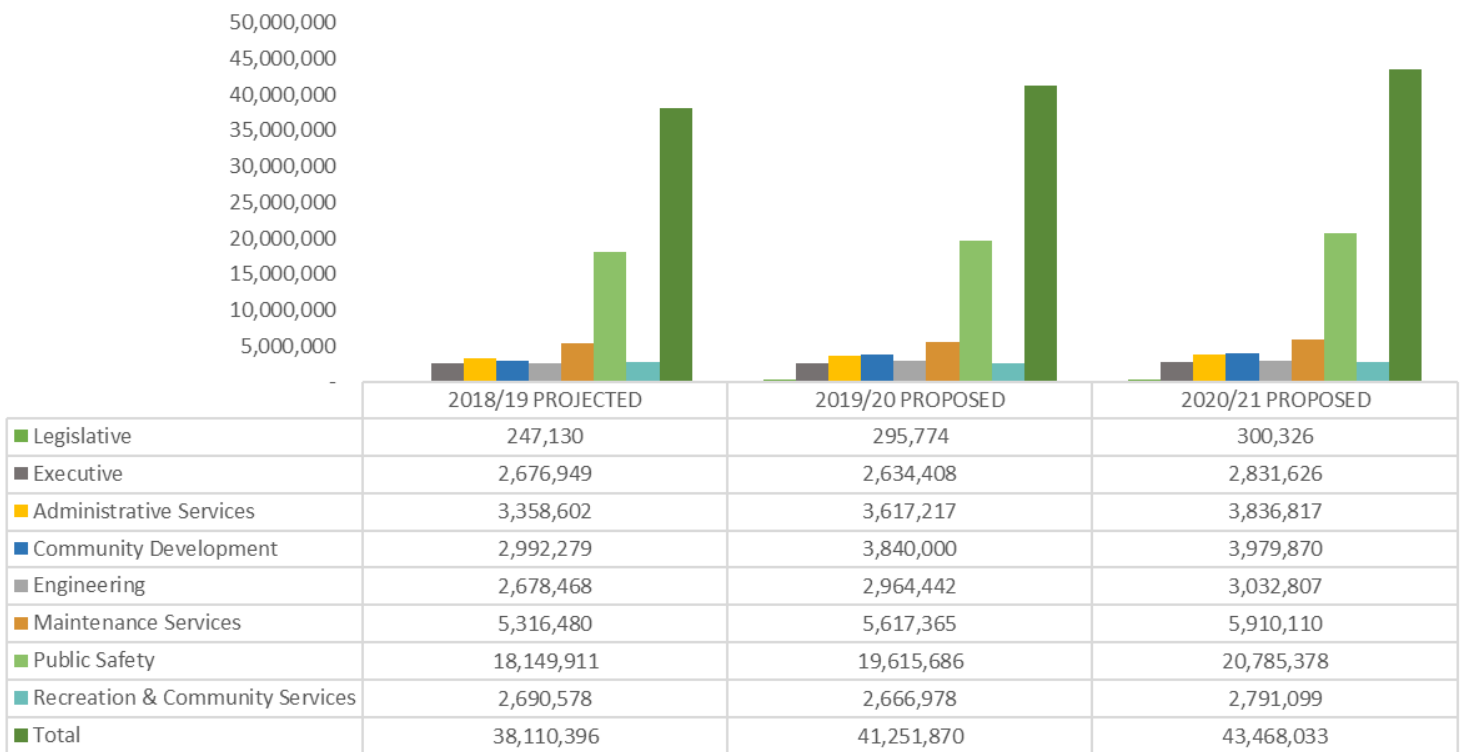
The Budget also includes an increase for police services. This covers increases in cost of providing the current level of services, as well as an increase discussed later in the Budget Message for added pedestrian safety, as well as one additional School Resource Officer position approved in the FY 2019 mid-year budget.

- **Community Development:** as mentioned above, the City continues to realize significant revenue increases for Planning and Building. Therefore, to ensure continued quality customer service, the Budget includes an additional \$500,000 for contracted building and planning services to keep up with demand.

Also, the City will be seeing increases for the foreseeable future in the amount paid to CalPERS annually due to the City’s unfunded liability. However, to mitigate these increases, the Budget includes a lump sum payment to CalPERS discussed later in the Budget Message.

The Budget anticipates a total of \$41.1 million in operating expenditures in FY 2020, and \$43.3 million for FY 2021.

## EXPENDITURES BY DEPARTMENT



# BUDGET MESSAGE

## PERSONNEL

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The Budget increases the City's full-time staff by one position, from 135 to 136. This new position will act as the Sustainability Coordinator in the Community Development Department and is discussed later in the Budget Message.

The City continues to face challenges with sustaining staff at the authorized level. There are many reasons for this – competitive compensation and benefits, commute time, facilities, etc. – that necessitates continuous monitoring by the executive team to ensure that we are providing a work environment comparable to those of other public agencies in the area. This year, and throughout the two-year budget period, we will continue to monitor this situation and will return to the Council if necessary, with modifications to compensation, benefits, and the work place environment to ensure that the Los Altos community continues to receive the high-quality municipal services it deserves.

## PERFORMANCE MEASURES

As part of our continuous improvement efforts, we have made a significant addition to this year's budget: we have added performance measures. Performance measures are a best practice standard and will enhance our ability to share our story and services to the public. This is the first time for many of the departments to attempt to provide such measures and many will likely be modified over the coming years, but it is critically important that we are able to demonstrate our level of success quantifiably.

In the Budget, these performance measures list targets for each measure. Over the course of these next two years, we will track each of the measures listed and attempt quantify the level of success for each, and this data will be included in the next biennial budget. We will also review each measure to determine if it is assisting in our determination of success or failure in providing quality municipal services or should some of the measures be changed to capture more critical information.

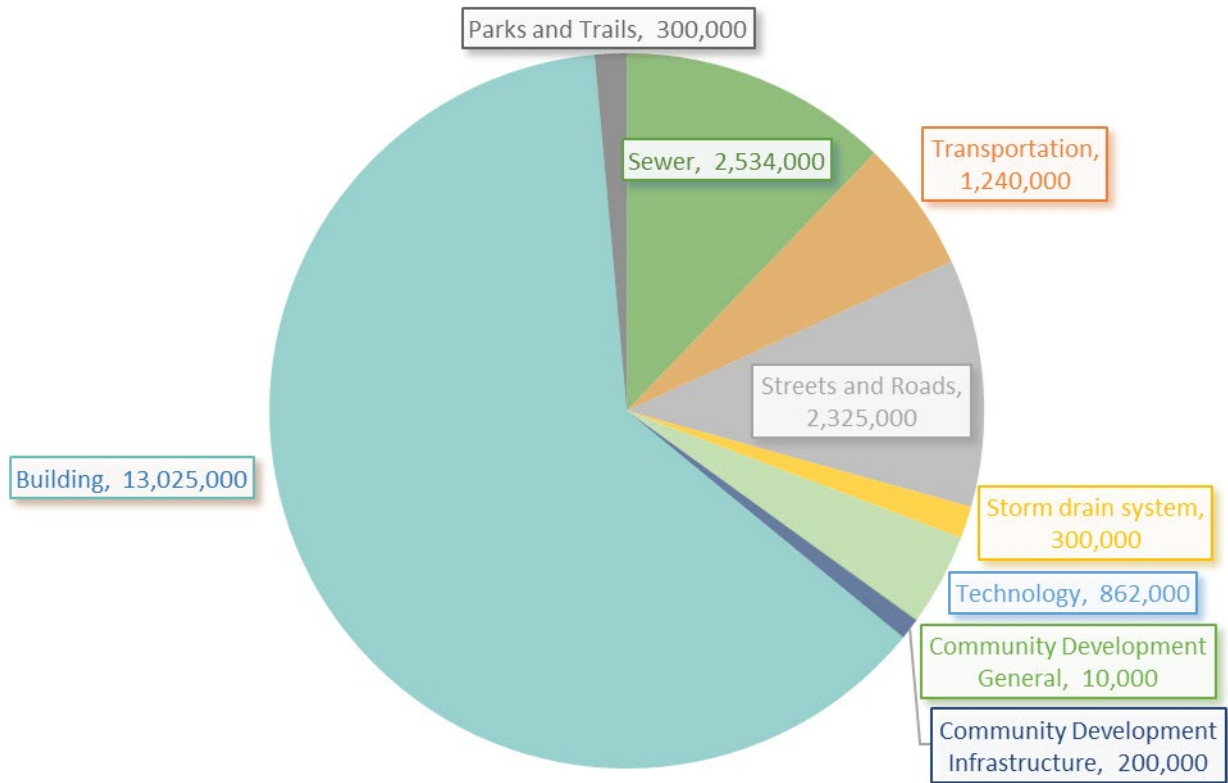
## THE CAPITAL IMPROVEMENT PLAN

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As the City's revenues increase, and operation costs tick upward by a less than proportional share, the City has funds to dedicate to reinvesting in our infrastructure and facilities. The Budget includes significant expenditures in numerous capital programs.

# BUDGET MESSAGE

## CAPITAL PROJECTS BY CATEGORY



### ROADWAY MAINTENANCE

Thanks to the voters of Santa Clara County approving Measure B two years ago, and the State’s voters for rejecting Proposition 6 which would have eliminated new funding on SB1. The City has significant revenue sources for street maintenance. Those two funding streams, along with \$250,000 annually from the Capital Improvement Program Fund, will provide \$1.55 million annually, which should be adequate to increase the City’s pavement condition index above the current 71. We have also recently contracted with a consulting firm which will advise us further in the coming months of recommended steps to protect our investment in roadways.

### FACILITIES

Three years ago, the City completed a thorough assessment of all its facilities. This resulted in millions of dollars of deferred and future maintenance needs. Since then, we have completed several capital maintenance projects – new roofs at both the Police Station and City Hall; numerous improvements to the Grant Park community center; HVAC and bathrooms at City Hall as well as some improvements to comply with the Americans with Disabilities Act (ADA). We have also completed the design phase for the new community center which will be advertised for bid this month.



# BUDGET MESSAGE

In 2018, the City Council directed how to allocate \$1.2 million annually for facility maintenance and improvements. The first project is the addition of an emergency operations center at the Police Station. Other projects focus on several of the City's facilities over the next five years and the proposed CIP includes \$1.2 million each year. The City also is utilizing nearly \$1 million of Public, Education, and Government (PEG) fees from our cable franchise agreement to upgrade the layout and audio/video capabilities of the Council Chambers.

Two years ago, the Financial Commission strongly urged the Council to move forward with a robust plan to reinvest in the City's facilities. As the City's revenues continue to increase and construction costs do also, now is the time for the City to continue to invest in these facilities. The community would benefit greatly from improvements to the Los Altos Youth Center, the Police Station, Grant Park, the Garden House, and City Hall.

## SANITARY SEWERS

The City's Sanitary Sewer Fund continues to be adequately funded and allows the City to maintain the collection and distribution system. Overall, the Proposed CIP includes \$12 million for sewer capital projects.

## CITY COUNCIL STRATEGIC PRIORITIES

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

## THE NEW LOS ALTOS COMMUNITY CENTER

The Budget fully funds the \$34.7 million project utilizing a variety of funding sources. The General Fund is the primary source with some funding assistance from Park-in-Lieu fees paid by new development. It has also been anticipated that cash flow constraints will likely require the City to borrow approximately \$10 million. This loan is also accounted for in the Budget, with the debt service charge allocated in the Debt Service section of the budget.

## IMPROVING TRAFFIC SAFETY

- Safe Routes to Schools

For the past three years, improving traffic safety, specifically around schools, has been a strategic priority of the City Council. Recent projects include intersection improvements at Los Altos Avenue/W. Portola Avenue; improvements at Miramonte/Berry; and crosswalk improvements at St. Joseph/Deodora.

## BUDGET MESSAGE

One major challenge with projects such as these is the early community engagement. The budget includes funding to assist in this effort. First, we plan to add communications assistance for all our efforts by focusing the efforts of one of our management analyst fellow positions on community outreach and engagement. Second, the budget includes funding (\$60,000 annually) to hire a consultant to act as the Safe Routes to Schools Coordinator. This proposal will assist with developing Safe Routes to Schools plans; engaging the community regarding potential projects and assist with the education of school age students about pedestrian and bicycle safety.

- Crossing Guards

Since 2015, the City has provided crossing guards at critical intersections around the City to assist children going to and from school. Under agreement with the Los Altos School District, Mountain View/Los Altos High School District and Cupertino Union School District, the City paid approximately 75% of the cost associated with this program.

However, as costs for the program have increased over the past couple of years, the City's portion of the cost has increased; the City now pays over 80% of the cost, or approximately \$250,000 annually. Also, the Cupertino Union School District has balked at paying for this program, leaving the Montclair Parent Teacher Association to cover the cost out of donated funds. The current crossing guard agreement with All City Management Services expires in 2020 and will need to be renegotiated.

Because of the critical nature of this program, we don't believe it's future should be secured by various agreements with the districts, or the ability of a school or schools to raise enough donated money to continue it. Therefore, the Budget includes an additional \$60,000 for the City to cover the full cost of this program and relieve the schools from financially participating. By taking this step, the City will administer and control the entire program; will receive input from the schools and can ensure that the crossing guard program continues in the future.

### **IMPROVING PUBLIC SAFETY/COMMUNITY ENGAGEMENT**

Over the past two years, with the assistance of the Los Altos Community Foundation and others, the City has greatly expanded our emergency preparedness. The City employs a part-time emergency preparedness coordinator to assist in forming Block Action Teams, Community Emergency Response Teams and a group of HAM radio operators all of whom are trained to assist in a variety of emergency situations.

The Budget continues to fund these activities and continues to fund two Management Analyst Fellow positions, one of which will be focused on expanding our outreach efforts by establishing a greater social media presence that can be used to facilitate community discussions regarding emergencies and crime prevention efforts.

# BUDGET MESSAGE

## DOWNTOWN AND COMMUNITY PARTNERING

The critical outcome of the community surveying that led to the creation of the recommendations in the Downtown Vision report was that the community desires a more vibrant downtown. Many of the recommendations in the Vision report require changes that will lead to possible changes in the physical environment of the Downtown. However, there are other ways to increase the vibrancy level in the community.

In 2018, the City's voters overwhelmingly supported an increase the City's transient occupancy tax from 11% to 14%. The City Council has determined that the best approach is to phase in this increase by 1% each year. In FY 2020, this will result in an increase in TOT revenues of approximately \$270,000.

The TOT is essentially a visitor's tax. As such, we believe re-investing a small portion of these revenues into the visitor industry both recognizes the value the community places on our hotel industry, as well as resulting in greater income in the future. Therefore, the Budget includes \$50,000 of the TOT revenue be committed to partnerships with the Los Altos Chamber of Commerce and other visitor-related activities, such as visitor guides and sponsorship of community events, that assist both the residents and businesses as well as achieving greater interest in the community from our visitors.

Such activities should lead to more activities and greater interest in our downtown, helping fulfill the community's stated desire for vibrancy.

## OTHER PROPOSED INITIATIVES

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The Budget is also an opportunity for the City Manager and staff to propose specific initiatives that may not rise to the level of a strategic priority, but we believe deserve attention from the City Council and community. Those are also included here.

## CalPERS UNFUNDED LIABILITY

Most cities in California are struggling with the expected increases caused by enormous unfunded liabilities associated with CalPERS pensions. In fact, for many, the number one financial and managerial challenge is focused on this one issue for the foreseeable future. For Los Altos, we face this challenge, but are in a position to accommodate the expected payment increases of about \$14 million over the next decade caused by CalPERS decision to lower the discount rate. There are two reasons why we are in a better position than most cities: 1) our total unfunded liability (\$45 million) is relatively less than many cities; and 2) we have anticipated this possibility and have been reserving at least \$1 million/year for each of the past few years to assist us in these increase payments.

For the past several months, the Financial Commission has been studying the issue to help determine how best to use this reserve. I expect the Commission to make a recommendation in the next few months. The Budget is anticipating a one-time payment to PERS of approximately \$4 to 5 million to

# BUDGET MESSAGE

pay down the liability. In addition, the Budget anticipates continuing to reserve at least \$1 million each year to be used in the future for either smoothing the scale of the increased payments, or to pay another lump sum to CalPERS to reduce the liability.

## SUSTAINABILITY OFFICER

For the past several years, the City has been collecting an administrative fee from the City's solid waste contract. The City has used this money to pay for administrative and consultant services, but the surplus has increased to a total of over \$4 million. During this time, the City's ability and capacity to manage environmental issues continues to diminish. The City currently lacks appropriate staff to assist the Environmental Commission; to administer the City's Climate Action Plan; to oversee and expand our recycling efforts as well as implementing other requirements associated with our solid waste efforts (bin labeling, route contamination audit, education and outreach), and we have relatively little expertise improving the energy efficiency of City facilities.

The remedy to this situation is to increase our staff capacity and expertise. By utilizing the solid waste funds to partially fund a Sustainability Officer position (75% Solid Waste, 25% General Fund) we will be able to expand our capacity on these important issues, while utilizing a source of funds other than the General Fund to partially pay for this purpose.

The Budget includes this new position to be housed in the Community Development Department. This position will also work with the Historical Commission to manage and enhance our historic resources inventory. We believe this position will bring an enhanced focus on the critical issues of sustainability and historic preservation, while allowing other staff to focus on issues better suited for their expertise.

## GENERAL FUND LONG-TERM FINANCIAL PLAN

In the past years we have increased our focus on the long-term financial sustainability of our organization. We have enjoyed a strong economy over the last several years that has driven up revenues and the overall balance in the General Fund. We have been able to build a solid fund balance in the General Fund and it has allowed us to develop a plan to use it strategically with anticipated costs rising for pension expenditures and other on-going needs. In the long-term plan, we continue to include all our known or assumed resource demands for the General Fund including:

- CalPERS contribution rate increases absorbed by the City
- Salary increases according to union agreements
- Projected increases in medical and other benefit costs
- Fully funding our operating reserve
- Addressing infrastructure and facility improvements

# BUDGET MESSAGE

## CONCLUSION

When I arrived in Los Altos, I found an agency that had accumulated a war chest of financial reserves; a city with crumbling infrastructure and facilities badly in need of maintenance and improvements; and a community waiting for its municipal government to reinvest in these deteriorating assets. A community pays taxes to its local agencies expecting to see a return on those taxes in the form of good facilities, excellent municipal services, and outstanding public safety. I pledged then, that if I were doing my job the way I was directed, that within a few years the City’s reserves would be reduced and the community would be able to begin to take pride again in the accomplishments of its government.

The FY 2020 and FY 2021 Budgets fulfill that pledge. From building a new community center, to improving our road system and creating a safer environment for pedestrians and bicyclists, to paying down our CalPERS unfunded liability, the Budget is designed to enhance the physical, financial and social aspects of the Los Altos community. The chart below demonstrates financially how we are making this happen, but also shows that more can, and will, be done over the next several years.

<b>SUMMARY OF ALL FUNDS</b>	<b>FY2017/18 Actual</b>	<b>FY2018/19 Projected</b>	<b>FY2019/20 Budget</b>	<b>FY2020/21 Budget</b>	<b>FY2021/22 Planned</b>
Beginning Fund Balance	97,939,206	98,454,494	66,484,529	76,752,068	77,093,603
Revenues	50,141,231	51,705,226	65,414,022	57,549,590	59,276,078
Expenditures	(49,625,943)	(57,445,914)	(55,146,483)	(57,208,055)	(74,301,359)
<b>Ending Fund Balance</b>	<b>98,454,494</b>	<b>92,713,806</b>	<b>76,752,068</b>	<b>77,093,603</b>	<b>62,068,322</b>

The means are available to continue to improve the City’s infrastructure, provide greater community amenities, and invest in community pride. Working together, we can create the will to accomplish much more than currently planned, and more than the community has realized in decades.

A special thanks to the Administrative Services Director Sharif Etman, Financial Services Manager Sarina Revillar and Public Information Coordinator Erica Ray for their efforts in preparing this budget book. And, finally, a special acknowledgment to the Los Altos City Council who have set this course and made it clear that now is the time to move this agency, and the community, forward.

Respectfully submitted,



Chris Jordan  
City Manager

# BUDGET PROCESS



*Lincoln Park*

# BUDGET PROCESS

## BUDGET PROCESS OVERVIEW

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

## BUDGET PURPOSE

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

## BASIS OF BUDGETING AND ACCOUNTING

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

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

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

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

Licenses, property taxes and taxpayer assessed tax revenues (e.g., franchise taxes, sales taxes, and transient occupancy tax) are all considered susceptible to accrual and so are recognized as revenues in the period earned/collected. Revenues from grants and donations are recognized in the fiscal year in which all eligibility requirements have been satisfied.

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

# BUDGET PROCESS

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

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

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

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

## SUMMARY OF BUDGET DEVELOPMENT

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

## THE DEVELOPMENT PROCESS

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

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

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



# BUDGET PROCESS

## BUDGET ADOPTION

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

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

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

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

## BUDGET AMENDMENTS

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



# BUDGET CALENDAR

## DECEMBER

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Finance prepares worksheets, gathers information, and begins development of financial forecast and budgets for following fiscal year including analysis of mid-year operating revenue and expenditures

Run CIP expenditures and Program Managers to provide updates

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## JANUARY

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Finance Department prepares Mid-Year Budget Report and CIP update for Council review

Finance builds preliminary budget information and budget assumptions

Finance and Program Managers begin discussions regarding Internal Service Funds and Equipment Replacement Fund

Finance prepares operating budget worksheets for updates, including departmental/program narratives, staffing and financial worksheets, asset and supplemental budget requests.

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## FEBRUARY

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Finance to prepare budget worksheets for departments, including staffing and internal service program costs

Departments to prepare draft revenue expenditure workplans and anticipated program updates

Departments draft prior year accomplishments and goals for upcoming budget cycle

Project Managers to prepare funding, scope of work, and cost estimates for new CIP proposed projects

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## MARCH

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Departments turn in proposed budget work plans and supplemental budget requests

Review proposed budgets with Administrative Services

Departments and Finance submit changes for Capital Budget

Project Managers to determine year end CIP project estimates

City Manager begins to review new proposed CIP projects

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# BUDGET CALENDAR

## APRIL

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Departments to finalize program narratives

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Finance compiles final program narratives, financial and supplemental schedules, and financial budget summaries and charts for City Manager review and discussion

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Project Managers to finalize new project information for CIP submittal

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Public Works Director to bring new projects to Planning Commission meeting for General Plan conformance review and feedback

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Gather feedback from City Commissions on new CIP project requests

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## MAY

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Final budget briefing with City Manager

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Study Session with City Council for discussion and feedback

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Finance Department to incorporate Council directed changes into proposed budgets and prepare final documents for Public Hearing presentation

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## JUNE

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City Council revisions incorporated into budget documents

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City Council adoption of Operating Budget(s) and Capital Budget

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City Council adoption of updated User Fee Schedule when applicable

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City Council adoption of Gann Appropriation Limit

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## JULY - SEPTEMBER

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Finance Department finalizes prior fiscal year revenue and expenditures

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Determine operating budget carryforwards (encumbrances)

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Finalize capital project expenditures and roll-over amounts

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Finalize detail budgets and distribute to City departments

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Prepare final financial and supplemental schedules, charts, and reference materials for budget documents

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Finalize the Adopted Operating & Capital Summary Budget documents

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Post Adopted Operating and Capital Budget document on website

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Submit for Budget Award

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# FINANCIAL POLICY

## OVERVIEW

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

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

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

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

## GENERAL FINANCIAL PRINCIPLES

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

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

# FINANCIAL POLICY

## OPERATING BUDGET

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

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

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

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

Budgetary control is maintained at the fund level:

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

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

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

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

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

## CAPITAL IMPROVEMENT PROGRAM

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

# FINANCIAL POLICY

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

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

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

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

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

## REVENUES

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

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

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

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

Operating departments are to review existing fees periodically and recommend adjustments, if necessary, to ensure they reflect all direct and reasonable indirect costs of providing such services.

Enterprise operations will be self-supporting and shall reimburse the General Fund for any and all material and services provided on their behalf.

## EXPENDITURES

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

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

# FINANCIAL POLICY

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

## **CASH MANAGEMENT**

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

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

## **DEBT MANAGEMENT**

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

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

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

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

The City will diligently monitor its compliance with bond covenants.

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

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

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

## **FUND BALANCE**

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### **GOVERNMENTAL FUND TYPE DEFINITIONS**

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



# FINANCIAL POLICY

## GENERAL FUND

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

## SPECIAL REVENUE FUNDS

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

## CAPITAL PROJECTS FUNDS

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

## DEBT SERVICE FUNDS

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

## PERMANENT FUNDS

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

## FUND BALANCE CLASSIFICATIONS

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

# ■ FINANCIAL POLICY

## **NONSPENDABLE**

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

## **SPENDABLE: RESTRICTED**

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

## **COMMITTED**

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

## **ASSIGNED**

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

## **UNASSIGNED**

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

## **GOVERNING BODY ORDER OF FUND UTILIZATION AND SPECIAL REVENUE CLASSIFICATIONS**

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### **ORDER OF UTILIZATION**

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

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

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

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

# FINANCIAL POLICY

## SPECIAL REVENUE CLASSIFICATIONS

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

Vehicle Impound Fund - Restricted to Public Safety Use

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Supplemental Law Enforcement Fund - Restricted by State Statute

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Gas Tax Funds - Restricted by State Statute

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Proposition 1B - Restricted by State Statute

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Storm Drain Deposits - Restricted to Storm Drain Use

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Community Development Block Grants - Restricted by Federal/State Statute

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Downtown Parking Fund - Restricted by Council Action

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In-Lieu Park Fee - Restricted by State Statute

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Traffic Impact Fee - Restricted by State Statute

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Estate Donation Fund - Restricted by Council Intent

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Transportation Development Act (TDA) Funds - Restricted by State Statute

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

## FUND BALANCE POLICY LEVELS

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### PURPOSE

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

# FINANCIAL POLICY

## GENERAL FUND

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

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

## EMERGENCY AND OPERATING RESERVE

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

## GENERAL FUND OTHER POST-EMPLOYMENT BENEFITS BALANCES

The City conducted an actuarial study to comply with GASB Statement No. 45, Accounting and Financial Reporting by Employers for Post-Employment Benefits and to determine the City's obligation for the other post-employment benefits (OPEB). The study concluded that the City should set aside annual funding for this obligation and the City has maintained internal funding of OPEB obligations for this purpose. Additionally, the City will conduct an actuarial update every two to three years to maintain the current status of this valuation.

## SEWER FUND BALANCES

The City should maintain the balances in the Sewer Fund at a level sufficient to accommodate operating and capital needs. The Sewer Master Plan has set this reserve at 25% of annual expenditures, including estimated capital improvements. This level of funding should be established pursuant to the performance of a utility fund rate-study and/or master plan and are to be used for unanticipated

# FINANCIAL POLICY

operating and capital needs, and to level future rate increases. Multi-year fee studies for this fund should be updated periodically as a basis for defining the revenue sources necessary to maintain system infrastructure and required services levels. As a result of the periodic fee or master plan studies, adjustments to user charges may be necessary to maintain recommended fund balance levels.

## WORKERS' COMPENSATION AND LIABILITY INSURANCE FUNDING

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

## EQUIPMENT REPLACEMENT FUNDING

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

## FINANCIAL REPORTING

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

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

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

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

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

### Capitalization Thresholds

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

# FINANCIAL POLICY

## Depreciation

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

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



# CITY INFORMATION



*Shoup Park*

# CITY INFORMATION

## LOCATION

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

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

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

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

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

## DEMOGRAPHICS

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Population	31,190 <sup>1</sup>
Total Households	10,591 <sup>2</sup>
Median Family Income	\$208,309 <sup>2</sup>
Average Household Size	2.86 <sup>2</sup>
Median Age	47.7 <sup>2</sup>
Population aged 65+	19.9% <sup>2</sup>
Total Businesses	1,451 <sup>3</sup>
School Enrollment (K-8)	4,243 <sup>4</sup>
School Enrollment (9-12)	4,076 <sup>5</sup>
Average Single-Family Home Sales Price (data through 3/31/2019)	\$3,332,100 <sup>6</sup>

**Sources:**

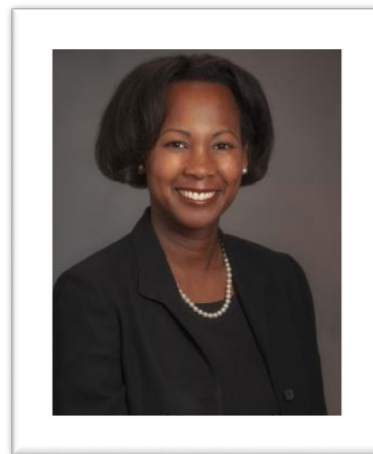
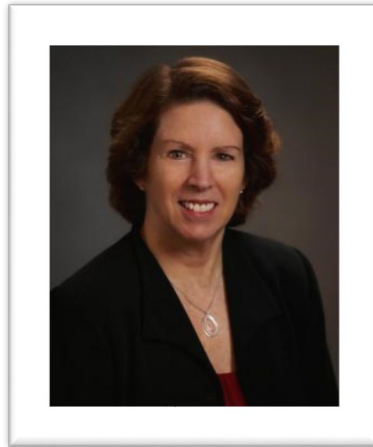
(1) CA Department of Finance, January 2019 (2) U.S. Census Bureau, 2013-2017 (3) City-Data (4) Los Altos Unified School District (5) Mountain View Los Altos Unified High School District (6) Zillow Home Value Index



# CITY INFORMATION

## ELECTED OFFICIALS

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### ELECTED OFFICIALS

### TERM EXPIRATION

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Lynette Lee Eng – Mayor

November 2020

Jan Pepper – Vice Mayor

November 2020

Jeannie Bruins – Councilmember

November 2020

Anita Enander – Councilmember

November 2022

Neysa Fligor – Councilmember

November 2022

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# CITY INFORMATION

## EXECUTIVE TEAM

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Christopher Jordan	City Manager
Christopher Diaz	City Attorney
Jon Maginot	Deputy City Manager
Aida Fairman	Interim Engineering Services Director
Manuel Hernandez	Municipal Services Director
Sharif Etman	Administrative Services Director
Jon Biggs	Community Development Director
Jaime Chew	Interim Recreation & Community Services Director
Jennifer Leal	Human Resources Manager

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



# CITY INFORMATION

## COUNCIL PRIORITIES

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### TRAFFIC SAFETY

Improve traffic/pedestrian/bicycle safety throughout the City with a specific focus on safe routes to schools.

### HILLVIEW COMMUNITY CENTER

By December 2020, the City will have a new Los Altos community center.

### HOUSING

Improve the quantity, diversity and affordability of housing, while striving to minimize impacts on adjacent residential neighborhoods.

### LAND USE

Explore opportunities to provide an appropriate commercial/housing balance with particular focus on those areas along El Camino Real and the Downtown.

### COMMUNITY ENGAGEMENT

The City Council and staff will utilize various tools (social media, print media, personal interactions, etc.) to continue to improve outreach efforts to ensure a robust community engagement program.

### CITY ASSETS

Continue to fund and prioritize improvements to the City's facilities and infrastructure to improve pride in the City's assets and reflect the community's values.

### DOWNTOWN

The Council will take steps to initiate specific projects from the Downtown Vision Report, specifically amending the allowed uses on the ground floor in the CRS zone, and the planning for a performing arts center.

# CITY INFORMATION

## COMMISSIONS & COMMITTEES

### COMPLETE STREETS COMMISSION

	TERM	TERM EXPIRATION
Suzanne Ambiel	1 <sup>st</sup>	March 2020
Stacy Banerjee	1 <sup>st</sup>	March 2022
Paul Van Hoorickx	1 <sup>st</sup>	March 2022
Bob Jones	Partial	March 2020
Randy Kriegh	1 <sup>st</sup>	March 2020
Herprit Mahal	Partial	March 2020
Nadim Maluf	1 <sup>st</sup>	March 2022

*Staff Liaison: Jaime Rodriguez (Engineering)*

### DESIGN REVIEW COMMISSION

	TERM	TERM EXPIRATION
Frank Bishop	1 <sup>st</sup>	September 2022
Alexander Glew	1 <sup>st</sup>	September 2020
Samuel Harding	1 <sup>st</sup>	September 2020
Jude Kirik	2 <sup>nd</sup>	September 2022
Michael Ma	Partial	September 2020

*Staff Liaison: Zachary Dahl (Planning)*

### ENVIRONMENTAL COMMISSION

	TERM	TERM EXPIRATION
Don Bray	2 <sup>nd</sup>	March 2020
Heather Halkola	1 <sup>st</sup>	March 2020
David Klein	1 <sup>st</sup>	March 2022
Chad Martin	Partial	March 2022
Laura Tekster	1 <sup>st</sup>	March 2020
Don Weiden	1 <sup>st</sup>	March 2022
Lei Yuan	2 <sup>nd</sup>	March 2022

*Staff Liaison: Calandra Niday (Planning)*

# CITY INFORMATION

## FINANCIAL COMMISSION

	TERM	TERM EXPIRATION
Gary Kalback	1 <sup>st</sup>	September 2021
Kuljeet Kalkat	1 <sup>st</sup>	September 2019
David Marek	1 <sup>st</sup>	September 2019
James Martin	1 <sup>st</sup>	September 2019
Martha McClatchie	1 <sup>st</sup>	September 2019
Anthony Richmond	1 <sup>st</sup>	September 2021
Christopher Roat	Partial	September 2021

*Staff Liaison: Sharif Etman (Administrative Services)*

## HISTORICAL COMMISSION

	TERM	TERM EXPIRATION
Qing Bai	1 <sup>st</sup>	September 2020
Russell Bartlett	1 <sup>st</sup>	September 2020
Margo Horn	2 <sup>nd</sup>	September 2022
Larry Lang	1 <sup>st</sup>	September 2020
David Moore	1 <sup>st</sup>	September 2022
Nomi Trapnell	2 <sup>nd</sup>	September 2022
Sepideh Soufonoun	1 <sup>st</sup>	September 2022

*Staff Liaison: Sean Gallegos (Planning)*

## LIBRARY COMMISSION

	TERM	TERM EXPIRATION
Pierre Bedard	Partial	September 2021
John Dixon	1 <sup>st</sup>	September 2021
Cindy Hill	2 <sup>nd</sup>	September 2019
Richard Liu	1 <sup>st</sup>	September 2021
Eric Steinle	Partial	September 2019
Garo Kiremidjian (LAH)	1 <sup>st</sup>	August 2020
Vacant (LAH)		August 2020

*Staff Liaison: Jaime Chew (Recreation & Community Services)*

# CITY INFORMATION

## PARKS & RECREATION COMMISSION

	TERM	TERM EXPIRATION
Pete Dailey	1 <sup>st</sup>	March 2023
Stuart Eckmann	1 <sup>st</sup>	March 2023
Michael Ellerin	1 <sup>st</sup>	March 2021
Katie Heley	1 <sup>st</sup>	March 2021
Tanya Lindermeier	1 <sup>st</sup>	March 2021
Jonathan Weinberg	1 <sup>st</sup>	March 2021
Yong Yeh	1 <sup>st</sup>	March 2023

*Staff Liaison: Manny Hernandez (Maintenance Services)*

## PLANNING COMMISSION

	TERM	TERM EXPIRATION
Mehrus Ahi	1 <sup>st</sup>	September 2022
Ronit Bodner	2 <sup>nd</sup>	September 2022
Phoebe Bressack	2 <sup>nd</sup>	September 2020
Doo Ho Lee	Partial	September 2020
Sally Meadows	1 <sup>st</sup>	September 2020
Alexander Samek	1 <sup>st</sup>	September 2020
Vacant		September 2022

*Staff Liaison: Jon Biggs (Community Development)*

## PUBLIC ARTS COMMISSION

	TERM	TERM EXPIRATION
Alison Biggs	Partial	September 2021
Nancy Ellickson	2 <sup>nd</sup>	September 2021
Hilary King	Partial	September 2021
Stacey Meisner	1 <sup>st</sup>	September 2021
Paula Rini	2 <sup>nd</sup>	September 2021
Monica Waldman	1 <sup>st</sup>	September 2019
Anita Wu	Partial	September 2019

*Staff Liaison: Jon Maginot (Executive)*

# CITY INFORMATION

## SENIOR COMMISSION

	TERM	TERM EXPIRATION
William Buchholz	1 <sup>st</sup>	March 2021
Janet Harding	2 <sup>nd</sup>	March 2020
Tracie Murray	2 <sup>nd</sup>	March 2020
Kevin O'Reilly	1 <sup>st</sup>	March 2020
Doris Hawks Torbeck	3 <sup>rd</sup>	March 2021
Jim Basiji (LAH)	1 <sup>st</sup>	March 2019
Zee Yu (LAH)	1 <sup>st</sup>	March 2022

*Staff Liaison: Bridget Matheson (Recreation & Community Services)*

## YOUTH COMMISSION

	TERM	TERM EXPIRATION
Boladale Erogbogbo	1 <sup>st</sup>	June 2020
Nesyah Galatin	1 <sup>st</sup>	June 2019
Krish Gujral	2 <sup>nd</sup>	June 2020
Connie Hong	1 <sup>st</sup>	June 2020
Drishaan Jain	3 <sup>rd</sup>	June 2019
Mahi Kolla	2 <sup>nd</sup>	June 2020
Brianna McKean	1 <sup>st</sup>	June 2019
Medha Rajagopalan	2 <sup>nd</sup>	June 2020
Anisha Reddy	1 <sup>st</sup>	June 2020
Anooshkha Shetty	2 <sup>nd</sup>	June 2019
Serra Tulu	1 <sup>st</sup>	June 2020

*Staff Liaison: Lisa Stamps (Recreation & Community Services)*



# CITY INFORMATION

## JOINT COMMUNITY VOLUNTEER SERVICE AWARDS COMMITTEE

	TERM	TERM EXPIRATION
Anita Enander		Council Representative
Cheryl Caligaris	1 <sup>st</sup>	March 2023
Laurel Iverson	2 <sup>nd</sup>	March 2023
Katherine Mandle	1 <sup>st</sup>	March 2021
Dhana Pawar	3 <sup>rd</sup>	March 2021
Dennis Young	2 <sup>nd</sup>	March 2023
Gary Waldeck (LAH)	1 <sup>st</sup>	Council Representative
Morvari Ahi (LAH)	2 <sup>nd</sup>	March 2019
Benjamin Gilkis (LAH)	1 <sup>st</sup>	March 2019
Rebecca Hickman (LAH)	2 <sup>nd</sup>	March 2019
Patty Rodlo (LAH)	1 <sup>st</sup>	March 2019
Jerry Tommane		March 2019

## NORTH COUNTY LIBRARY AUTHORITY

	REPRESENTING AGENCY	TERM EXPIRATION
Courtenay C. Corrigan	Los Altos Hills	December 2020
Christopher Diaz	Authority Attorney	-
Suzanne Epstein	Los Altos Hills	March 2023
Sharif Etman	Authority Treasurer	-
Cindy Hill	Library Commission	September 2019
Chris Jordan	Administrative Officer	-
Neysa Fligor	Los Altos City Council	December 2022
Jan Pepper	Los Altos City Council	December 2020





# CITY INFORMATION

## PERSONNEL ALLOCATIONS

EXECUTIVE	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
Public Information Coordinator	1	1	1	1	1
Economic Development Manager	1	1	--	--	--
City Clerk	--	--	--	1	1
City Clerk/Assistant to the City Manager	1	1	--	--	--
City Clerk/Deputy City Manager	--	--	1	--	--
Deputy City Clerk	--	--	1	--	--
Deputy City Manager	--	--	--	1	1
Executive Assistant	1	1	1	1	1
	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

\* The Assistant City Manager position is currently under review.

ADMINISTRATIVE SERVICES	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Administrative Services Director	1	1	1	1	1
Financial Services Manager	1	1	1	1	1
Senior Accountant	1	1	1	1	1
Accounting Technician I/II	3	3	3	3	3
Human Resources Manager	1	1	1	1	1
Human Resources Technician	1	1	--	--	--
Human Resources Analyst	--	--	1	1	1
Information Technology Manager	1	1	1	1	1
Information Technology Analyst	1	1	1	1	1
Information Technology Technician	1	1	1	--	--
Network Systems Administrator	--	--	--	1	1
	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>



# CITY INFORMATION

<b>PUBLIC SAFETY</b>	<b>FY2016/17</b>	<b>FY2017/18</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>
Police Chief	1	1	1	1	1
Police Captain	2	2	2	2	2
Police Service Manager	1	1	1	1	1
Executive Assistant	1	1	1	1	1
Police Sergeant	6	6	6	6	6
Police Agent	6	6	6	6	6
Police Officer	16	16	16	17	17
Community Serv Officer	3	3	3	3	3
Lead Communications Officer	1	1	1	1	1
Communications Officer	5	5	5	5	5
Lead Record Specialist	1	1	1	1	1
Records Specialists	3	3	3	3	3
	<b>46</b>	<b>46</b>	<b>46</b>	<b>47</b>	<b>47</b>

<b>COMMUNITY DEVELOPMENT</b>	<b>FY2016/17</b>	<b>FY2017/18</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>
Community Development Director	1	1	1	1	1
Planning Services Manager	2	2	2	1	1
Senior Planner	1	1	1	1	1
Assistant Planner	2	2	--	2	2
Associate Planner	--	--	2	1	1
Economic Development Coordinator	--	--	1	1	1
Sustainability Coordinator	--	--	--	1	1
Executive Assistant	2	2	2	2	2
Building Official	1	1	1	1	1
Building Inspector	4	4	3	3	3
Sr Building Inspector	--	--	1	1	1
Building Technician	1	1	1	1	1
	<b>14</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>16</b>



# CITY INFORMATION

<b>ENGINEERING</b>	<b>FY2016/17</b>	<b>FY2017/18</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>
Public Works Director	1	1	1	--	--
Engineering Services Director	--	--	--	1	1
Special Projects Manager	1	1	1	1	1
Project Manager	1	1	1	1	1
Executive Assistant	2	2	2	2	2
Assoc Civil Engineer	2	2	--	--	--
Asst Civil Engineer	4	4	3	4	4
Construction Inspector	--	--	1	1	1
Junior Civil Engineer	--	--	1	--	--
Engineering Technician	2	2	1	1	1
Engineering Services Manager	1	1	1	1	1
Senior Engineer	--	--	2	2	2
Transportation Services Manager	1	1	1	1	1
	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

<b>MAINTENANCE SERVICES</b>	<b>FY2016/17</b>	<b>FY2017/18</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>
Maintenance Services Director	--	--	--	1	1
Maintenance Services Manager	1	1	1	--	--
Maintenance Supervisor	4	4	4	4	4
Equipment Mechanic	1	1	1	1	1
Maintenance Lead Worker	6	6	6	6	6
Maintenance Worker I	8	8	8	8	8
Maintenance Worker II	11	11	11	11	11
Maintenance Technician	2	2	2	2	2
	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>

<b>RECREATION &amp; COMMUNITY SERVICES</b>	<b>FY2016/17</b>	<b>FY2017/18</b>	<b>FY2018/19</b>	<b>FY2019/20</b>	<b>FY2020/21</b>
Recreation Director	1	1	1	1	1
Recreation Manager	1	1	1	1	1
Recreation Supervisor	1	1	1	1	1
Office Assistant II	1	1	1	1	1
Recreation Coordinator	3	3	3	3	3
Facility Coordinator	1	1	1	1	1
	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

# CITY INFORMATION

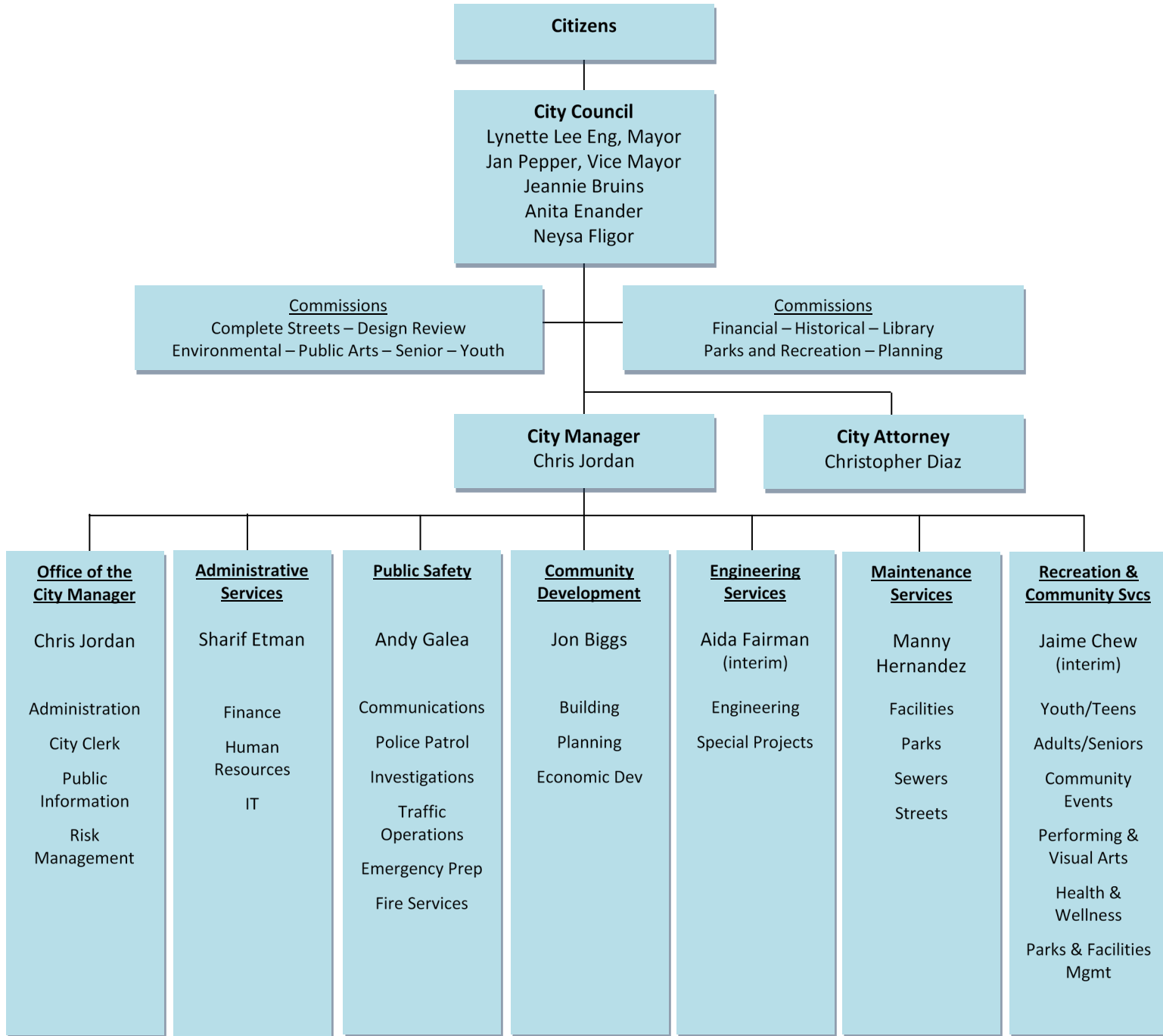
## PERSONNEL ALLOCATION SUMMARY

	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Public Works	48	48	48	-	-
Public Safety	46	46	46	47	47
Community Development	14	14	15	16	16
Administrative Services	11	11	11	11	11
Recreation	8	8	8	8	8
Engineering	-	-	-	15	15
Maintenance Services	-	-	-	33	33
Legislative & Executive	6	6	6	6	6
	<b>133</b>	<b>133</b>	<b>134</b>	<b>136</b>	<b>136</b>

\*As of June 2019, the City of Los Altos has approximately 60 part-time employees.



# CITY OF LOS ALTOS



# FINANCIAL SUMMARIES



*Redwood Grove Nature Preserve*

# FY2019/20 BUDGET SUMMARY

FUND	Beginning Balance 7/1/2019	Revenue	Expenditures	Transfer In/(Out)	Ending Balance 6/30/2020
<b>GENERAL FUND</b>					
Unreserved Fund Balance	2,320,817	55,334,616	(41,251,870)	(13,328,617)	3,074,946
Operating Reserve	7,250,645	-	-	-	7,250,645
OPEB Reserve	1,500,000	-	-	-	1,500,000
PERS Reserve	4,000,000	-	-	1,000,000	5,000,000
Technology Reserve	1,856,769	-	(500,000)	-	1,356,769
<b>Total General Fund:</b>	<b>16,928,231</b>	<b>55,334,616</b>	<b>(41,751,870)</b>	<b>(12,328,617)</b>	<b>18,182,360</b>
<b>ENTERPRISE FUND</b>					
Sewer Fund	5,234,066	6,483,183	(7,874,562)	-	3,842,687
Solid Waste Fund	4,280,471	828,223	(589,223)	-	4,519,471
<b>Total Enterprise Fund:</b>	<b>9,514,537</b>	<b>7,311,406</b>	<b>(8,463,785)</b>	<b>-</b>	<b>8,362,158</b>
<b>CAPITAL IMPROVEMENT FUNDS</b>					
Capital Projects Fund	176,595	-	-	21,731,651	21,908,246
Real Property Proceeds Fund	10,520,361	-	-	-	10,520,361
Community Facilities Renewal Fund	12,912,373	-	-	(11,400,000)	1,512,373
Equipment Replacement Fund	1,335,148	-	(834,000)	-	501,148
<b>Total Capital Improvement Fund:</b>	<b>24,944,477</b>	<b>-</b>	<b>(834,000)</b>	<b>10,331,651</b>	<b>34,442,128</b>
<b>INTERNAL SERVICE FUNDS</b>					
Dental/Vision Fund	57,161	-	(260,310)	260,310	57,161
Unemployment Fund	517,202	-	(10,000)	-	507,202
Workers Compensation Fund	1,696,344	-	(982,518)	982,518	1,696,344
Liability Fund	1,932,254	-	(510,000)	-	1,422,254
<b>Total Internal Service Fund:</b>	<b>4,202,961</b>	<b>-</b>	<b>(1,762,828)</b>	<b>1,242,828</b>	<b>3,682,961</b>
<b>SPECIAL REVENUE FUNDS</b>					
CDBG Fund	4,617	320,000	(320,000)	(4,617)	-
Downtown Parking Fund	738,184	45,000	(7,000)	-	776,184
Estate Donation Fund	15,670	-	-	-	15,670
Gas Tax Fund	1,247,276	680,000	(750,000)	-	1,177,276
In Lieu Park Fund	5,253,528	500,000	(300,000)	-	5,453,528
Supplemental Law Enforcement Fund	33,333	100,000	-	(100,000)	33,333
Traffic Impact Fee Fund	581,186	950,000	(210,000)	-	1,321,186
Vehicle Registration Fund	828,876	-	-	-	828,876
PEG Fees	841,426	100,000	(700,000)	-	241,426
Vehicle Impound Fund	-	20,000	-	(20,000)	-
<b>Total Internal Service Fund:</b>	<b>9,544,096</b>	<b>2,715,000</b>	<b>(2,287,000)</b>	<b>(124,617)</b>	<b>9,847,479</b>
<b>DEBT SERVICE FUNDS</b>					
General Debt Service	1,245,000	-	-	878,755	2,123,755
Raymundo Curb & Gutter	34,946	23,000	(32,000)	-	25,946
Blue Oak Lane Sewer	70,281	30,000	(15,000)	-	85,281
<b>Total Internal Service Fund:</b>	<b>1,350,227</b>	<b>53,000</b>	<b>(47,000)</b>	<b>878,755</b>	<b>2,234,982</b>
<b>ALL FUNDS TOTAL</b>	<b>\$ 66,484,529</b>	<b>\$ 65,414,022</b>	<b>\$ (55,146,483)</b>	<b>-</b>	<b>\$ 76,752,068</b>

NOTE: The one-time revenue assumes borrowing \$9.7M. The transfer out in debt service assumes \$700K loan payment.

# FY2020/21 BUDGET SUMMARY

FUND	Beginning Balance 7/1/2020	Revenue	Expenditures	Transfer In/(Out)	Ending Balance 6/30/2021
<b>GENERAL FUND</b>					
Unreserved Fund Balance	3,074,946	48,102,754	(43,368,305)	(4,057,969)	3,751,426
Operating Reserve	7,250,645	-	-	-	7,250,645
OPEB Reserve	1,500,000	-	-	-	1,500,000
PERS Reserve	5,000,000	-	-	-	5,000,000
Technology Reserve	1,356,769	-	(500,000)	-	856,769
<b>Total General Fund:</b>	<b>18,182,360</b>	<b>48,102,754</b>	<b>(43,868,305)</b>	<b>(4,057,969)</b>	<b>18,358,840</b>
<b>ENTERPRISE FUND</b>					
Sewer Fund	3,842,687	6,483,183	(7,761,696)	-	2,564,174
Solid Waste Fund	4,519,471	852,653	(605,881)	-	4,766,243
<b>Total Enterprise Fund:</b>	<b>8,362,158</b>	<b>7,335,836</b>	<b>(8,367,577)</b>	<b>-</b>	<b>7,330,417</b>
<b>CAPITAL IMPROVEMENT FUNDS</b>					
Capital Projects Fund	21,908,246	-	-	14,026,775	35,935,021
Real Property Proceeds Fund	10,520,361	-	-	(10,520,361)	-
Community Facilities Renewal Fund	1,512,373	-	-	(1,512,373)	-
Equipment Replacement Fund	501,148	-	(417,000)	-	84,148
<b>Total Capital Improvement Fund:</b>	<b>34,442,128</b>	<b>-</b>	<b>(417,000)</b>	<b>1,994,041</b>	<b>36,019,169</b>
<b>INTERNAL SERVICE FUNDS</b>					
Dental/Vision Fund	57,161	-	(268,065)	268,065	57,161
Unemployment Fund	507,202	-	(10,000)	-	497,202
Workers Compensation Fund	1,696,344	-	(1,037,108)	1,037,108	1,696,344
Liability Fund	1,422,254	-	(510,000)	-	912,254
<b>Total Internal Service Fund:</b>	<b>3,682,961</b>	<b>-</b>	<b>(1,825,173)</b>	<b>1,305,173</b>	<b>3,162,961</b>
<b>SPECIAL REVENUE FUNDS</b>					
CDBG Fund	-	-	-	-	-
Downtown Parking Fund	776,184	45,000	-	-	821,184
Estate Donation Fund	15,670	-	-	-	15,670
Gas Tax Fund	1,177,276	680,000	(750,000)	-	1,107,276
In Lieu Park Fund	5,453,528	500,000	(1,740,000)	-	4,213,528
Supplemental Law Enforcement Fund	33,333	100,000	-	(100,000)	33,333
Traffic Impact Fee Fund	1,321,186	260,000	(200,000)	-	1,381,186
Vehicle Registration Fund	828,876	396,000	-	-	1,224,876
PEG Fees	241,426	100,000	-	-	341,426
Vehicle Impound Fund	-	-	-	(20,000)	(20,000)
<b>Total Internal Service Fund:</b>	<b>9,847,479</b>	<b>2,081,000</b>	<b>(2,690,000)</b>	<b>(120,000)</b>	<b>9,118,479</b>
<b>DEBT SERVICE FUNDS</b>					
General Debt Service	2,123,755	-	-	878,755	3,002,510
Raymundo Curb & Gutter	25,946	-	(25,000)	-	946
Blue Oak Lane Sewer	85,281	30,000	(15,000)	-	100,281
<b>Total Internal Service Fund:</b>	<b>2,234,982</b>	<b>30,000</b>	<b>(40,000)</b>	<b>878,755</b>	<b>3,103,737</b>
<b>ALL FUNDS TOTAL</b>	<b>\$ 76,752,068</b>	<b>\$ 57,549,590</b>	<b>\$ (57,208,055)</b>	<b>-</b>	<b>\$ 77,093,603</b>

NOTE: The one-time revenue assumes borrowing \$9.7M. The transfer out in debt service assumes \$700K loan payment.



# GENERAL FUND SUMMARY

GENERAL FUND	FY2016/17 Actual	FY2017/18 Actual	FY2018/19 Budget	FY2018/19 Projected Actual	FY2019/20 Proposed Budget	FY2020/21 Proposed Budget	% Change over Projected FY2018/19
<b>Revenues</b>							
Taxes	29,801,183	31,939,265	31,062,500	33,754,000	36,323,160	38,879,216	7.6%
Income	355,612	253,216	234,000	374,000	386,900	405,045	3.4%
Fees	8,419,445	8,701,900	8,433,200	9,189,540	8,633,080	8,701,616	-6.1%
Miscellaneous Revenue	335,797	232,847	130,400	130,400	131,476	116,876	0.8%
<b>Total General Fund Revenue</b>	<b>38,912,037</b>	<b>41,127,228</b>	<b>39,860,100</b>	<b>43,447,940</b>	<b>45,474,616</b>	<b>48,102,754</b>	<b>4.7%</b>
One-Time Revenue	-	-	-	-	9,700,000		
Transfers In/One-Time Revenue	-	158,507	160,000	160,000	160,000	160,000	-
<b>Total General Fund Revenue/Transfers In</b>	<b>\$ 38,912,037</b>	<b>\$ 41,285,735</b>	<b>\$ 40,020,100</b>	<b>\$ 43,607,940</b>	<b>\$ 55,334,616</b>	<b>\$ 48,262,754</b>	<b>26.9%</b>
<b>Expenditures</b>							
Legislative	219,647	236,342	254,773	247,130	295,774	300,326	19.7%
Executive	1,676,685	1,724,474	2,676,949	2,676,949	2,634,408	2,831,626	-1.6%
Administrative Services	2,648,440	2,812,099	3,462,477	3,358,602	3,617,217	3,836,817	7.7%
Community Development	2,808,271	3,067,911	3,084,823	2,992,279	3,840,000	3,979,870	28.3%
Engineering	2,113,597	2,358,128	2,761,307	2,678,468	2,964,442	3,032,807	10.7%
Maintenance Services	5,008,797	5,538,385	5,480,907	5,316,480	5,617,365	5,910,110	5.7%
Public Safety	16,441,424	17,465,713	18,711,248	18,149,911	19,615,686	20,785,378	8.1%
Recreation & Community Services	2,342,772	2,509,279	2,773,792	2,690,578	2,666,978	2,791,099	-0.9%
<b>Total General Fund Expenditures</b>	<b>33,259,633</b>	<b>35,712,331</b>	<b>39,206,276</b>	<b>38,110,396</b>	<b>41,251,870</b>	<b>43,468,033</b>	<b>8.2%</b>
Transfers Out	164,892	166,060	166,060	166,060	878,755	885,905	
<b>Total General Fund Expenditures/Transfers Out</b>	<b>\$ 33,424,525</b>	<b>\$ 35,878,391</b>	<b>\$ 39,372,336</b>	<b>\$ 38,276,456</b>	<b>\$ 42,130,625</b>	<b>\$ 44,353,938</b>	<b>10.1%</b>
<b>Revenues over Expenditures</b>	<b>\$ 5,487,512</b>	<b>\$ 5,407,344</b>	<b>\$ 647,764</b>	<b>\$ 5,331,484</b>	<b>\$ 13,203,991</b>	<b>\$ 3,908,816</b>	

NOTE: The one-time revenue assumes borrowing \$9.7M. The transfer out in debt service assumes \$700K loan payment.

# GENERAL FUND REVENUE SUMMARY

	FY2016/17 Actual	FY2017/18 Actual	FY2018/19 Budget	FY2018/19 Projected	FY2019/20 Proposed Budget	FY2020/21 Proposed Budget	% Change Over Projected FY2018/19
<b>GENERAL FUND</b>							
Property Tax	19,863,197	21,428,501	21,137,200	23,527,000	25,639,810	27,687,029	8.2%
Sales Tax	3,278,430	3,243,554	3,301,400	3,301,400	3,301,400	3,301,400	-
Utility Users Tax	2,679,961	2,732,325	2,680,000	2,700,000	2,781,000	2,864,430	2.9%
Motor VLF	14,046	16,530	13,000	-	-	-	-
Transient Occupancy Tax	2,985,201	3,072,982	2,705,300	3,000,000	3,360,000	3,764,400	10.7%
Business License Tax	539,989	547,065	500,000	500,000	510,000	520,200	2%
Construction Tax	165,900	165,900	190,600	190,600	190,600	190,600	-
Documentary Transfer Tax	274,459	732,409	535,000	535,000	540,350	551,157	1%
<b>Total Taxes</b>	<b>29,801,183</b>	<b>31,939,265</b>	<b>31,062,500</b>	<b>33,754,000</b>	<b>36,323,160</b>	<b>38,879,216</b>	<b>7.1%</b>
Interest Income	331,506	229,110	210,000	350,000	362,900	381,045	3.6%
Rental Income	24,106	24,106	24,000	24,000	24,000	24,000	-
<b>Total Income</b>	<b>355,612</b>	<b>253,216</b>	<b>234,000</b>	<b>374,000</b>	<b>386,900</b>	<b>405,045</b>	<b>3.3%</b>
Recreation Fees	2,069,551	2,021,371	2,239,000	2,100,000	1,477,000	1,477,000	-42.2%
Community Development Fees	3,007,672	3,282,530	2,880,200	3,623,600	3,623,600	3,623,600	-
Franchise Fees	2,082,888	2,206,735	2,066,500	2,218,000	2,284,540	2,353,076	2.9%
Administrative Fees	918,500	918,500	918,500	918,500	918,500	918,500	-
Police Fees	340,834	272,764	329,000	329,440	329,440	329,440	-
<b>Total Fees</b>	<b>8,419,445</b>	<b>8,701,900</b>	<b>8,433,200</b>	<b>9,189,540</b>	<b>8,633,080</b>	<b>8,701,616</b>	<b>-6.4%</b>
Miscellaneous Revenue	335,797	232,847	130,400	130,400	131,476	116,876	0.8%
<b>Total General Fund Revenue</b>	<b>38,912,037</b>	<b>41,127,228</b>	<b>39,860,100</b>	<b>43,447,940</b>	<b>45,474,616</b>	<b>48,102,754</b>	<b>4.5%</b>
One-Time Revenue	-	-	-	-	9,700,000	-	-
Transfers In	-	158,507	160,000	160,000	160,000	160,000	-
<b>Total General Fund Revenue/Transfers In</b>	<b>\$ 38,912,037</b>	<b>\$ 41,285,735</b>	<b>\$ 40,020,100</b>	<b>\$ 43,607,940</b>	<b>\$ 55,334,616</b>	<b>\$ 48,262,754</b>	<b>21.2%</b>

NOTE: The one-time revenue assumes borrowing \$9.7M. The transfer out in debt service assumes \$700K loan payment.

# GENERAL FUND EXPENDITURE SUMMARY

PROGRAM EXPENDITURES	FY2016/17 Actual	FY2017/18 Actual	FY2018/19 Budget	FY2018/19 Projected	FY2019/20	FY2020/21	% Change
					Proposed Budget	Proposed Budget	Over Projected FY2018/19
<b>LEGISLATIVE</b>							
City Council	219,647	236,342	254,773	247,130	295,774	300,326	19.7%
<b>Total City Council</b>	<b>219,647</b>	<b>236,342</b>	<b>254,773</b>	<b>247,130</b>	<b>295,774</b>	<b>300,326</b>	<b>19.7%</b>
<b>EXECUTIVE</b>							
City Manager	847,204	889,262	1,104,238	1,104,238	890,661	978,233	-19.3%
City Attorney	396,837	433,738	862,000	862,000	1,212,000	1,212,000	40.6%
City Clerk	432,645	401,474	710,711	710,711	531,747	641,393	-25.2%
<b>Total Executive</b>	<b>1,676,685</b>	<b>1,724,474</b>	<b>2,676,949</b>	<b>2,676,949</b>	<b>2,634,408</b>	<b>2,831,626</b>	<b>-1.6%</b>
<b>ADMINISTRATIVE SERVICES</b>							
Finance	1,090,611	1,174,680	1,289,787	1,251,093	1,373,057	1,440,391	9.7%
Human Resources	599,131	511,281	875,746	849,473	862,991	924,727	1.6%
Information Technology	739,718	912,943	1,006,944	976,736	1,082,669	1,173,199	10.8%
Non-Departmental	218,981	213,196	290,000	281,300	298,500	298,500	6.1%
<b>Total Administrative Services</b>	<b>2,648,440</b>	<b>2,812,099</b>	<b>3,462,477</b>	<b>3,358,602</b>	<b>3,617,217</b>	<b>3,836,817</b>	<b>7.7%</b>
<b>COMMUNITY DEVELOPMENT</b>							
Planning	1,170,973	1,387,306	1,382,839	1,341,354	1,555,367	1,614,378	16%
Building	1,361,127	1,383,953	1,497,645	1,452,716	2,066,382	2,135,053	42.2%
Economic Development	276,170	296,652	204,339	198,209	218,251	230,439	10.1%
<b>Total Community Development</b>	<b>2,808,271</b>	<b>3,067,911</b>	<b>3,084,823</b>	<b>2,992,279</b>	<b>3,840,000</b>	<b>3,979,870</b>	<b>28.3%</b>
<b>ENGINEERING</b>							
Engineering	1,682,024	1,941,418	2,255,986	2,188,306	2,263,334	2,316,778	3.4%
Stormwater Maintenance	141,598	171,140	173,821	168,606	246,108	261,029	46%
Traffic	289,975	245,570	331,500	321,555	455,000	455,000	41.5%
<b>Total Engineering</b>	<b>2,113,597</b>	<b>2,358,128</b>	<b>2,761,307</b>	<b>2,678,468</b>	<b>2,964,442</b>	<b>3,032,807</b>	<b>10.7%</b>
<b>MAINTENANCE SERVICES</b>							
MSC Administration	483,281	544,418	536,753	520,650	601,617	623,013	15.6%
Fleet Maintenance	206,805	253,154	265,405	257,443	175,034	185,664	-32%
Street Maintenance	923,732	1,050,434	1,041,340	1,010,100	979,965	1,032,790	-3%
Parks and Street Landscaping	2,309,934	2,514,450	2,397,466	2,325,542	2,442,240	2,542,356	5%
Facility Maintenance	1,085,044	1,175,929	1,239,943	1,202,745	1,418,509	1,526,287	17.9%
<b>Total Maintenance Services</b>	<b>5,008,797</b>	<b>5,538,385</b>	<b>5,480,907</b>	<b>5,316,480</b>	<b>5,617,365</b>	<b>5,910,110</b>	<b>5.7%</b>

# GENERAL FUND EXPENDITURE SUMMARY

PROGRAM EXPENDITURES	FY2016/17 Actual	FY2017/18 Actual	FY2018/19 Budget	FY2018/19 Projected	FY2019/20 Proposed Budget	FY2020/21 Proposed Budget	% Change Over FY2018/19
<b>PUBLIC SAFETY</b>							
Administration	1,447,849	1,465,467	1,692,399	1,641,627	1,477,039	1,553,677	-10%
Support Services	1,781,415	1,865,408	2,021,697	1,961,046	2,220,744	2,348,493	13.2%
Investigation Services	1,198,150	1,327,079	1,736,430	1,684,337	1,870,316	1,982,678	11.0%
Traffic Operations	919,865	1,321,637	1,541,511	1,495,266	1,560,425	1,749,001	4.4%
Patrol Services	4,594,082	4,757,642	4,503,211	4,368,115	4,905,662	5,270,029	12.3%
Emergency Preparedness	26,667	6,530	89,000	86,330	81,500	81,500	-5.6%
Fire Services	6,473,397	6,721,949	7,127,000	6,913,190	7,500,000	7,800,000	8.5%
<b>Total Public Safety</b>	<b>16,441,424</b>	<b>17,465,713</b>	<b>18,711,248</b>	<b>18,149,911</b>	<b>19,615,686</b>	<b>20,785,378</b>	<b>8.1%</b>
<b>RECREATION &amp; COMMUNITY SERVICES</b>							
Administration	509,208	711,895	774,942	751,694	642,019	711,204	-14.6%
Facilities	479,421	457,082	433,636	420,627	588,463	612,779	39.9%
Community Events	42,893	50,526	75,366	73,105	83,700	83,700	14.5%
Classes and Camps	463,226	560,034	669,414	649,332	585,739	593,470	-9.8%
Tiny Tots	127,875	213,129	249,114	241,641	211,465	215,422	-12.5%
Athletics	337,805	143,234	101,294	98,255	104,349	106,326	6.2%
Senior Programs	211,080	272,197	344,177	333,852	381,676	392,874	14.3%
Teen Programs	102,706	75,943	87,649	85,020	69,567	75,324	-18.2%
Theater	68,557	25,239	38,200	37,054	-	-	(1)
<b>Total Recreation &amp; Community Services</b>	<b>2,342,772</b>	<b>2,509,279</b>	<b>2,773,792</b>	<b>2,690,578</b>	<b>2,666,978</b>	<b>2,791,099</b>	<b>-0.9%</b>
<b>Total General Fund Expenditures</b>	<b>33,259,633</b>	<b>35,712,331</b>	<b>39,206,276</b>	<b>38,110,396</b>	<b>41,251,870</b>	<b>43,468,033</b>	<b>8.24%</b>
<b>Transfers Out</b>							
Capital Improvement Program/Equipment Purchase**							
2004 COP Debt Service	164,892	166,060	171,880	171,880	878,755	885,905	-
<b>Total Transfers Out</b>	<b>164,892</b>	<b>166,060</b>	<b>171,880</b>	<b>171,880</b>	<b>878,755</b>	<b>885,905</b>	<b>-</b>
<b>General Fund Expenditures</b>	<b>\$ 31,310,928</b>	<b>\$33,520,263</b>	<b>\$ 36,616,849</b>	<b>\$35,603,808</b>	<b>\$ 39,166,183</b>	<b>\$ 41,321,131</b>	<b>-</b>

\*Vacancy Savings factored into each department in FY20 and FY21

\*\*Actual transfer made at year end close

# ENTERPRISE FUND SUMMARY

SEWER FUND	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
	Actual	Actual	Budget	Proposed Budget	Proposed Budget
<b>Beginning Unrestricted Fund Balance</b>	-	-	\$ 6,646,092	\$ 5,234,066	\$ 3,842,687
Interest Income	29,098	52,055	36,100	37,183	37,183
Sewer Charges	3,963,507	6,220,239	6,400,000	6,400,000	6,400,000
Sewer Connection Fees	72,842	148,423	46,000	46,000	46,000
<b>Sewer Revenues</b>	<b>4,065,447</b>	<b>6,420,717</b>	<b>6,482,100</b>	<b>6,483,183</b>	<b>6,483,183</b>
Sewer Maintenance	4,487,308	4,390,250	5,274,567	5,340,562	5,513,696
Sewer Capital Program	2,018,003	1,583,162	2,570,881	2,534,000	2,248,000
Sewer Equipment Purchase	-	21,281	48,678	-	-
<b>Sewer Expenditures</b>	<b>6,505,311</b>	<b>5,994,693</b>	<b>7,894,126</b>	<b>7,874,562</b>	<b>7,761,696</b>
<b>Ending Unrestricted Fund Balance</b>	-	-	-	\$ 3,842,687	\$ 2,564,174

SOLID WASTE FUND	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
	Actual	Actual	Budget	Proposed Budget	Proposed Budget
<b>Beginning Unrestricted Fund Balance</b>	-	-	\$ 3,963,565	\$ 4,280,471	\$ 4,519,001
Interest Income	\$ 10,641	\$ 18,852	\$ 13,500	\$ 13,905	\$ 13,905
Administrative Charges	748,816	777,881	767,400	790,422	814,135
AB 939 Fees	25,562	34,186	23,200	23,896	24,613
<b>Solid Waste Revenues</b>	<b>785,019</b>	<b>830,919</b>	<b>804,100</b>	<b>828,223</b>	<b>852,653</b>
<b>Solid Waste Administration</b>	<b>437,855</b>	<b>461,308</b>	<b>487,194</b>	<b>589,693</b>	<b>605,881</b>
<b>Ending Unrestricted Fund Balance</b>	-	-	-	\$ 4,519,001	\$ 4,765,773

# DEPARTMENT BUDGETS



*Heritage Oaks Park*

## LEGISLATIVE

The City Council serves as the elected body representing the residents of Los Altos. City Council members are elected at-large to four-year terms in November of even-numbered years.

The City Council is responsible for determining City policies and service standards.

Adoption of the two-year Financial Plan by Council allocates the City's financial and human resources to support its goals and objectives for the two-year cycle.

The City's Municipal Code and General Plan are also adopted and amended by Council action.



### ACCOMPLISHMENTS FOR FY2017-19

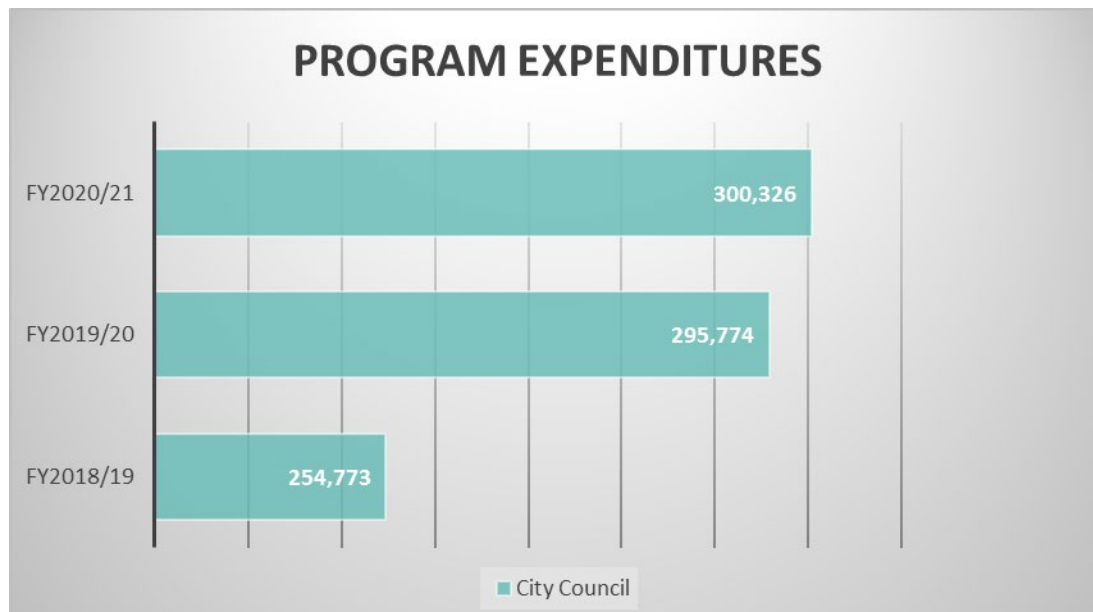
- Adopted the Downtown Vision Report to serve as a guiding document.
- Leveraged 11-member Hillview Community Center Project Task Force to provide recommendations for interior space allocation, layout, and exterior design for the new Los Altos Community Center.
- Approved the Design Review application for the new Los Altos Community Center.
- Adopted significant amendments to the City's municipal code to enhance opportunities for the creation of affordable housing.
- Adopted an increase to the City's Transient Occupancy Tax following the approval of the community's votes in November 2018.

# LEGISLATIVE

## GOALS FOR FY2019-21

- Complete the new Los Altos Community Center by December 2020.
- Improve traffic/pedestrian and bicycle safety throughout the City, prioritizing safe routes to school projects and increasing community outreach for traffic projects.
- Improve the quantity, diversity and affordability of housing, while striving to minimize impacts on adjacent residential neighborhoods.
- Consider changes to the City’s Land Use regulations to plan for future use and growth while maintaining the semi-rural character of the community.
- Provide opportunities for diverse housing options throughout the City; explore potential options for affordable/workforce housing on City property.
- Continue to fund and prioritize improvements to the City’s facilities and infrastructure; prioritize funding within the Capital Improvement Plan to address facility and infrastructure needs.

EXPENDITURES	Fund	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change
		Actual	Actual	Budget	Proposed	Proposed	Over 2018/19
City Council	General	219,647	236,342	254,773	295,774	300,326	16.1%
		<b>219,647</b>	<b>236,342</b>	<b>254,773</b>	<b>295,774</b>	<b>300,326</b>	<b>16.1%</b>



EXPENSE ALLOCATION	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change
	Actual	Actual	Budget	Proposed	Proposed	Over 2018/19
Salaries and Benefits	37,086	40,243	41,273	32,274	33,326	-21.8%
Services and Supplies	182,561	196,099	213,500	263,500	267,000	23.4%
	<b>219,647</b>	<b>236,342</b>	<b>254,773</b>	<b>295,774</b>	<b>300,326</b>	<b>16.1%</b>



## EXECUTIVE

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



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

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

The Public Information Division works with all City departments to provide proactive communications to the Los Altos community and local media regarding City projects and activities. The Division also produces digital, video, and print material about the City of the Los Altos for dissemination to the public. The Risk Management Division works closely with the City Attorney and across departments to mitigate risk and incorporate best practices in risk management programs.

## ACCOMPLISHMENTS FOR FY2017-19

- Participated in regional efforts for community meetings, public hearings and mitigation efforts in response to aircraft noise.
- Added an Emergency Preparedness Coordinator to staff to work with community, police and Santa Clara County Fire to support, enhance and encourage advancements in emergency preparedness.
- Managed the North County Library Authority Library Redevelopment Task Force.
- Addressed environmental issues focused on climate action, water and energy conservation and sustainable environments, such as creating an anti-idling campaign, expanding smoking prohibitions in public places, and proactively pursuing Green Building Reach Codes.
- Implemented best practices in risk management programs.
- Increased City Manager Weekly Update subscribership by 1,496 since October 2016.
- Increased Twitter followers to 1633, Nextdoor followers to 13,245, and Facebook followers to 587.

# EXECUTIVE

## GOALS FOR FY2019-21

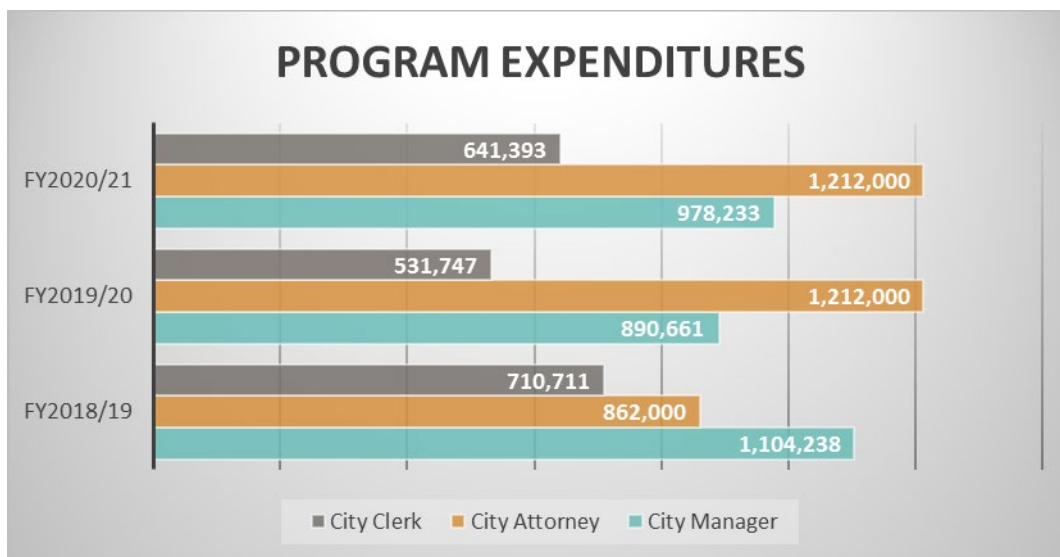
- Continue sound management of City resources.
- Continue environmental and sustainability programs along with community outreach and education efforts; advance Green Building Reach Codes appropriate for Los Altos Community; increase EV charging infrastructure within City.
- Continue to promote employee professional development opportunities.
- Through the leadership of the Risk Management Committee and with the assistance of risk partners, continue best practices in risk management programs.
- Support and advance the City Council’s priorities.
- Implement new community engagement techniques.
- Advance plans to address aging infrastructure and facilities.
- Improve communications between City staff and City Council.

PERFORMANCE MEASURE	GOALS	
	FY2019/20	FY2020/21
Support completion of City Council strategic priorities	100%	100%

POSITIONS	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
City Manager	4	4	4	5	5
City Attorney	-	-	-	-	-
City Clerk	1	1	2	1	1
Economic Development	1	1	-	-	-
	6	6	6	6	6

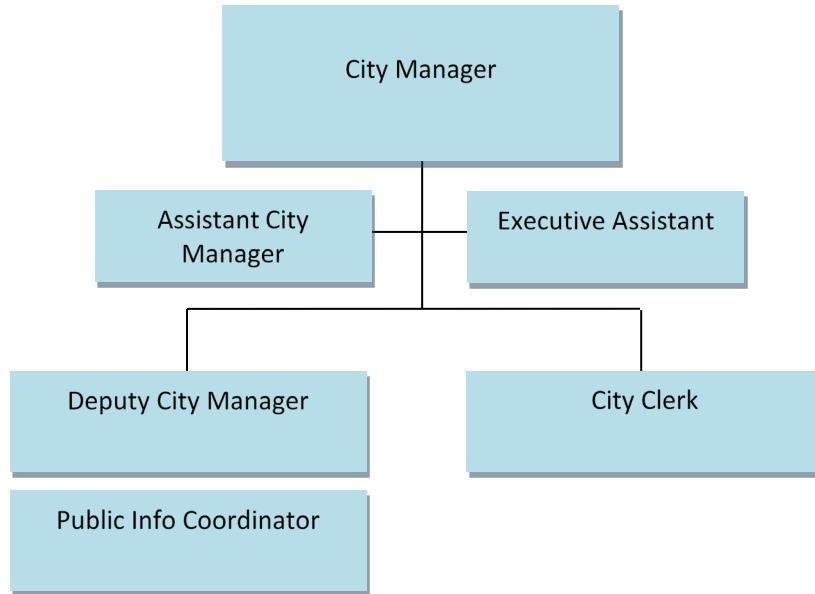
# EXECUTIVE

PROGRAM EXPENDITURES	Fund	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change Over 2018/19
		Actual	Actual	Budget	Proposed	Proposed	
City Manager	General	847,204	889,262	1,104,238	890,661	978,233	-19.3%
City Attorney	General	396,837	433,738	862,000	1,212,000	1,212,000	40.6%
City Clerk	General	432,645	401,474	710,711	531,747	641,393	-25.2%
<b>Executive</b>		<b>1,676,685</b>	<b>1,724,474</b>	<b>2,676,949</b>	<b>2,634,408</b>	<b>2,831,626</b>	<b>-1.6%</b>



EXPENSE ALLOCATION	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change Over 2018/19
	Actual	Actual	Budget	Proposed	Proposed	
Salaries and Benefits	956,149	1,124,748	992,038	1,126,233	1,278,651	-13.5%
Services and Supplies	720,537	599,547	1,684,911	1,508,175	1,552,975	-10.5%
Capital Outlay	-	-	-	-	-	-
	<b>1,676,685</b>	<b>1,724,295</b>	<b>2,676,949</b>	<b>2,634,408</b>	<b>2,831,626</b>	<b>-1.6%</b>

# EXECUTIVE



## DID YOU KNOW?

- The City receives 175 to 200 Public Records Requests per year and spends approximately 700 to 800 hours of staff time responding to requests.
- The City has 88 registered CERTs and 46 Ham radio operators registered as Disaster Service Volunteers as well as 223 Block Action Team (BAT) leaders and 2,459 households covered by a Block Action Team.
- The City hosts approximately 200 public City Council, Commission and Committee meetings each year.

## ADMINISTRATIVE SERVICES

The Administrative Services Department encompasses the Finance, Human Resources, and Information Technology divisions. These divisions are responsible for meeting the needs of the both internal departments and external customers. Together, these departments ensure that City departments have the resources they need to operate effectively.

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

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

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



### ACCOMPLISHMENTS FOR FY2017-19

- Implemented the TRAK-iT Business License system and on-line payment system.
- Implemented a new Cashiering System to streamline cash receipts.
- Implemented ADP Talent Management System which streamlined the recruitment and new hire process.
- Established city-wide Defined 9/80 schedule to support sustainable employee commutes and align goals with the City's Climate Action Plan.
- Phone system upgrade (FY2017/18) – migrated local Mitel phone system to cloud-based RingCentral VoIP.
- Firewall upgrade with High Availability (FY2017/18) – the use of multiple internet connections (AT&T and Comcast fiber) and a pair of Check Point next-gen firewalls protects the City's internal network from cyber threats and minimizes possible connectivity downtime.
- TRAK-iT system go-live (FY2018/19) - Worked with Community Development on the TRAK-iT system implementation to modernize various business processes and enable online functionalities.

# ADMINISTRATIVE SERVICES

## GOALS FOR FY2019-21

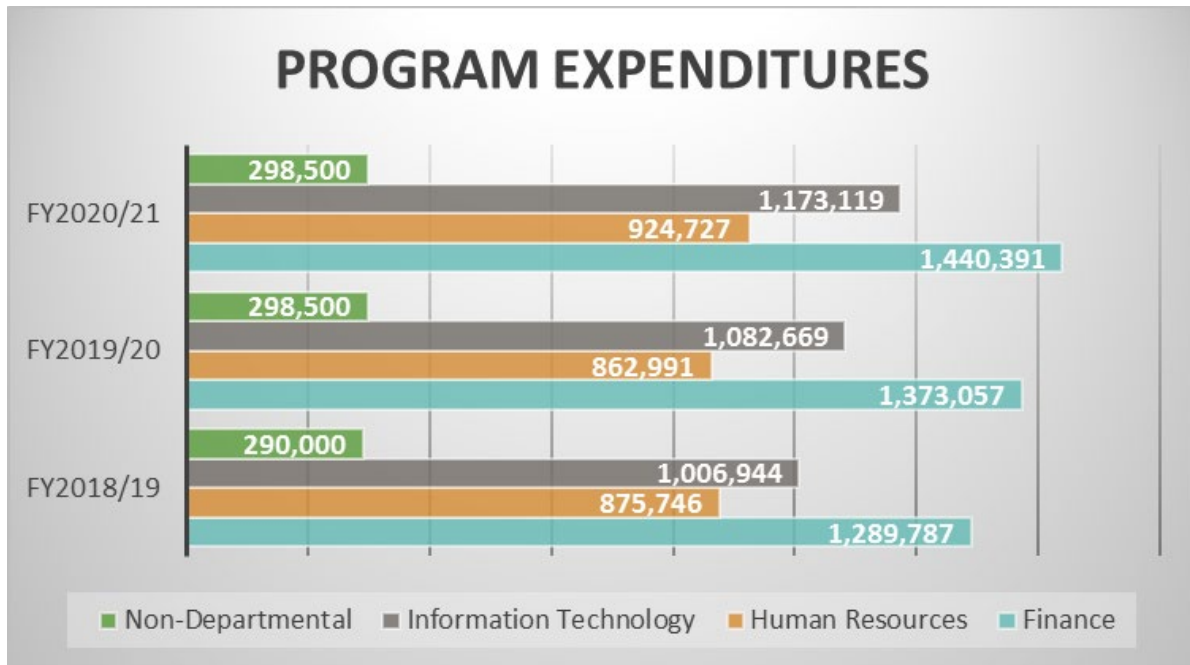
- Implement a Cost Allocation Plan and User Fee Study to update the City’s Fee Schedule.
- Complete the process to upgraded Financial Enterprise Resource Planning system to replace the City’s end of life Financial software, which will enable the City to streamline operations and make information more readily available.
- Review and update City’s financial policies to save time in making financial decisions, promote public confidence, and provide continuity over time.
- Implement ADP Performance evaluation module to streamline employee evaluation process.
- Conduct labor negotiations with employee bargaining groups.
- Keep enhancing the City’s technology infrastructure; including the addition of hyperconverged server nodes, high-performance storage, and expanding backup capacity.
- Provide consistent and quality customer service and introduce new technologies to streamline processes and improve productivity.

PERFORMANCE MEASURES	GOALS	
	FY2019/20	FY2020/21
Percentage of vendor invoices paid within 30 days of invoice date.	>80%	>90%
Average turn-around time of purchase requisitions to vendors.	<10 Days	<10 Days
Increase the number of employees who receive annual performance evaluations on time.	70%	85%
Complete recruitments in 2.5 months or less (time measured from date filing opens to date oral board interviews occur).	90%	95%

POSITIONS	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Finance	6	6	6	6	6
Human Resources	2	2	2	2	2
Information Technology	3	3	3	3	3
	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

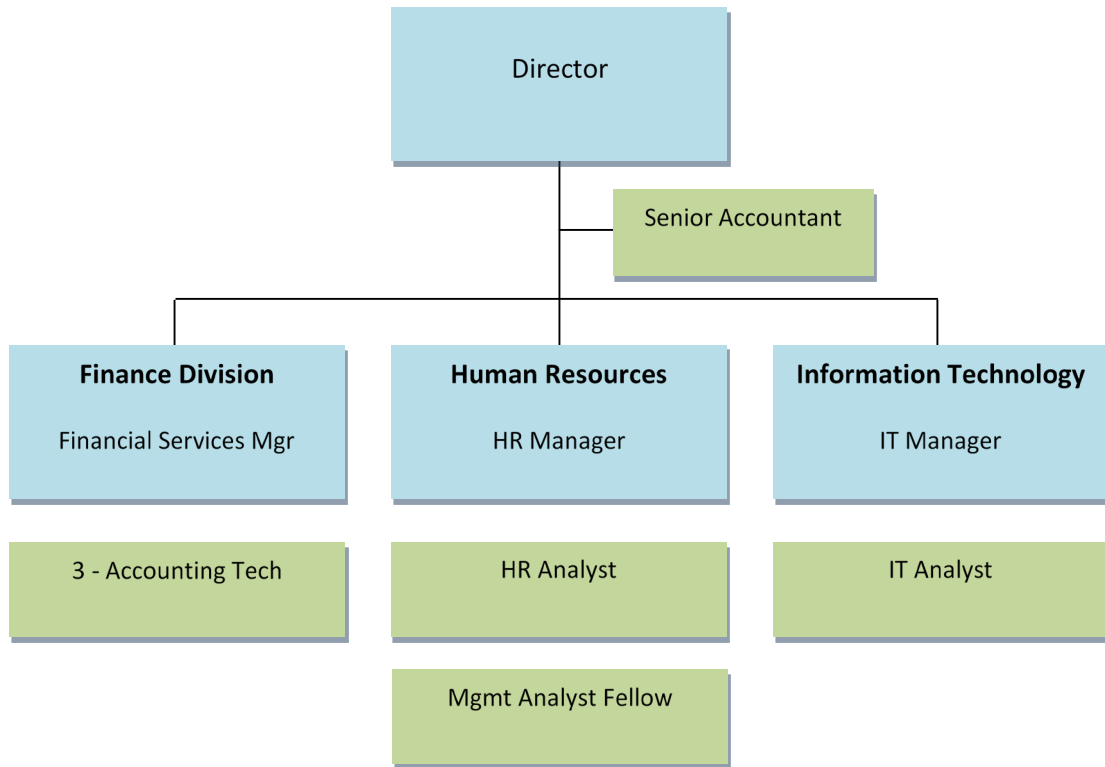
# ADMINISTRATIVE SERVICES

PROGRAM		FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change Over
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	2018/19
Finance	General	1,090,611	1,174,680	1,289,787	1,373,057	1,440,391	6.5%
Human Resources	General	599,131	511,281	875,746	862,991	924,727	-1.5%
Information Technology	General	739,718	912,943	1,006,944	1,082,669	1,173,119	7.5%
Non-Departmental	General	218,981	213,196	290,000	298,500	298,500	2.9%
<b>Administrative Services</b>		<b>2,648,440</b>	<b>2,812,099</b>	<b>3,462,477</b>	<b>3,617,217</b>	<b>3,836,817</b>	<b>4.5%</b>



EXPENSE	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change Over
ALLOCATION	Actual	Actual	Budget	Proposed	Proposed	2018/19
Salaries and Benefits	1,150,008	1,484,280	1,860,673	2,120,272	2,326,872	14.0%
Services and Supplies	1,447,034	1,283,277	1,563,804	1,373,945	1,407,945	-12.1%
Capital Outlay	51,399	44,543	38,000	123,000	102,000	223.7%
	<b>2,648,440</b>	<b>2,812,199</b>	<b>3,462,477</b>	<b>3,617,217</b>	<b>3,836,817</b>	<b>4.5%</b>

# ADMINISTRATIVE SERVICES



## DID YOU KNOW?

- The City of Los Altos received the National GFOA Award for the Popular Annual Financial Report (PAFR) in 2017 for the first-time submission.
- An average of 3,600 business applications (new and renewals) are processed each year.
- In the last 10 months The City of Los Altos had 13,420 visitors check in at the front counter.
- The email archiver has processed over 1 million emails a year.



# COMMUNITY DEVELOPMENT

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



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

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

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

## ACCOMPLISHMENTS FOR FY2017-19

- Updated the Loyola Corners Specific Plan.
- Developed a Vision for the Downtown, which was adopted.
- Processed the Jardin Avenue Annexation, which changed the City Limit line.
- Developed and received approval for the following zoning code and general plan amendments:
  - 2016 California Uniform Building Codes
  - CT Zone district regulations
  - Density bonus regulations
  - Accessory dwelling unit regulations
  - Accessory structure regulations
  - Update to historic preservation regulations
  - Affordable housing regulations
  - Housing impact fees
  - Short-term rental prohibition
  - Cannabis regulations
  - General plan and Zoning code amendments protecting city owned parks and open space
  - Implemented new permit tracking software.
  - Reached an agreement with a new Housing Services Provider.

# COMMUNITY DEVELOPMENT

## GOALS FOR FY2019-21

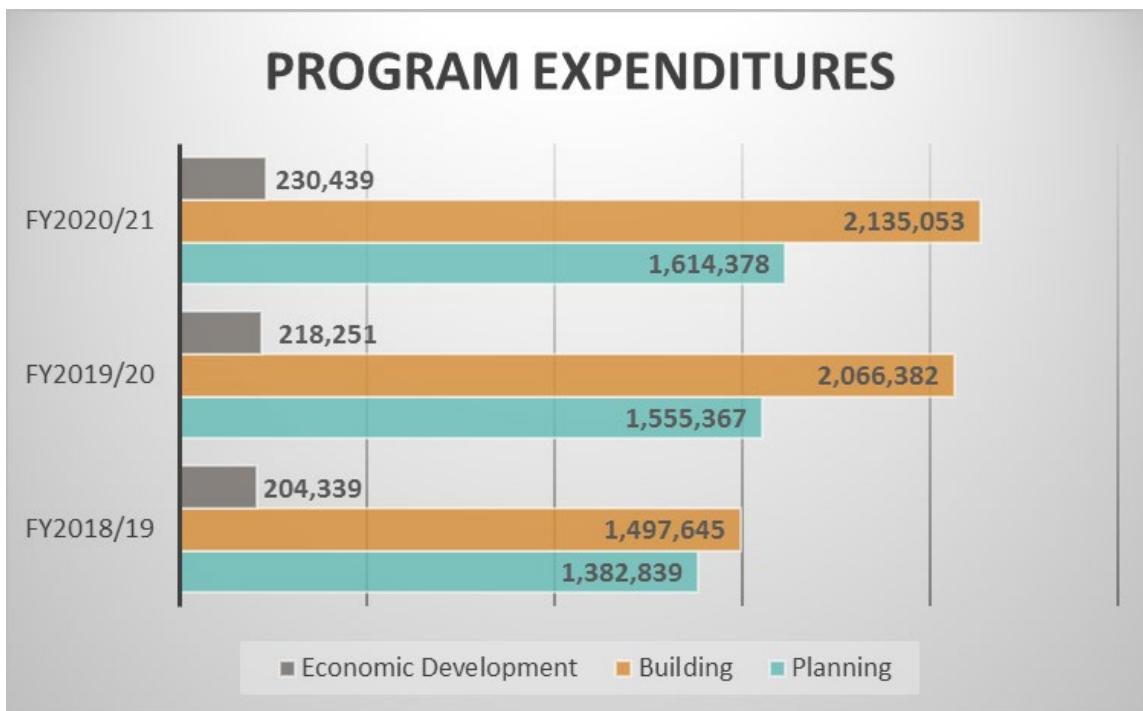
- Review and propose amendments to the City’s zoning code to correct subjective criteria to objective standards
- Improve the quantity, diversity and affordability of housing.
- Develop new building code regulations.
- Facilitate appropriate balance of commercial and residential uses, with focus on El Camino Real & Downtown.
- Initiate specific projects from the Downtown Vision, specifically - amend allowed uses on the ground floor in the CRS District.
- Maintain full staffing levels.
- Maintain fully-allocated cost recovery for the Department.

PERFORMANCE MEASURES	GOALS	
	FY2019/20	FY2020/21
Provide a timely review of all new design review applications - Planning	30 days	30 days
Provide a timely review of all tree removal permit applications - Planning	14 days	14 days
Provide timely Planning review building permit plan checks - Planning	21 days	21 days
Provide timely plan review turn-around times on building permits - Building	3-5 wks	3-5 wks
Maintain timely turn-arounds on re-submittals to Building Division - Building	10 days	10 days
Host retail district discussions across the City – Economic Development	5 times year	5 times year
Improve sign permit review time – Economic Development	14 days	14 days

POSITIONS	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Planning	7	7	7	8	8
Building Inspection	7	7	7	7	7
Economic Development	-	-	1	1	1
	<b>14</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>16</b>

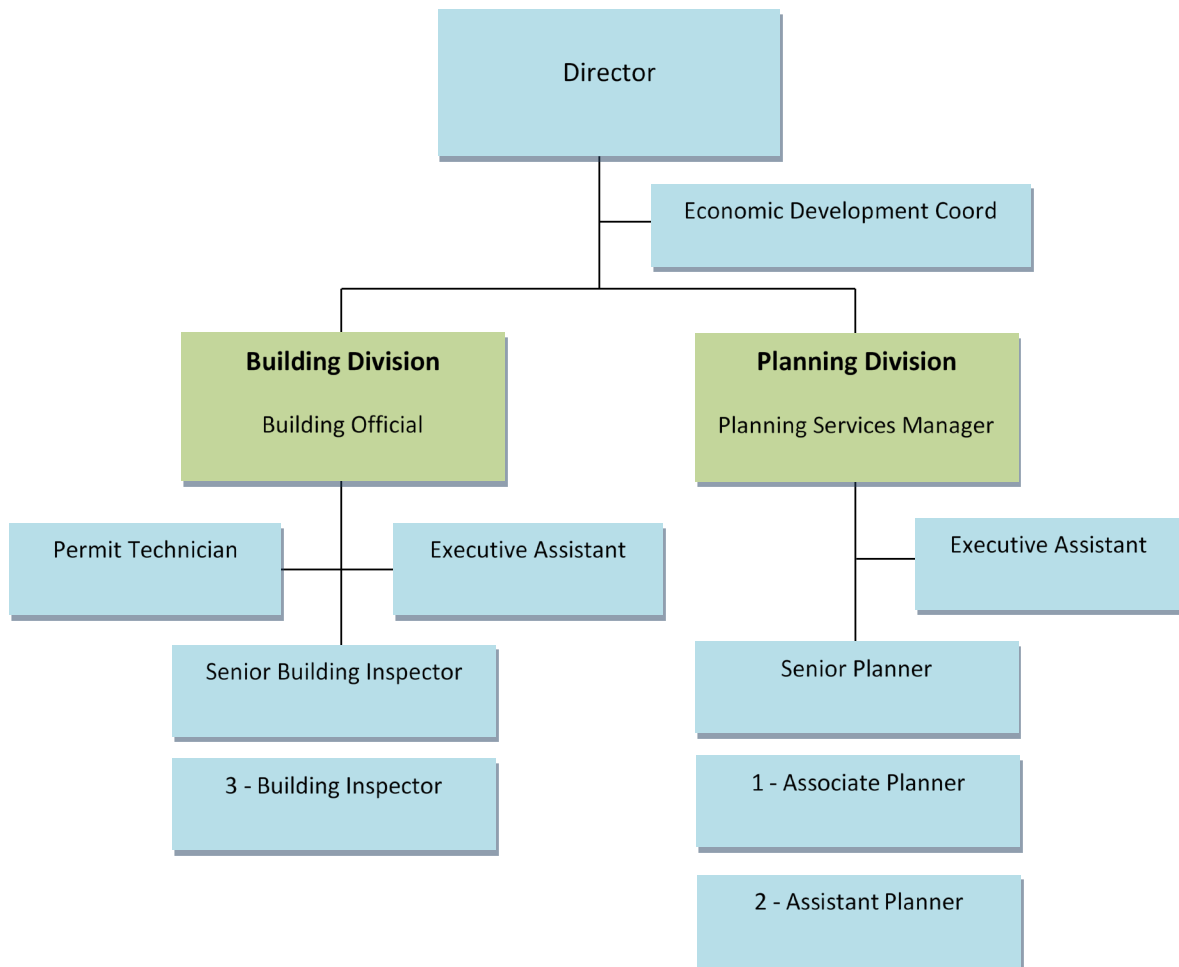
# COMMUNITY DEVELOPMENT

PROGRAM		FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change Over 2018/19
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	
Planning	General	1,170,973	1,387,306	1,382,839	1,555,367	1,614,378	12.5%
Building	General	1,361,127	1,383,953	1,497,645	2,066,382	2,135,053	38.0%
Economic Development	General	276,170	296,652	204,339	218,251	230,439	6.8%
<b>Community Development</b>		<b>2,808,271</b>	<b>3,067,911</b>	<b>3,084,823</b>	<b>3,840,000</b>	<b>3,979,870</b>	<b>24.5%</b>



EXPENSE	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change Over 2018/19
ALLOCATION	Actual	Actual	Budget	Proposed	Proposed	
Salaries and Benefits	2,197,205	2,423,120	2,289,960	2,434,165	2,626,535	6.3%
Services and Supplies	601,935	643,281	789,863	1,400,835	1,348,335	76.2%
Capital Outlay	9,130	1,510	5,000	5,000	5,000	-
	<b>2,808,271</b>	<b>3,067,911</b>	<b>3,084,823</b>	<b>3,840,000</b>	<b>3,979,870</b>	<b>24.5%</b>

# COMMUNITY DEVELOPMENT



## DID YOU KNOW?

- The Los Altos General Plan includes 8 Elements that guide the future of the City - take a look.
- The ratio of parkland to residents is approximately 1.3 acres of parkland per 1,000 residents.
- Four creeks touch Los Altos, they include Adobe Creek, Hale Creek, Permanente Creek, and Stevens Creek.

## ENGINEERING SERVICES

The Engineering Services Department provides stewardship of the City's infrastructure through its two divisions: Capital Projects and Transportation Services.

The Capital Projects Division is responsible for the planning, design and construction of new facilities and the repair and rehabilitation of existing facilities; reviews development and renovation plans for private property; provides knowledgeable counter service at City Hall; oversees the City's solid waste, sewer and stormwater programs; and supports Council goals-related infrastructure improvements.



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

### ACCOMPLISHMENTS FOR FY2017-19

- ❑ Conducted public outreach and opinion survey and prepared ballot initiative for the creation of a dedicated storm drainage fund.
- ❑ Performed a sewer rate study and adopted a 5-year sewer rate schedule.
- ❑ Completed Windimer Drive Storm Drain Ditch Improvement Project.
- ❑ Completed Covington Bicycle and Pedestrian Improvements Project.
- ❑ Replaced playground structures at the Los Altos Youth Center and Tiny Tots.
- ❑ Completed several significant sewer repair and rehabilitation projects including the South Sewer Replacement Project and the SCVWD Sewer Main Project.
- ❑ Completed the City Hall HVAC System Upgrades.
- ❑ Completed Roof Replacement Projects (City Hall and Police Department).
- ❑ Completed several pavement improvement projects including First Street downtown.
- ❑ Completed Phase 2 of the First Street Utility Undergrounding Project.
- ❑ Completed numerous crosswalk and intersection improvement projects throughout the City incorporating illuminated or high visibility crosswalks, speed feedback signs, and improved ADA ramps.

# ENGINEERING SERVICES

## GOALS FOR FY2019-21

- Construct a new Los Altos Community Center consistent with City Council priority.
- Continue to implement Bicycle and Pedestrian Master Plans with a focus on school route improvements.
- Negotiate an extension to the City’s solid waste franchise agreement.
- Implement funded pavement improvement projects.
- Implement stormwater Municipal Regional Permit requirements and continue efforts to meet 100% trash capture reduction or no adverse impact to receiving waters from trash by July 2020.
- Continue implementation of Sanitary Sewer Master and Management Plans to maintain serviceability of the sewer system and reduce Sanitary Sewer Overflows.
- Continue to work with solid waste collection service provider to maintain high level of service and exceed state waste diversion mandates.
- Evaluate and implement a new asset management computer system to better manage city-owned facilities and infrastructure.

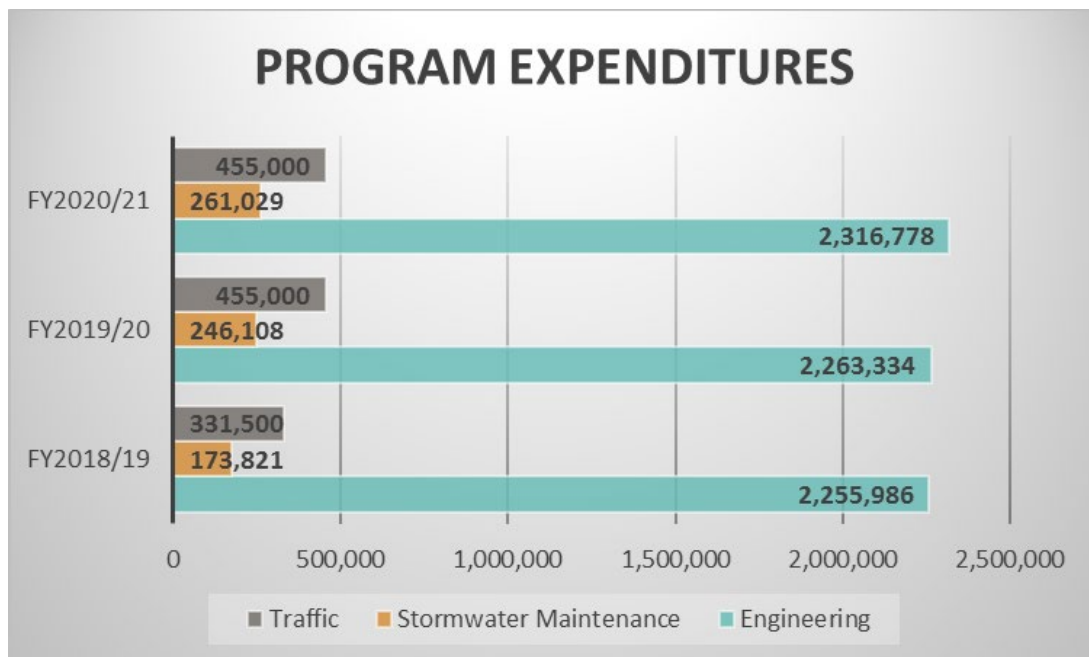
PERFORMANCE MEASURES	GOALS	
	FY2019/20	FY2020/21
Complete capital improvement projects on schedule	>70%	>80%
Complete capital improvement projects within budget	>70%	>80%

POSITIONS	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Engineering	12.75	12.75	12.75	11.75	11.75
Stormwater Maintenance	-	-	-	0.75	0.75
Traffic	-	-	-	-	-
Sewer Administration	1.25	1.25	1.25	1.5	1.5
	14	14	14	14	14

# ENGINEERING SERVICES

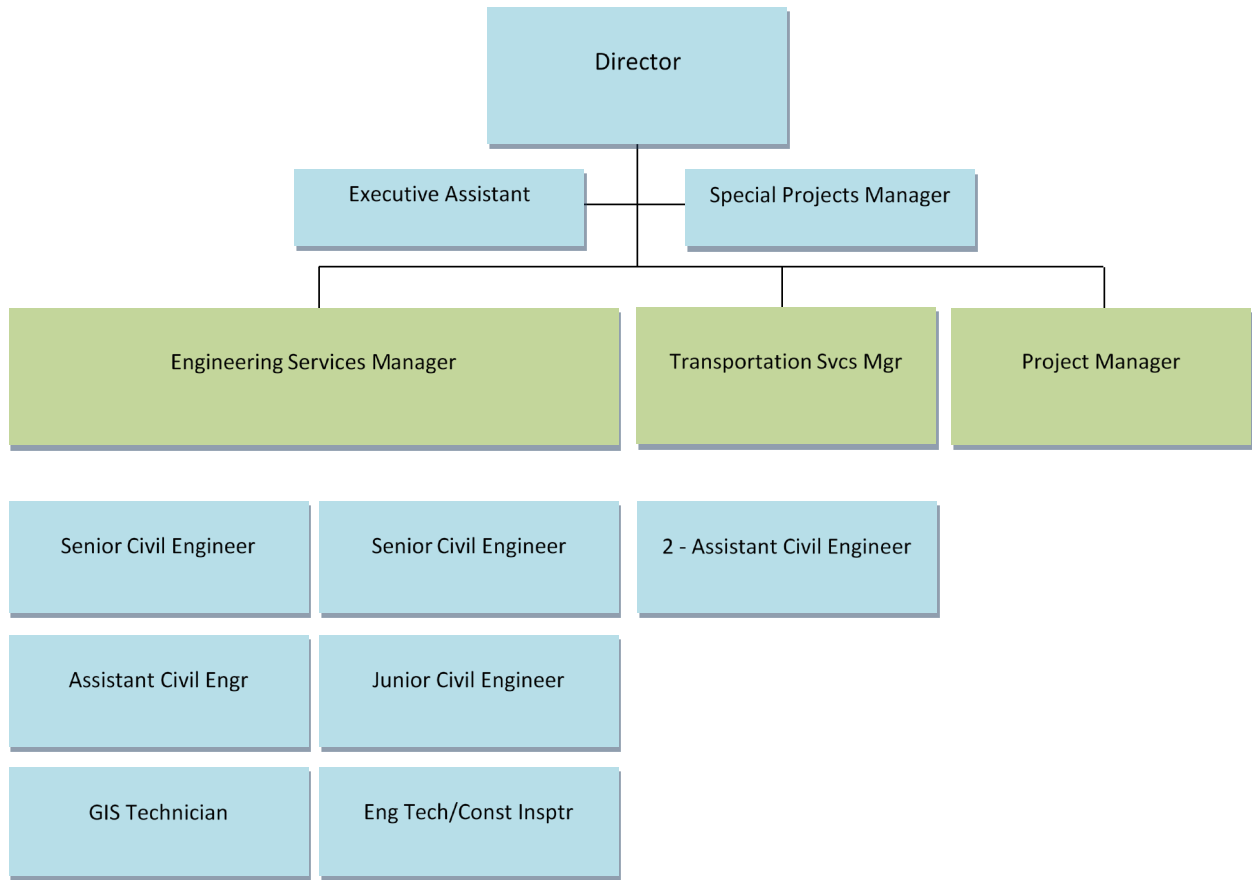
PROGRAM EXPENDITURES	Fund	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change Over
		Actual	Actual	Budget	Proposed	Proposed	2018/19
Sewer Maintenance	Enterprise	4,477,697	4,411,531	5,130,509	5,340,562	5,513,696	4.1%
Solid Waste Administration	Enterprise	437,855	461,038	555,585	589,693	605,881	6.1%
		<b>5,008,797</b>	<b>5,538,385</b>	<b>5,686,094</b>	<b>5,930,255</b>	<b>6,119,577</b>	<b>4.3%</b>

PROGRAM EXPENDITURES	Fund	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change Over
		Actual	Actual	Budget	Proposed	Proposed	2018/19
Engineering	General	1,682,024	1,941,418	2,255,986	2,263,334	2,316,778	0.3%
Stormwater Maintenance	General	141,598	171,140	173,821	246,108	261,029	41.6%
Traffic	General	289,975	245,570	331,500	455,000	455,000	37.3%
<b>Engineering</b>		<b>2,113,597</b>	<b>2,358,128</b>	<b>2,761,307</b>	<b>2,964,442</b>	<b>3,032,807</b>	<b>7.4%</b>



EXPENSE ALLOCATION	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change Over
	Actual	Actual	Budget	Proposed	Proposed	2018/19
Salaries and Benefits	1,473,087	1,857,086	2,060,540	1,963,382	2,251,747	-4.7%
Services and Supplies	640,510	496,405	700,768	1,001,060	781,060	42.9%
Capital Outlay	-	4,637	-	-	-	-
	<b>2,113,597</b>	<b>2,358,128</b>	<b>2,761,307</b>	<b>2,964,442</b>	<b>3,032,807</b>	<b>7.4%</b>

# ENGINEERING SERVICES



## DID YOU KNOW?

- The Engineering Services Department issues 800 to 1,000 permits annually.
- Engineering maintains 108 miles of sewage collection systems.



# MAINTENANCE SERVICES

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

The Maintenance Services Department responsibilities include:

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

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

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

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

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



## ACCOMPLISHMENTS FOR FY2017-19

- Completed citywide street tree inventory.
- Crack sealed 75 lane miles of road way extending the life of City roads.
- Located and cleared 270 Storm Water outfalls in to City Creeks. Eliminating major flooding during severe storms.
- Cleaned and inspected 2700 Storm Water catch basins.
- Worked with the County of Santa Clara on tree plantings on Foothill Expressway medians.

# MAINTENANCE SERVICES

## GOALS FOR FY2019-21

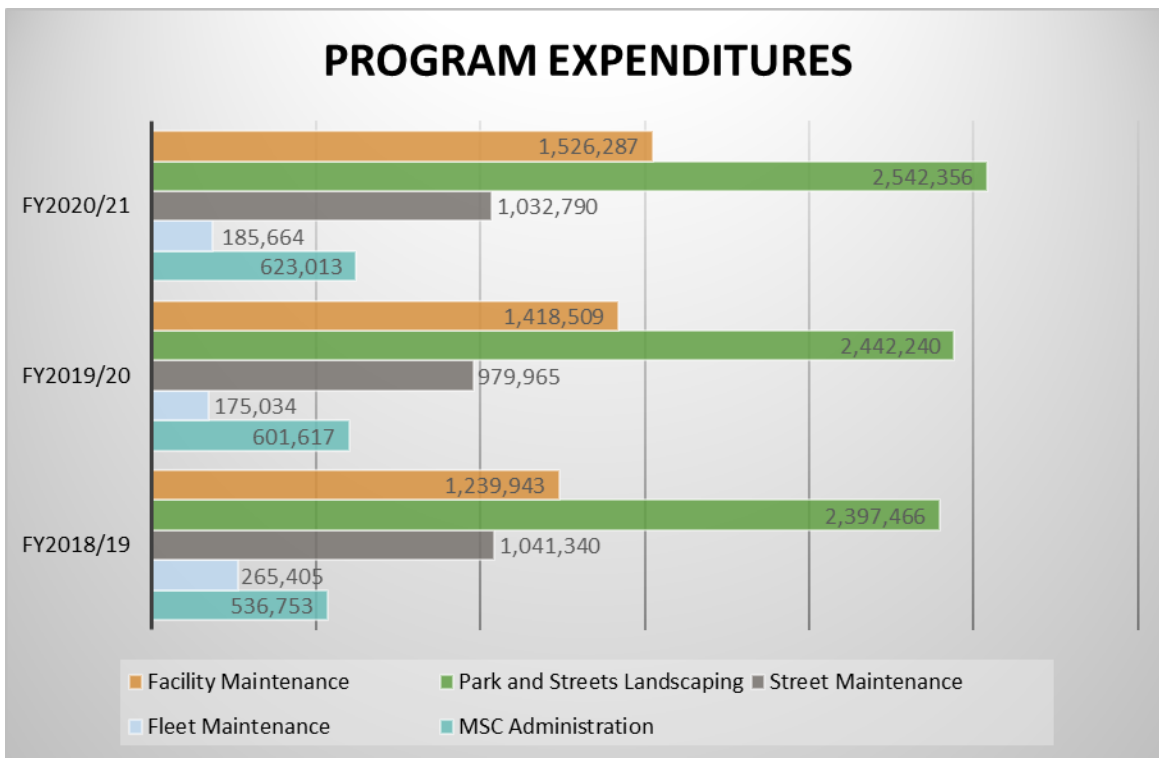
- Continue as part of the project management team for the new Los Altos Community Center, scheduled for opening in December 2020 consistent with City Council priority.
- Support the implementation of a 10-year Capital Facilities Plan and its on-going updates.
- Continue implementation of Sanitary Sewer Master Plan and Sanitary Sewer Management Plan to maintain serviceability of the sewer system and reduce Sanitary Sewer Overflows.
- Implement a new asset management computer system to better manager city-owned facilities and infrastructure.
- Implement electronic Underground Service Alert (USA) system to keep better records and make staff more efficient.
- Beautification of the City’s medians through new plantings and a more targeted maintenance plan.
- Continue efforts to maximize tree plantings as appropriate and keep all City owned trees in the healthiest condition.
- Improve the condition and extend the life of City Roadways through increased crack sealing and asphalt repairs.
- Continue to thoroughly clean and inspect the City’s Storm Water System, eliminating major flooding and reducing pooling.

PERFORMANCE MEASURES	GOALS	
	FY2019/20	FY2020/21
Crack seal roadway	45 lane miles	45 lane miles
Clean City sewer lines	445,000 ft	445,000 ft

POSITIONS	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
MSC Administration	2	2	2	2	2
Fleet Maintenance	1	1	1	1	1
Street Maintenance	7	7	7	7	7
Park and Streets Landscaping	13	13	13	13	13
Facility Maintenance	5	5	5	5	5
Sewer Maintenance	6	6	6	6	6
	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>

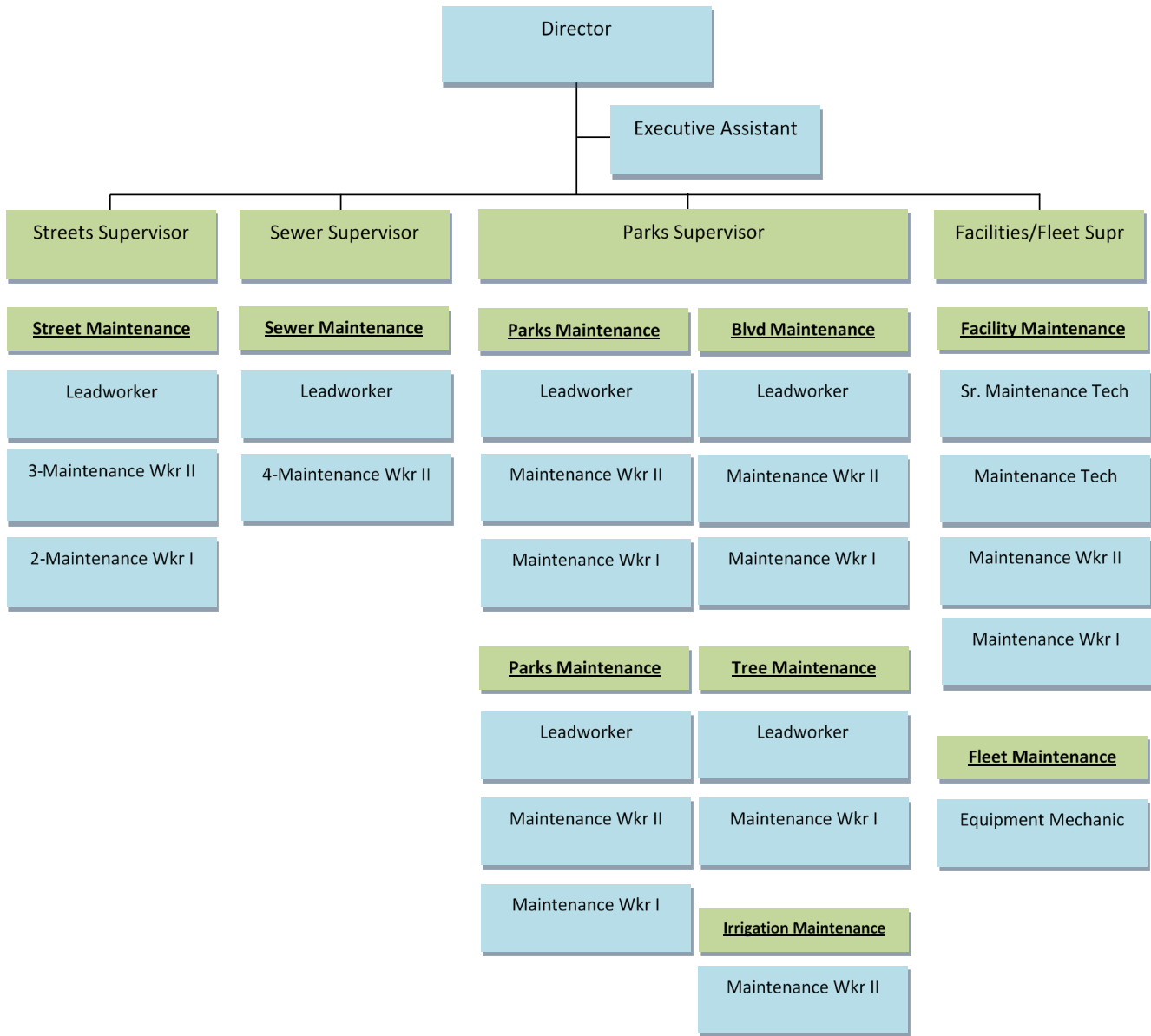
# MAINTENANCE SERVICES

PROGRAM EXPENDITURES	Fund	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change
		Actual	Actual	Budget	Proposed	Proposed	Over 2018/19
MSC Administration	General	483,281	544,418	536,753	601,617	623,013	12.1%
Fleet Maintenance	General	206,805	253,154	265,405	175,034	185,664	-34.1%
Street Maintenance	General	923,732	1,050,434	1,041,340	979,965	1,032,790	-5.9%
Park and Streets Landscaping	General	2,309,934	2,514,450	2,397,466	2,442,240	2,542,356	1.9%
Facility Maintenance	General	1,085,044	1,175,929	1,239,943	1,418,509	1,526,287	14.4%
<b>Maintenance Services</b>		<b>5,008,797</b>	<b>5,538,385</b>	<b>5,480,907</b>	<b>5,617,365</b>	<b>5,910,110</b>	<b>2.5%</b>



EXPENSE ALLOCATION	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change
	Actual	Actual	Budget	Proposed	Proposed	Over 2018/19
Salaries and Benefits	3,086,400	3,341,355	3,498,850	3,529,965	3,876,160	0.9%
Services and Supplies	1,912,291	2,183,651	1,982,057	2,087,400	2,033,950	5.3%
Capital Outlay	10,106	13,379	-	-	-	-
	<b>5,008,797</b>	<b>5,538,385</b>	<b>5,480,907</b>	<b>5,617,365</b>	<b>5,910,110</b>	<b>2.5%</b>

# MAINTENANCE SERVICES



## DID YOU KNOW?

- The Sewer Division responds to a complaint call within 45 minutes or less, regardless of the call time.
- The Parks Division will trim 660 trees annually in the Downtown area alone.

## PUBLIC SAFETY

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



This two-year budget includes one additional FTE Police Officer position and one PTE Emergency Coordinator transferred to the Police Department. The core services provided by the Department are: response to emergency and non-emergency calls for service; proactive identification of criminal activity, traffic safety, investigation of crime and prosecution of criminals, 911 call taking and emergency dispatch services, training of personnel, crime prevention and community outreach, code enforcement, maintenance of records, property and evidence control and emergency preparedness.

### ACCOMPLISHMENTS FOR FY2017-19

Continued to focus on our Community Priorities

#### Child and School Safety

- The Department trained an additional police officer to assist in teaching the DARE program to 5<sup>th</sup> and 6<sup>th</sup> graders at local schools. The program provides kids with tools for avoiding drugs, alcohol and tobacco. It also helps kids make better decisions through the DARE decision making model.
- The Department initiated the “Drunk Busters” training program. This program is taught to students at various schools and provides practical information to increase awareness surrounding drunk and drugged driving with a goal of preventing its occurrence.

#### Traffic Safety

- A fourth Motorcycle Officer completed a rigorous training course and joined the Traffic Enforcement Division. This addition has enhanced the department’s capabilities to address increased concerns surrounding traffic safety near schools and residential neighborhoods. Overall, there was a 24% decrease in traffic collisions from 2017 to 2018.
- The team hosted two allied-agency enforcement days where dozens of officers from neighboring police agencies assisted our team in addressing traffic complaints throughout the city.
- Overall, the Traffic Enforcement Division increased enforcement by more than 50% from CY 2017 to CY 2018.

# PUBLIC SAFETY

## ACCOMPLISHMENTS CONTINUED

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- Safe and Secure Neighborhoods
  - Overall there was nearly a 40% decrease in burglaries between 2016 and 2018.
  - The Department continues to offer crime prevention tips through the monthly Crime Prevention newsletter, City Manager weekly updates, social media platforms and Neighborhood Watch meetings, upon request.
- Safe Shopping Districts
  - The Department has been working with local business organizations to strengthen crime prevention and emergency preparedness efforts within the business community. Department members presented at both LAVA and Chamber of Commerce meetings.
- Emergency Preparedness
  - The Department, along with the City's Community Emergency Preparedness Coordinator, has worked closely with the community as the Los Altos Prepares Program continues to develop.
  - In 2019 the City sponsored its first Community and Emergency Preparedness Grant Program. The program generated a variety of creative ideas surrounding Neighborhood Watch and Emergency Preparedness.
- Enhanced Community Policing and Customer Service efforts
  - The Department hosted several "Coffee with a Cop" events, allowing community members to engage with Los Altos Police Officers. These events were well received and featured on social media platforms.
- Expanded outreach and strengthened community partnerships related to Mental Health and Domestic Violence Issues
  - The Police Department has 100% of sworn Police Officers trained in CIT (Crisis Intervention). This is a dynamic program, which provides officers with necessary skills to mediate incidents involving mentally ill persons. The program also provides valuable de-escalation techniques to enhance the safety of officers and the public alike.
  - The Department continues to build on its relationship with WomenSV in providing resources to assist victims of domestic violence.
- Continued implementation of the Tri-City virtual consolidation Project
  - The city installed new equipment to provide state of the art capabilities to enhance communications interoperability during emergencies.
  - The Department's 9-1-1 equipment and phone system were both upgraded during this cycle.

# PUBLIC SAFETY

## GOALS FOR FY2019-21

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- Maintain focus on our Community Priorities
  - Child and School Safety
  - Traffic Safety
  - Safe & Secure Neighborhoods
  - Safe Shopping Districts
  - Emergency Preparedness
- Expand the School Resource Officer Program
  - Selection of second School Resource Officer
  - Increase programs for Egan and Blach Middle Schools
  - Focus on traffic enforcement and student safety in School Zones
  - Develop new curriculum pertaining to student safety
  - Participation in the Juvenile Traffic Diversion Program. The program offers a two-hour safety education class for youth who are cited for bicycle, pedestrian, and other non-motor vehicle violations. Youth under age 18 may attend class along with their parent/guardian in lieu of paying the fines and fees related to the citation.
- Work with Information Technology to enhance the technological capabilities of public safety in Los Altos.
  - Finalize implementation of the Tri-City virtual consolidation Records Management System (RMS) Project
  - Complete an upgrade to the Computer Aided Dispatch (CAD) system and in car Mobile Data Terminals (MDT) including new hardware.
  - Implement Text to 911 option for reporting emergencies.
  - Implement online reporting feature for Code Enforcement issues and selected property crimes.
- Emergency Preparedness program enhancements
  - The Community Emergency Preparedness Coordinator will continue to work under the direction of the Police Department to enhance emergency preparedness and crime prevention. The Department will seek to facilitate a stronger partnership between the community BAT and Neighborhood Watch programs.



# **PUBLIC SAFETY**

## **PERFORMANCE MEASURES**

**FY2019/20    FY2020/21**

Ensure timely response of first responders to emergency calls for services	<5:30 mins	<5:30 mins
All incoming 911 calls will be answered in less than 10 seconds.	90%	90%
Increase number of subscribed block captains each fiscal year	10%	10%
Revitalize the business watch program	20 members	22 members
Host community outreach events per fiscal year, including coffee with a cop, education series presentation, and crime prevention seminars.	6 meeting	6 meetings
Recruit new ham radio operators and new CERTS each fiscal Year	10	10

## **POSITIONS**

**FY2016/17    FY2017/18    FY2018/19    FY2019/20    FY2020/21**

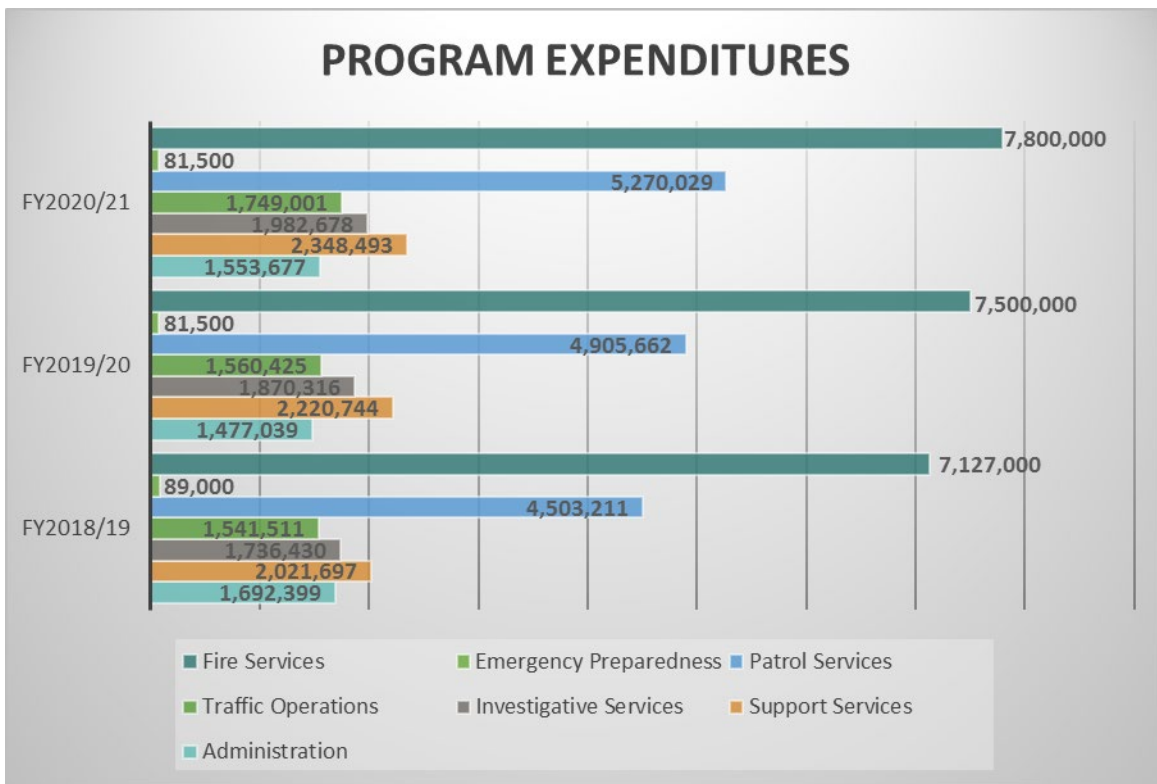
Administration	5	5	5	5	5
Patrol Services	19	19	19	19	19
Support Services	11	11	11	11	11
Investigative Services	7	7	7	8	8
Traffic Operations	4	4	4	4	4
Emergency Preparedness	-	-	-	-	-
	<b>46</b>	<b>46</b>	<b>46</b>	<b>47</b>	<b>47</b>





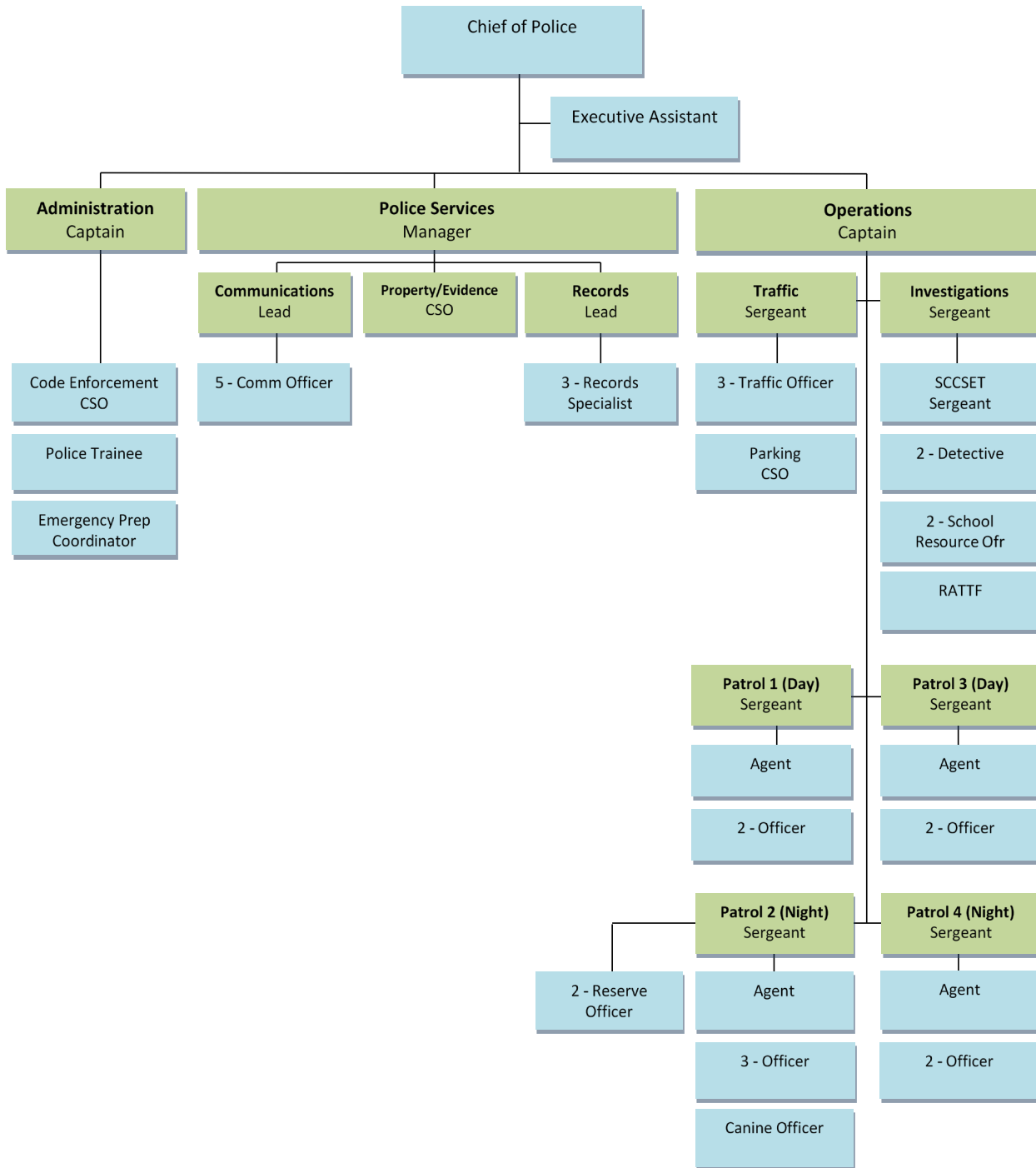
# PUBLIC SAFETY

PROGRAM EXPENDITURES	Fund	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change
		Actual	Actual	Budget	Proposed	Proposed	Over 2018/19
Administration	General	1,447,849	1,465,467	1,692,399	1,477,039	1,553,677	-12.7%
Support Services	General	1,781,415	1,865,408	2,021,697	2,220,744	2,348,493	9.8%
Investigative Services	General	1,198,150	1,327,079	1,736,430	1,870,316	1,982,678	7.7%
Traffic Operations	General	919,865	1,321,637	1,541,511	1,560,425	1,749,001	1.2%
Patrol Services	General	4,594,082	4,757,642	4,503,211	4,905,662	5,270,029	8.9%
Emergency Preparedness	General	26,667	6,530	89,000	81,500	81,500	-8.4%
Fire Services	General	6,473,397	6,721,949	7,127,000	7,500,000	7,800,000	0
<b>Public Safety</b>		<b>16,441,424</b>	<b>17,465,713</b>	<b>18,711,248</b>	<b>19,615,686</b>	<b>20,785,378</b>	<b>4.8%</b>



EXPENSE ALLOCATION	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change
	Actual	Actual	Budget	Proposed	Proposed	Over 2018/19
Salaries and Benefits	8,531,927	9,188,754	9,140,150	10,452,060	11,214,475	14.4%
Services and Supplies	7,909,498	8,276,958	9,571,098	9,163,626	9,570,903	-4.3%
Capital Outlay	-	-	-	-	-	-
	<b>16,441,424</b>	<b>17,465,713</b>	<b>18,711,248</b>	<b>19,615,686</b>	<b>20,785,378</b>	<b>4.8%</b>

# PUBLIC SAFETY



## DID YOU KNOW?

- The Los Altos Police Department received 5,485 911 calls.
- Los Altos Police Officers handled 20,253 incidents and calls for services.
- Los Altos Police Officers conducted 6,872 traffic stops and pedestrian stops.

## RECREATION & COMMUNITY SERVICES

The Recreation & Community Services Department offers a wide variety of recreational opportunities for all ages. Programs for youth and adults include classes and camps which focus on: health and wellness, life-long learning, and special interest. From youth soccer and basketball to adult jazzercise and yoga/Pilates, everyone in the family can choose a fun, recreational way to stay active. In addition, the Los Altos community can continue to expand their life skills or interest through youth theatre, financial planning, painting, pet training, or music just to name a few examples. Teen focused programming currently utilizes The Underground facility, while seniors have the option to participate in senior focused programming at two locations—Hillview and Grant Community Centers. The facility rental program, which provides opportunities and services for many community-based groups, is internally managed and continues to grow and expand. Recreation & Community Services also provides a very robust volunteer program (MVP) to garner community involvement to both supplement and support the department's programs and services. Furthermore, Recreation continues to coordinate an array of special event, which are instrumental in creating community in Los Altos and the surrounding area. Events such as the Summer Concerts, New Year's Day Fun Run and the Spring Egg Hunt bring in 700-1,000 people per event.



With the upcoming demolition and construction of the new community center, Recreation & Community Services will enter a transitional period. Many of the Recreation classes, programs and events have been relocated as of April 2019 to other City facilities or placed on hiatus due to the limited space available. Recreation operations will relocate to the newly renovated Underground in Summer 2019. This relocation will displace our Teen facility, however Recreation will offer Teen focused events at other City facilities to offset this displacement. In addition, our Senior Center has relocated to the Grant Park site as of April 2019.

Recreation & Community Service's budget for 2019/21 reflects a balanced approach to department expenditures—utilizing both internally and contractually provided programs and services. Internally, the budget reflects funding for supplies, facility requirements and needs, and the use of full and part-time staff. Additionally, Recreation accounts for anticipated contractual usage which helps to augment the diverse programs and services that we provide.

The Recreation & Community Services Department operates in a friendly, professional manner with a strong focus on providing the Los Altos community with outstanding customer service. We endeavor to anticipate and keep pace with the ever-changing trends, community needs, and priorities. Being cost effective, in addition to recovering cost, is an important part of the budget. Staff will continue to strive to maintain a direct cost recovery range of approximately 80%, as it has in prior years

# RECREATION & COMMUNITY SERVICES

## ACCOMPLISHMENTS FOR FY2017-19

- ❑ Completed facility improvements to the Grant Community Center.
- ❑ Resurfaced the tennis courts at McKenzie, Montclair and Marymeade Parks.
- ❑ Completed park improvements to the Los Altos Youth Center and the San Antonio Club.
- ❑ Assumed and continued the programming for the Glorious 4<sup>th</sup> event at Shoup Park.
- ❑ Assumed and continued the programming for the Downtown Green.
- ❑ Transitioned the Los Altos Youth Theatre program to a contractual partnership with the Los Altos Stage Company.
- ❑ Partnered with the Senior Commission and Parks & Recreation Commission to offer additional special events.

## GOALS FOR FY2019-21

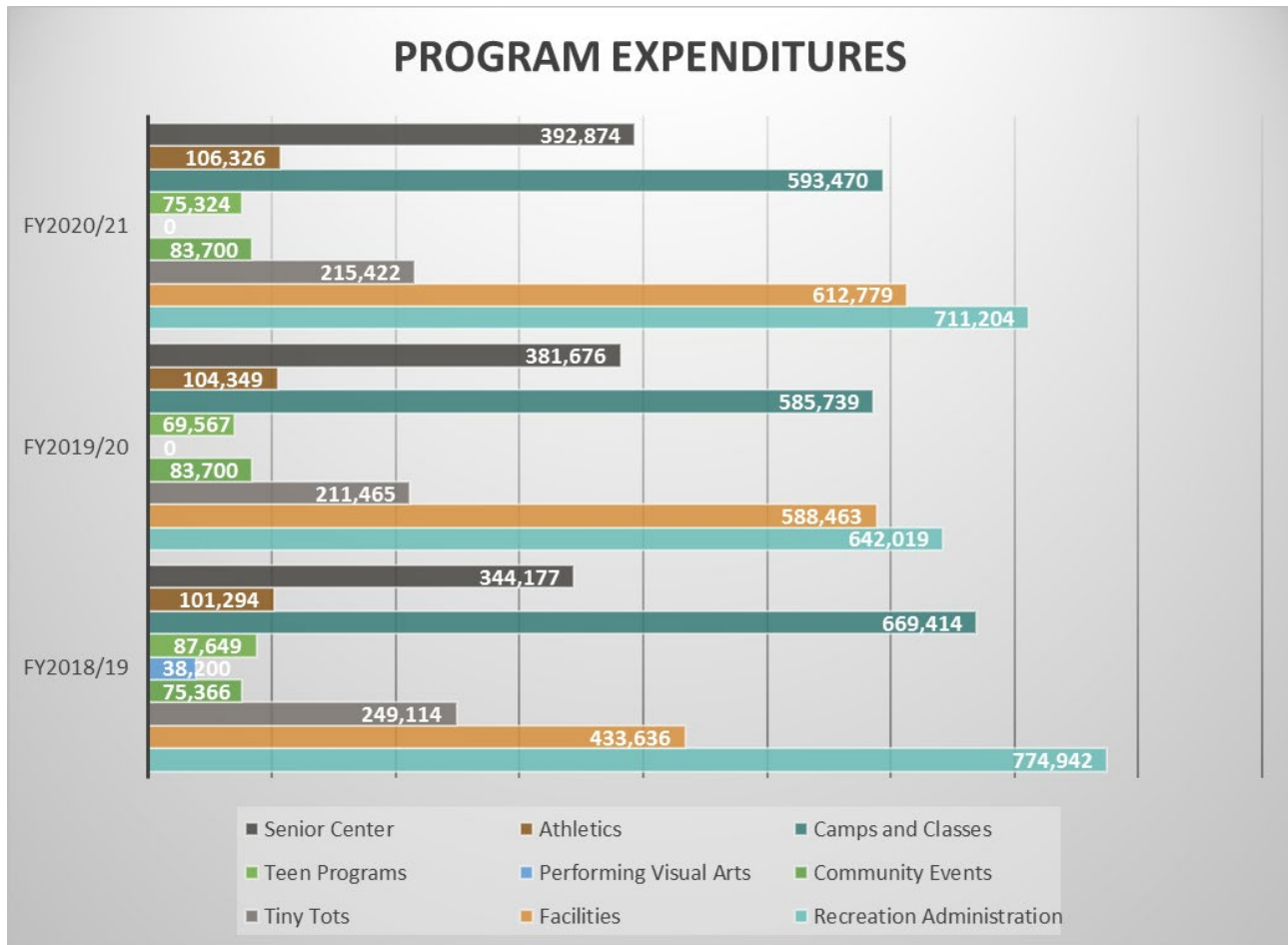
- ❑ Launch improved recreation registration software.
- ❑ Partner with the Arts Commission to provide increased art events and/or programs.
- ❑ Increase non-Hillview Community Center rental reservations by 15%.
- ❑ Transition recreation operations to the Underground during construction of the new community center.
- ❑ Rebrand the teen programs and events to increase participation in anticipation of the repurposing of the Underground facility.
- ❑ Maintain the variety of programs and services offered by effectively and efficiently utilizing other City facilities and partnering with community-based organizations during the construction of the new community center.

PERFORMANCE MEASURES	GOALS	
	FY2019/20	FY2020/21
Maintain reasonable class cancellation rate	15%	15%
Maintain and/or increase attendance at Recreation event	5,460	5,460
Maintain rental usage of Recreation city facilities	4,297	4,297

POSITIONS	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21
Recreation Administration	2.5	2.5	2.5	2.5	2.5
Facilities	2	2	2	2	2
Tiny Tots	0.5	0.5	0.5	0.5	0.5
Community Events	-	-	-	-	-
Performing Visual Arts	-	-	-	-	-
Teen Programs	0.5	0.5	0.5	0.5	0.5
Camps and Classes	0.75	0.75	0.75	0.75	0.75
Athletics	0.25	0.25	0.25	0.25	0.25
Senior Center	1.5	1.5	1.5	1.5	1.5
	8	8	8	8	8

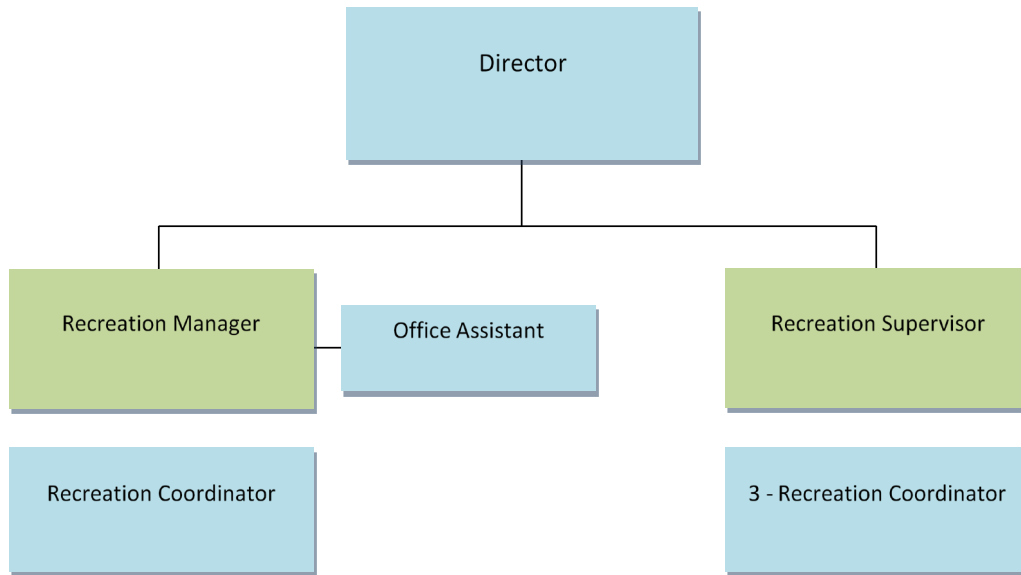
# RECREATION & COMMUNITY SERVICES

PROGRAM		FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change
EXPENDITURES	Fund	Actual	Actual	Budget	Proposed	Proposed	Over 2018/19
Recreation Administration	General	509,208	711,895	774,942	642,019	711,204	-17.2%
Facilities	General	479,421	457,802	433,636	588,463	612,779	35.7%
Tiny Tots	General	127,875	213,129	249,114	211,465	215,422	-15.1%
Community Events	General	42,893	50,526	75,366	83,700	83,700	11.1%
Performing Visual Arts	General	68,557	25,239	38,200	-	-	-100%
Teen Programs	General	102,706	75,943	87,649	69,567	75,324	-20.6%
Camps and Classes	General	463,226	560,034	669,414	585,739	593,470	-12.5%
Athletics	General	337,805	143,234	101,294	104,349	106,326	3.0%
Senior Center	General	211,080	272,197	344,177	381,676	392,874	10.9%
		<b>2,342,722</b>	<b>2,509,279</b>	<b>2,773,792</b>	<b>2,666,978</b>	<b>2,791,099</b>	<b>-3.9%</b>



EXPENSE	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	% Change
ALLOCATION	Actual	Actual	Budget	Proposed	Proposed	Over 2018/19
Salaries and Benefits	1,197,588	1,390,868	1,551,632	1,503,008	1,633,529	-3.1%
Services and Supplies	1,142,381	1,118,411	1,222,160	1,163,970	1,157,570	-4.8%
Capital Outlay	2,802	-	-	-	-	-
	<b>2,342,772</b>	<b>2,509,279</b>	<b>2,773,792</b>	<b>2,666,978</b>	<b>2,791,099</b>	<b>-3.9%</b>

# RECREATION & COMMUNITY SERVICES



## DID YOU KNOW?

- Recreation offered 1,110 classes in fiscal year 2017/18.
- In fiscal year 2017/2018, Recreation processed 2,509 facility rentals for a total of 10,350 hours and 15 minutes of use.
- Recreation hosted 14 special events in fiscal year 2017/2018: New Year's Fun Run, Spring Egg Hunt, Summer Concerts (8), Glorious 4th, Downtown Green, Halloween Window Painting, and Tree Lighting.



**5-YEAR CAPITAL  
IMPROVEMENT PLAN (CIP)**

*Heritage Orchard*

# GUIDE TO THE 5-YEAR CIP

## INTRODUCTION

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

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

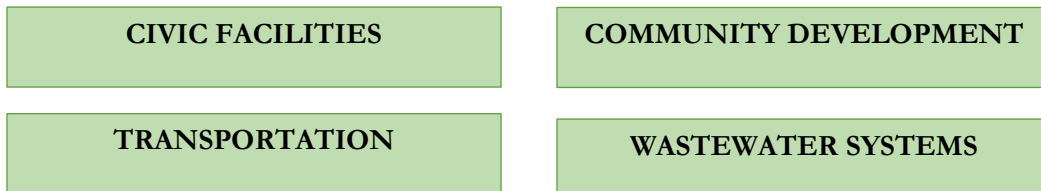
## HOW THIS DOCUMENT IS ORGANIZED

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

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

## Guide to The Five-Year CIP

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





# GUIDE TO THE 5-YEAR CIP

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

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

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

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

Each of the project descriptions within the various service areas display projected costs for each of the next five years including the proposed allocation for FY 2017/18, planned costs for the following four years, a brief description of each project, the identified area of priority/benefit and a brief commentary of the status of ongoing and current expenditures. For projects where the operational cost impact is known, this information is also included in the description. Inflationary factors are also included where appropriate. All active and proposed projects are developed into individual five-year project formats.

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

## **HEALTH & SAFETY**

Transportation Improvements  
Streets & Roadways  
Pedestrian & Pathway  
Wastewater System Improvements  
Safety Communications

## **ENSURING QUALITY OF LIFE**

Community Development  
Technology & Infrastructure  
Public Safety Communications  
Civic Facilities  
Recreation/Parks/Trails  
Municipal Facilities

## **ASSET PRESERVATION**

Road Resurfacing  
Slurry Seal  
Facility Maintenance

## **EFFICIENCY**

Technology  
Geographic Mapping  
Long Term Planning

# GUIDE TO THE 5-YEAR CIP

## CIP REVENUE SOURCES

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### HOW CIP PROJECTS ARE FINANCED

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

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

### RESTRICTED REVENUE FUNDS

#### Roadways & Traffic

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

#### Community Facilities

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

#### Enterprise Funds

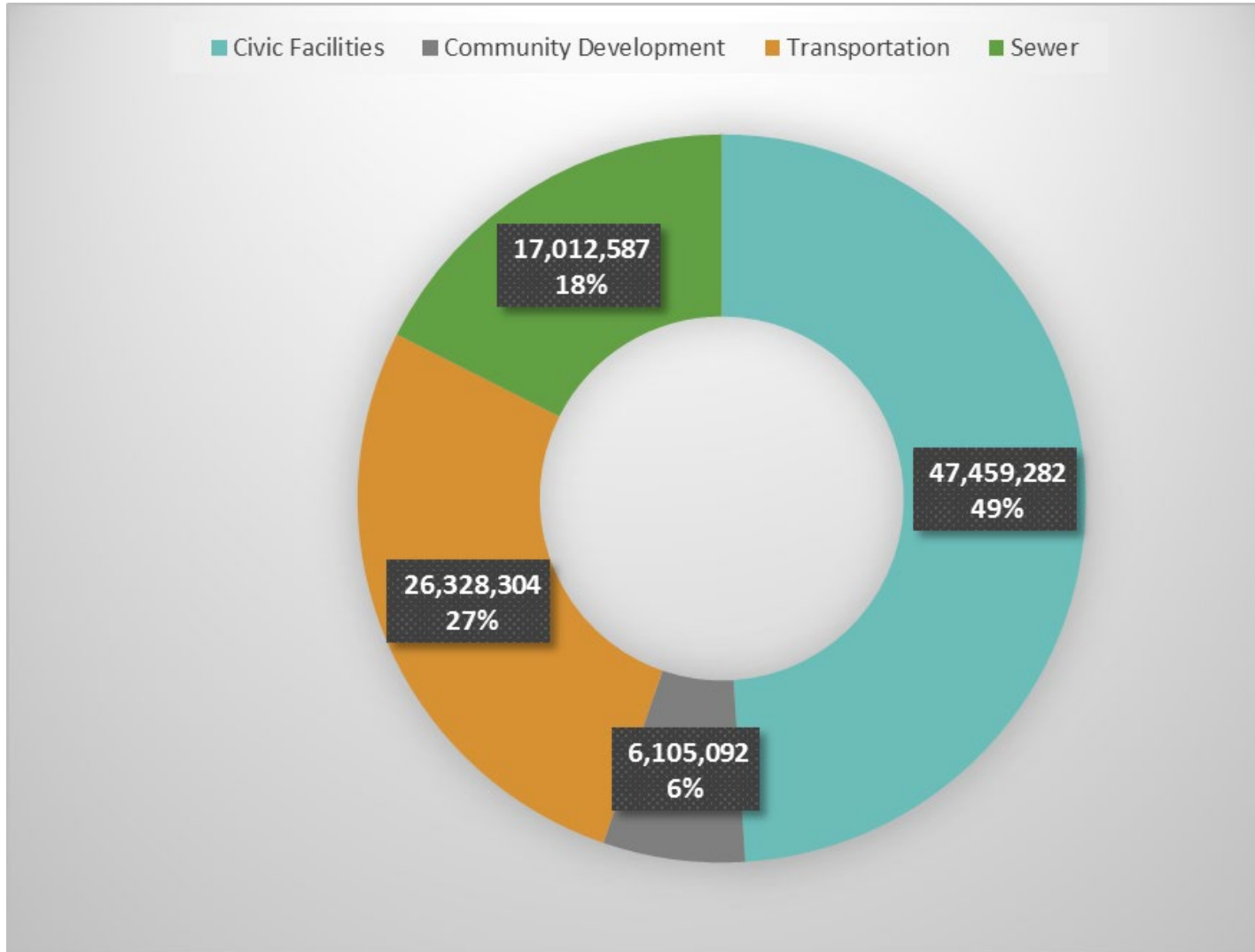
- Wastewater - Funding from the services rendered on a user surcharge basis to residents and businesses located in Los Altos and municipal service charges to Los Altos Hills for their

## ■ GUIDE TO THE 5-YEAR CIP

pass-through use of the City's system. These revenues also support operation and maintenance of the utility systems. The capital portion is used for underground pipelines, diversion systems, pump stations and distribution channels. CIP project costs in this area are supported by a multi-year Master Plan for this substantial utility system.

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

## 5-YEAR CIP PROJECTS BY TYPE

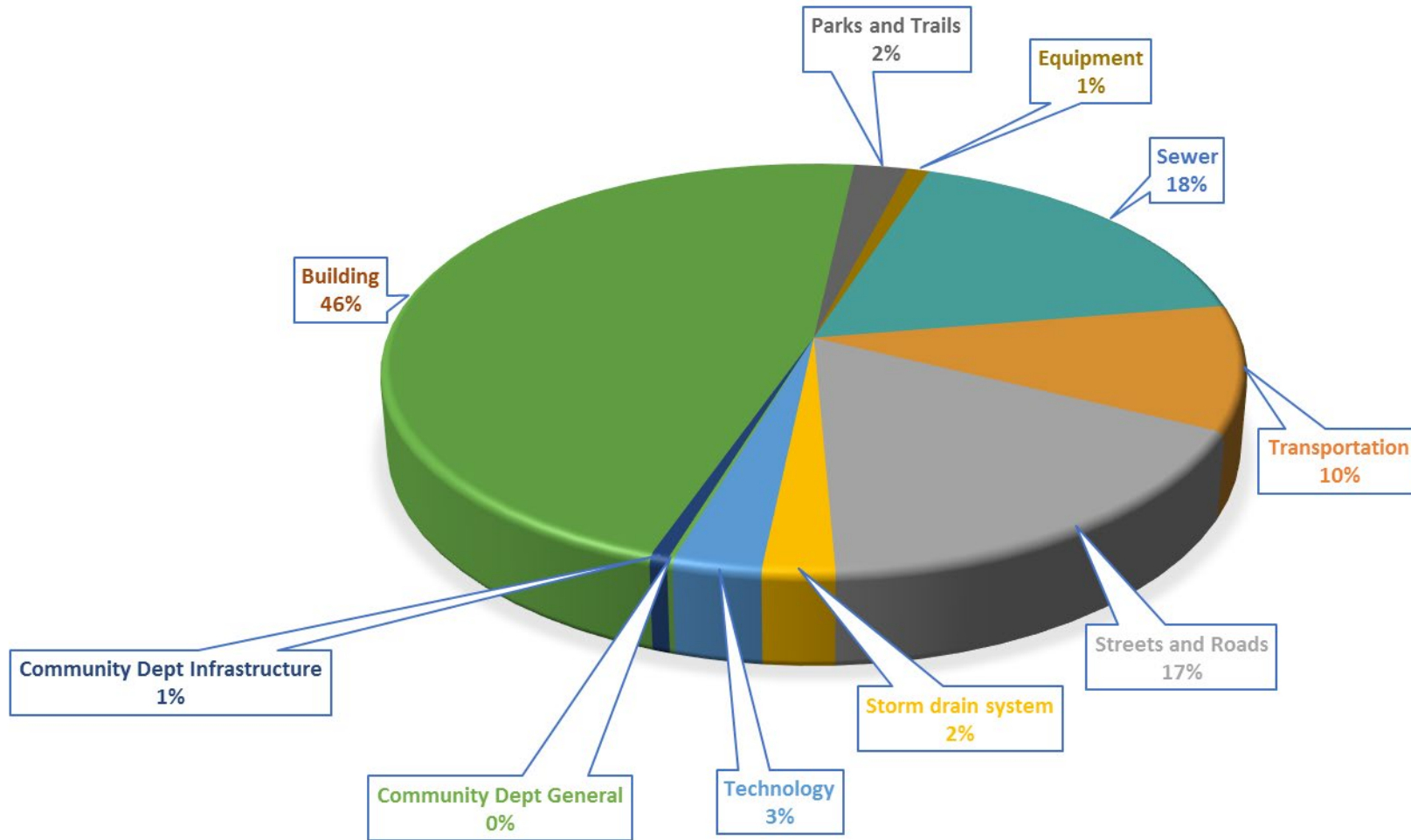


## 5-YEAR CIP PROJECTS BY TYPE

CATEGORY	BUDGET	NUMBER OF PROJECTS
Sewer	\$ 17,012,587	8
Pedestrian and Bicycle	\$ 9,682,681	18
Streets and Roads	\$ 16,645,623	7
Storm Drain System	\$ 2,320,371	1
Technology	\$ 2,866,479	5
Community Dept. General	\$ 175,000	4
Community Dept. Infrastructure	\$ 593,243	3
Building	\$ 45,337,947	8
Parks and Trails	\$ 2,271,335	2
Equipment Replacement	\$ 919,000	19
<b>TOTAL</b>	<b>\$ 97,824,266</b>	<b>75</b>

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

# 5-YEAR CIP PLAN BREAKDOWN BY CATEGORY



# PROPOSED 5-YEAR FY 2020-24 CAPITAL IMPROVEMENT PROGRAM SUMMARY

<b>FUNDING SOURCE</b>	<b>Prior Appropriations</b>	<b>FY2019/20 Budget</b>	<b>FY2020/21 Budget</b>	<b>FY2021/22 Budget</b>	<b>FY2022/23 Budget</b>	<b>FY2023/24 Budget</b>	<b>Total Project Funding</b>
CIP/General Fund	14,673,487	14,550,000	20,126,729	2,820,000	2,560,000	2,560,000	57,290,216
Community Development							
Block Grant	303,933	320,000	-	-	-	-	623,933
Equipment Replacement	228,331	834,000	417,000	-	-	-	1,479,331
Gas Tax	1,636,914	750,000	750,000	750,000	750,000	750,000	5,386,914
In-Lieu Park Fund	631,335	300,000	1,740,000	330,000	300,000	330,000	3,631,335
Measure B	-	550,000	550,000	550,000	550,000	550,000	2,750,000
Other Funding	786,000	950,000	500,000	500,000	500,000	500,000	3,736,000
Sewer Fund	5,457,588	2,534,000	2,248,000	2,227,000	2,256,000	2,290,000	17,012,588
TDA Article III Grant	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Technology Reserve	847,199	250,000	-	-	-	-	1,097,199
Traffic Impact Fees	2,043,750	210,000	200,000	200,000	200,000	200,000	3,053,750
Vehicle Registration Fee	1,463,000	-	-	-	-	-	1,463,000
<b>Total</b>	<b>\$ 28,121,537</b>	<b>\$ 21,298,000</b>	<b>\$ 26,581,729</b>	<b>\$ 7,427,000</b>	<b>\$ 7,166,000</b>	<b>\$ 7,230,000</b>	<b>\$ 97,824,266</b>

# FISCAL YEAR 2020-24 PROPOSED CAPITAL IMPROVEMENT PROGRAM SUMMARY

Project #	Project Name	Funding Sources	Prior Appropriations	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	Total
<b>CIVIC FACILITIES</b>									
<b>PARKS AND TRAILS</b>									
CF-01009	Annual Pathway Rehabilitation	in-Lieu Park Fund	\$ 71,335	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 321,335
CF-01017	Annual Park Improvement Project	in-Lieu Park Fund	\$ 500,000	\$ 250,000	\$ 390,000	\$ 280,000	\$ 250,000	\$ 280,000	\$ 1,950,000
<b>BUILDINGS</b>									
CF-01002	Los Altos Community Center Redevelopment	CIP	\$ 4,600,271	\$ 11,400,000	\$ 17,399,729	\$ -	\$ -	\$ -	\$ 34,700,000
		in-Lieu Park Fund	\$ -	\$ -	\$ 1,300,000	\$ -	\$ -	\$ -	
CF-01003	Annual Civic Facilities Improvement	CIP	\$ 2,734,276	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 8,734,276
		Technology Fund	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
CF-01010	Annual ADA Improvements (Facilities)	CIP	\$ 300,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 675,000
CF-01011	City Hall Emergency Backup Power Generator	CIP	\$ 55,000	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 85,000
CF-01013	MSC Fuel-Dispensing Station Overhead Canopy	CIP	\$ -	\$ -	\$ -	\$ 260,000	\$ -	\$ -	\$ 260,000
CF-01016	Waterline Backflow Preventers	CIP	\$ 173,671	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173,671
CF-01018	MSC Parking Lot Resurfacing	CIP	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
CF-01019	Veterans Community Plaza Shade Structure	in-Lieu Park Fund	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
CF-01020	Feasibility Study for Swimming Pool	CIP	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<b>COMMUNITY DEVELOPMENT</b>									
<b>INFRASTRUCTURE</b>									
CD-01015	Lincoln Park Utility Undergrounding	CIP	\$ 25,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000
CD-01017	First Street Streetscape Design -- Phase II	CIP	\$ 261,243	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 261,243
CD-01018	Downtown Lighting Cabinet Replacement	CIP	\$ 20,000	\$ -	\$ 87,000	\$ -	\$ -	\$ -	\$ 107,000



Project #	Project Name	Funding Sources	Prior Appropriations	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	Total
<b>GENERAL</b>									
CD-01003	Annual Public Arts Projects	CIP	\$ 40,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 90,000
CD-01009	Walter Singer Bust Relocation	CIP	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
CD-01020	Climate Action Plan Implementation Program	CIP	\$ 25,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 75,000
<b>TECHNOLOGY</b>									
CD-01006	Police Records Management & Dispatch System	Equipment Replacement Fund	\$ 228,331	\$ 332,000	\$ -	\$ -	\$ -	\$ -	\$ 560,331
CD-01008	IT Initiatives	Technology Fund	\$ 847,199	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 847,199
CD-01019	Public Works Electronic Document Management	CIP	\$ 105,949	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,949
CD-01021	Community Chamber AV Equipment	PEG Fees	\$ 623,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 973,000
		CIP	\$ 50,000	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ 230,000
CD-01022	Asset Management System	CIP	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
		Sewer	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
<b>STORM DRAIN SYSTEM</b>									
CD-01012	Annual Storm Drain Improvements	CIP	\$ 820,371	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 2,320,371
<b>TRANSPORTATION</b>									
<b>STREETS AND ROADS</b>									
TS-01001	Annual Street Resurfacing	CIP	\$ 2,020,253	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 3,270,253
		Gas Tax	\$ 700,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 2,450,000
		Road Maint. & Acct Act	\$ 450,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,950,000
		Measure B	\$ -	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 2,750,000
		VRF	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000

Project #	Project Name	Funding Sources	Prior Appropriations	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	Total
TS-01003	Annual Street Striping	Gas Tax	\$ 291,914	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 791,914
		CIP	\$ 8,456	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,456
TS-01004	Annual Street Slurry Seal	Gas Tax	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,500,000
		CIP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TS-01008	Annual ADA Improvements (Streets and Roadways)	CIP	\$ 150,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 525,000
TS-01009	Annual City Alley Resurfacing	Gas Tax	\$ 395,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 645,000
TS-01056	Fremont Asphalt Concrete Overlay	OBAG	\$ 336,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 336,000
		CIP	\$ 119,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 119,000
TS-01059	Diamond Court Reconstruction	CIP	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
		Resident Contribution	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<b>PEDESTRIAN AND BICYCLE SAFETY</b>									
TS-01005	Annual Concrete Repair	CIP	\$ 390,998	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,390,998
TS-01006	Annual Traffic Sign Replacement	CIP	\$ 50,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 175,000
TS-01007	Annual Neighborhood Traffic Management	Traffic Impact Fees	\$ 126,119	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 376,119
		Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TS-01013	Annual Transportation Enhancements	CIP	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 425,000
TS-01018	Foothill Expressway Improvement between El Monte Ave & San Antonio Rd	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TS-01022	Annual Collector Street Traffic Calming	Traffic Impact Fees	\$ 629,505	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 879,505
TS-01030	El Monte/Springer Intersection Improvements	Traffic Impact Fees	\$ 311,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 311,000

Project #	Project Name	Funding Sources	Prior Appropriations	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	Total
TS-01037	San Antonio Road/West Portola Avenue Improvements (School Route Project)	Traffic Impact Fees	\$ 837,125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 837,125
TS-01038	El Monte Ave Sidewalk Gap Closure - Edith Ave to Almond Ave (School Route Project)	CIP	\$ 191,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 191,000
		CDBG	\$ 303,933	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ 623,933
TS-01040	Fremont Ave/Truman Ave Intersection Improvements (School Route Project)	Traffic Impact Fees	\$ 40,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
TS-01041	Los Altos Ave/Santa Rita School Crossing Improvements (School Route Project)	CIP	\$ 40,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
TS-01049	Traffic Signal Control Upgrades	VRF-ITS	\$ 363,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 363,000
TS-01050	Carmel Terrace Sidewalk Gap Closure Project	CIP	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
TS-01051	University Ave/Milverton Rd Sidewalk Gap Closure Project	CIP	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000
TS-01052	Annual Bicycle/Pedestrian Access Improvements	CIP	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 2,100,000
		TDA Article III Grant	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
		Traffic Impact Fees	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
TS-01055	Fremont Ave Pedestrian Bridge Rehabilitation	CIP	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
TS-01057	In-Road Light System Maintenance	CIP	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
TS-01058	Intersection Access Barrier Removal	CDBG	\$ 280,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 280,000
<b>TOTAL</b>			<b>\$ 22,813,948</b>	<b>\$ 18,262,000</b>	<b>\$ 23,916,729</b>	<b>\$ 5,200,000</b>	<b>\$ 4,910,000</b>	<b>\$ 4,940,000</b>	<b>\$ 80,042,677</b>

Project #	Project Name	Funding Sources	Prior Appropriations	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	Total
<b>WASTEWATER</b>									
<b>SEWER</b>									
WW-01001	Annual Sewer System Repair Program	Sewer	\$ 1,437,313	\$ 610,000	\$ 620,000	\$ 630,000	\$ 640,000	\$ 650,000	\$ 4,587,313
WW-01002	Annual Structural Reach Replacement	Sewer	\$ 1,654,129	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 5,654,129
WW-01003	Annual Root Foaming	Sewer	\$ 555,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,555,000
WW-01005	Annual CIPP Corrosion Replacement	Sewer	\$ 653,000	\$ 400,000	\$ 450,000	\$ 465,000	\$ 480,000	\$ 500,000	\$ 2,948,000
WW-01006	Annual Fats, Oils, Grease Program (FOG)	Sewer	\$ 292,464	\$ 62,000	\$ 64,000	\$ 66,000	\$ 68,000	\$ 70,000	\$ 622,464
WW-01008	Annual GIS Updates	Sewer	\$ 335,681	\$ 62,000	\$ 64,000	\$ 66,000	\$ 68,000	\$ 70,000	\$ 665,681
WW-01009	Sewer System Management Plan Update	Sewer	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
WW-01011	Sanitary Sewer Video Inspection	Sewer	\$ 380,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 780,000
<b>TOTAL</b>			<b>\$ 5,307,588</b>	<b>\$ 2,534,000</b>	<b>\$ 2,248,000</b>	<b>\$ 2,227,000</b>	<b>\$ 2,256,000</b>	<b>\$ 2,290,000</b>	<b>\$ 16,862,588</b>

<b>EQUIPMENT REPLACEMENT</b>									
-	Marked Patrol Vehicles (3)	Equipment Replacement Fund	\$ -	\$ 145,000	\$ 145,000	\$ -	\$ -	\$ -	\$ 290,000
-	Motorcycle (1)	Equipment Replacement Fund	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
-	Admin Vehicle (1)	Equipment Replacement Fund	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000
-	Tables and Chairs for Grant Park	Equipment Replacement Fund	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 20,000

Project #	Project Name	Funding Sources	Prior Appropriations	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	Total
-	Streets Crew Cab Truck-F450	Equipment Replacement Fund	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
-	Streets Supervisor Crew Cab GMC	Equipment Replacement Fund	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
-	Parks Ford Utility	Equipment Replacement Fund	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
-	Tire Machine and Balancer	Equipment Replacement Fund	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
-	Asphalt Reclaimer/Stablizer	Equipment Replacement Fund	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
-	Facilities Supervisor Truck	Equipment Replacement Fund	\$ -	\$ -	\$ 33,000	\$ -	\$ -	\$ -	\$ 33,000
-	Parks Supervisor Truck	Equipment Replacement Fund	\$ -	\$ -	\$ 33,000	\$ -	\$ -	\$ -	\$ 33,000
-	Brake Lathe Machine	Equipment Replacement Fund	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000
-	Asphalt Spreader Box	Equipment Replacement Fund	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000
<b>TOTAL</b>				<b>\$ 502,000</b>	<b>\$ 417,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 919,000</b>
<b>GRAND TOTAL</b>			<b>\$ 28,121,536</b>	<b>\$ 21,298,000</b>	<b>\$ 26,581,729</b>	<b>\$ 7,427,000</b>	<b>\$ 7,166,000</b>	<b>\$ 7,230,000</b>	<b>\$ 97,824,265</b>

## LOS ALTOS COMMUNITY CENTER



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

<b>Civic Facilities-Buildings</b>		
<b>CF - 01002</b>	Priority: Asset Preservation	Project Lead: C. Jordan
Initial Funding Year: FY2013/14	Planned Start Date: In Progress	Target Completion Date: 2021
Project Status: In Progress	Expended as of March 31, 2019: \$2,325,000	Operating Budget Impact: None

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriation	Budget	Planned	Planned	Planned	Planned	

### Project Estimates

Los Altos Community Center	4,600,271	11,400,000	18,699,729	-	-	-	34,700,000
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### Funding Sources

CIP	4,600,271	11,400,000	17,399,729	-	-	-	33,400,000
In-Lieu Park Fund	-	-	1,300,000	-	-	-	1,300,000
<b>Total</b>	<b>4,600,271</b>	<b>11,400,000</b>	<b>18,699,729</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34,700,000</b>

## ANNUAL CIVIC FACILITIES IMPROVEMENT PROJECT



This is a capital project for the repair, non-routine maintenance and improvements of civic facilities throughout Los Altos. Projects will include deferred and ongoing maintenance identified in the 2016 Comprehensive Civic Facilities Condition Assessment as well as facility improvements and upgrades to better serve the community. This project will also fund initial study or preliminary engineering for larger scale projects which may require separate project accounts.

<b>Civic Facilities-Buildings</b>		
<b>CF - 01003</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> A. Fairman
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> \$501,627	<b>Operating Budget Impact:</b> Decreased Emergency Repairs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriation	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Annual Civic Facilities	2,734,276	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,734,276
<b>Funding Sources</b>							
CIP	2,734,276	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	8,734,276
Technology Fund	-	250,000	-	-	-	-	250,000
<b>Total</b>	<b>2,734,276</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>8,734,276</b>

## ANNUAL PATHWAY REHABILITATION



The project provides for rehabilitation or replacement of existing bicycle and pedestrian pathway infrastructure that is not on the street system. Improvements will be based on condition assessment, the City’s Pedestrian Master Plan, Bicycle Transportation Master Plan, and Parks Plan.

<b>Civic Facilities-Parks and Trails</b>		
<b>CF - 01009</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> Trans. Svcs. Mgr.
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	
	Appropriation	Budget	Planned	Planned	Planned	Planned	Total
<b>Project Estimates</b>							
Annual Pathway Rehabilitation	71,335	50,000	50,000	50,000	50,000	50,000	321,335
<b>Funding Source</b>							
In-Lieu Park Fund	71,335	50,000	50,000	50,000	50,000	50,000	321,335
<b>Total</b>	<b>71,335</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>321,335</b>



## ANNUAL ADA IMPROVEMENTS (FACILITIES)



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

<b>Civic Facilities-Buildings</b>		
<b>CF - 01010</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> D. Brees
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> \$58,117	<b>Operating Budget Impact:</b> None

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual ADA Improvements	300,000	75,000	75,000	75,000	75,000	75,000	675,000
<b>Funding Source</b>							
CIP	300,000	75,000	75,000	75,000	75,000	75,000	675,000
<b>Total</b>	<b>300,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>675,000</b>

## CITY HALL EMERGENCY BACK-UP POWER GENERATOR



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

<b>Civic Facilities-Buildings</b>		
<b>CF - 01011</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Hernandez
<b>Initial Funding Year:</b> FY2017/18	<b>Planned Start Date:</b> 2020/21	<b>Target Completion Date:</b> December 2020
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
City Hall Emergency Back-	55,000	-	30,000	-	-	-	85,000
<b>Funding Source</b>							
CIP	55,000	-	30,000	-	-	-	85,000
<b>Total</b>	<b>55,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85,000</b>

## MSC FUEL-DISPENSING STATION OVERHEAD CANOPY



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

<b>Civic Facilities-Buildings</b>		
<b>CF - 01013</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: M. Hernandez</b>
<b>Initial Funding Year:</b> FY2017/18	<b>Planned Start Date:</b> FY2021/22	<b>Target Completion Date:</b> June 2022
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
MSC Fuel-Dispensing Station	-	-	-	260,000	-	-	260,000
<b>Funding Source</b>							
CIP	-	-	-	260,000	-	-	260,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>260,000</b>	<b>-</b>	<b>-</b>	<b>260,000</b>

## WATERLINE BACKFLOW PREVENTERS



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

<b>Civic Facilities-Buildings</b>		
<b>CF - 01016</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Hernandez
<b>Initial Funding Year:</b> FY2016/17	<b>Planned Start Date:</b> June 2019	<b>Target Completion Date:</b> August 2019
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> \$46,936	<b>Operating Budget Impact:</b> None

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Waterline Backflow	173,671	-	-	-	-	-	173,671
<b>Funding Source</b>							
CIP	173,671	-	-	-	-	-	173,671
<b>Total</b>	<b>173,671</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>173,671</b>

## ANNUAL PARK IMPROVEMENTS



This annual project provides for the design and construction and matching grant fund contributions for repair and improvements of parks throughout the City. Park improvement projects will be guided by the Parks Plan as well as the Parks and Recreation Commission.

<b>Civic Facilities-Parks and Trails</b>		
<b>CF - 01017</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Hernandez
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> \$310,503	<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Annual Park Improvements	500,000	250,000	390,000	280,000	250,000	280,000	1,950,000
<b>Funding Source</b>							
In-Lieu Park Fund	500,000	250,000	390,000	280,000	250,000	280,000	1,950,000
<b>Total</b>	<b>500,000</b>	<b>250,000</b>	<b>390,000</b>	<b>280,000</b>	<b>250,000</b>	<b>280,000</b>	<b>1,950,000</b>

## MSC PARKING LOT RESURFACING



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

<b>Civic Facilities-Facilities</b>		
<b>CF - 01018</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> V. Chen
<b>Initial Funding Year:</b> FY2018/19	<b>Planned Start Date:</b> 2019	<b>Target Completion Date:</b> 2020
<b>Project Status:</b> In Progress	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
MSC Parking Lot Resurfacing	300,000	-	-	-	-	-	300,000
<b>Funding Source</b>							
CIP	300,000	-	-	-	-	-	300,000
<b>Total</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300,000</b>

## VETERANS COMMUNITY PLAZA SHADE STRUCTURES



At the June 12, 2018 City Council meeting, members of the Rotary Club of Los Altos presented a request for the installation of two proposed shade structures in the Veteran’s Community Plaza. After discussion, Council approved the creation of a Capital Improvement Project and appropriated \$60,000 Park-in-Lieu funds to the project.

The intent of the project is to increase the utilization of the plaza for both informal gatherings and special events. The plaza is a focal point in the downtown area and would benefit from unique, simple and elegant shade structures.

<b>Civic Facilities-Facilities</b>		
<b>CF-01019</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> D. Brees
<b>Initial Funding Year:</b> FY2018/19	<b>Planned Start Date:</b> Summer 2019	<b>Target Completion Date:</b> Summer 2020
<b>Project Status:</b> In Progress	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Increased Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Veterans Community Plaza	60,000	-	-	-	-	-	60,000
<b>Funding Source</b>							
In-Lieu Park Fund	60,000	-	-	-	-	-	60,000
<b>Total</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,000</b>

## FEASIBILITY STUDY FOR COMMUNITY POOL



At the June 11, 2019 City Council meeting, the Council asked staff to conduct a study for a community swimming pool. The intent of the project is to locate a place where the City can install a community pool and provide estimate of cost of installation and maintenance.

<b>Civic Facilities-Facilities</b>		
<b>CF-01020</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> Engineering Mgr
<b>Initial Funding Year:</b> FY2019/20	<b>Planned Start Date:</b> Summer 2020	<b>Target Completion Date:</b> Summer 2020
<b>Project Status:</b> None	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> None

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Feasibility Study for Swimming Pool	-	100,000	-	-	-	-	100,000
<b>Funding Source</b>							
CIP	-	100,000	-	-	-	-	100,000
<b>Total</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>



## PUBLIC ARTS PROGRAM



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

<b>Community Development-General</b>		
<b>CD - 01003</b>	<b>Priority: Quality of Life</b>	<b>Project Lead: J. Maginot</b>
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Ongoing	<b>Expended as of March 31, 2019:</b> \$125	<b>Operating Budget Impact:</b> None

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Public Arts Program	40,000	10,000	10,000	10,000	10,000	10,000	90,000
<b>Funding Source</b>							
CIP	40,000	10,000	10,000	10,000	10,000	10,000	90,000
<b>Total</b>	<b>40,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>90,000</b>

## POLICE RECORDS MANAGEMENT & DISPATCH SYSTEM



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

<b>Community Development-Technology</b>		
<b>CD - 01006</b>	<b>Priority: Quality of Life</b>	<b>Project Lead: J. Maloney</b>
<b>Initial Funding Year:</b> FY2008/09	<b>Planned Start Date:</b> FY2013/14	<b>Target Completion Date:</b> June 2020
<b>Project Status:</b> In Progress	<b>Expended as of March 31, 2019:</b> \$835,669	<b>Operating Budget Impact:</b> None

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Police Records Management &	228,331	332,000	-	-	-	-	560,331
<b>Funding Source</b>							
Equipment Replacement	228,331	332,000	-	-	-	-	560,331
<b>Total</b>	<b>228,331</b>	<b>332,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>560,331</b>

## IT INITIATIVES



As of 2019 Q1, the initial phase of the City’s IT strategic roadmap has been completed. The second phase of the strategic roadmap focuses on business continuity, specifically targeting backup, disaster recovery, storage expansion and the modernization of the City’s data center. Examples are: server rack reconfiguration, UPS replacement, backup appliance and high-availability firewall deployment.

The third phase will target the business applications utilized by all departments. This phase will have the greatest impact on the public as the majority of those systems are customer-facing applications.

The final phase of the strategic roadmap targets a complete and continuous hardware and software refresh of the technology utilized by the City, focusing on systems that were not replaced, updated or to address any upgrade needs after the addition of new systems in previous phases. This will allow IT staff to respond more quickly to the changing needs of various departments, while reducing maintenance and security threats.

<b>Community Development-Technology</b>		
<b>CD - 01008</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: A. Tseng</b>
<b>Initial Funding Year:</b> FY2015/16	<b>Planned Start Date:</b> FY2015/16	<b>Target Completion Date:</b> 2020
<b>Project Status:</b> In Progress	<b>Expended as of March 31, 2019:</b> \$808,347	<b>Operating Budget Impact:</b> Improved Staff Productivity

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
IT Initiatives	847,199	-	-	-	-	-	847,199
<b>Funding Source</b>							
Technology Fund	847,199	-	-	-	-	-	847,199
<b>Total</b>	<b>847,199</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>847,199</b>

## WALTER SINGER BUST RELOCATION



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

<b>Community Development-General</b>		
<b>CD - 01009</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: J. Maginot</b>
<b>Initial Funding Year:</b> FY2016/17	<b>Planned Start Date:</b> FY2016/17	<b>Target Completion Date:</b> Summer 2020
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> None

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Walter Singer Bust Relocation	10,000	-	-	-	-	-	10,000
<b>Funding Source</b>							
CIP	10,000	-	-	-	-	-	10,000
<b>Total</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>

## ANNUAL STORM DRAIN IMPROVEMENTS



An important element of the Los Altos infrastructure is the network of storm water conveyance facilities that deliver storm water runoff to the four creeks in Los Altos which terminate at San Francisco Bay. These facilities include curbs and gutters, drainage swales, drain inlets and catch basins, underground pipes ranging from 12 inches to 66 inches in diameter, manholes, and outfalls at the creeks.

This project provides for rehabilitation or replacement of existing infrastructure, installation of new infrastructure, and professional services as they relate to special studies or reports needed to remain in compliance with the San Francisco Regional Permit (MRP under the National Pollutant Discharge Elimination System (NPDES) permit, and FEMA requirements. Planned activities for 2019/20 include:

- Completing design for Milverton Road and begin construction
- Installation of 11 full trash capture devices (TCDs) on El Camino Real

<b>Community Development-Storm Drain System</b>		
<b>CD - 01012</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: A. Fairman</b>
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Ongoing	<b>Expended as of March 31, 2019:</b> \$560,821	<b>Operating Budget Impact:</b> Increased Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Annual Storm Drain	820,371	300,000	300,000	300,000	300,000	300,000	2,320,371
<b>Funding Source</b>							
CIP	820,371	300,000	300,000	300,000	300,000	300,000	2,320,371
<b>Total</b>	<b>820,371</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>2,320,371</b>

## LINCOLN PARK UTILITY UNDERGROUNDING



This project will underground the existing aerial electrical distribution and communication lines located within and adjacent to Lincoln Park from West Edith Avenue to Sherman Street. The project will be completed utilizing a combination of Santa Clara County Rule 20A funds, paid directly by PG&E, and the City's Capital Improvement Project fund. The City is responsible for costs associated with the formation of the underground utility district and other site-specific construction costs not covered by Rule 20A funds. Formation of the underground utility district occurred fall 2016. PG&E estimates actual construction of the project will begin in Summer 2019. The aerial transmission electrical lines located at the top of several poles are not eligible for use of Rule 20A funds and are not included in the scope of this project.

<b>Community Development-Infrastructure</b>		
<b>CD - 01015</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: D. Brees</b>
<b>Initial Funding Year:</b> FY2016/17	<b>Planned Start Date:</b> June 2019	<b>Target Completion Date:</b> January 2020
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> None

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Lincoln Park Utility Undergrounding	25,000	200,000	-	-	-	-	225,000
<b>Funding Source</b>							
CIP	25,000	200,000	-	-	-	-	225,000
<b>Total</b>	<b>25,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225,000</b>

## FIRST STREET STREETScape DESIGN-PHASE II



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

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

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

<b>Community Development-General</b>		
<b>CD - 01017</b>	<b>Priority: Quality of Life</b>	<b>Project Lead: D. Brees</b>
<b>Initial Funding Year:</b> FY2016/17	<b>Planned Start Date:</b> TBD	<b>Target Completion Date:</b> TBD
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> \$17,218	<b>Operating Budget Impact:</b> None

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
First Street Streetscape	261,243	-	-	-	-	-	261,243
<b>Funding Source</b>							
CIP	261,243	-	-	-	-	-	261,243
<b>Total</b>	<b>261,243</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>261,243</b>

## ■ DOWNTOWN LIGHTING CABINET REPLACEMENT



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

<b>Community Development-General</b>		
<b>CD - 01018</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> T. Quach
<b>Initial Funding Year:</b> FY2017/18	<b>Planned Start Date:</b> FY2021/22	<b>Target Completion Date:</b> October 2021
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Downtown Lighting Cabinet	20,000	-	87,000	-	-	-	107,000
<b>Funding Source</b>							
CIP	20,000	-	87,000	-	-	-	107,000
<b>Total</b>	<b>20,000</b>	<b>-</b>	<b>87,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>107,000</b>



## PUBLIC WORKS ELECTRONIC DOCUMENT MANAGEMENT



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

<b>Community Development-Technology</b>		
<b>CD - 01019</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: V. Chen</b>
<b>Initial Funding Year:</b> FY2017/18	<b>Planned Start Date:</b> FY2019/20	<b>Target Completion Date:</b> Ongoing
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Improved Staff Productivity

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Public Works Electronic	105,949	-	-	-	-	-	105,949
<b>Funding Source</b>							
CIP	105,949	-	-	-	-	-	105,949
<b>Total</b>	<b>105,949</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>105,949</b>

## CLIMATE ACTION PLAN IMPLEMENTATION PROGRAM



Climate Action Plan Implementation: Climate Action Plan has been developed and implemented. An update to the Climate Action Plan will be needed in 2021.

<b>Community Development-General</b>		
<b>CD - 01020</b>	<b>Priority: Quality of Life</b>	<b>Project Lead: J. Biggs</b>
<b>Initial Funding Year:</b> FY2017/18	<b>Planned Start Date:</b> FY2020/21	<b>Target Completion Date:</b> 2022
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> None

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Climate Action Plan	25,000	-	50,000	-	-	-	75,000
<b>Funding Source</b>							
CIP	25,000	-	50,000	-	-	-	75,000
<b>Total</b>	<b>25,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>

## COMMUNITY MEETING CHAMBERS AV EQUIPMENT



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

Community Development-General		
CD - 01021	Priority: Asset Preservation	Project Lead: J.Maginot
Initial Funding Year: FY2017/18	Planned Start Date: FY2018/19	Target Completion Date: January 2020
Project Status: In Design	Expended as of March 31, 2019: -	Operating Budget Impact: None

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Community Meeting Chambers	673,000	530,000	-	-	-	-	1,203,000
<b>Funding Sources</b>							
CIP	50,000	180,000	-	-	-	-	230,000
PEG Fees	623,000	350,000	-	-	-	-	973,000
<b>Total</b>	<b>673,000</b>	<b>530,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,203,000</b>

## ASSET MANAGEMENT SYSTEM



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

<b>Community Development-General</b>		
<b>CD - 01022</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: M. Hernandez</b>
<b>Initial Funding Year:</b> FY2018/19	<b>Planned Start Date:</b> FY2019/20	<b>Target Completion Date:</b> January 2020
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Improved Staff Productivity

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Asset Management	300,000	-	-	-	-	-	300,000
<b>Funding Sources</b>							
CIP	150,000	-	-	-	-	-	150,000
Sewer	150,000	-	-	-	-	-	150,000
<b>Total</b>	<b>300,000</b>	-	-	-	-	-	<b>300,000</b>

## ANNUAL STREET RESURFACING



The annual street resurfacing project places an overlay of asphalt concrete (AC) on existing street surfaces that are approaching the end of their useful life, as evidenced by cracking and minor pavement failures. Installation of pavement fabric in addition to pavement striping and stenciling after the resurfacing, repair of damaged curb and gutter, and minor drainage improvements are also included in this project.

Streets are selected for resurfacing in coordination with a Pavement Management Program (PMP) that provides a City-wide ranking of the condition of all the streets maintained by the City. The actual number of streets resurfaced is dependent upon both the condition of streets and the bidding climate. City policy is to expend the amount budgeted rather than resurface an exact number of miles of streets.

Transportation-Streets/Roadways		
<b>TS - 01001</b>	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: Annual	Planned Start Date: Annual	Target Completion Date: Annual
Project Status: Annual	Expended as of March 31, 2019: \$1,672,281	Operating Budget Impact: Decreased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual Street Resurfacing	4,270,253	1,650,000	1,650,000	1,650,000	1,650,000	1,650,000	12,520,253
<b>Funding Sources</b>							
CIP	2,020,253	250,000	250,000	250,000	250,000	250,000	3,270,253
Gas Tax	700,000	350,000	350,000	350,000	350,000	350,000	2,450,000
Road and Maintenance	450,000	500,000	500,000	500,000	500,000	500,000	2,950,000
Measure B	-	550,000	550,000	550,000	550,000	550,000	2,750,000
VRF	1,100,000	-	-	-	-	-	1,100,000
<b>Total</b>	<b>4,270,253</b>	<b>1,650,000</b>	<b>1,650,000</b>	<b>1,650,000</b>	<b>1,650,000</b>	<b>1,650,000</b>	<b>12,520,253</b>

## ANNUAL STREET STRIPING



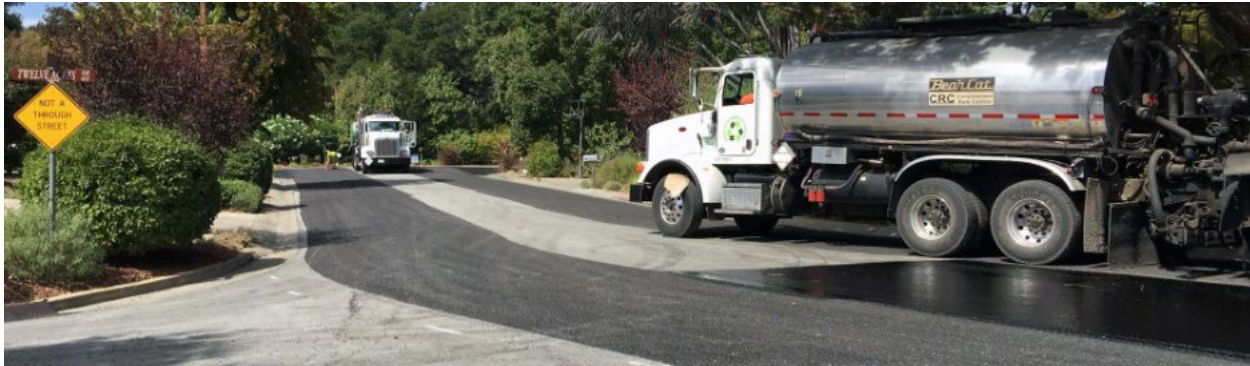
Roadway striping and markers throughout the City need to be refreshed on a regular basis. Adjustments of striping on existing roadway to reduce conflicts are also considered. Visibility of pavement markings is important to prevent traffic accidents and improve traffic flow.

This project will refresh City streets with thermoplastic pavement striping each year. It will also improve striping layouts per the City’s Pedestrian Master Plan and Bicycle Transportation Plan where appropriate. Thermoplastic lasts for approximately seven to eight years. This project allows the City to complete a striping cycle on an eight-year basis in accordance with requirements and to maintain acceptable conditions.

Transportation-Streets/Roadways		
<b>TS - 01003</b>	<b>Priority: Health and Safety</b>	<b>Project Lead: Trans. Svcs. Mgr.</b>
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of Mach 31, 2019:</b> \$50,000	<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual Street Striping	300,370	100,000	100,000	100,000	100,000	100,000	800,370
<b>Funding Sources</b>							
CIP	8,456	-	-	-	-	-	8,456
Gas Tax	291,914	100,000	100,000	100,000	100,000	100,000	791,914
<b>Total</b>	<b>300,370</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>800,370</b>

## ANNUAL STREET SLURRY SEAL



This project slurry seals City streets annually, including cutout and repair of minor pavement failures, and installation of striping. The seal typically places a thin layer of sand and oil over City streets. Neighborhood streets should receive a surface treatment (slurry seal) other than an overlay every seven years. Sealing is a preventative maintenance treatment that prevents moisture from penetrating the pavement and softening the base material supporting the pavement.

Slurry seals have proven to be the best treatment for pavements in good condition based on life-cycle cost analysis because they extend the life of pavement for the lowest cost. Each application to streets in relatively good condition is expected to extend their useful life. Those streets selected for slurry sealing in any given year are chosen based on a City-wide ranking of the condition of all the streets that are maintained by the City. This process is done using the Pavement Management Program (PMP) developed by MTC.

<b>Transportation-Streets/Roadways</b>		
<b>TS - 01004</b>		<b>Priority: Asset Preservation</b>
		<b>Project Lead: Trans. Svcs. Mgr.</b>
<b>Initial Funding Year:</b>	<b>Planned Start Date:</b>	<b>Target Completion Date:</b>
Annual	Annual	Annual
<b>Project Status:</b>	<b>Expended as of March 31, 2019:</b>	<b>Operating Budget Impact:</b>
Annual	\$756	Decreased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual Street Slurry Seal	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
<b>Funding Source</b>							
Gas Tax	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
<b>Total</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,500,000</b>

## ANNUAL CONCRETE REPAIR



The annual concrete sidewalk and curb/gutter repair project is intended to address the highest priority repair locations. The primary focus is on the replacement of damaged sidewalks that represent hazards to pedestrians. Staff continually receive complaints from residents regarding cracks or uplifted sidewalks that could cause a “trip and fall” type accident.

This project provides for replacement of cracked or uplifted sidewalks throughout the City that cannot be patched or ground down.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01005</b>	<b>Priority: Health &amp; Safety</b>	<b>Project Lead: V. Chen</b>
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> \$263,052	<b>Operating Budget Impact:</b> Decreased Claims

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Annual Concrete Repair	390,998	200,000	200,000	200,000	200,000	200,000	1,390,998
<b>Funding Sources</b>							
CIP	390,998	200,000	200,000	200,000	200,000	200,000	1,390,998
<b>Total</b>	<b>390,998</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,390,998</b>



## ANNUAL TRAFFIC SIGN REPLACEMENT



There are approximately 8,000 standard roadway traffic signs throughout the City including street name signs. The Traffic Sign Replacement project provides funds to inventory and maintain these signs.

New sign standards will be implemented as part of the sign replacement program to ensure compliance with best engineering practices recommended within the Manual of Uniform Traffic Control Devices.

Transportation-Pedestrian/Bicycle Safety		
<b>TS - 01006</b>	Priority: Health & Safety	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: Annual	Planned Start Date: Annual	Target Completion Date: Annual
Project Status: Annual	Expended as of March 31, 2019: -	Operating Budget Impact: Decreased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual Traffic Sign Replacement	50,000	25,000	25,000	25,000	25,000	25,000	175,000
<b>Funding Source</b>							
CIP	50,000	25,000	25,000	25,000	25,000	25,000	175,000
<b>Total</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>175,000</b>

## ANNUAL NEIGHBORHOOD TRAFFIC MANAGEMENT PLAN



Traffic calming measures to help minimize the effects of local and regional traffic growth along local streets are funded through the Neighborhood Traffic Management Plan program. Typical traffic calming measures include speed humps, raised crosswalks at mid-block locations, varying surface treatments, signage & striping, and landscaping.

When collector or arterial street improvements are under deployment, any adjacent local streets improvements are funded through the Neighborhood Traffic Management Plan program.

Neighborhood Traffic Management projects typically begin through a planning phase that includes focused traffic engineering studies. Upon identification of a preferred implementation plan, grant funds may be pursued to help advance a project into design and construction.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01007</b>	<b>Priority: Quality of Life</b>	<b>Project Lead: Trans. Svcs. Mgr.</b>
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> \$1,518	<b>Operating Budget Impact:</b> Increased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual Neighborhood	126,119	50,000	50,000	50,000	50,000	50,000	376,119
<b>Funding Source</b>							
Traffic Impact Fees	126,119	50,000	50,000	50,000	50,000	50,000	376,119
<b>Total</b>	<b>126,119</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>376,119</b>

## ANNUAL ADA IMPROVEMENTS (STREETS & ROADWAYS)



The project will continue efforts to improve Americans with Disabilities Act (ADA) accessibility within the public right of way (ROW) throughout the City. This would include ramps at various intersections throughout the City, correcting existing sidewalks that have inadequate access, ADA compliant pedestrian push buttons at City street intersections and also improve accessibility by replacing pedestrian paths of travel that are uplifted, cracked, too narrow, or otherwise out of compliance with current ADA requirements.

Improvements will be based on the City's ADA transition plan and in conjunction with the Complete Streets Commission's recommendations. ADA compliance is a federal requirement.

<b>Transportation-Streets/Roadways</b>		
<b>TS - 01008</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: Trans. Svcs. Mgr.</b>
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> None

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual ADA Improvements	150,000	75,000	75,000	75,000	75,000	75,000	525,000
<b>Funding Source</b>							
CIP	150,000	75,000	75,000	75,000	75,000	75,000	525,000
<b>Total</b>	<b>150,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>525,000</b>

## ANNUAL CITY ALLEY RESURFACING



Existing alleyways within the City are in varying degrees of decay. Many have exceeded their useful life and must be replaced. This project will initiate a phased process of replacement and/or repair based on priority, the cost of the repair, and the amount budgeted. Miscellaneous concrete work may be required for drainage swales and repairs to adjacent curb and gutters. The project will study potential Green Infrastructure treatments that may be incorporated into the design of the alleyways.

The project will reduce the effort required for patching of these alleys.

A funding alternative to expedite improvements would be to establish an assessment district for specific neighborhoods and/or businesses adjacent to and served by the alleys.

Transportation-Streets/Roadways		
<b>TS - 01009</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> V. Chen
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual City Alley Resurfacing	395,000	50,000	50,000	50,000	50,000	50,000	645,000
<b>Funding Source</b>							
Gas Tax	395,000	50,000	50,000	50,000	50,000	50,000	645,000
<b>Total</b>	<b>395,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>645,000</b>

## ANNUAL TRANSPORTATION ENHANCEMENTS



The Transportation Enhancements project is used for various traffic engineering studies, traffic modeling, traffic data collection, and miscellaneous roadway improvements.

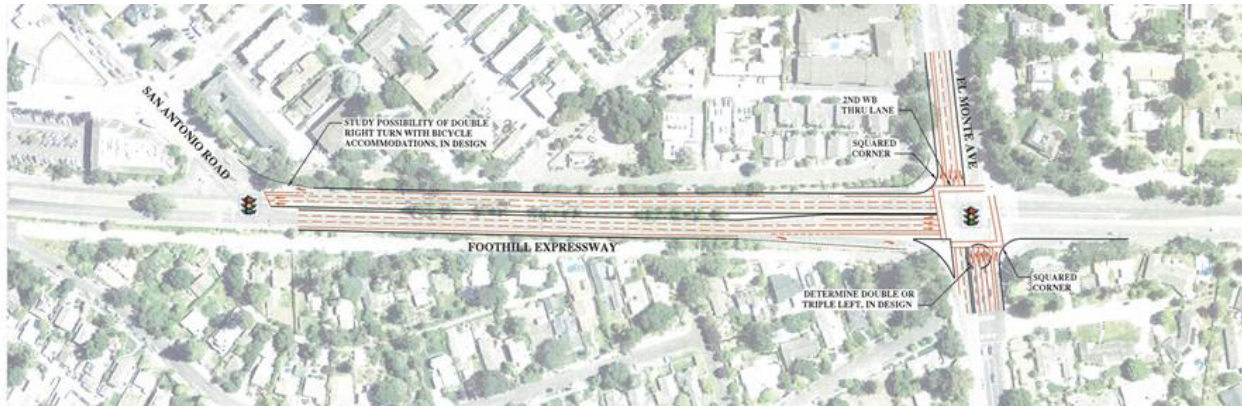
Typical capital improvements funded through the Transportation Enhancements project include signage & striping improvements to enhance bicycle or pedestrian safety, improve roadway geometry or delineation, traffic signal timing changes, or traffic signal modifications.

This project will also help advance unplanned traffic study needs throughout the year to help the City advance opportunities for future grant fund opportunities.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01013</b>	<b>Priority: Health &amp; Safety</b>	<b>Project Lead: Trans. Svcs. Mgr.</b>
<b>Initial Funding Year:</b> FY2014/15	<b>Planned Start Date:</b> As Needed	<b>Target Completion Date:</b> TBD
<b>Project Status:</b> As Needed	<b>Expended as of March 31, 2019:</b> \$30,016	<b>Operating Budget Impact:</b> None

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual Transportation	50,000	75,000	75,000	75,000	75,000	75,000	425,000
<b>Funding Source</b>							
CIP	50,000	75,000	75,000	75,000	75,000	75,000	425,000
<b>Total</b>	<b>50,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>425,000</b>

## FOOTHILL EXPRESSWAY IMPROVEMENTS



The County of Santa Clara is leading an improvement project along Foothill Expressway between N San Antonio Road and S El Monte Avenue. The project includes a widening of Foothill Expressway from 4-lanes to 6-lanes.

The City of Los Altos is contributing towards that project to ensure that bicycle and pedestrian enhancements are provided with the project including the squaring of the northwest corners at N San Antonio Road and the northeast and southwest corners of S El Monte Avenue.

Transportation-Streets/Roadways		
<b>TS - 01018</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> Trans. Svcs. Mgr.
<b>Initial Funding Year:</b> FY2015/16	<b>Planned Start Date:</b> FY2019/20	<b>Target Completion Date:</b> 2021/22
<b>Project Status:</b> Not Started	<b>Expended as of December 31, 2018:</b> \$512,000	<b>Operating Budget Impact:</b> None

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Foothill Expressway	762,000	-	-	-	-	-	762,000
<b>Funding Sources</b>							
CIP	270,000	-	-	-	-	-	270,000
Traffic Impact Fees	440,000	-	-	-	-	-	-
Vehicle Reg Fees	52,000	-	-	-	-	-	-
<b>Total</b>	<b>762,000</b>	-	-	-	-	-	<b>762,000</b>

## ANNUAL COLLECTOR STREET TRAFFIC CALMING



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

Individual projects are selected from the Neighborhood Collector Plan program. Active projects include the Cuesta Drive traffic calming project.

Transportation-Pedestrian/Bicycle Safety		
<b>TS - 01022</b>	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: Annual	Planned Start Date: As Needed	Target Completion Date: TBD
Project Status: As Needed	Expended as of March 31, 2019: \$26,107	Operating Budget Impact: TBD

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Annual Collector Street Calming	303,933	320,000	-	-	-	-	623,933
<b>Funding Source</b>							
Traffic Impact Fees	303,933	320,000	-	-	-	-	623,933
<b>Total</b>	<b>303,933</b>	<b>320,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>623,933</b>

## EL MONTE/SPRINGER INTERSECTION IMPROVEMENTS



El Monte Avenue runs diagonally through Los Altos creating skewed intersection geometries at north-south oriented streets. At Springer Road and Jay Road, channelization islands help to define the intersection, however, free right turn slip lanes and discontinuous sidewalks create challenges for pedestrian crossings. The intersection is located within a school zone with Almond Elementary School approximately a third of a mile to the southwest and Los Altos High School three quarters of a mile to the west. The project will include public outreach, investigation and design of the intersection of El Monte Avenue and Springer Road to improve pedestrian and bike safety.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01030</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> Trans. Svcs. Mgr.
<b>Initial Funding Year:</b> FY2017/18	<b>Planned Start Date:</b> FY2021/22	<b>Target Completion Date:</b> 2022/23
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> \$7,014	<b>Operating Budget Impact:</b> TBD

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
El Monte/Springer Intersection	311,000	-	-	-	-	-	311,000
<b>Funding Source</b>							
Traffic Impact Fees	311,000	-	-	-	-	-	311,000
<b>Total</b>	<b>311,000</b>	-	-	-	-	-	<b>311,000</b>



## SAN ANTONIO ROAD & WEST PORTOLA AVENUE IMPROVEMENTS



The San Antonio Road & W Portola Avenue is a primary route for students at Bullis Charter School and Egan Middle School. This project will help to improve the intersection to better accommodate the large amount of student pedestrian and bicyclists traversing through the intersection. Planned intersection improvements include: sidewalk widening along the front of Bullis Charter School, installation of a new crosswalk across San Antonio Road on the north leg of the intersection, and civil improvements to tighten one or more of the intersection returns. A traffic signal modification will provide extinguishable “No Right Turn” signs and “early release pedestrian” signal timing intervals during student crossing activity.

Transportation-Pedestrian/Bicycle Safety		
<b>TS - 01037</b>	Priority: Health & Safety	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: FY2018/19	Planned Start Date: July 2019	Target Completion Date: December 2020
Project Status: In Progress	Expended as of December 31, 2018: -	Operating Budget Impact: Increased Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
San Antonio Rd & West Portola	837,125	-	-	-	-	-	837,125
<b>Funding Source</b>							
Traffic Impact Fees	837,125	-	-	-	-	-	837,125
<b>Total</b>	<b>837,125</b>	-	-	-	-	-	<b>837,125</b>

## EL MONTE AVENUE SIDEWALK GAP CLOSURE (EDITH TO ALMOND)



This project includes a new intersection bulb-out with ADA ramp improvements at Almond Avenue & El Monte Avenue, new crosswalk with pedestrian activated rectangular rapid flashing beacon system, and walkway gap closure on El Monte Avenue between Edith Avenue and Almond Avenue.

Transportation-Pedestrian/Bicycle Safety		
<b>TS - 01038</b>	Priority: Health & Safety	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: FY2016/17	Planned Start Date: FY2018/19	Target Completion Date: 2020/21
Project Status: In Design	Expended as of March 31, 2019: \$36,978	Operating Budget Impact: Increased Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
El Monte Ave Sidewalk Gap	494,933	320,000	-	-	-	-	814,933
<b>Funding Sources</b>							
CIP	191,000	-	-	-	-	-	191,000
CDBG	303,933	320,000	-	-	-	-	623,933
<b>Total</b>	<b>494,933</b>	<b>320,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>814,933</b>

## FREMONT AVENUE & TRUMAN AVENUE INTERSECTION



The Fremont Avenue & Truman Avenue Intersection project will provide for the installation of a pedestrian-activated flashing beacon system across Fremont Avenue. The system will include a solar-powered Rectangular Rapid Flashing Beacon (RRFB) system, and high-visibility roadway signage and pavement markings. The Fremont Avenue & Truman Avenue intersection experiences high volumes of pedestrian activity due to nearby schools.

Transportation-Pedestrian/Bicycle Safety		
<b>TS - 01040</b>	<b>Priority: Health &amp; Safety</b>	<b>Project Lead: Trans. Svcs. Mgr.</b>
<b>Initial Funding Year:</b> FY2017/18	<b>Planned Start Date:</b> FY2018/19	<b>Target Completion Date:</b> 2019/20
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Increased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Fremont Ave & Truman Ave	40,000	10,000	-	-	-	-	50,000
<b>Funding Source</b>							
Traffic Impact Fees	40,000	10,000	-	-	-	-	50,000
<b>Total</b>	<b>40,000</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>

## LOS ALTOS AVE & SANTA RITA SCHOOL CROSSING IMPROVEMENTS



The Los Altos Avenue & Santa Rita School- School Crossing Improvement project will provide for high-visibility signs at the existing mid-block crosswalk to Santa Rita School. As the crossing is located immediately in front of Santa Rita School, the location experiences high volumes of pedestrian activity.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01041</b>	<b>Priority:</b> Health & Safety	<b>Project Lead:</b> Trans. Svcs. Mgr.
<b>Initial Funding Year:</b> FY2017/18	<b>Planned Start Date:</b> FY2018/19	<b>Target Completion Date:</b> 2019/20
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Increased Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Los Altos Ave & Santa Rita School	40,000	10,000	-	-	-	-	50,000
<b>Funding Source</b>							
CIP	40,000	10,000	-	-	-	-	50,000
<b>Total</b>	<b>40,000</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>

## ■ DOWNTOWN TRAFFIC SIGNAL CONTROL UPGRADES



The Downtown Traffic Signal Control Upgrades project aims to provide traffic signal communication technology across the City to help network traffic signals. At locations adjacent to Foothill Expressway, the City will seek to coordinate traffic signals with County Expressway Network to help improve roadway efficiency. A new traffic signal adaptive software system will be installed and managed by the County of Santa Clara to ensure coordination with traffic signals along and across Foothill Expressway. Citywide, the City will seek to upgrade traffic signal controllers and other auxiliary equipment within the traffic signal cabinets, deploy cellular communications equipment to allow for traffic signals to be networked, and install a new central system software to help both monitor and control traffic signal timing.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01049</b>	<b>Priority: Health &amp; Safety</b>	<b>Project Lead: Trans. Svcs. Mgr.</b>
<b>Initial Funding Year:</b> FY2018/19	<b>Planned Start Date:</b> FY2017/18	<b>Target Completion Date:</b> 2019/20
<b>Project Status:</b> In Progress	<b>Expended as of March 31, 2019:</b> \$146,701	<b>Operating Budget Impact:</b> None

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
University Ave & Milverton Rd	55,000	-	-	-	-	-	55,000
<b>Funding Source</b>							
CIP	55,000	-	-	-	-	-	55,000
<b>Total</b>	<b>55,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,000</b>

## UNIVERSITY AVE & MILVERTON RD SIDEWALK GAP CLOSURE



This project proposes to close a sidewalk gap on University Avenue approximately 160-feet north of University Avenue and Milverton Road.

Transportation-Pedestrian/Bicycle Safety		
<b>TS - 01051</b>	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: FY2018/19	Planned Start Date: FY2021/22	Target Completion Date: 2022/23
Project Status: Not Started	Expended as of March 31, 2019: -	Operating Budget Impact: Increased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
University Ave & Milverton Rd	55,000	-	-	-	-	-	55,000
<b>Funding Source</b>							
CIP	55,000	-	-	-	-	-	55,000
<b>Total</b>	<b>55,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,000</b>

## CARMEL TERRACE SIDEWALK GAP CLOSURE



This project will address an approximate 550' long sidewalk gap on the western portion of Carmel Terrace. The completion of this work will provide continuous sidewalk infrastructure (route to school) from the raised crosswalk facility at Portland/Carmel Terrace and the rear access to Blach Intermediate School.

Transportation-Pedestrian/Bicycle Safety		
<b>TS - 01050</b>	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: FY2018/19	Planned Start Date: FY2021/22	Target Completion Date: 2022/23
Project Status: Not Started	Expended as of March 31, 2019: -	Operating Budget Impact: Increased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Carmel Terrace Sidewalk Gap	350,000	-	-	-	-	-	350,000
<b>Funding Source</b>							
CIP	350,000	-	-	-	-	-	350,000
<b>Total</b>	<b>350,000</b>	-	-	-	-	-	<b>350,000</b>

## ANNUAL BICYCLE/PEDESTRIAN ACCESS IMPROVEMENTS



The Annual Bicycle & Pedestrian Improvements project is intended to implement individual projects from the Pedestrian Master Plan and Bicycle Master Plan studies. In 2019, the City will begin a Complete Streets Study that will include the development of conceptual plan line drawings for various streets around the city in efforts to accelerate projects from the Pedestrian and Bicycle Master Plans.

Upon completion of the Complete Streets Study, this project will advance design plans to help the City compete for future grant fund programs and where feasible, construction projects. Data collection and technology to help track mobility changes will be identified and deployed where feasible to help measure the effectiveness of projects built for the community.

<b>Transportation-Pedestrian/Bicycle Safety</b>		
<b>TS - 01052</b>	<b>Priority: Health and Safety</b>	<b>Project Lead: Trans. Svcs. Mgr.</b>
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Ongoing
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> TBD

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Annual Bicycle/Pedestrian	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
<b>Funding Sources</b>							
CIP	350,000	350,000	350,000	350,000	350,000	350,000	2,100,000
Traffic Impact Fees	100,000	100,000	100,000	100,000	100,000	100,000	600,000
TDA Article II	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<b>Total</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>3,000,000</b>



## FREMONT AVENUE PEDESTRIAN BRIDGE REHABILITATION



This existing pedestrian/bicycle bridge was constructed in the mid-1970s and provides access to residents and commuters crossing Permanente Creek at Fremont Avenue. As result of the community outreach efforts in 2009 for the vehicular bridge replacement, concern was voiced over this structure. At that time, the City committed to evaluating this bridge as a follow up to the adjacent bridge replacement project.

The feasibility study conducted in 2016 concluded rehabilitation to be the most cost effective and recommended alternative. Rehabilitation would include: replacement of timber decking, replacement of structural blocking and cross bracing, replacement of endspans middle glulam stringer, replacement of timber railing, installation of a drainage system, and backfilling of the first span to repair scour damage and loss of backfill material. Existing bridge abutments will remain.

Transportation-Streets/Roadways		
<b>TS - 01055</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> V. Chen
<b>Initial Funding Year:</b> FY2017/18	<b>Planned Start Date:</b> FY2019/20	<b>Target Completion Date:</b> October 2021
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Fremont Ave Pedestrian Bridge	250,000	-	-	-	-	-	250,000
<b>Funding Source</b>							
CIP	250,000	-	-	-	-	-	250,000
<b>Total</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250,000</b>

## FREMONT AVENUE PAVEMENT REHABILITATION



Fremont Avenue provides a direct east-west connection between the city between Sunnyvale and Foothill Expressway. Fremont Avenue also serves as a priority corridor for bicyclists and pedestrians due to adjacent schools in the area.

This project will repair pavement failure areas on Fremont Avenue between Grant Road and the westerly city limit near the Stevens Creek Bridge. Repairs along adjacent multi-use pathways may be provided as well to help improve pedestrian and bicycle facilities.

Transportation-Streets/Roadways		
<b>TS - 01056</b>	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: FY2018/19	Planned Start Date: FY2019/20	Target Completion Date: October 2021
Project Status: Not Started	Expended as of March 31, 2019: -	Operating Budget Impact: Decrease Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Fremont Ave Pavement	455,000	-	-	-	-	-	455,000
<b>Funding Sources</b>							
CIP	119,000	-	-	-	-	-	119,000
OBAG	336,000	-	-	-	-	-	336,000
<b>Total</b>	<b>455,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>455,000</b>

## IN-ROAD LIGHT SYSTEM MAINTENANCE



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

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

Transportation-Streets/Roadways		
<b>TS - 01057</b>	Priority: Asset Preservation	Project Lead: Trans. Svcs. Mgr.
Initial Funding Year: FY2018/19	Planned Start Date: FY2019/20	Target Completion Date: October 2021
Project Status: Not Started	Expended as of March 31, 2019: -	Operating Budget Impact: Decrease Maintenance Costs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
In-Road Light System	75,000	-	-	-	-	-	75,000
<b>Funding Source</b>							
CIP	75,000	-	-	-	-	-	75,000
<b>Total</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>

## INTERSECTION ACCESS BARRIER REMOVAL



The Intersection Access Barrier Removal project is used to remove barriers that impact accessibility to sidewalks or trails. Typical improvements include reconfiguration of rolled curbs to provide a smooth transition from the street to adjacent pedestrian pathways, removal or reconfiguration of bollards, or reconfiguration of trail entry points to better accommodate bicycle access.

Currently this project is focused on removing rolled curbs and reconfiguration access to the Hetch Hetchy Trail at Estrellita Way.

Transportation-Streets/Roadways		
<b>TS - 01058</b>	<b>Priority: Health &amp; Safety</b>	<b>Project Lead: Trans. Svcs. Mgr.</b>
<b>Initial Funding Year:</b> FY2018/19	<b>Planned Start Date:</b> FY2019/20	<b>Target Completion Date:</b> October 2021
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> -

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Intersection Access Barrier	280,000	-	-	-	-	-	280,000
<b>Funding Source</b>							
CIP	280,000	-	-	-	-	-	280,000
<b>Total</b>	<b>280,000</b>	-	-	-	-	-	<b>280,000</b>

## DIAMOND COURT RESURFACING



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

Transportation-Streets/Roadways		
<b>TS - 01059</b>	<b>Priority: Health &amp; Safety</b>	<b>Project Lead: V. Chen</b>
<b>Initial Funding Year:</b> FY2019/20	<b>Planned Start Date:</b> FY2019/20	<b>Target Completion Date:</b> October 2021
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> -

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Diamond Court Resurfacing	-	200,000	-	-	-	-	200,000
<b>Funding Sources</b>							
CIP	-	100,000	-	-	-	-	100,000
Residents	-	100,000	-	-	-	-	100,000
<b>Total</b>	-	<b>200,000</b>	-	-	-	-	<b>200,000</b>

## ANNUAL SEWER SYSTEM REPAIR PROGRAM



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

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01001</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> A. Fairman
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> \$880,997	<b>Operating Budget Impact:</b> Decreased Emergency Repairs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual Sewer System Repair	1,437,313	610,000	620,000	630,000	640,000	650,000	4,587,313
<b>Funding Source</b>							
Sewer	1,437,313	610,000	620,000	630,000	640,000	650,000	4,587,313
<b>Total</b>	<b>1,437,313</b>	<b>610,000</b>	<b>620,000</b>	<b>630,000</b>	<b>640,000</b>	<b>650,000</b>	<b>4,587,313</b>

## ANNUAL STRUCTURAL REACH REPLACEMENT



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

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01002</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: A. Fairman</b>
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> \$1,327,016	<b>Operating Budget Impact:</b> Decreased Emergency Repairs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Annual Structural Reach Replacement	1,654,129	800,000	800,000	800,000	800,000	800,000	5,654,129
<b>Funding Source</b>							
Sewer	1,654,129	800,000	800,000	800,000	800,000	800,000	5,654,129
<b>Total</b>	<b>1,654,129</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>5,654,129</b>

## ANNUAL ROOT FOAMING



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

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01003</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> M. Hernandez
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> \$232,999	<b>Operating Budget Impact:</b> Decreased Emergency Repairs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Annual Root Foaming	555,000	200,000	200,000	200,000	200,000	200,000	1,555,000
<b>Funding Source</b>							
Sewer	555,000	200,000	200,000	200,000	200,000	200,000	1,555,000
<b>Total</b>	<b>555,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,555,000</b>



## ANNUAL CIPP CORROSION REPLACEMENT



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

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01005</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: A. Fairman</b>
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> \$45,953	<b>Operating Budget Impact:</b> Decreased Emergency Repairs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual CIPP Corrosion	653,000	400,000	450,000	465,000	480,000	500,000	2,948,000
<b>Funding Source</b>							
Sewer	653,000	400,000	450,000	465,000	480,000	500,000	2,948,000
<b>Total</b>	<b>653,000</b>	<b>400,000</b>	<b>450,000</b>	<b>465,000</b>	<b>480,000</b>	<b>500,000</b>	<b>2,948,000</b>

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

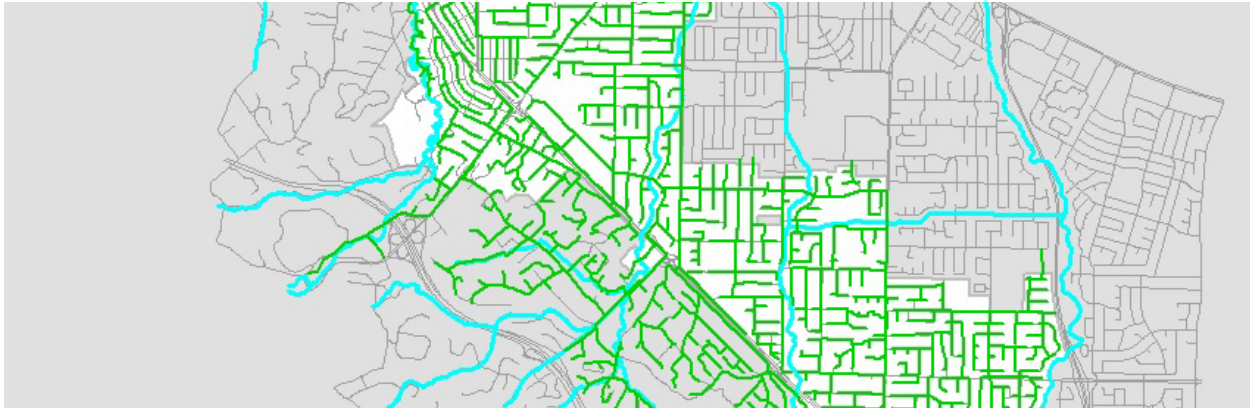


A fats, oil and grease (FOG) program is critical to the operation of a sewer system. This project provides funding for inspections and follow-up and to educate customers on best management practices to prevent sewer back-ups resulting from FOG being deposited into drains and ultimately to the sewage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

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01006</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: A. Fairman</b>
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> \$22,007	<b>Operating Budget Impact:</b> Decreased Maintenance Costs

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual Fats, Oils, Grease Program	292,464	62,000	64,000	66,000	68,000	70,000	622,464
<b>Funding Source</b>							
Sewer	292,464	62,000	64,000	66,000	68,000	70,000	622,464
<b>Total</b>	<b>292,464</b>	<b>62,000</b>	<b>64,000</b>	<b>66,000</b>	<b>68,000</b>	<b>70,000</b>	<b>622,464</b>

## ANNUAL GIS UPDATES



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

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01008</b>	<b>Priority: Efficiency/Cost Savings</b>	<b>Project Lead: V. Woo</b>
<b>Initial Funding Year:</b> Annual	<b>Planned Start Date:</b> Annual	<b>Target Completion Date:</b> Annual
<b>Project Status:</b> Annual	<b>Expended as of March 31, 2019:</b> \$113,008	<b>Operating Budget Impact:</b> Improved Staff Productivity

	Prior Appropriations	2019/20 Budget	2020/21 Planned	2021/22 Planned	2022/23 Planned	2023/24 Planned	Total
<b>Project Estimates</b>							
Annual GIS Updates	335,681	62,000	64,000	66,000	68,000	70,000	665,681
<b>Funding Source</b>							
Sewer	335,681	62,000	64,000	66,000	68,000	70,000	665,681
<b>Total</b>	<b>335,681</b>	<b>62,000</b>	<b>64,000</b>	<b>66,000</b>	<b>68,000</b>	<b>70,000</b>	<b>665,681</b>

## SEWER SYSTEM MANAGEMENT PLAN UPDATE

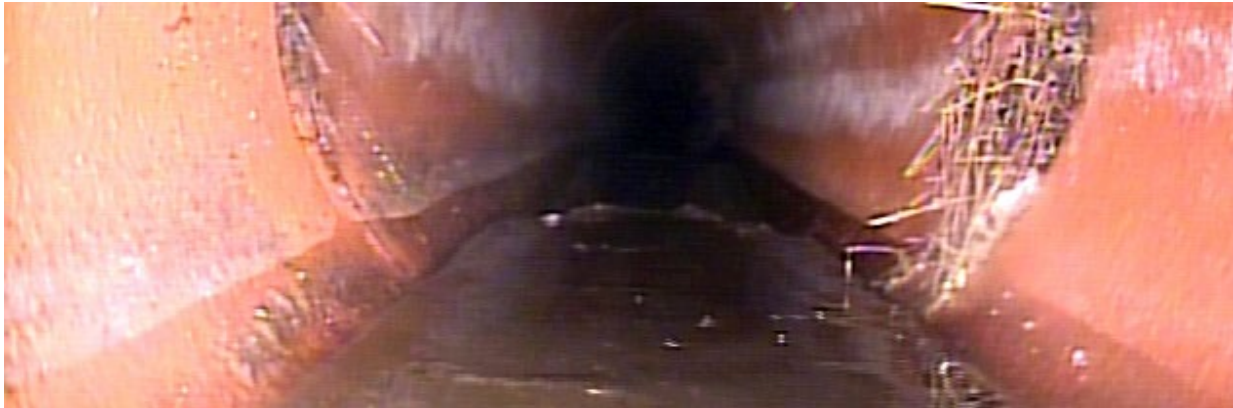


In accordance with State requirements, this project will update the City of Los Altos Sewer System Management Plan. The updating is typically done by a sewer management consultant. Update of the SSMP will be based on State Water Resources Control Board (SWRCB) general waste discharge requirements.

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01009</b>	<b>Priority:</b> Asset Preservation	<b>Project Lead:</b> A. Fairman
<b>Initial Funding Year:</b> FY2020/21	<b>Planned Start Date:</b> 2020/21	<b>Target Completion Date:</b> 2021
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> None

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project Estimates</b>							
Sewer System Management Plan	-	-	50,000	-	-	-	50,000
<b>Funding Source</b>							
Sewer	-	-	50,000	-	-	-	50,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>

## SANITARY SEWER VIDEO INSPECTION



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

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

<b>Wastewater Systems--Sewer</b>		
<b>WW - 01011</b>	<b>Priority: Asset Preservation</b>	<b>Project Lead: A. Fairman</b>
<b>Initial Funding Year:</b> FY2018/19	<b>Planned Start Date:</b> FY2020/21	<b>Target Completion Date:</b> 2024
<b>Project Status:</b> Not Started	<b>Expended as of March 31, 2019:</b> -	<b>Operating Budget Impact:</b> Decreased Emergency Repairs

	Prior	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	Appropriations	Budget	Planned	Planned	Planned	Planned	
<b>Project</b>							
<b>Estimates</b>							
Sanitary Sewer	380,000	400,000	-	-	-	-	780,000
Video Inspection							
<b>Funding</b>							
<b>Source</b>							
Sewer	380,000	400,000	-	-	-	-	780,000
<b>Total</b>	<b>380,000</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>780,000</b>

# EQUIPMENT REPLACEMENT LISTING

## FY2019/20 EQUIPMENT REPLACEMENT

### PUBLIC SAFETY

#### Marked Patrol Vehicles (3)

Replacement of three marked patrol vehicles due to age and high mileage. \$ 145,000

#### Motorcycle (1)

Vehicle is out of warranty; repair costs are increasing due to age and mileage. \$ 35,000

### RECREATION & COMMUNITY SERVICES

#### Tables and Chairs for Grant Park

Replace and add tables and chairs at various city facilities for classes and the facility rental program. \$ 10,000

### MAINTENANCE SERVICES

#### Streets Crew Cab Truck-F450 (1)

Replacement of the Streets Division truck that is beyond its useful life. \$ 60,000

#### Streets Supervisor Crew Cab GMC (1)

Replacement of the Streets Supervisor Crew Cab that is beyond its useful life. \$ 45,000

#### Parks Ford Utility (1)

Replacement of the Parks utility truck that is beyond its useful life. \$ 45,000

#### Tire Machine and Balancer

Allow vehicle maintenance to complete basic tire repair, replacement in-house. \$ 12,000

#### Asphalt Reclaimer/Stablizer

The ability to repair more roads in the City in a quicker and more efficient manner. \$ 150,000

### FY2019/20 TOTAL

**\$ 502,000**



# EQUIPMENT REPLACEMENT LISTING

## FY2020/21 EQUIPMENT REPLACEMENT

### PUBLIC SAFETY

#### Marked Patrol Vehicles (3)

Replacement of three marked patrol vehicles due to age and high mileage. \$ 145,000

#### Administrative Vehicle

Vehicle is out of warranty; repair costs are increasing due to age and mileage. \$ 65,000

### RECREATION & COMMUNITY SERVICES

#### Tables and Chairs for Grant Park

Replace and add tables and chairs at various city facilities for classes and the facility rental program. \$ 10,000

### MAINTENANCE SERVICES

#### Facilities Supervisor Truck (1)

Replacement of the Facilities Division truck that is beyond its useful life. \$ 33,000

#### Parks Supervisor Truck (1)

Replacement of the Parks Supervisor Crew Cab that is beyond its useful life. \$ 33,000

#### Brake Lathe Machine

Allow vehicle maintenance to complete basic tire repair in-house, saving the City \$ 11,000 money on one of the most maintained aspects of the fleet.

#### Asphalt Spreader Box

The ability to repair more roads in the City in a quicker and more efficient manner \$ 120,000

### FY2020/21 TOTAL

**\$ 417,000**



# APPENDICES





# ■ APPENDIX A: GLOSSARY OF TERMS

## **ACCRUAL BASIS OF ACCOUNTING**

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

## **ADA**

Americans with Disabilities Act

## **ADMINISTRATIVE CHARGE**

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

## **APPROPRIATION**

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

## **APPROPRIATIONS LIMIT**

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

## **AQMD**

Air Quality Management District

## **ASSESSED VALUATION**

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

## **ASSET**

Resources owned or held that have an economic value.

## **BALANCED BUDGET**

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

## **BEGINNING FUND BALANCE**

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

## **BOND**

A written promise to pay a designated amount (called the principal) at a specific date in the future,

## APPENDIX A: GLOSSARY OF TERMS

together with periodic interest at a specified rate. In the Financial Plan, these payments are identified as debt service. Bonds are usually used to obtain long-term financing for capital improvements.

### **BOND RATING**

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

### **BUDGET - OPERATING**

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

### **CARB**

California Air Resources Board

### **CalPERS**

California Public Employees' Retirement System

### **CALTRANS**

California Department of Transportation

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

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

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

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

### **CAPITAL OUTLAY**

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

### **CAPITAL PROJECTS FUNDS**

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

# ■ APPENDIX A: GLOSSARY OF TERMS

## **CASH BASIS OF ACCOUNTING**

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

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

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

## **COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)**

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

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

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

## **COST RECOVERY**

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

## **DEBT SERVICE**

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

## **DEBT SERVICE FUNDS**

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

## **DEPARTMENT**

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

## **DEPRECIATION**

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

## **DIVISION**

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

## **ENCUMBRANCE**

Commitment related to unperformed contracts for goods or services.

# ■ APPENDIX A: GLOSSARY OF TERMS

## ENTERPRISE FUNDS

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

## EXPENDITURE

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

## EXPENSE

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

## Fiscal Year (FY)

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

## FTE (Full-Time Equivalent)

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

## FUNCTION

An operational grouping of related departments.

## FUND

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

## FUND BALANCE CLASSIFICATIONS

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

- Nonspendable  
This is a portion of fund balance not available for appropriations by its nature or external restriction. Examples are inventories and donations that require intact principal values.
- Spendable  
Restricted: The restricted portion of fund balance is subject to externally enforceable legal restrictions. Examples are Gas Tax revenues and grant proceeds.
- Committed  
The committed portion of fund balance is constrained by the limitations imposed through

## ■ APPENDIX A: GLOSSARY OF TERMS

formal City Council action. Only formal City Council action can remove or modify a previously committed amount.

- Assigned

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

- Unassigned

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

### **GENERAL FUND**

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

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

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

### **GENERAL OBLIGATION BONDS**

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

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

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

### **GFOA**

Government Finance Officers Association

### **GOVERNMENTAL FUNDS**

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

### **GRANT**

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

# ■ APPENDIX A: GLOSSARY OF TERMS

## **INDIRECT COST**

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

## **INFRASTRUCTURE**

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

## **INTERNAL SERVICE FUNDS**

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

## **MODIFIED ACCRUAL BASIS OF ACCOUNTING**

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

## **OBJECTIVE**

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

## **PERSONNEL SERVICES**

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

## **PROPRIETARY FUND**

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

## **OPERATING EXPENDITURE**

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

## **OPERATING RESERVES**

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

## **OPERATING REVENUES**

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

## **PAY-AS-YOU-GO BASIS**

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

# ■ APPENDIX A: GLOSSARY OF TERMS

## **REVENUE**

Sources of income financing the operations of government.

## **RFP**

Request for Proposal

## **SPECIAL REVENUE FUNDS**

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

## **STRUCTURAL DEFICIT**

A fiscal imbalance created when ongoing expenditures exceed ongoing revenues.

## **STRUCTURAL REDUCTIONS**

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

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

A tax on hotel, motel and timeshare stays of less than 30 days. The rate is currently 11%.

## **TRIPLE FLIP**

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

## **USER CHARGES**

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

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

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

**RESOLUTION NO. 2019-19**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
ADOPTING THE FY 2019-20 OPERATING BUDGETS**

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

**WHEREAS**, the Council has reviewed the FY 2019-20 Operating Budgets at a public study session held on May 14, 2019; and

**WHEREAS**, increases in salary ranges are to take effect in the first full pay period in July 2019.

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

1. The City of Los Altos FY 2019-20 biennial Operating Budget has been presented and reviewed by City Council with regard to the approval of estimated revenues, appropriations, capital projects, and transfers for all City funds in accordance with adopted Financial and Investment Policies; and
2. City programs, services, and activities will be provided and maintained within the confines of this Financial Plan/Biennial Operating Budget in a manner consistent with adopted Financial Policies; and
3. Funds are deemed appropriated for those purposes and in amounts contained in said Financial Plan/Biennial Operating Budget and the City Manager is authorized to approve appropriations and transfers of these funds to the extent allowed by law and Financial Policies in implementing the work programs incorporated within the adopted budget; and
4. This budget includes the maintenance of an Operating Reserve of 20%; and
5. Encumbrances (obligated contract commitments), active capital improvement projects, and active grant awards that have not been completed or received at the end of each fiscal year shall be carried forward and re-appropriated into the next fiscal year.

**I HEREBY CERTIFY** that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the 11<sup>th</sup> day of June, 2019 by the following vote:



AYES: ENANDER, FLIGOR, LEE ENG, PEPPER  
NOES: BRUINS  
ABSENT: NONE  
ABSTAIN: NONE

  
Lynette Lee Eng, MAYOR

Attest:

  
Jon Maginot, CMC, CITY CLERK

**RESOLUTION NO. 2019-20**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
ADOPTING THE FY 2020-24 FIVE-YEAR CAPITAL IMPROVEMENT  
PROGRAM**

**WHEREAS**, the Council has reviewed the FY 2020-24 Capital Improvement Program at a public study session held on May 14, 2019; and

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

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


1. Adopts the FY 2020 – 24 Five-Year Capital Improvement Program submitted as presented for those respective fiscal years; and appropriate funds, for all respective funds, for those CIP projects identified within the FY 2019/20; and
2. Authorizes the City Manager to proceed with those FY 2019/20 projects identified for implementation or the commencement of planning for them.

**I HEREBY CERTIFY** that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the 11<sup>th</sup> day of June, 2019 by the following vote:

AYES: BRUINS, ENANDER, FLIGOR, LEE ENG, PEPPER  
NOES: NONE  
ABSENT: NONE  
ABSTAIN: NONE

  
Lynette Lee Eng, MAYOR

Attest:

  
Jon Maginot, CMC, CITY CLERK

RESOLUTION NO. 2019-21

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
REAFFIRMING THE FY 2019-20 TRANSIENT OCCUPANCY TAX RATE**

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

**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 11, 2019.

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

1. Adopt the Transient Occupancy Tax of 12% 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 11<sup>th</sup> day of June, 2019 by the following vote:

AYES: BRUINS, FLIGOR, LEE ENG, PEPPER  
NOES: ENANDER  
ABSENT: NONE  
ABSTAIN: NONE

  
Lynette Lee Eng, MAYOR

Attest:

  
Jon Maginot, CMC, CITY CLERK

RESOLUTION NO. 2019-22

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
REAFFIRMING THE FY 2019-20 UTILITY USERS TAX RATE**

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

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

**WHEREAS**, the City Council adopted the budget on June 11, 2019.

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

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

**I HEREBY CERTIFY** that the foregoing is a true and correct copy of a Resolution passed and adopted by the City Council of the City of Los Altos at a meeting thereof on the 11<sup>th</sup> day of June, 2019 by the following vote:

AYES: BRUINS, ENANDER, FLIGOR, LEE ENG, PEPPER  
NOES: NONE  
ABSENT: NONE  
ABSTAIN: NONE

  
Lynette Lee Eng, MAYOR

Attest:

  
Jon Maginot, CMC, CITY CLERK

RESOLUTION NO. 2019-23

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
ESTABLISHING THE FY 2019-21 APPROPRIATIONS LIMIT

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

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

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

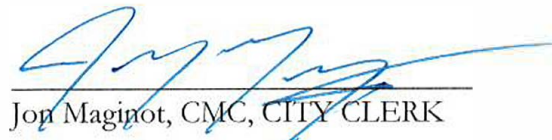
FY 2019/20                      \$36,559,566

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 11<sup>th</sup> day of June, 2019 by the following vote:

AYES:            BRUINS, ENANDER, FLIGOR, LEE ENG, PEPPER  
NOES:            NONE  
ABSENT:        NONE  
ABSTAIN:        NONE

  
Lynette Lee Eng, MAYOR

Attest:

  
Jon Maginot, CMC, CITY CLERK

**Exhibit**

**GANN LIMIT CALCULATION - FY2019-20**

DESCRIPTION	AMOUNT	TAXES	"NON-TAXES"
<b>GENERAL FUND</b>			
<b>TAXES</b>			
Property Tax	25,639,810	25,639,810	0
Sales Tax	3,301,400	3,301,400	0
Off Hwy Veh Fees	0	0	0
Utility Users Tax	2,781,000	2,781,000	0
Business License Tax	510,000	510,000	0
Documentary Trans.	540,350	540,350	0
Building Dev. Tax	190,600	190,600	0
Transient Occ. Tax	3,360,000	3,360,000	0
<b>LICENSES/PERMITS</b>			
Engineering Fees	350,000		350,000
Building Permits	1,200,000		1,200,000
Electrical Permits	320,000		320,000
Plumb/Mech Permits	400,000		400,000
Plan Checking	600,000		600,000
Other Comm Dev Fees	753,600		753,600
<b>CHARGE FOR SERVICE</b>			
Police Fees	177,440		177,440
Expressway Landscape.	25,000		25,000
Street Sweeping	5,500		5,500
Signal Agreements	2,600		2,600
Special Event Appl	25,250		25,250
Weed Abatement	0		0
Fire Dept Fees	0		0
Sale of Publications	0		0
<b>RECREATION FEES</b>			
Recreation Fees	1,477,000		1,477,000
<b>FRANCHISE FEES</b>			
Franchise Fees	2,284,540		2,284,540
<b>USE OF MONEY/PROPERTY</b>			
Rental Income	24,000		24,000
Auction	10,506		10,506
<b>FINES/FORFEITURES</b>			
Traffic Fines	60,000		60,000
Parking Citations	92,000		92,000
Court Fines	1,010		
Admin Citations	6,060		6,060
<b>ENTERPRISE/CAPITAL ADMIN</b>			
Sewer Admin.	824,700		824,700
Solid Waste Admin.	93,800		93,800
<b>MISCELLANEOUS</b>			
Misc./Other	49,490		49,490
CDBG Admin Reimb	0		0
Mandated Cost Reimbursement	5,050		5,050
MSC Services	1,010		
Arrest Tow Fees	0		0
<b>SUBTOTAL</b>	<b>45,111,717</b>	<b>36,323,160</b>	<b>8,786,537</b>
Interest	362,900	292,201	70,699
<b>GENERAL FUND TOTAL</b>	<b>45,474,617</b>	<b>36,615,361</b>	<b>8,857,236</b>
<b>CAPITAL PROJECTS</b>			

**Exhibit**

**GANN LIMIT CALCULATION - FY2019-20**

DESCRIPTION	AMOUNT	TAXES	"NON-TAXES"
SLES Police Grants	0		0
Other Capital Grants	55,200		55,200
Vehicle Impound Fees	20,000		20,000
In Lieu Park Land	1,668,500		1,668,500
Transportation Development Act	0		0
Downtown Parking Fund	40,000		40,000
Traffic Impact Fee	903,599		903,599
Safe Routes to School	0		0
Community Contributions	0		0
Prop 1B Grants	0		0
CDBG	623,933		623,933
<b>GAS TAX FUNDS</b>			
Gas Tax	680,000		680,000
<b>SUBTOTAL</b>	<b>3,991,232</b>	<b>0</b>	<b>3,991,232</b>

<b>GRAND TOTAL</b>	<b>49,465,849</b>	<b>36,615,361</b>	<b>12,848,468</b>
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Total City Governmental Revenue	49,465,849
Less: Non Proceeds of taxes	<u>(12,848,468)</u>
Proceeds of Taxes	36,617,381
Exclusions: Debt Service before Prop 4	0
Add: Excess User Fees	<u>0</u>
Appropriations Subject to Limitation	36,617,381
<b>2018-19 Appropriations Limit</b>	<b>36,559,566</b>
Dollars under limit	(57,815)
Percent under limit	<b>-0.16%</b>

**Appropriations Limit Calculation**

2018-19 Appropriations Limit	<b>35,088,412</b>
Change in Calif. per capita income	1.0385
Change in population in County	1.0033
Change Factor	1.0419
	<b>36,559,566</b>

**RESOLUTION NO. 2019-18**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LOS ALTOS  
APPROVING ADJUSTMENTS TO THE COMPENSATION RANGES AND  
THE BENEFIT PACKAGE FOR THE NON-REPRESENTED EMPLOYEE  
GROUP AND APPROVING THE SALARY SCHEDULE FOR EMPLOYEES  
FOR FISCAL YEAR 2020**

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

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

**WHEREAS**, to assist in determining appropriate compensation and benefits for the non-represented group of City employees the City contracted with the firm of Koff and Associates to conduct a market comparison of the City's total compensation package against the packages of other comparable other cities; and

**WHEREAS**, the City Council has determined that providing compensation and benefits at approximately the median level of the market is in the City's best interests for recruiting and retaining a skilled and educated workforce; and

**WHEREAS**, maintaining compensation levels at the median of the market requires occasional equity-based salary adjustments; and

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

**WHEREAS**, for the 12-month period through April 2019, the Consumer Price Index for Urban Consumers CPI-U for the San Jose-Sunnyvale-Santa Clara area is 4.0%; and

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

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

1. Approves the salary ranges at Exhibit A, effective the first full pay-period after July 1, 2019, which includes new pay ranges for non-represented employees, as well as the contractually required pay adjustments for the Los Altos Peace Officers Association and the Los Altos Municipal Employees Association.
2. Approves the following adjustments to the benefit package for non-represented employees, effective July 1, 2019:
  - a. The City will provide Long-term Disability Insurance to non-represented employees through a third-party provider, by way of a policy selected by the City with coverage limitations and benefit amounts determined at the City's sole discretion.
  - b. Non-represented FLSA exempt employees will receive 80 hours of Administrative Leave each fiscal year, the accrual and usage of which shall be in accordance with the City's established policy and practice of such leave.



**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 25<sup>th</sup> day of June, 2019 by the following vote:

AYES: BRUINS, ENANDER, FLIGOR, LEE ENG, PEPPER  
NOES: NONE  
ABSENT: NONE  
ABSTAIN: NONE



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Lynette Le Eng, MAYOR

Attest:



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Jon Maginot, CMC, CITY CLERK

City of Los Altos -- Salary Schedule FY 19/20  
 Resolution 2019-XX

			Biweekly					Monthly					Annual				
Legislative & Executive	Union	Salary Range	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
City Manager	N/A		\$8,783.08					\$19,030.00					\$228,360.00				
Assistant City Manager	N/A	56	\$6,883.15	Open Range			\$8,366.47	\$14,913.49	Open Range			\$18,127.35	\$178,961.89	Open Range			\$217,528.17
Deputy City Manager/City Clerk	N/A	48	\$5,649.29	\$5,931.76	\$6,228.34	\$6,539.76	\$6,866.75	\$12,240.13	\$12,852.14	\$13,494.75	\$14,169.48	\$14,877.96	\$146,881.60	\$154,225.68	\$161,936.96	\$170,033.81	\$178,535.50
Assistant to the City Manager	N/A	40	\$4,636.64	\$4,868.47	\$5,111.89	\$5,367.49	\$5,635.86	\$10,046.05	\$10,548.35	\$11,075.77	\$11,629.56	\$12,211.03	\$120,552.57	\$126,580.20	\$132,909.21	\$139,554.67	\$146,532.40
City Clerk	N/A	41	\$4,752.55	\$4,990.18	\$5,239.69	\$5,501.67	\$5,776.76	\$10,297.20	\$10,812.06	\$11,352.66	\$11,920.29	\$12,516.31	\$123,566.38	\$129,744.70	\$136,231.94	\$143,043.53	\$150,195.71
Public Information Coordinator	LAMEA		\$3,533.92	\$3,710.62	\$3,896.15	\$4,090.95	\$4,295.50	\$7,656.83	\$8,039.67	\$8,441.65	\$8,863.73	\$9,306.92	\$91,881.92	\$96,476.02	\$101,299.82	\$106,364.81	\$111,683.05
Executive Assistant to the City Manager	N/A	25	\$3,201.44	\$3,361.51	\$3,529.59	\$3,706.07	\$3,891.37	\$6,936.45	\$7,283.27	\$7,647.44	\$8,029.81	\$8,431.30	\$83,237.40	\$87,399.27	\$91,769.23	\$96,357.69	\$101,175.58
Deputy City Clerk	LAMEA		\$2,879.76	\$3,023.75	\$3,174.94	\$3,333.68	\$3,500.37	\$6,239.48	\$6,551.45	\$6,879.03	\$7,222.98	\$7,584.13	\$74,873.76	\$78,617.45	\$82,548.32	\$86,675.74	\$91,009.52
Administrative Services	Union	Salary Range	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Administrative Services Director	N/A	56	\$6,883.15	Open Range			\$8,366.47	\$14,913.49	Open Range			\$18,127.35	\$178,961.89	Open Range			\$217,528.17
Financial Services Manager	N/A	48	\$5,649.29	\$5,931.76	\$6,228.34	\$6,539.76	\$6,866.75	\$12,240.13	\$12,852.14	\$13,494.75	\$14,169.48	\$14,877.96	\$146,881.60	\$154,225.68	\$161,936.96	\$170,033.81	\$178,535.50
Senior Accountant	N/A	34	\$3,998.16	\$4,198.07	\$4,407.97	\$4,628.37	\$4,859.79	\$8,662.68	\$9,095.81	\$9,550.60	\$10,028.13	\$10,529.54	\$103,952.10	\$109,149.71	\$114,607.19	\$120,337.55	\$126,354.43
Management Analyst II	LAMEA		\$3,782.48	\$3,971.60	\$4,170.18	\$4,378.69	\$4,597.63	\$8,193.37	\$8,605.14	\$9,035.40	\$9,487.17	\$9,961.53	\$98,344.48	\$103,261.70	\$108,424.70	\$113,846.03	\$119,538.33
Management Analyst I	LAMEA		\$3,439.28	\$3,611.24	\$3,791.81	\$3,981.40	\$4,180.47	\$7,451.77	\$7,824.36	\$8,215.58	\$8,626.36	\$9,057.68	\$89,421.28	\$93,586.96	\$98,121.28	\$103,116.31	\$108,692.12
Accounting Technician II	LAMEA		\$2,868.32	\$3,011.74	\$3,162.32	\$3,320.44	\$3,486.46	\$6,214.69	\$6,525.43	\$6,851.70	\$7,194.28	\$7,551.00	\$74,576.32	\$78,305.14	\$82,220.39	\$86,331.41	\$90,647.98
Accounting Technician I	LAMEA		\$2,490.80	\$2,615.34	\$2,746.11	\$2,883.41	\$3,027.58	\$5,396.73	\$5,666.57	\$5,949.90	\$6,247.39	\$6,559.76	\$64,760.80	\$67,998.84	\$71,398.78	\$74,968.72	\$78,717.16
Accounting Office Assistant I	LAMEA		\$2,190.24	\$2,299.75	\$2,414.74	\$2,535.48	\$2,662.25	\$4,745.52	\$4,982.80	\$5,231.94	\$5,493.53	\$5,768.21	\$56,946.24	\$59,793.55	\$62,783.23	\$65,922.39	\$69,218.51
Information Technology Manager	N/A	48	\$5,619.29	\$5,931.76	\$6,228.34	\$6,539.76	\$6,866.75	\$12,240.13	\$12,852.14	\$13,494.75	\$14,169.48	\$14,877.96	\$146,881.60	\$154,225.68	\$161,936.96	\$170,033.81	\$178,535.50
Network Systems Administrator	LAMEA		\$4,215.12	\$4,425.88	\$4,647.17	\$4,879.53	\$5,123.50	\$9,132.76	\$9,589.40	\$10,068.87	\$10,572.31	\$11,100.93	\$109,593.12	\$115,072.78	\$120,826.41	\$126,867.74	\$133,211.12
Information Technology Analyst	LAMEA		\$4,014.40	\$4,215.12	\$4,425.88	\$4,647.17	\$4,879.53	\$8,697.87	\$9,132.76	\$9,589.40	\$10,068.87	\$10,572.31	\$104,374.40	\$109,593.12	\$115,072.78	\$120,826.41	\$126,867.74
Information Technology Technician	LAMEA		\$3,018.24	\$3,200.65	\$3,360.68	\$3,528.72	\$3,705.15	\$6,604.52	\$6,934.75	\$7,281.48	\$7,645.56	\$8,027.84	\$79,254.24	\$83,216.95	\$87,377.80	\$91,746.69	\$96,331.02
Human Resources Manager	N/A	48	\$5,619.29	\$5,931.76	\$6,228.34	\$6,539.76	\$6,866.75	\$12,240.13	\$12,852.14	\$13,494.75	\$14,169.48	\$14,877.96	\$146,881.60	\$154,225.68	\$161,936.96	\$170,033.81	\$178,535.50
Human Resources Analyst	N/A	31	\$3,712.69	\$3,898.32	\$4,093.24	\$4,297.90	\$4,512.79	\$8,044.16	\$8,446.36	\$8,868.68	\$9,312.12	\$9,777.72	\$96,529.86	\$101,356.35	\$106,424.17	\$111,745.38	\$117,332.65
Human Resources Technician	N/A	23	\$3,047.18	\$3,199.53	\$3,359.51	\$3,527.49	\$3,703.86	\$6,602.21	\$6,932.32	\$7,278.94	\$7,642.89	\$8,025.03	\$79,226.55	\$83,187.88	\$87,347.27	\$91,714.64	\$96,300.37
Police Services	Union	Salary Range	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Police Chief	N/A	56	\$6,883.15	Open Range			\$8,366.47	\$14,913.49	Open Range			\$18,127.35	\$178,961.89	Open Range			\$217,528.17
Police Captain	N/A	52	\$6,235.76	\$6,547.55	\$6,874.93	\$7,218.67	\$7,579.61	\$13,510.82	\$14,186.36	\$14,895.68	\$15,640.46	\$16,422.48	\$162,129.80	\$170,236.29	\$178,748.11	\$187,683.51	\$197,069.79
Police Services Manager	N/A	45	\$5,245.93	\$5,508.23	\$5,783.64	\$6,072.82	\$6,376.46	\$11,366.18	\$11,934.49	\$12,531.21	\$13,157.77	\$13,815.66	\$136,394.17	\$143,213.87	\$150,374.57	\$157,893.30	\$165,787.96
Executive Assistant	LAMEA		\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$70,385.12	\$73,901.38	\$77,599.59	\$81,479.57	\$85,533.55
Lead Records Specialist	LAMEA		\$2,527.20	\$2,653.56	\$2,786.24	\$2,925.55	\$3,071.83	\$5,475.60	\$5,749.38	\$6,036.85	\$6,338.69	\$6,655.63	\$65,707.20	\$68,992.56	\$72,442.19	\$76,064.30	\$79,867.51
Records Specialist	LAMEA		\$2,295.28	\$2,410.04	\$2,530.55	\$2,657.07	\$2,789.93	\$4,973.11	\$5,221.76	\$5,482.85	\$5,756.99	\$6,044.84	\$59,677.28	\$62,661.14	\$65,794.20	\$69,083.91	\$72,538.11
Police Sergeant	POA		\$4,613.00	\$4,844.00	\$5,086.00	\$5,340.00	\$5,607.00	\$9,994.83	\$10,495.33	\$11,019.67	\$11,570.00	\$12,148.50	\$119,938.00	\$125,944.00	\$132,236.00	\$138,840.00	\$145,782.00
Police Agent	POA		\$4,104.00	\$4,309.00	\$4,524.00	\$4,750.00	\$4,988.00	\$8,892.00	\$9,336.17	\$9,802.00	\$10,291.67	\$10,807.33	\$106,703.00	\$112,034.00	\$117,624.00	\$123,500.00	\$129,688.00
Police Officer	POA		\$3,909.00	\$4,104.00	\$4,309.00	\$4,524.00	\$4,750.00	\$8,169.50	\$8,624.00	\$9,099.00	\$9,594.00	\$10,109.00	\$101,634.00	\$106,704.00	\$112,034.00	\$117,624.00	\$123,500.00
Lead Communications Officer	POA		\$3,865.00	\$4,058.00	\$4,260.00	\$4,473.00	\$4,696.00	\$8,374.17	\$8,792.33	\$9,230.00	\$9,691.50	\$10,174.67	\$100,490.00	\$105,508.00	\$110,760.00	\$116,298.00	\$122,196.00
Police Officer Trainee	POA		\$3,722.00	\$3,908.00	\$4,103.00	\$4,308.00	\$4,523.00	\$8,064.33	\$8,467.33	\$8,889.83	\$9,334.00	\$9,799.83	\$96,772.00	\$101,608.00	\$106,678.00	\$112,008.00	\$117,598.00
Communications Officer	POA		\$3,512.00	\$3,688.00	\$3,872.00	\$4,066.00	\$4,269.00	\$7,609.33	\$7,990.67	\$8,389.33	\$8,809.67	\$9,249.50	\$91,312.00	\$95,888.00	\$100,672.00	\$105,716.00	\$110,994.00
Community Service Officer	POA		\$2,818.00	\$2,959.00	\$3,107.00	\$3,262.00	\$3,425.00	\$6,105.67	\$6,411.17	\$6,731.83	\$7,067.67	\$7,420.83	\$73,268.00	\$76,934.00	\$80,782.00	\$84,812.00	\$89,150.00

City of Los Altos -- Salary Schedule FY 19/20  
**Resolution 2019-XX**

Engineering Services	Union	Salary Range	Biweekly					Monthly					Annual				
			Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E	Step A	Step B	Step C	Step D	Step E
Engineering Services Director/City Engineer	N/A	56	\$6,883.15	Open Range				\$8,366.47	\$14,913.49				\$18,127.35	\$178,961.89			
Engineering Services Manager	N/A	48	\$5,649.29	\$5,931.76	\$6,228.34	\$6,539.76	\$6,866.75	\$12,240.13	\$12,852.14	\$13,494.75	\$14,169.48	\$14,877.96	\$15,681.60	\$154,225.68	\$161,936.96	\$170,033.81	\$178,535.50
Transportation Services Manager	N/A	45	\$5,245.93	\$5,508.23	\$5,783.64	\$6,072.82	\$6,376.46	\$11,366.18	\$11,934.49	\$12,531.21	\$13,157.77	\$13,815.66	\$14,504.17	\$143,213.87	\$150,374.57	\$157,893.30	\$165,787.96
Senior Engineer	LAMEA		\$4,723.68	\$4,959.86	\$5,207.86	\$5,468.25	\$5,741.66	\$10,234.64	\$10,746.37	\$11,283.69	\$11,847.88	\$12,440.27	\$12,815.68	\$128,956.46	\$135,444.29	\$142,174.50	\$149,283.23
Project Manager	N/A	42	\$4,871.37	\$5,114.94	\$5,370.68	\$5,639.22	\$5,921.18	\$10,554.63	\$11,082.36	\$11,636.48	\$12,218.30	\$12,829.22	\$12,655.54	\$132,988.32	\$139,637.74	\$146,619.62	\$153,950.60
Special Projects Manager	N/A	42	\$4,871.37	\$5,114.94	\$5,370.68	\$5,639.22	\$5,921.18	\$10,554.63	\$11,082.36	\$11,636.48	\$12,218.30	\$12,829.22	\$12,655.54	\$132,988.32	\$139,637.74	\$146,619.62	\$153,950.60
Associate Civil Engineer	LAMEA		\$4,122.56	\$4,328.69	\$4,545.12	\$4,772.38	\$5,011.00	\$8,932.21	\$9,378.82	\$9,847.77	\$10,340.15	\$10,857.16	\$11,071.86	\$112,545.89	\$118,173.18	\$124,081.84	\$130,285.93
Assistant Civil Engineer	LAMEA		\$3,644.16	\$3,826.37	\$4,017.69	\$4,218.57	\$4,429.50	\$7,895.68	\$8,290.46	\$8,701.99	\$9,140.24	\$9,597.25	\$9,478.16	\$99,485.57	\$104,459.85	\$109,622.84	\$115,166.98
Junior Engineer	LAMEA		\$3,312.40	\$3,478.02	\$3,651.92	\$3,834.52	\$4,026.24	\$7,176.87	\$7,535.71	\$7,912.50	\$8,308.12	\$8,723.53	\$8,612.40	\$90,428.52	\$94,949.95	\$99,697.44	\$104,682.32
GIS Technician	LAMEA		\$3,312.40	\$3,478.02	\$3,651.92	\$3,834.52	\$4,026.24	\$7,176.87	\$7,535.71	\$7,912.50	\$8,308.12	\$8,723.53	\$8,612.40	\$90,428.52	\$94,949.95	\$99,697.44	\$104,682.32
Construction Inspector	LAMEA		\$3,154.32	\$3,312.04	\$3,477.64	\$3,651.52	\$3,834.10	\$6,834.36	\$7,176.08	\$7,534.88	\$7,911.63	\$8,307.21	\$8,202.32	\$86,112.94	\$90,418.58	\$94,939.51	\$99,686.49
Engineering Technician	LAMEA		\$3,154.32	\$3,312.04	\$3,477.64	\$3,651.52	\$3,834.10	\$6,834.36	\$7,176.08	\$7,534.88	\$7,911.63	\$8,307.21	\$8,202.32	\$86,112.94	\$90,418.58	\$94,939.51	\$99,686.49
Executive Assistant	LAMEA		\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$7,038.51	\$73,904.38	\$77,599.59	\$81,479.57	\$85,553.55
<b>Maintenance Services</b>	<b>Union</b>	<b>Salary Range</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>
Maintenance Services Director	N/A	56	\$6,883.15	Open Range				\$8,366.47	\$14,913.49				\$18,127.35	\$178,961.89			
Maintenance Supervisor	LAMEA		\$3,534.96	\$3,711.71	\$3,897.29	\$4,092.16	\$4,296.77	\$7,659.08	\$8,042.03	\$8,444.14	\$8,866.34	\$9,309.66	\$9,190.96	\$96,501.41	\$101,329.63	\$106,396.11	\$111,715.92
Senior Maintenance Technician	Teamsters		\$2,871.00	\$3,014.55	\$3,165.28	\$3,323.54	\$3,489.72	\$6,220.50	\$6,531.53	\$6,858.10	\$7,201.01	\$7,561.06	\$7,464.00	\$78,378.30	\$82,297.22	\$86,412.08	\$90,732.68
Executive Assistant	LAMEA		\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$7,038.51	\$73,904.38	\$77,599.59	\$81,479.57	\$85,553.55
Equipment Mechanic	Teamsters		\$2,610.00	\$2,742.00	\$2,879.00	\$3,022.00	\$3,173.00	\$5,655.00	\$5,941.00	\$6,237.83	\$6,547.67	\$6,874.83	\$6,786.00	\$71,292.00	\$74,854.00	\$78,572.00	\$82,498.00
Maintenance Leadworker	Teamsters		\$2,610.00	\$2,742.00	\$2,879.00	\$3,022.00	\$3,173.00	\$5,655.00	\$5,941.00	\$6,237.83	\$6,547.67	\$6,874.83	\$6,786.00	\$71,292.00	\$74,854.00	\$78,572.00	\$82,498.00
Maintenance Technician	Teamsters		\$2,610.00	\$2,742.00	\$2,879.00	\$3,022.00	\$3,173.00	\$5,655.00	\$5,941.00	\$6,237.83	\$6,547.67	\$6,874.83	\$6,786.00	\$71,292.00	\$74,854.00	\$78,572.00	\$82,498.00
Maintenance Worker II	Teamsters		\$2,368.00	\$2,487.00	\$2,611.00	\$2,742.00	\$2,879.00	\$5,130.67	\$5,388.50	\$5,657.17	\$5,941.00	\$6,237.83	\$6,156.00	\$64,662.00	\$67,886.00	\$71,292.00	\$74,854.00
Maintenance Worker I	Teamsters		\$2,094.00	\$2,200.00	\$2,309.00	\$2,424.00	\$2,546.00	\$4,537.00	\$4,766.67	\$5,002.83	\$5,252.00	\$5,516.33	\$5,444.00	\$57,200.00	\$60,034.00	\$63,024.00	\$66,196.00
<b>Community Development</b>	<b>Union</b>	<b>Salary Range</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>
Community Development Director	N/A	56	\$6,883.15	Open Range				\$8,366.47	\$14,913.49				\$18,127.35	\$178,961.89			
Building Official	N/A	45	\$5,245.93	\$5,508.23	\$5,783.64	\$6,072.82	\$6,376.46	\$11,366.18	\$11,934.49	\$12,531.21	\$13,157.77	\$13,815.66	\$14,504.17	\$143,213.87	\$150,374.57	\$157,893.30	\$165,787.96
Planning Services Manager	N/A	45	\$5,245.93	\$5,508.23	\$5,783.64	\$6,072.82	\$6,376.46	\$11,366.18	\$11,934.49	\$12,531.21	\$13,157.77	\$13,815.66	\$14,504.17	\$143,213.87	\$150,374.57	\$157,893.30	\$165,787.96
Economic Development Manager	N/A	44	\$5,117.98	\$5,373.88	\$5,642.57	\$5,924.70	\$6,220.94	\$11,088.96	\$11,643.40	\$12,225.57	\$12,836.85	\$13,478.70	\$13,306.48	\$139,720.85	\$146,706.90	\$154,042.24	\$161,744.35
Senior Planner	LAMEA		\$4,614.48	\$4,845.20	\$5,087.46	\$5,341.84	\$5,608.93	\$9,998.04	\$10,497.94	\$11,022.84	\$11,573.98	\$12,152.68	\$11,976.48	\$125,975.30	\$132,274.07	\$138,887.77	\$145,832.16
Associate Planner	LAMEA		\$3,893.76	\$4,088.45	\$4,292.87	\$4,507.51	\$4,732.89	\$8,436.48	\$8,858.30	\$9,301.22	\$9,766.28	\$10,254.59	\$10,123.76	\$106,299.65	\$111,614.63	\$117,195.36	\$123,055.13
Senior Building Inspector	LAMEA		\$3,840.72	\$4,032.76	\$4,234.39	\$4,446.11	\$4,668.42	\$8,321.56	\$8,737.64	\$9,174.52	\$9,633.25	\$10,114.91	\$9,958.72	\$104,851.66	\$110,094.24	\$115,598.95	\$121,378.90
Economic Development Coordinator	LAMEA		\$3,533.92	\$3,710.62	\$3,896.15	\$4,090.95	\$4,295.50	\$7,656.83	\$8,039.67	\$8,441.65	\$8,866.78	\$9,306.92	\$9,188.92	\$96,476.02	\$101,299.82	\$106,364.81	\$111,683.05
Sustainability Coordinator*	LAMEA		\$3,533.92	\$3,710.62	\$3,896.15	\$4,090.95	\$4,295.50	\$7,656.83	\$8,039.67	\$8,441.65	\$8,866.78	\$9,306.92	\$9,188.92	\$96,476.02	\$101,299.82	\$106,364.81	\$111,683.05
Assistant Planner	LAMEA		\$3,524.56	\$3,700.79	\$3,885.83	\$4,080.12	\$4,284.12	\$7,636.55	\$8,018.37	\$8,419.29	\$8,840.26	\$9,282.27	\$9,168.56	\$96,220.49	\$101,031.51	\$106,083.09	\$111,387.24
Building Inspector	LAMEA		\$3,474.64	\$3,648.37	\$3,830.79	\$4,022.33	\$4,223.45	\$7,528.39	\$7,904.81	\$8,300.05	\$8,715.05	\$9,150.80	\$9,034.64	\$94,857.67	\$99,600.56	\$104,580.58	\$109,809.61
Permit Technician	LAMEA		\$2,791.36	\$2,930.93	\$3,077.47	\$3,231.35	\$3,392.92	\$6,047.95	\$6,350.34	\$6,667.86	\$7,001.25	\$7,351.32	\$7,257.36	\$76,204.13	\$80,014.33	\$84,015.05	\$88,215.80
Executive Assistant	LAMEA		\$2,707.12	\$2,842.48	\$2,984.60	\$3,133.83	\$3,290.52	\$5,865.43	\$6,158.70	\$6,466.63	\$6,789.96	\$7,129.46	\$7,038.51	\$73,904.38	\$77,599.59	\$81,479.57	\$85,553.55
<b>Recreation &amp; Community Services</b>	<b>Union</b>	<b>Salary Range</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>	<b>Step A</b>	<b>Step B</b>	<b>Step C</b>	<b>Step D</b>	<b>Step E</b>
Recreation & Community Services Director	N/A	56	\$6,883.15	Open Range				\$8,366.47	\$14,913.49				\$18,127.35	\$178,961.89			
Recreation Manager	N/A	36	\$4,200.56	\$4,410.59	\$4,631.12	\$4,862.68	\$5,105.81	\$9,101.22	\$9,556.28	\$10,034.10	\$10,535.80	\$11,062.59	\$10,924.68	\$114,675.41	\$120,409.18	\$126,429.64	\$132,751.12
Senior Recreation Supervisor	LAMEA		\$3,604.64	\$3,784.87	\$3,974.12	\$4,172.82	\$4,381.46	\$7,810.05	\$8,200.56	\$8,610.58	\$9,041.11	\$9,493.17	\$9,370.64	\$98,406.67	\$103,327.01	\$108,493.36	\$113,918.02
Recreation Supervisor	LAMEA		\$3,428.88	\$3,600.32	\$3,780.34	\$3,969.36	\$4,167.83	\$7,429.24	\$7,800.70	\$8,190.74	\$8,600.27	\$9,030.29	\$8,910.88	\$93,608.12	\$98,288.85	\$103,203.29	\$108,363.45
Recreation Coordinator	LAMEA		\$2,604.16	\$2,734.37	\$2,871.09	\$3,014.64	\$3,165.37	\$5,642.35	\$5,924.46	\$6,220.69	\$6,531.72	\$6,858.31	\$6,708.16	\$71,093.57	\$74,648.25	\$78,380.66	\$82,299.69
Facilities Coordinator	LAMEA		\$2,604.16	\$2,734.37	\$2,871.09	\$3,014.64	\$3,165.37	\$5,642.35	\$5,924.46	\$6,220.69	\$6,531.72	\$6,858.31	\$6,708.16	\$71,093.57	\$74,648.25	\$78,380.66	\$82,299.69
Office Assistant II	LAMEA		\$2,181.92	\$2,291.02	\$2,405.57	\$2,525.85	\$2,652.14	\$4,727.49	\$4,963.87	\$5,212.06	\$5,472.66	\$5,746.30	\$5,672.92	\$59,566.42	\$62,544.74	\$65,671.97	\$68,955.57
Office Assistant I	LAMEA		\$1,959.36	\$2,057.33	\$2,160.19	\$2,268.20	\$2,381.61	\$4,245.28	\$4,457.54	\$4,680.42	\$4,914.44	\$5,160.16	\$5,094.36	\$53,490.53	\$56,165.05	\$58,973.31	\$61,921.97



*Historic Apricot Orchard*