

# CITY OF LOS ALTOS

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Mayor Megan Satterlee



Councilmember Val Carpenter



Mayor Pro Tem David Casas



Councilmember Lou Becker



Councilmember Ron Packard

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# ELECTED OFFICIALS & EXECUTIVE STAFF

ELECTED OFFICIALS		TERM ENDS
Mayor	Megan Satterlee	November 2012
Mayor Pro-Tem	David Casas	November 2012
City Council Members	Lou Becker	November 2010
	Val Carpenter	November 2010
	Ron Packard	November 2012

EXECUTIVE TEAM	
City Manager	Doug Schmitz
Assistant City Manager/Human Resources	J. Logan
Assistant City Manager/Community Development	James Walgren
City Attorney	Jolie Houston
City Clerk	Susan Kitchens
Chief of Police	Tuck Younis
Director of Finance	Russell J. Morreale
Director of Recreation	Beverly Tucker
Special Projects Manager	Dave Brees
Engineering Services Manager	Jim Gustafson
Maintenance Services Manager	Brian McCarthy

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## ACKNOWLEDGEMENT

### **THANK YOU!!**

This Provisional Budget is the work of many individuals over many months and I wish to express my thanks to them.

To a very special group of Department Directors and Managers---James Walgren, J. Logan, Tuck Younis, Jim Gustafson, Brian McCarthy, Beverly Tucker, Dave Brees, Susan Kitchens---for their thoughts, contributions and their willingness to adjust their budgets, and thus their departmental dreams and goals, so that the Council and the Community could be presented a balanced text.

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To Tracy Kwok, Sarina Revillar and Yuka Arai of the Finance Department for their consultation, observations, contributions and insights so that all the numbers add together and balance.

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To each of you individually, and as members of this agency, my heartiest thanks.

There-ahead-lies the crest of the ridge and beyond it, perhaps, the plateau or the sunlit valley-or danger. The procession stretches out for endless miles, making its way up the tangled slopes through strange new country, and it has been marching for a long time. The country the people enter is full of unknown dangers and fresh promise, where the only thing to be anticipated is the unexpected. In the procession there are those who trudge on foot, those who ride in the wagons, those who go by horse. On and on they go, some weary, some gay, some infuriated by the slowness of the pace, and others who insist the journey pause because the pace is too fast. In the long, endless file are the sturdy ones, the happy ones, the good hunters; and also the lame, the old, the trouble-makers, the stupid, the children too. They quarrel with each other as they go, or they make friends and form groups about their own section leaders in the rear. All are bound to their own migration, their own wagon train, whether they enjoy it or hate it.

There-up ahead-approaching the crest, or already at the crest, are the leaders. From the crest the leaders can see whether it is jungle that comes next, or whether a rival procession may beat them to the watering place, or whether there is desert over the ridge. The leaders must judge how fast they must flog the march on, or whether they can let it relax because they are entering fair fields and good hunting land. The people behind and below cannot see as far as the leaders. Their feet hurt; the children are crying; or the old ones are sick. But they must march; they are compelled to go; they cannot choose the way themselves. Their only choice is the choice of leaders who will direct the way for them.

Up there, at the head of the advance column, the leaders quarrel as bitterly among themselves as do the people behind. From their heights they have a wider view of the horizon. Not only that-but the scouts return continuously from advance patrols and explorations with fresh new information out of which the leaders must make their plans for tomorrow. They debate and argue over these plans, endlessly, day after day, sometimes violently. The problems that lie ahead, the prospects of the journey for the next day, should be the chief burden and responsibility of the leaders. But they have another and equal problem-the people behind, who want a holiday, who want to eat more, or want to be carried in the wagons. The only way the leader can get them over the crest is to pay attention to their aching feet and remember the sound of the old ones and the children crying. The leaders disagree continuously as to what course they should take, at what pace, at what cost. They know that much later they will be judged by some archaeologist's description of their route, their perception, their decision. But they know that now, right now, they can hold on to their leadership not by largeness of vision or logic of plan but only by the judgment and approval of those who follow so far behind the crest. That judgment, they know too, will be made not by reason but by emotion; so the leaders must devote as much of their time looking backward to make sure that the people continue to follow as looking forward to find where they should go.

Theodore H. White

## CITY MANAGER BUDGET MESSAGE

Dear Mayor Satterlee, Members of the City Council, Citizens of Los Altos and City Staff;

“There is always that first question in telling any story” penned Theodore H. White, “of where to begin?” In telling the story of the Provisional Budget for 2009-2010 for the City of Los Altos, does one play the role of historian, reciting what past budgets -- and thus, the past actions of bygone eras--have meant to the ways and whys of the community of today, or does one play the village soothsayer, by way of prophetic anticipations and concerns - nudge the budget - and thus the work program of the City in a new direction, towards the tomorrows yet to dawn, looking beyond the Los Altos of now to the preparation needed to meet the challenges of the next few years and the next decade, or even further out in time?

It would be easy, and for some perhaps preferred, to anchor exclusively in the backwaters of yesterday or in the bays of contemporary years, observing and responding solely to the tides of public sentiment, tacking and shifting with the winds of public pressure, unaware - or worse, unconcerned - about conditions forthcoming as shown on the telltales.

“Historians are scholars who tell us later what it all means” said White, and in 2009 such reflections about our community provide an opportunity to flashback to other times and to examine the tidal movements of those eras which ebbed and rose to anchor us where we are today. But where we are today may not be, says the village soothsayer, necessarily where we want to be tomorrow. The seer advances a position that it maybe political wise or publicly practical to extensively cut and trim or even to propose new programs now, but what of the future? Do such actions put the organization in a better - or worse - position to be responsive to the many demands on the agency in 2009 and beyond?

Abraham Lincoln once commented that the American people cannot escape history. For the City Council of Los Altos in this epochal time of international financial crisis, it can not escape choice. Among the choices are whether to play historian, interpreting as well as protecting and extending practices of the past, or to play the seer, recognizing the importance of that past but balancing the bygone ways with what must be prudent and practical for today and the many, many tomorrows yet to come.

Just as the City Council has choices to confront, the Department Directors and Managers have crossed the threshold of decision, making and herein presenting recommendations for guiding Los Altos through both the singular year ahead as enunciated in the twelve month budget plan as well as through the tri-years to come as detailed in the Capital Improvements Plan. The staff has not auditioned for the role of the historian with this budget but rather has taken on the personage of the village soothsayer, adapting what has been left to us for either incremental or, more significant, sea change adjustment.



The Council and the community are presented a balanced budget yet one that is considerably different from those of the past. It is a story of adjustment, at once the historian's link to the past but also the seer's departure into the future, a response to today's turbulent times yet concomitantly a compass pointing in new directions. The appearance is altered; the format changed; the content, hopefully, is more easily discernable although due to massive reorganizations in several departments, comparisons between years will be more difficult to ascertain. It is a budget that is \$1,232,749 or 4.5% below that approved by the Council for fiscal year 2008-09.

"Cities, traditionally, are where the stresses of civilization come," wrote White, and change is propelled "when the old forms of government can no longer bend to meet the stresses." So, we have bent, acknowledging these troubled times and the impacts of this epochal period on our revenues, and thus, on our projects and programs.

## THE HIGHLIGHTS

The Provisional Budget submitted to the City Council, inclusive of all funds, is operationally balanced. Due to the international recession, "balanced" has been difficult to achieve. Yet, through the good work of the Department Directors and staff, we have attained a balanced status without layoffs, furloughs or take-backs. The citizens of Los Altos should see no change in 2009-10 to the services they receive; however, the impacts of our recommendations and the Council's decisions this year will begin to be evident if some amount of economic recovery is not forthcoming by 2010-11.

Unlike the distresses other public entities are encountering as 2008-09 winds down and we commence 2009-10, it is proposed that the City Council will not need to utilize any reserve funds to balance the budget for the coming year. Quite the contrary, this Budget strongly endorses the fortification of reserves through recommended prudent fiscal trade offs. We are proposing the transfer of some CIP dollars to be held in a newly established contingency reserve to be available for use should the City need to backfill any subvention monies from the State of California if we experience a Sacramento raid. Additionally, this budget goes a step further in strengthening its "Balance Sheet" with a proposal that the City increase its existing operating reserve ratio through a series of policy considerations and cost saving measures.

The key fiscal measurements below summarize our financial position:

	Rev	Exp	CIPS	Unrestricted Balances	Restricted Balances
General Fund	\$26,566,180	\$26,564,020	-	\$364,253	4,506,762
Enterprise Funds	7,045,800	5,837,301	2,176,500		2,083,714
Capital Projects	525,000	-	3,620,000	8,294,725	3,674,433
Other Funds	5,385,240	1,353,900	459,000		9,249,728
<b>Total</b>	<b>\$39,522,220</b>	<b>\$33,755,221</b>	<b>\$6,255,500</b>	<b>\$8,658,978</b>	<b>\$19,514,637</b>

The Provision Budget is inclusive of monies to honor our previously contractually agreed to labor agreements with our employees and keeps our non-represented employees equitable with their fellow represented co-workers.

No cost-of-living adjustment is included for the Department Directors. However, monies have been set aside for exceptional performance adjustments after 1 January 2010 should the budget demonstrate an advantageous position arising from discrete spending and/or enhanced revenue patterns during its first six months.

Some capital equipment purchases are proposed to be placed in abeyance until mid-year when the Council and staff will have the results of six months of budgetary reports. At that time, the Council will receive a recommendation on whether the City is in a financial position to authorize new appropriations for the purchase of the equipment or whether further postponement of these acquisitions is warranted.

Seven positions or 5% of the City's municipal workforce is proposed to be left vacant for the entire fiscal year. However, our "flexible filling" plan will remain in effect. If a department has one of the current seven vacancies and encounters a new vacancy during the forthcoming year, the Department Director has the option to propose to the City Manager that the position vacancy identified in the budget be filled, leaving the newest vacancy empty.

## **ISSUES AND OPTIONS POLICY PAPERS**

As a part of the "new look" to the budget, the Council is presented twelve (12) Issues and Options Policy Papers. Eleven of the narratives describe the significant policy matters contained in the Provisional Budget, noting whether the program/project has had monies included in the budget or not, as well as the fiscal impact of each decision. One Policy Paper advances the anticipations and concerns of the Village Soothsayer, focusing on pending budgetary structural matters that need to be brought to the Council's attention but for which some time remains before action is warranted. It is hoped that the Policy Papers provide a foundational focus for deliberations by the Council on the most significant budgetary items.

## **RESERVE FUNDS**

I am proposing several changes to the City's reserve funds. Policy Paper I advocates for the consolidation of the two existing reserves—the Operational and the Emergency. As designed, at the end of the forthcoming fiscal year, the reserve would contain an estimated \$3,396,000, an incremental increase of \$210,000. The Provisional Budget also proposes that the Council establish a goal of attaining a reserve of 20% of the annual General Fund budget by the conclusion of FY 2014-15. (See Policy Paper III.) This would be a multi-year effort to incrementally increase our safety net. The current combined requirement for the two reserves is 12%. The budget identifies a source of annual revenue to commence the effort to reach the 20% goal.

The voters of California will go to the voting booth on 19 May, the date of the Council's first budget meeting. Whether the proposed propositions pass or not, it is already estimated

that the State of California has a revised shortfall of at least \$15.4 billion, supplemental to the deficit that necessitated the May election.

The Provisional Budget anticipates no loss of local subvention monies due to this agency. However, with the probability that some revenues or part of some revenues will be confiscated by Sacramento, we have included in the Budget a "State Revenue Stabilization Reserve" which would backfill any diminishment of the dollars expected to be received. Possible revenue sources that could be targeted by the State include the COPS grant proceeds, Motor Vehicle Licensing Fees, Gas Tax, and Property Tax. This new reserve would exist and operate as do the City's other reserve funds - there can be no extractions of monies unless authorized by the City Council via a budgetary resolution. A total of \$1,110,000 has been directed into this new reserve, sufficient to cover a six (6) percent loss of property tax as well as other subvention monies. If the State does not confiscate these local monies, \$500,000 will remain in the General Fund as undesignated and \$600,000 would return to the CIP. Should the State proceed to seek more of our Property Taxes, then additional budgetary actions will be needed.

We should be expressively appreciative that in these unchartered financial times, Los Altos will not be drawing down its designated reserves to balance its budget as so many other public agencies are doing and will, in fact, be in a position to enhance its current reserve balances if the Council accepts several recommendations from the staff as detailed in the Policy Papers.

## **REVENUES**

### **GENERAL FUND**

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General Fund revenue for the coming fiscal year is estimated to be \$26,566,180, a decline of nearly \$1,500,000 or 5.3% from the current year. Due to the economic uncertainties of the times in which we live, the Budget Team has been very conservative in estimating revenues.

Whereas in recent years the Property Tax collections have increased approximately 8% per annum, the County Assessor has forecast an increase for Los Altos in 2009-10 of 3%.

Utilizing the most recent data provided to the City's Finance Department, anticipated Sales Tax revenue has been projected to decline by \$425,688 to \$2,412,220, a falloff of 15%. Sales Tax would thus be comparable to City collections in 2004-05, a half decade ago.

The Transient Occupancy Tax (TOT) is expected to diminish by \$188,577 for a total of \$1,068,590, a decrease of 15% from the current year's budgeted estimate.

Both Community Development and Interest & Rent Income are expected to be lower in the coming year with declines of 20% and 19% respectively for a combined decrease from the 2008-09 adopted budget of \$712,334.

Over the past few years, the City has seen a significant loss in the amount of Motor Vehicle Fee revenue. In 2005-06, the City received over \$643,000 from the State. For the current

year, collections were estimated to be just \$194,145. For 2009-10, we're estimating a further decline to just \$45,540 or 75% less than this current year.

Due to the existing economic situation, the Provisional Budget forecasts a combined decrease in the Business License and Real Estate Transfer Taxes of over \$112,000.

Of the seven major General Fund revenue sources for the City, the combined estimated net loss will be nearly \$654,000 or 3% compared to the current year.

## **EXPENSES**

On the General Fund expense side of the Budget, costs are forecast to decline by \$1,232,749 or 4.4%. The Department Directors are to be commended for their individual and collective works in reducing costs in the current year by as much as 9% as well as trimming and reducing projects/programs/equipment for the forthcoming budgetary period.

Personnel expenses, the most costly category in the proposed budget, have been calculated in a new manner compared to prior years. In previous budgets, all employees were budgeted at the top or "E" step of the Salary Schedule. Since not every employee is at this step, the difference was identified as "Salary Savings" and listed as an income source on the revenue side of the budget.

The Provisional Budget allocates actual expenses for each employee based upon their current step and any anticipated step increase after 1 July.

Personnel related expenses—salary and benefits—are 51.55% of the proposed operating budget. This is constant with the current fiscal year which is at 51.67% and compares favorably to 2005-06 when employee costs were 52.52%.

The budget includes honoring the multi-year labor contracts the City entered into with its two employee unions in 2007. Of our 129 authorized positions, seventy (70) are represented; forty-nine (49) are not represented, excluding Departmental Directors/Managers. Based upon the language in those contracts, and the stipulated CPI adjustment as of February 2009, the employees are to receive the "floor" percentage adjustment delineated for 2009-10 of 3%.

It could be considered financially advantageous to not provide a similar COLA to the unrepresented; however, to do so creates internal inequities within the organization and on the Salary Schedule. Eventually, inequality catches up with an organization in either future large single or multi-year increases or in the unionization of the workforce. One need look no further than the adjoining City of Menlo Park and the significant increases it awarded its Police Sergeants this past winter to see the fallout from having to play "catch up."

I have already apprised the Department Directors that the Provisional Budget will contain no COLA increases for them. The budget does contain monies which could be available in early 2010 at the time of their annual performance reviews but only if the mid-year budget shows the agency to be in a solid budgetary position at that point in time.

As indicated in the “Highlights” segment of this transmittal, this budget reflects seven (7) position vacancies – two (2) in Police – two (2) in Building and Planning - three (3) in Maintenance Services. This accounts for \$760,000 in budgetary cost reductions in general operations.

At the meeting of 23 June when the Council is scheduled to adopt the budget for next year, a Salary Schedule resolution will be presented which incorporates the COLA adjustments for the City’s employees. Several position titles will be proposed for adjustment as part of the Salary Schedule resolution.

Our PERS rate for 2009-10 increases minimally. For public safety employees, the adjustment is .52%; for miscellaneous employees, the increase is .23%. Our health insurance increase is estimated at 7.5% based upon the coverage identified in the labor agreements.

With the adjustment to utilizing actual personnel expenses and the tightening of the operational accounts, there will be less maneuverability within the individual budgets of the departments to cover unanticipated expenses. Since this is the initial year of the “new” budget process and product, two “safety nets” have been included in the Provisional text.

First, \$100,000 has been set aside in the Non-departmental account, maintained within the Finance Department budget, to assuage any unexpected or overlooked matters that may arise during the year. In addition, \$47,000 has been distributed amongst the personnel budgets of the departments to cover unexpected costs associated with such matters as “close out” costs of a departing employee or the hiring of a new employee, based upon experience and superior qualifications, above the entry level step.

The Council’s own budget shows significant alteration from previous years. The annual financial audit expense has been transferred to the Finance Department. Election costs, formerly located in the Council’s budget, have been reassigned to a City Clerk’s account.

Finally, the “Council Contingency” account makes available \$50,000 for utilization by the Council on unanticipated matters that arise throughout the year or for projects or programs which the Council may wish to fund as part of its review of the Provisional Budget.

## **CAPITAL IMPROVEMENTS PROGRAM (CIP)**

The budget contains \$6,255,500 in 2009-10 for new and annual citywide CIP projects of which 28% is for regular, annual efforts such as street work, sewer videoing and root foaming and NTMP projects. Due to the sixty-four (64) projects currently on the active status list, the staff team has attempted to minimize the number of new undertakings for the upcoming year. Some projects originally proposed in the previously adopted CIP for 2009-10 have been moved to other years within the three year plan to allow resources to focus on the already authorized projects. As projects have gotten pushed outward, some in the latter years have moved to “unscheduled” status.

The resolution which will be presented to the Council on 23 June approving the CIP will address two aspects of capital projects - the three year plan with activation of the 2009-10 projects and the appropriation of supplemental monies into several previously approved

projects that will progress from design to implementation stages during the forthcoming year.

It is said that the true New Englander doesn't worry about the upcoming winter, but the winters thereafter. A cash-flow analysis demonstrates that sufficient monies exist in the CIP to cover anticipated and proposed projects in 2009-10, 2010-11 and basic maintenance in 2011-12. CIP general use dollars will be nearly exhausted by 2012-13 and 2013-14. General government projects have minimal funding beyond the first three years of the CIP.

In past years, the CIP has been the depository of unspent General Fund monies and a percentage of Utility User Tax revenues. The Provisional Budget makes no dollar transfer for 2009-10. Twice during the current year, 2008-09, the staff has presented Council with projects that have been concluded and were ready to be closed out on the financial books. This has "freed" up over \$1,900,000 of existing money within the Fund. Since these dollars are now available for reallocation to new projects, no General Fund or UUT transfer is contained within the proposed budget. I have addressed the absence of minimal general use monies being available for the final two years of the CIP in one of the Policy Papers (XII) under the heading "Warning Lights."

## **OTHER FUNDS**

In addition to the General Fund, the City maintains twenty-six (26) other funds, from the CIP to the State mandated Gas Tax Fund and the Municipal Code specified Park In-lieu Fund. Many of these funds adjust glacially throughout the years - the Debt Service Fund, various assessment district funds, the Estate Donation Fund. However, there are several to which I want to bring to the Council's attention.

The General Fund will subsidize the Storm Fund (storm water management) at \$91,955 next year. It is \$150,000 in the current year. Intensifying requirements of the Clean Water Act and other state demands will cause this Fund to need increased General Fund contributions in the years ahead. Staff will be looking at ways to sever the Storm Fund from the General Fund in the near future, finding an independent funding source to off-set these expenses.

The Solid Waste Fund is expected to utilize over \$120,000 of its beginning fund balance in the coming year. The rates will need to be revisited during the coming fiscal year.

The Sewer Fund, following the Council's adjustment of rates in 2008, is healthy even with active CIP projects totaling over \$5,000,000. The Fund is expected to end 2009-10 with reserves of nearly \$1,500,000 as the City continues the implementation of the Sewer Master Plan.

Of concern is the Park In-Lieu Fund, for the number of projects and their expenses far outstrip available and expected resources. We anticipate commencing the 2009-10 with approximately \$1,090,000 of beginning fund balance. However, several significant park projects could consume these resources.....and more. There are insufficient monies to carryout the numerous Park projects identified in the CIP. The Council will have difficult times ahead juggling park priorities.

## **EQUIPMENT REPLACEMENT FUND (ERF)**

Recent practice has had approximately \$500,000 per year transferred from the General Fund to the Equipment Replacement Fund. For the forthcoming fiscal year, no transfer is proposed. Thus, I am not proposing at this time any withdrawals to purchase equipment from this fund. The fund is expected to have a beginning fund balance as of 1 July of nearly \$4,400,000.

I have bifurcated the requested equipment purchases for 2009-10. The General Fund contains \$114,982 for equipment---\$33,500 for Police; \$81,482 for Maintenance Services.

A total of \$95,000 for additional Police Department purchases is placed in abeyance and no allocation is contained within the Provisional text, awaiting a decision at mid-year based upon the City's budgetary situation at that time. If the staff believes sufficient revenues beyond the amounts estimated in the budget indicate a favorable status, or departmental expenditures are below expected levels, a recommendation will be presented to Council to amend the budget in January and authorize the purchase of the equipment. If neither of the above stated situations exist, and depending upon the condition of the equipment to be replaced, a recommendation to either utilize ERF monies or to defer purchases until 2010-11 will be made.

## **COMMUNITY FACILITY RENEWAL FUND**

As directed in the last budget cycle, staff has consolidated what was formerly known as the Facility and Community Improvement Project funds into one fund now titled the "Community Facility Renewal Fund". This fund holds dollars that can be applied to large scale infrastructure improvements. After consolidation, this fund holds \$3,665,592 at the end of the next budget year.

## **AFTER SCHOOL ENRICHMENT PROGRAM (ASEP)**

The matter of the City establishing an ASEP utilizing elementary school campuses has been discussed for several years and was the subject of a lengthy analysis by the Citizens Financial Advisory Commission in 2007. Policy Paper X provides an assessment of this program for 2009-10.

## **FARRAGOES**

The Provisional Budget contains many expenses that are reflective of changes which occurred during the current fiscal year in our operations or are adjustments that are expected to take place within the coming twelve months.

The extinction of six (6) long ago completed assessment districts for which monies remain within the individual accounts are proposed to be dissolved. The conclusion of these districts will deposit a total of \$276,994 into the General and Sewer Funds, depending upon the type of district that was formed.

The City Clerk's budget increases reflect several new or transferred expenses. Costs for a Community Center bond election, if the Council so determines to place such a matter before the voters in 2009-10, has been placed within the Clerk's Office. This is the first entire year for which the maintenance and technical service assistance contracts for the videostreaming of Council meetings and for the new audio upgrades in the Chamber will be fully experienced.

The Financial Commission's recommendation for the retention of investment advisory services, accepted by the Council in April, is reflected in the expenses of the Finance and Technology Department.

The coming year will be the first where the City's costs associated with the Police Department's interoperability communications system are borne.

The Planning Department budget contains \$25,000 for the next phase of updating and converting to a new evaluation system the Historic Resources list.

This budget demonstrates the receipt of the final installment payment from the City of Palo Alto for the sale of the old sewer treatment plant property.

And, despite the upheaval of our times, good things happen! Through the acute negotiation skills of the Parks and Recreation staff, our citizens will be able to enjoy three summer concerts this summertime rather than two at no additional expense to the City. Due to the economy, performers have lowered their fees.

## **WARNING LIGHTS**

"Folkwisdom can cry out in pain" said the late Robert Oppenheimer, "but it can't provide solutions. Yet governments must have solutions." This is the first entirely new budget that I have prepared for the Los Altos City Council. The 2008-09 text was the second year of a biennial budget originally adopted in 2007 for which minor tinkering occurred in June 2008. It would be imprudent to not share with the Council and the community my long range financial concerns for this agency. These matters do not require immediate solutions, for they pose no contemporary danger to the city or its citizens or to the organization. But these subjects should initiate near-term council-matic conversations and future actions whereby a path can be determined and followed before nightfall occurs and it is too late to find our way. We must seek solutions.

The most significant is the diminutive growth in the sales tax revenues originating from the downtown. Sales Tax receipts are an indicator of the vitality of a commercial area and are usually the economic lifeline for a community and, thus, its municipal organization. Ours needs attention!

Examining the past thirteen (13) years (as far back as information is available from all of the comparative agencies) between 1995 and 2007, Mountain View's downtown sales tax grew at an average annual rate of 4.5%; for Burlingame, it was 9.8% and 7.8% in Los Gatos. "The Village" of Los Altos grew at an abysmal average annual rate of 1.49%. When some persons



question the wisdom of public projects targeted for downtown---the First Street Streetscape or a joint public-private parking facility inclusive of mixed uses---the financial fact exists that the commercial core is moribund. The old adage “private dollars follow public investment” needs to be our mantra.

As previously mentioned, the General Fund will not be in a position for many more years to subsidize the Storm Fund (storm water management.) The intensification of legislative demands, resulting in more street sweeping, more “brick and mortar” conveyance and storage facilities, more creek maintenance---can not become an ongoing obligation of General Fund. It does not have sufficient discretionary resources to take on these expenses.

The 2007 contract factors for determining the amount of payment to Santa Clara County Fire for fire services is unsustainable. Council has previously instructed me to investigate our options and that effort is underway.

The Capital Improvement Plan needs its own, consistent independent revenue source. As previously mentioned, for years 2012-14 in the proposed CIP, there are minimal general use dollars allocated because a cash-flow analysis demonstrates the lack of available funding. The CIP has been historically dependent on the largesse of the Utility Users Tax or surplus General Fund dollars.

The Community Center Master Plan will be an enormous financial undertaking by our citizenry. The section of the “Warning Lights” Policy Paper discusses some funding options.

We know that CalPERS is planning to significantly ratchet up the rates of local governments beginning in 2011. The Policy Paper discusses the expected amount of this increase and its dollar impact on Los Altos.

It has been said of Lord Melbourne that “his first instinct was to leave everything alone in the belief that...to tinker with either the existing state of society or with the existing arrangements might bring everything crashing down.” We do not have the luxury to be Melbourne’s, for these matters must be addressed for the future stability of the agency and, thus, its citizenry and its assets. Towards commencing that discussion, Issues and Options Policy Paper XII provides a launch pad for Council to begin considering long range options.

## **EPILOGUE**

Addressing the House of Commons with his budget proposal in April 1853, Gladstone remarked “these are the proposals of the Government. They may be approved, or they maybe condemned, but I have at least this full and undoubting confidence, that it will on all hands be admitted, that we have not sought to evade the difficulties of our position—that we have no concealed those difficulties either from ourselves or from others; that we have proposed plans which, if you will adopt them, will go some way to close up many vexed financial questions; that we have endeavoured, in the plans we have now submitted to you, to make the path of our successors in future years not more arduous, but more easy.....”

Mayor Satterlee and Members of the Council, we present to you the proposals of the government for fiscal year 2009-10. You have the opportunity to be either the historians or the seers as you navigate our Provisional Budget through the financial turmoil of our times and set the course for the Los Altos of tomorrow. May you make the path for your Council successors “no more arduous, but more easy.”

Respectfully Submitted,

Douglas J. Schmitz  
City Manager

15 May 2009

# ISSUES & OPTIONS PAPER INDEX

*“To live is to choose. But to choose well, you must know who you are and what you stand for, where you want to go and why you want to get there.”*

*Kofi Annan*

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# ISSUES & OPTIONS PAPER - I

**SUBJECT:** CONSOLIDATION OF RESERVE FUNDS

**PROPOSED IN BUDGET?** YES  NO

**FISCAL IMPACT:** Consolidation Only of Reserves of Similar Purpose

## DESCRIPTION

Beginning in 1985-6, the City designated its reserves into two categories - Emergency and Operating. The Emergency Reserve was established to maintain a balance of ten percent of the General Fund; the Operating Reserve is to be 2% of the General Fund. At the end of 2008-09, the Emergency Reserve was estimated to hold \$ 2,755,190 and the Operating Reserve will have \$ 551,038.

The Provisional Budget maintains these separate funds. However, staff is recommending that in the final adjusted budget, the two reserves be consolidated into a single reserve fund which, at this time, would be required to maintain a balance of twelve percent of the General Fund. (Policy Paper #III advocates setting a goal of 20%.)

This recommendation is being made because both reserves are established for similar purposes---to provide for unexpected financial contingencies. Both reserves can only be used following approval by the City Council. There is not enough distinction between the two reserves that warrant separate identification. Consolidation will add clarity and simplify presentation as we move ahead with a newly developed budget model.

## RECOMMENDATION

Consolidate into one reserve

## OPTION:

1. Maintain as separate reserve funds

## ISSUES & OPTIONS PAPER -II

**SUBJECT: PERS LOCAL SIDE FUND LIABILITY PAY DOWN**

**PROPOSED IN BUDGET?** YES  NO

**FISCAL IMPACT: Approximately \$210,000/year in Operational Savings**

### DESCRIPTION

In 2005-06, the City was mandated to join a PERS risk “pool” because its two PERS plans, Miscellaneous and Public Safety, each had fewer than 100 active members. The unpaid balance before joining the risk pool is known as a “Side Fund” and carries an annual City payment to PERS in addition to the regular plan rates. Based upon a 2003 actuarial valuation, the City is making these “side fund” payments which carry a 7.75% interest rate.

The Public Safety plan is amortized over 20 years and currently has a fund balance due to PERS of nearly \$3,500,000. Payments are due through 2023. The Miscellaneous Plan is amortized over 15 years and has a fund balance due to PERS of approximately \$1,800,000. The obligation runs through 2018. At the current time, the City’s investment portfolio is earning interest of approximately 2%, significantly less than the money factor it is paying out on the PERS “Side Fund”.

In 1999-2000, the City established a PERS Reserve account which was to be used for unanticipated increases in PERS rates. Staff is proposing that the City use the monies in the internal account, over \$3,000,000 to pay down the \$3,500,000 obligation of the Public Safety plan. This would create annual savings of approximately \$210,000.

This matter was addressed at the Financial Commission meeting on the 23<sup>rd</sup> of March 2009. The Commission recommended that the City utilize the \$3,000,000 in the PERS account to reduce the obligation. It did not recommend which option---paying down part of the Public Safety plan; payoff of all of the Miscellaneous and part of the Public Safety, or splitting the monies between the two plans---should be pursued, noting that such a decision should be left to staff. At that time the Commission did encourage staff to consider a pay off of the full amount.

At its meeting of 20 April, the Financial Commission again discussed paying off the side fund. However, at this session, the Commission took the position of “strongly recommending” that the City payoff the entire amount owed PERS for both public safety and miscellaneous, an amount of approximately \$5,300,000.

The Finance Director has made inquiry of bond advisors as to whether reducing our reserves by the \$3,000,000 held in the PERS account would positively or negatively impact our bond rating. The bond advisor consulted the rating services and was told it would be viewed as a “favorable” and “positive” action since the City would be paying down its future obligations.

The City is currently paying interest of 7.75% on the obligation to PERS while making only 2% on our portfolio investments. Making this payoff is favorable in reducing operational costs however it will require the utilization of the \$3,000,000 of existing designated City’s cash reserves.

### **COMMENTARY**

I want to provide the Council with two significant aspects of this discussion. First, the \$3,000,000 in the PERS side fund set aside is discretionary money. While a previous Council thought it was wise to establish this account, this Council could reallocate the monies for municipal uses other than apply it to PERS liabilities. While it would be prudent to payoff all or part of the obligation, the Council could decide that redirecting the money for a different use, either now or in the future, is a more sound financial decision.

The second item is in reference to the Financial Commission action of 20 April which “strongly” recommended that the City payoff the entire obligation. Staff had extensive internal discussions about the wisdom of doing such; however, we encountered the question of “where would the balance of \$2,300,000 come from?” The Finance Director has estimated that the annual savings on this additional amount, for the remaining term of the obligation, would approximate \$175,000. The most likely funding source for these unreserved dollars would be the CIP Fund but with the enormity of costs of the number of projects listed, reducing the fund by \$2,300,000 did not seem prudent.

It is important to note that although the pay-down of the Side Fund does assure annual operating savings it does not guarantee that future PERS rates would not be subject to rate increases. Should that occur, the Side Fund Pay down savings would serve to mitigate the full dollar costs of such increases. Additionally, the savings analysis presumes that the interest rate environment will remain much lower than 7.75% for most of the remaining amortization period.

### **RECOMMENDATION:**

Pay down the Public Safety plan by the recommended \$3 million

### **OPTIONS:**

- 1) Do not pay down either the Misc. or Public Safety plans “side fund” obligations, continuing to make annual payments.
- 2) Pay off the Misc. plan fully and pay down the Public Safety plan partially.
- 3) Utilize other monies and pay off the Public Safety plan in its entirety.
- 4) Utilize other monies and pay off both the Public Safety and Misc. “side funds” fully.
- 5) Redirect the \$3,000,000 towards another public purpose.

# ISSUES & OPTIONS PAPER - III

**SUBJECT: BUILD UP THE OPERATING RESERVE!**

**IN PROPOSED BUDGET**      **YES**       **NO**

**FISCAL IMPACT: Increased Equity Reserves & Ability to Respond to Volatility**

## **DESCRIPTION**

The City's current policy calls for an Operating Reserve level equal to 12% of the year's General Fund operating budget to be set aside for economic uncertainties and emergency. The policy calls for a 10% Reserve to be set aside in an "Operating Reserve" and another 2% in an "Emergency Reserve" within the General Fund. Issues and Options Policy Paper I advocates that these two individual funds be consolidated into one reserve fund as the amounts are similar in nature and purpose.

I am proposing that the Council adopt a goal that by the conclusion of Fiscal Year 2013-14, the City would attain, and maintain thereafter unless drawn down by Council authorization, a reserve of 20% of the General Fund Budget. Such a reserve amount would: 1) expand our capacity to withstand a physical or financial catastrophe, and 2) enhance the City's fiscal strength and equity metrics.

For the coming fiscal year, the combined reserves at 12% will total \$3,168,000. Extrapolating the General Fund budget at 3% growth per year, in 2014-15, five years hence, the General Fund budget would approximate \$30,600,000, necessitating a reserve of approximately \$6,120,000 at 20%. Reaching this goal would require an average annual contribution to the reserves of approximately \$590,000.

If the Council accepts the recommendation to payoff the Public Safety obligation of the PERS Side Fund per Issues and Options Policy Paper II, the annual estimated savings of \$210,000 shall be allocated to the reserves, thus reducing the annual contribution needed to attain the 20% benchmark to approximately \$380,000.

Council could set a different target, such as a 15% reserve. Projecting outward five years, the 15% target would require an average annual contribution to the reserves of \$284,000 based upon a 3% annual growth in the General Fund.

## **RECOMMENDATION**

Establish a goal of a 20% General Fund reserve to be attained by FY 2014-15.

## **OPTIONS**

- 1) Maintain the 12% reserve requirement
- 2) Set a Target level Other Than 20%

## ISSUES & OPTIONS PAPER -IV

**SUBJECT: ESTABLISH A STATE REVENUE STABILIZATION RESERVE**

**PROPOSED IN BUDGET?**

**YES**

**NO**

**FISCAL IMPACT: \$1,110,000**

### DESCRIPTION

Recent news reports from Sacramento envision that even if the 19 May state ballot measures prevail, the State of California will be approximately \$8 Billion short of a balanced budget. The defeat of the measures would worsen the situation. With the Legislature and Governor cutting expenses and raising revenue to balance the then expected budget shortfall in February, the probability exists that subventions to local governments will become a target to close the State budget shortfall.

In the past, the State has utilized local Motor Vehicle License fee revenue and Gas Tax monies as the initial targets to balance the State budget. The latest reports indicate the probability of the State absconding with up to 8% of all local government's property tax receipts. The Provisional Budget contains \$48,000 in expected Motor Vehicle fee revenue for 2009-10 and \$210,000 from the Gas Tax which is used to cover supporting salary expenses. (A like amount is allocated for maintenance and capital projects. If no Gas Tax money is received, the projects funded from this source would not be pursued.) In addition, the \$100,000 the City expects to receive from the Community Oriented Policing Services (COPS) program is vulnerable.

In total, if the State hijacked 8% of our property tax revenues, coupled with other likely sources (COPS, Motor Vehicle License fee, Gas Tax) the hit on the City would approximate \$1.1 million or 5% of our budget!!!

I am expecting that there will be such a backlash from actions to take the subvention monies from local government that neither the Governor nor the Legislature will pursue the entire eight percent.

Since the voting does not occur until the day of the Council's first budget meeting, and with the likelihood that the State will not balance its budget until after 30 June, past the City's adoption of its budget, I am proposing that the Council confirm the establishment of a "State Revenue Stabilization Reserve Fund." This reserve fund would operate as a planned drawdown depository should the City not receive some of its anticipated subvention monies.

The proposed State Revenue Stabilization Reserve Fund in the Provisional Budget contains \$1,110,000. This amount is based on the potential loss of the \$100,000 of the COPS program, \$210,000 of Gas Tax, \$50,000 from Motor Vehicle License fees and six percent, or \$750,000 from our various Property Tax revenues.



In anticipation that the State would eventually suspend Proposition 1A and seek to raid subvention monies, the initial drafts of the Provisional Budget already considered and projected a planned \$500,000 deposit into this new reserve. With the news from Sacramento evolving as the Provisional text was being finalized, we have identified available dollars in the Capital Project Fund, mostly from two bridge projects that have benefited from increased grant allocations, and moved such balances into the proposed stabilization reserve to cover the probable subvention revenue loss. Thus, the final 2009-10 Budget Resolution will include a transfer of \$610,000 from the CIP. Coupled with the monies previously set-aside into this new fund, we were able to compile the amount needed to cover the possible \$1,100,000 shortfall.

We were able to utilize part of the CIP City contribution to the two bridge projects---Fremont and Portland Avenue---because recent information from CalTrans indicates that our local match will be lower than originally estimated. In addition, since both of these projects are several years off from implementation, we would have time to reimburse the project accounts if additional monies are needed.

As with all reserve funds, no monies could be withdrawn or redirected without Council's authorization.

**RECOMMENDATION:** Approve the establishment of the "State Revenue Stabilization Reserve Fund" in the amount of \$1,110,000.

#### **OPTIONS**

- 1) Do not establish the new reserve fund
- 2) Establish the fund at an amount greater than \$1,110,000
- 3) Establish the fund at an amount less than \$1,110,000

# ISSUES & OPTIONS PAPER - V

**SUBJECT: COMMISSION TRAINING ALLOCATION**

**PROPOSED IN BUDGET? YES**  **NO**

**FISCAL IMPACT: \$10,500**

## **DESCRIPTION**

In the recent past, monies have not been allocated for training opportunities for members of our commissions. The practice has been for Department Directors to redirect dollars that have been appropriated for staff training to commissioners if training or travel opportunities arise which are of interest and value to a commissioner(s). This past year, the Parks and Recreation Department utilized staff training monies in order for several commissioners to attend the State Parks and Recreation conference.

The provisional budget contains \$10,000 in the Non-Departmental account for Commission Training/Travel in 2009-10. If approved by Council, the process would work as follows: a Commissioner or Department Director would identify a training/travel opportunity; the Commission would submit to the Director a written Training/Travel request; the Director would transmit the request with a recommendation to the City Manager; the Manager would ascertain if sufficient monies were available in the account and the appropriateness of the training/travel for the benefit of the Commission and the Commissioner. The request would be either approved or rejected.

These monies would be available on a first-come/first-serve basis. If the entire amount is utilized and additional requests are received, Council would be asked to consider a supplemental appropriation.

The recipient Commissioner would file a written transmittal to the Council on the training if travel outside of the Bay Area is involved.

The budget also contains \$500 for the purchase of business cards for new commissioners.

## **RECOMMENDATION**

Approve \$10,500 for Commission Training/Travel budget

## **OPTIONS:**

- 1) Do not approve \$10,500 for a separate Commission Training/Travel budget
- 2) Reduce the amount proposed
- 3) Increase the amount proposed

# ISSUES & OPTIONS PAPER - VI

**SUBJECT: COMMUNITY CENTER BOND ELECTION**

**PROPOSED IN BUDGET?**      **YES**       **NO**

**FISCAL IMPACT: \$75,000**

## **DESCRIPTION**

This June, the Council and the community will conclude the master planning process for the Community Center property. Phase one of the project carries an estimated cost of \$81,000,000. The Council has been consistent in explaining to the community that this is a long range plan and not all of the elements will be pursued for implementation simultaneously. This Issues/Options Paper provides the City Council the opportunity to begin a discussion on whether it intends to go to the voters during FY 2009-10 to seek bond approval for implementing the first phases of the approved plan.

During 2009-10, there are four possible state designated election dates---November 2009, April 2010, June 2010. A November 2010 election would fall within the next fiscal year, 2010-2011.

The provisional budget proposes the allocation of \$75,000 in the City Clerks budget towards a bond election. Should Council decide to have a Community Center bond on a date when the cost would be greater than \$75,000, it could request staff to return at a future budget meeting with recommendations on how to fund the additional election expense or it could utilize the Council contingency money, along with other monies, to finance the election.

Each election date in 2009-10 has its disadvantages for a Community Center ballot measure.

November 2009: Estimated cost: \$216,000. At this time, no local agency has specifically stated its intention to place a money measure on this ballot. If one did so, the estimated cost would be reduced. The Los Altos School District has unofficially expressed that it may place its parcel tax renewal on this ballot. In addition, the North County Library Agency may seek renewal of its parcel tax on this ballot. Finally, the timing may not be advantageous to the City to seek "new money" (vs. renewal) at this time due to the national/international economic situation.

April 2010: Estimated cost: \$461,600. At this time, no local agency has indicated its intention to be on the April ballot. The cost for an April election is a detriment. In 2008 the Council changed municipal elections from odd to even years in order to reduce costs associated with "going alone."

June 2010: Estimated cost: \$74,500. This is the least expensive election, the cost reduced since there will be a gubernatorial primary. The Mountain View-Los Altos High School District has indicated it may seek voter approval of a bond measure on this ballot.

The estimated cost for a November 2010 election is \$87,500. This is a general election and thus, the costs are influenced by other matters being on the election, including the local Council election.

### **RECOMMENDATION**

No recommendation is made regarding a specific date to place the Community Center on the ballot. It is recommended that the Council begin a discussion of the pros/cons of each possible date but delay a decision until later in 2009-10. It is also recommended that the Council appropriate the \$75,000 for possible utilization during 2009-10. While this amount may not be sufficient to fund the election for the date selected, it will provide a foundation for which to add additional monies if needed.

### **OPTIONS**

- 1) Council could postpone a decision on an election in 2009-10 and not allocate any monies at this time.
- 2) Council could identify the November 2010 Municipal election as the date of the Community Center bond vote, thus, not having to allocate monies for FY 2009-10 but necessitating an allocation in the 2010-11 budget.
- 3) Council could select an election date at this time and appropriate the \$75,000 or more.

# ISSUES & OPTIONS PAPER -VII

**SUBJECT: COMMUNITY PROMOTIONS**

**PROPOSED IN BUDGET?** YES  NO

**FISCAL IMPACT: \$73,500**

## **DESCRIPTION**

The City annually allocates monies for community groups. For 2008-09, the Council appropriated \$71,720 to thirteen agencies.

Letters requesting submittals from community organizations were sent in mid-April requesting responses by 15 May. Since the Provisional Budget will be published by that date, a request submittal sheet will be presented to Council at the first budget hearing on 19 May.

The Provisional Budget contains \$73,500 for FY 09-10, contained in the Non-Departmental account.

## **RECOMMENDATION**

Approve \$73,500 for FY 09-10

## **OPTIONS**

- 1) Appropriate less monies than the budgeted amount
- 2) Appropriate more monies than the budgeted amount
- 3) Postpone consideration

## ISSUES & OPTIONS PAPER -VIII

**SUBJECT: LOS ALTOS VILLAGE ASSOCIATION CONTRIBUTION**

**PROPOSED IN BUDGET? YES**  **NO**

**FISCAL IMPACT: \$15,000**

### **DESCRIPTION**

The City Council has approved provided funding for Downtown beautification and maintenance to the Los Altos Village Association since 2006 with the first appropriation being made in 2007. The monies for LAVA's efforts come from the City's Parking Permit Program.

For 2008, the Council appropriated \$20,000 to LAVA which returned \$5,239 to the City in March. The Council's 2008 authorization had been based on a calendar year. Earlier this year, the Council authorized a change to a fiscal year review/consideration.

LAVA's request for the coming fiscal year is \$15,000. The exact projects that LAVA intends to undertake are in the attached letter from Nancy Dunaway. The maintenance projects contained in the request for 2009-10 have been coordinated with Brian McCarthy so as to assure there will be no duplication of efforts between the City and LAVA.

LAVA had initially proposed that it would undertake more than the six sidewalk cleanings contained in the attached correspondence. After discussions between LAVA and the City, sidewalk cleanings were reduced to six with the understanding that if additional cleanings are needed after the initial six have been completed, LAVA would return to the City with an additional request.

### **RECOMMENDATION**

Appropriate \$15,000 to the Los Altos Village Association from the Parking Permit Program for Downtown beautification and maintenance projects as identified in the attached correspondence with the acknowledgement that if more than six sidewalk cleanings are needed during 2009-10, LAVA will return with an additional funding request.

**OPTIONS**

- 1) Do not appropriate any monies to LAVA
- 2) Appropriate more than the requested amount
- 3) Appropriate less than the requested amount

# ISSUES & OPTIONS PAPER -IX

**SUBJECT:** ELECTRONIC DELIVERY OF COMMUNIQUE'

**PROPOSED IN BUDGET?**

YES

NO

**FISCAL IMPACT:** \$26,430

## DESCRIPTION

The City's newsletter, City News, is presently prepared and printed three times per year. It contains four pages with each publication. The cost of printing and mailing for the three editions is \$26,430. This is exclusive of staff preparation time.

Staff is proposing that the City News become an on-line publication in lieu of a printed medium. In addition to the cost savings, this method of delivery would provide for the development of an on-line newsletter archive where previous editions could be retrieved by the public.

Similar to the advancement of the deliverance of news via electronic means by international newspaper publications, cities in California are migrating to this delivery mode.

## IMPACTS:

There are pro and con impacts with this transfer of publication.

Pro: less cost; easier information retrieval; instant updating

Con: potential for fewer readers, especially the elderly who do not own computers.  
(Approximately 20% of the population is 65 years or older.)

## RECOMMENDATION

Move to a totally electronic version

## OPTIONS

- 1) Maintain City News as a printed newsletter
- 2) Discontinue printing and mailing the City News to each household; provide on-line publication and deliver printed copies of on-line version of City News to assisted living facilities and copies at the counters of public buildings.
- 3) Discontinue publication of City News in either medium - print or electronic



## ISSUES & OPTIONS PAPER - X

**SUBJECT:** AFTER SCHOOL ENRICHMENT PROGRAM (ASEP)  
Sufficient for Commencement of One Year Pilot Program

**PROPOSED IN BUDGET?** YES  NO

**FISCAL IMPACT:** Estimated Shortfall of \$2,300

### DESCRIPTION

This program has benefits for Los Altos. The Superintendent of the Los Altos School District has advocated for its commencement, as has the Parks, Arts and Recreation Commission. The November 2007, Citizens' Financial Advisory Committee (CFAC) reported that "the program could be expected to break-even plus or minus \$100 thousand annually."

As envisioned in its entirety, the ASEP would serve six schools. The City would contract with the LASD for the use of classrooms and would enter into agreements with instructors on either an 80/20 (instructor/City), 70/30 or 60/40 split. CFAC estimated the program would have an annual operating budget "on the order of \$350 thousand" per year. Estimated startup expenses for personnel costs only were approximately \$57,000 in 2007 dollars. CFAC used the 70/30 split between the instructor and the City for its analysis.

The Recreation Staff does not have the personnel bandwidth at this point to undertake an expansive new program. More significantly, I am loath to begin an entirely new program

- 1) in this economy, especially when 5% of authorized positions are to remain vacant for the coming fiscal year;
- 2) when we don't know the full impacts from the Governor's budget on the City's revenue resources, especially the Property Tax;
- 3) when we have deferred purchasing several pieces of equipment for the Police until we know our financial status at mid-year.

Since the program has been so long sought, I am willing to recommend that in lieu of commencing with an entire new program at six campuses, the City begin a Pilot Program at one school for 2009-10. This initial program would provide the City with insight into issues which could arrive with multi-campus offerings and would allow for a seamless transition to the larger program IF the Tiny Tots program is concluded in spring 2010. I would adjust the priorities of a staff person so the ASEP coordinator would have time to:

- 1) work with LASD on the selection of which campus;
- 2) ready a contract with LASD for use of one campus;
- 3) create the work program---goals, benchmarks, calendar, etc;
- 4) recruit instructors;
- 5) prepare advertising when appropriate timing.

There are numerous other efforts that need to be initiated beginning this summer.

The financial estimates for a one campus program for 2009-10 are based upon certain assumptions. These factors, if altered one way or another in implementation, may lead to a small loss or a small profit. The assumptions for an initial year (3 semesters) at one campus are:

- 1) the contract instructors and the City split the fees on a 60/40 (instructor/City) basis. The CFAC report was based upon a 70-30 split.
- 2) there is no fee charged by the Los Altos School District for the use of rooms. (Several officials of the District have indicated there would be no rental fee.)
- 3) a minimum of 18 students would register per class offering.

(NOTE: the fee per class is based upon City of Cupertino charges.)

- 4) the staff time is at .25 or lower

On paper, utilizing these assumptions, the one campus ASEP shows a slight revenue loss of \$2,300 for the initial year. A breakdown of the revenue and expenses is attached. I believe that the revenue/expense estimates are close enough for an initial offering to the community of the ASEP since we have no experience or data on which to test the assumptions.

**RECOMMENDATION:**

- 1) Authorize a Pilot Program at one campus to begin in fall 2009 for the 2009-10 year. The campus will be selected following consultation between LASD and City staff.
- 2) Postpone consideration of a six-campus program until March-April 2010 after information on fall and winter programs/financials are in. Staff will return to the City Council in March-April 2010 with a recommendation on the future of a six-campus program.
- 3) Acknowledge that the Pilot Program may not be revenue neutral or may need subsidizing.
- 4) Thank the PARC sub-committee for its work and conclude its mission; delegate sole responsibility for implementation of the Pilot Program to the staff.

**OPTION:**

- 1) Do not commence any ASEP program in 2009-10
- 2) Begin a six-campus program in fall 2009
- 3) Begin a program on two-five campuses in fall 2009

## ISSUES & OPTIONS PAPER - XI

**SUBJECT: REDWOOD GROVE**

**PROPOSED IN BUDGET?**

YES

NO

**FISCAL IMPACT:** Revenue - \$ 40,000 (YSI)  
Expense - \$ 50,000 (Acterra)  
- \$ 100,000 (CIP)  
Other Costs Unknown At This Time

### DESCRIPTION

The City Council received an extensive written report from the PARC and its Redwood Grove Task Force at the meeting of 12 May. The PARC had recommended five (5) major actions for the Council to consider. Due to the need for CEQA review as well as the pending Council discussions on the budget for 2009-10 and on the CIP, I recommended the PARC report be informational at that time except for the caretaker matter, which Council addressed. Council also sent the Halsey House status to the Historical Commission.

As background on the budgetary front, in February of this year, the Council approved a CIP for Redwood Grove projects of \$356,000 and, of that amount, appropriated \$98,000. The staff report noted “the \$98,000 is an amount deemed sufficient to undertake the demolition of the Pottery Studio, acquisition of the land if negotiations are successful for the connecting land between Shoup Park and Redwood Grove, for any studies that maybe requested in regard to the rehabilitation of the Halsey House and/or minor rehabilitation of the Nature Center IF a decision is made to initiate minimal maintenance so that some activities can be held at the Center.” The funding source was identified as the CIP and not Park In-lieu monies.

To date, the Pottery Studio was razed at a cost of \$11,000, leaving a balance of the February appropriation of \$87,000. Discussions continue with the property owner regarding the private property between Shoup Park and Redwood Grove.

The PARC report to Council of 12 May recommends entering into contracts with Acterra for habitat restoration and land stewardship services; and with Youth Science Institute (YSI) for year-round, school-age programs. The Provisional Budget contains revenue/expenditure estimates for initiating these programs.

At the time of the preparation of the budget and this Policy Paper, the City Attorney was requested to review the statute regarding the Park In-lieu monies, as well as any pertinent court cases, to determine if In-Lieu monies could be utilized for a contract with Acterra, either for the initial year and/or the two successive years. That analysis continues.

Acterra desires a multi-year contract. The cost for the initial year is \$50,000. Since the research on the utilization of Park In-lieu monies has not been finalized, and with \$87,000 remaining in the initial 2009 appropriation, Council could approve entering into a contract with Acterra using the CIP monies. If by the time a contract between the agency and the City is ready for consideration, the City Attorney opines that Park In-lieu monies can be utilized, Council could make the adjustment in the funding resource from CIP to Park In-lieu.

Acterra initially requested a three-year contract with the City. However, staff has discussed with the Acterra representatives a one-year initial contract with City-options for each of two successive years. Staff is reluctant to have the City bound by a multi-year contract with a first time contractor especially if either party is unsatisfied with the relationship.

YSI has informed the Recreation Staff that it will not charge its customary start-up fee to the City. The PARC recommends that the City's standard overhead recovery fee be reduced from \$8 since YSI will undertake registration and program administration. The Recreation staff recommends a reduced fee of \$5 per participant. The budget reflects anticipated revenue of \$ 40,000 from the YSI program.

## **STRUCTURES**

The 12 May PARC report makes several recommendations regarding the two structures on the property and asks that an architect be retained to address the facility needs. This action may be premature until such time as the Council makes a final determination on the Halsey House. That decision should be undertaken only after the Council receives the report back from the Historical Commission which it requested on 12 May. Thus, no monies have been included in either the budget or the CIP for remedial work at the Halsey House or for its razing if that is Council's ultimate decision.

Council authorized staff to undertake an analysis of the feasibility and costs associated with upgrading the Staff House for code compliance. Since this assignment was given on 12 May, there is no money in the Redwood Grove CIP for alterations to the structure should the Council subsequently approve construction work. A supplemental appropriation will have to be made once estimates have been received.

## **CEQA**

As mentioned on 12 May, the City Attorney has determined that the Redwood Grove Master Plan Amendment would be subject to CEQA due to stream corridor work, the historic resource on site and possible new facility construction. However, no decision on CEQA can be rendered until there is a "project" pursuant to CEQA's definitions. To initiate a "project," a fuller scope needs to evolve regarding the Halsey House and the stream corridor. The maintenance/restoration work by Acterra outside of the creek is exempt from CEQA so that work could proceed.

When the Council receives the presentation on the CIP during the budget review process, it will note that a supplemental \$100,000 has been proposed to be added to the previously appropriate \$98,000. This is consistent with the report the Council received in February establishing the Redwood Grove CIP. That transmittal noted that the initial Redwood Grove renovation project was in the 2005-10 CIP but had no financial appropriation. The 2005-10 document estimated restoration work at \$356,000. The February report stated that the Council would be requested to approve additional monies as the master plan amendment proceeded. The cost of the eventual CEQA review would be covered by this additional appropriation, as would the expenses associated with the retention of an architect as was recommended by PARC, should that step be needed.

### **RECOMMENDATION**

- 1) Authorize staff to return to Council with a one-year contract with Acterra with two option years.
- 2) Specify that the funding for the Acterra contract will be from the CIP. Once the City Attorney opines whether Park In-lieu monies can be utilized, the Council will revisit the funding source for the Acterra contract.
- 3) Authorize staff to return to Council with a contract with YSI for one year of programming at Redwood Grove.
- 4) Reduce the City's standard administrative overhead charge from \$8 per participant to \$5 per participant for YSI students.
- 5) Appropriate an additional \$100,000 in the CIP for Redwood Grove---CEQA review, retention of an architect (if needed) and any code compliance work related to a Staff House renovation.
- 6) Acknowledge that additional monies may need to be appropriated once CEQA review is completed and a work program approved.

### **OPTIONS**

- 1) Do not enter into a contract with Acterra
- 2) Enter into a three year contract with Acterra
- 3) Do not enter into a contract with YSI
- 4) Enter into a multi-year contract with YSI if YSI is willing
- 5) Waive the Administrative overhead charge in its entirety
- 6) Charge the full \$9 per participant Administrative overhead charge
- 7) Appropriate more than \$100,000 in the CIP to Redwood Grove
- 8) Appropriate less than \$100,000 in the CIP to Redwood Grove
- 9) Do not appropriate any additional CIP monies towards Redwood Grove

## ISSUES & OPTIONS PAPER – XII

**SUBJECT: FINANCIAL WARNING LIGHTS**

**IN PROPOSED BUDGET**      YES       NO

**FISCAL IMPACT: Addressing Long Term Financial Needs**

In the Budget Message, I noted several long range financial concerns. Those were:

1. The stagnant state of sales tax receipts from the downtown commercial core
2. The need to move the Storm Fund off General Fund support
3. The rate of increase of the Fire Services contract with Santa Clara County Fire
4. The absence of an independent and dedicated revenue source for general Capital Improvement Plan projects
5. The costs and financing for implementation of Phase I of the Community Center Master Plan
6. The long term performance and impact of CALPERS rates

### **DESCRIPTION**

#### **DOWNTOWN SALES**

Our sales tax revenue for the thirteen years from 1995-2007 (before the apex of the recession) shows limited sales growth activity in “the village.” As an example, for the downtown, comparing the start year, 1995, with the end year, 2007, the difference is a mere \$81,548!!! For the same time period for downtown Los Gatos, the growth was nearly \$767,000, over nine (9) times that of Los Altos. Downtown sales have not recovered since the Dot-Com bust of 2001. In that year, sales tax revenue was \$565,784. In 2007, sales tax revenue eked above \$500,000 for the first time since 2001 at \$500,958. Burlingame’s downtown sales tax recovered immediately after 2001 with sales receipts in 2003 topping those of 2001. Los Gatos passed its 2001 threshold in 2005. Anemic describes our downtown sales activity.

Using 2002 as the base year, our downtown has had declining sales tax reports (thus, I assume declining sales) in three of the five years to and including 2007. As an example, the receipts for 2006 were LESS than those of 2005. During the same period of time, Burlingame has NOT had one year where its reports were less than the previous year. Mountain View and Los Gatos had only one year each, 2003, where the successive year was less than the previous year.

## **STORM FUND (storm water)**

The Budget Message describes the issue with the Storm Fund; it relies on the General Fund for support and expenses are rising and will continue to increase with new environmental requirements. The fund needs to have a dedicated revenue source of its own. One option could be to consider a Storm Water Utility similar to that which the City of Burlingame recently presented to the voters. That measure was passed by over 60% of the voters. Most cities that have Storm Water Utility funding in place use the amount of impervious surface on a parcel to determine a fair share of storm water funding to be charged to that parcel.

## **FIRE SERVICES**

The Council assigned investigating fire service delivery options to me as part of my annual review last autumn. Since then, staff members have gathered information and an outside fire service consultant has been retained. We expect to bring a report to Council this summer or in the early fall. This matter can be deferred from further discussion until the arrival of the report.

The City of Los Altos and the Los Altos County Fire Protection District (now known as the LAH County Fire Protection District—LAHCFD) entered into an agreement for services with Santa Clara County Central Fire Protection District (now known as Santa Clara County Fire) in December 1997 through December 2006.

The annual operating costs of the initial contract were \$3,866,500 and the terms required Los Altos to pay 60% and LAHCFD to pay 40%. All parties agreed that annual increases were limited to the average annual costs of living increase in total compensation provided to fire employees, or the CPI for the Bay Area, whichever was less. The contract also stated that beginning in the third year, costs would be reduced if the total percent of CPI and the total compensation decreased by 1% or more annually.

The “First Amendment” was signed for an additional ten years beginning in January 2007. A “Termination without Cause” amendment allows a party to terminate after December 2009.

Other amendments included: operating costs to increase to \$7,606,000 with annual increases to be based on percent growth of three indices: CPI, average annual cost of living increase in total compensation provided firefighters and the total Local Secured Values for the total parcels in Los Altos and the LAHCFD.

The parties also agreed that the maximum increase for 2008 would be 5% and the maximum increase thereafter was capped at 7%. At no time will the annual base amount be reduced; if the three indices have a negative growth, the increase will be zero.

The Provisional Budget contains \$5,138,780 for 2009-10.

## **CAPITAL IMPROVEMENTS PLAN (CIP)**

As detailed in the Budget Message, this fund is void of general use monies (CIP) after FY 2010-11. Thus, the Council will see a three year CIP rather than the usual five year text. The Utility Users Tax (UUT) has been a source of funding for the CIP in past years. However, the ordinance does not require monies to go into the CIP. Over the past four years, UUT transfers to the CIP have been erratic. In both 2005-06 and 2006-07, there were no specific UUT transfers. At the conclusion of each of those years, there were General Fund transfers to the CIP for a combined total of \$8,200,000.

For 2007-08, there was a specific UUT transfer to the CIP of \$1,990,000, later augmented with General Fund dollars of \$274,000.

## **COMMUNITY CENTER FINANCING**

The Community Center Master Plan is an ambitious project to replace the City's aging civic buildings. The Hillview Center was originally built in 1945 as an elementary school. The Police and City Hall structures do not meet current code requirements, lack adequate working, storage and conference spaces, and have systems problems---HVAC, electrical, etc.

Phase I of the Master Plan proposes a new Community Center, Police Station and City Hall and one-half of the campus roadway, infrastructure and landscape improvements. Phase I retains the library and Bus Barn theatre, sports fields and parking lots until financing for these future phases is determined. Phase I is estimated to cost \$80,000,000. It is proposed that the City will self-fund the \$15,000,000 City Hall and seek public approval for the remainder of Phase I projects estimated at \$65,000,000.

Currently, there is \$3,665,000 in a fund for the Community Center Facility. An estimated \$6,000,000 could possibly be available from the sale of surplus lands or other assets. Thus, approximately \$5,000,000 would need to be attained from another source, such as issuance of Certificates of Participation. A 20 year note on \$5,000,000 would commit the City to an annual operational expense of approximately \$420,000.

## **CALPERS**

Council discussed this matter with the Financial Commission at the joint meeting in April and assigned the Commission with the task of gathering information on the impacts and on options.

While the rates for the Miscellaneous and Safety categories have minimal upward adjustment in 2009-10, staff has been apprised to expect significant increases in FY 2011-12. Based upon the information available to date, the combined (Misc./Safety) impact on Los Altos will be \$837,000 IF the PERS side fund is not paid down. (See Policy Paper # II.)



If the Council concurs with the staff recommendation to reduce by \$3,010,000 the side fund, the increase is estimated to be \$517,000.

### **RECOMMENDATION**

This Policy Paper was generated so as to provide the Council with the opportunity to discuss the long range financial needs of the municipal organization.

### **OPTIONS**

- 1) Do not discuss
- 2) Postpone discussion
- 3) Assign some or all of the issues to the Financial Commission

# A Focus On Strategy

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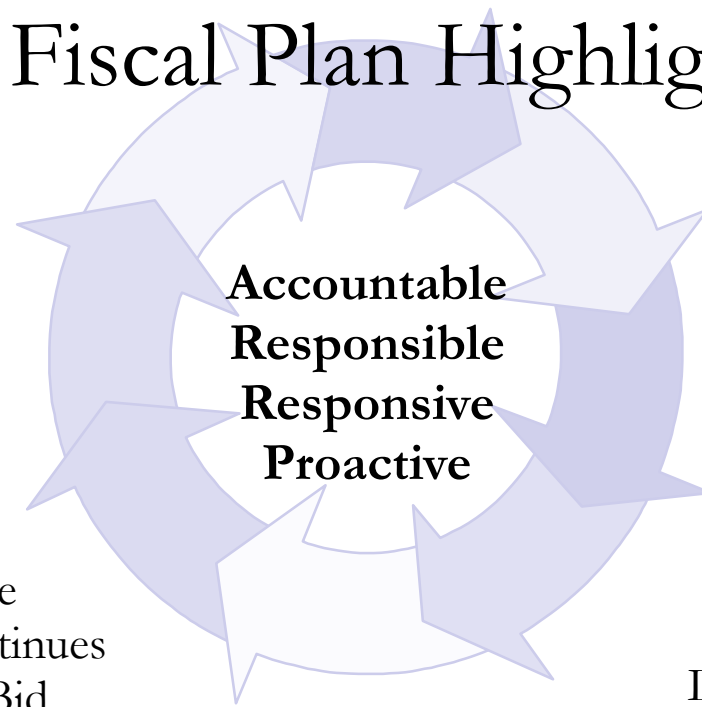
## Fiscal Plan Highlights

### Capital Projects

\$6.2 M Total  
\$ 2.4 M CIP Fund  
\$1.2 M Park In Lieu  
\$2.2 M Sewer Fund

### Enterprise Funds

Sewer Remains Stable  
Storm Fund Subsidy Continues  
Waste Contract to be Bid



### General Fund

Balanced Budget  
Services Maintained  
Revenues Decline  
4% Cost Reductions

### Human Capital

No Staffing Increases  
7 Vacancies On Hold  
Labor Contracts Honored  
Strategic Hiring Reviews

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## **PROPOSED PROACTIVE MEASURES**

Departments Trim 4% from Prior Year Budget  
CALPERS Side Fund Liabilities Pay Down of 60%  
General Fund Reserves Strengthened  
Creation of a New “State Revenue Stabilization Reserve”  
20% General Fund Operating Reserve Goal Targeted

# What We Have



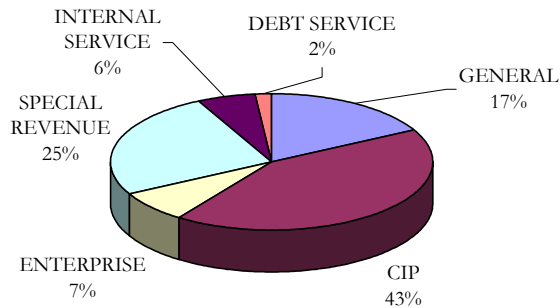
## PROJECTED FUND BALANCES AND RESERVES

FUNDS	BEG. BALANCE	EST. REVENUE	EST. EXPENSES	CAPITAL PROJECTS	BAL BEFORE TSFRS	TRSFERS	PRIOR YR CIPS	UNRESTRICTED BALANCE	RESTRICTED BALANCE
GENERAL FUND									
- Unreserved	344,336	26,566,180	(26,564,020)	0	346,496	17,757	0	364,253	0
- Operating Commitments	0	0	0	0	0	0	0	0	0
- Operating Reserve	3,186,762	0	0	0	3,186,762	210,000	0	0	3,396,762
- State Revenue Stabilization Reserve	500,000	0	0	0	500,000	610,000	0	0	1,110,000
- PERS Reserve	3,005,795	0	0	0	3,005,795	(3,005,795)	0	0	0
<b>TOTAL GENERAL FUND</b>	<b>7,036,893</b>	<b>26,566,180</b>	<b>(26,564,020)</b>	<b>0</b>	<b>7,039,053</b>	<b>(2,168,038)</b>	<b>0</b>	<b>364,253</b>	<b>4,506,762</b>
CAPITAL PROJECTS FUND	15,025,633	525,000	0	(3,620,000)	11,930,633	1,109,500	(8,411,000)	4,629,133	0
EQUIPMENT REPLACEMENT FUND	4,388,583	0	0	0	4,388,583	230,000	(944,150)	0	3,674,433
FACILITY FUND	0	0	0	0	0	0	0	0	0
COMMUNITY FACILITY RENEWAL FUND	3,665,592	0	0	0	3,665,592	0	0	3,665,592	0
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>23,079,808</b>	<b>525,000</b>	<b>0</b>	<b>(3,620,000)</b>	<b>19,984,808</b>	<b>1,339,500</b>	<b>(9,355,150)</b>	<b>8,294,725</b>	<b>3,674,433</b>
SEWER FUND	7,041,846	5,499,330	(3,936,799)	(2,176,500)	6,427,877	147,282	(5,000,000)	0	1,575,159
SOLID WASTE FUND	628,854	1,546,471	(1,666,770)	0	508,555	0	0	0	508,555
STORM FUND	141,777	0	(233,732)	0	(91,955)	91,955	0	0	0
<b>TOTAL ENTERPRISE FUNDS</b>	<b>7,812,477</b>	<b>7,045,800</b>	<b>(5,837,301)</b>	<b>(2,176,500)</b>	<b>6,844,477</b>	<b>239,237</b>	<b>(5,000,000)</b>	<b>0</b>	<b>2,083,714</b>
REAL PROPERTY PROCEEDS FUND	4,012,419	2,262,450	0	0	6,274,869	0	0	0	6,274,869
VEHICLE IMPOUND FUND	0	45,000	0	0	45,000	(45,000)	0	0	0
SUPPLEMENTAL LAW ENFORCEMENT FUND	0	100,000	0	0	100,000	(100,000)	0	0	0
GAS TAX FUNDS	1,832	499,500	0	0	501,332	(490,500)	0	0	10,832
PROPOSITION 1B FUND	433,652	4,000	0	0	437,652	0	(417,804)	0	19,848
STORM DRAIN DEPOSIT FUND	56,086	0	0	0	56,086	0	0	0	56,086
COMMUNITY DEV BLOCK GRANT FUND	18,782	129,000	(42,100)	0	105,682	(85,000)	0	0	20,682
TRANSPORTATION DEVELOPMENT ACT FUND	0	209,000	0	(59,000)	150,000	0	0	0	150,000
TRAFFIC IMPACT FEE FUND	438,156	53,000	0	(400,000)	91,156	0	0	0	91,156
IN LIEU PARK FEES FUND	1,088,501	872,000	0	0	1,960,501	(1,584,000)	0	0	376,501
DOWNTOWN PARKING FUND	116,727	41,000	(25,000)	0	132,727	0	0	0	132,727
ESTATE DONATION FUND	12,288	320	0	0	12,608	0	0	0	12,608
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>6,178,443</b>	<b>4,215,270</b>	<b>(67,100)</b>	<b>(459,000)</b>	<b>9,867,613</b>	<b>(2,304,500)</b>	<b>(417,804)</b>	<b>0</b>	<b>7,145,309</b>

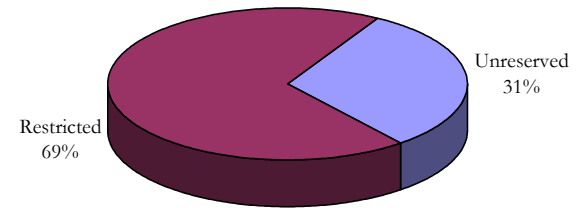
## PROJECTED FUND BALANCES AND RESERVES

FUNDS	BEG. BALANCE	EST. REVENUE	EST. EXPENSES	CAPITAL PROJECTS	BAL BEFORE TSFRS	TRSFERS	PRIOR YR CIPS	UNRESTRICTED BALANCE	RESTRICTED BALANCE
DENTAL PLAN FUND	194,770	97,800	(99,000)	0	193,570	0	0	0	193,570
UNEMPLOYMENT FUND	19,398	3,370	(20,000)	0	2,768	0	0	0	2,768
WORKERS COMPENSATION FUND	603,312	609,000	(560,000)	0	652,312	0	0	0	652,312
LIABILITY FUND	789,317	411,000	(400,000)	0	800,317	0	0	0	800,317
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>1,606,797</b>	<b>1,121,170</b>	<b>(1,079,000)</b>	<b>0</b>	<b>1,648,967</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,648,967</b>
GENERAL DEBT FUND	370,717	6,000	(165,000)	0	211,717	165,000	0	0	376,717
AVALON DR. CURB & GUTTER A.D.	43,667	14,600	(14,600)	0	43,667	0	0	0	43,667
RAYMUNDO CURB & GUTTER A.D.	35,069	28,200	(28,200)	0	35,069	0	0	0	35,069
OTHER ASSESSMENT DISTRICT FUNDS	276,994	0	0	0	276,994	(276,994)	0	0	0
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>726,447</b>	<b>48,800</b>	<b>(207,800)</b>	<b>0</b>	<b>567,447</b>	<b>(111,994)</b>	<b>0</b>	<b>0</b>	<b>455,453</b>
<b>GRAND TOTAL</b>	<b>46,440,865</b>	<b>39,522,220</b>	<b>(33,755,221)</b>	<b>(6,255,500)</b>	<b>45,952,364</b>	<b>(3,005,795)</b>	<b>(14,772,954)</b>	<b>8,658,979</b>	<b>19,514,637</b>

FUND BALANCE BY CATEGORY



FUND BALANCE AVAILABILITY

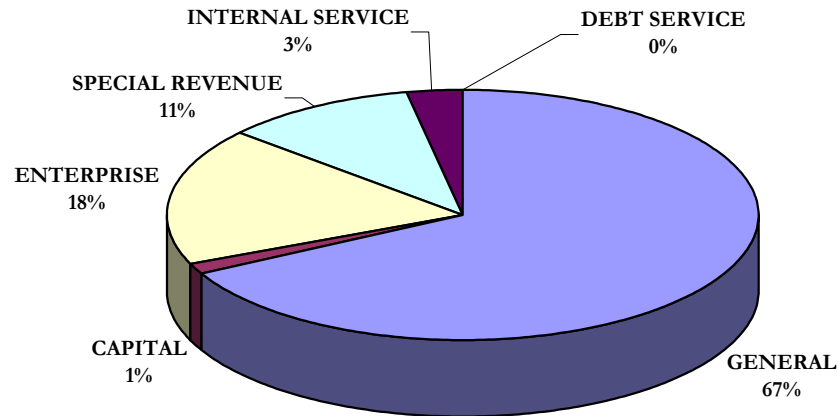


# Revenue Sources



## REVENUE BY FUND TYPE

FUNDS	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
<b>GENERAL</b>	27,140,576	28,493,876	28,051,184	26,566,180	(1,485,004)	-5%
<b>CAPITAL</b>	521,289	1,717,634	452,200	525,000	72,800	16%
<b>ENTERPRISE</b>	6,599,928	6,290,513	5,682,215	7,045,800	1,363,585	24%
<b>SPECIAL REVENUE</b>	1,125,525	4,424,687	1,395,194	4,215,270	2,820,076	202%
<b>INTERNAL SERVICE</b>	990,392	1,119,184	1,119,040	1,121,170	2,130	0%
<b>DEBT SERVICE</b>	55,503	52,589	53,550	48,800	(4,750)	-9%
<b>GRAND TOTAL</b>	<b>\$ 36,433,213</b>	<b>\$ 42,098,483</b>	<b>\$ 36,753,383</b>	<b>\$ 39,522,220</b>	<b>\$ 2,768,837</b>	<b>8%</b>



## REVENUE BY FUND

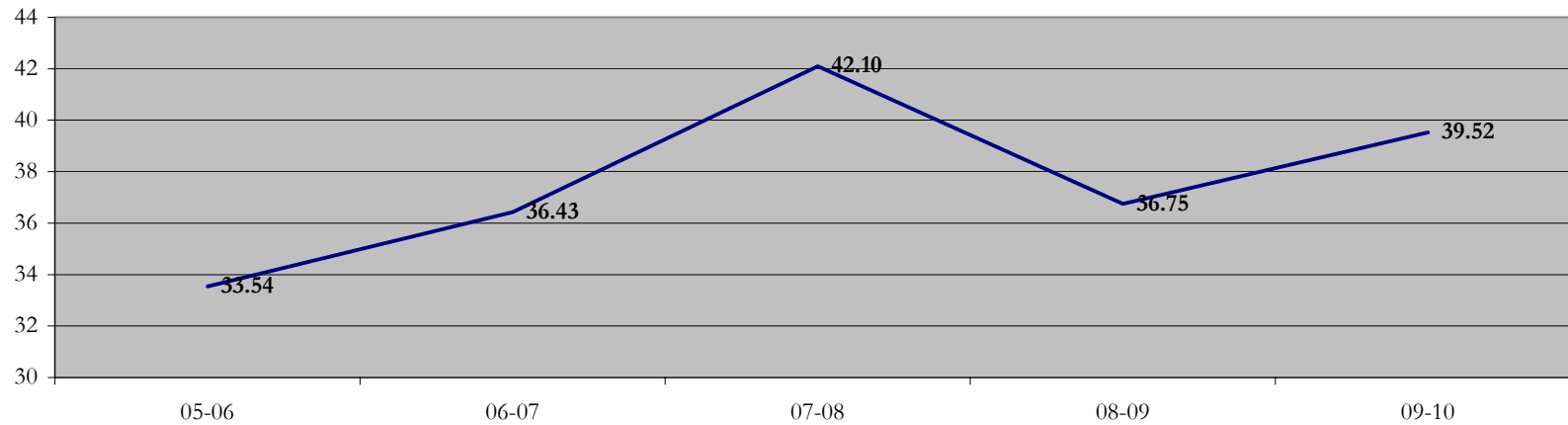
FUNDS	05-06 ACTUAL	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
GENERAL FUND	25,012,628	27,140,576	28,493,876	28,051,184	26,566,180	(1,485,004)	-5%
<b>TOTAL GENERAL FUND</b>	<b>25,012,628</b>	<b>27,140,576</b>	<b>28,493,876</b>	<b>28,051,184</b>	<b>26,566,180</b>	<b>(1,485,004)</b>	<b>-5%</b>
CAPITAL PROJECTS FUND	545,361	517,289	1,713,634	448,200	525,000	76,800	17%
FACILITY FUND	4,000	4,000	4,000	4,000	0	(4,000)	-100%
COMMUNITY FACILITY RENEWAL FUND	0	0	0	0	0	0	-
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>549,361</b>	<b>521,289</b>	<b>1,717,634</b>	<b>452,200</b>	<b>525,000</b>	<b>72,800</b>	<b>16%</b>
SEWER FUND	4,264,234	5,082,581	4,716,459	4,160,000	5,499,330	1,339,330	32%
SOLID WASTE FUND	1,455,459	1,517,347	1,574,054	1,522,215	1,546,471	24,256	2%
STORM FUND	0	0	0	0	0	0	-
<b>TOTAL ENTERPRISE FUNDS</b>	<b>5,719,693</b>	<b>6,599,928</b>	<b>6,290,513</b>	<b>5,682,215</b>	<b>7,045,800</b>	<b>1,363,585</b>	<b>24%</b>
REAL PROPERTY PROCEEDS FUND	0	0	1,797,861	0	2,262,450	2,262,450	-
VEHICLE IMPOUND FUND	43,128	37,050	38,825	45,000	45,000	0	0%
SUPPLEMENTAL LAW ENFORCEMENT FUND	100,000	100,000	100,000	100,000	100,000	0	0%
GAS TAX FUND	538,008	547,385	517,233	555,000	499,500	(55,500)	-10%
PROPOSITION 1B FUND	0	0	455,548	417,804	4,000	(413,804)	-99%
STORM DRAIN DEPOSIT FUND	0	0	0	0	0	0	-
COMMUNITY DEV BLOCK GRANT FUND	126,002	140,604	285,421	138,090	129,000	(9,090)	-7%
TRANSPORTATION DEVELOPMENT ACT FUND	0	0	0	0	209,000	209,000	-
TRAFFIC IMPACT FEE FUND	85,756	4,467	292,803	50,000	53,000	3,000	6%
IN LIEU PARK FEES FUND	62,757	250,705	890,890	50,000	872,000	822,000	1644%
DOWNTOWN PARKING FUND	19,332	40,036	44,648	39,300	41,000	1,700	4%
ESTATE DONATION FUND	30,645	5,279	1,457	0	320	320	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>1,005,629</b>	<b>1,125,525</b>	<b>4,424,687</b>	<b>1,395,194</b>	<b>4,215,270</b>	<b>2,820,076</b>	<b>202%</b>
DENTAL PLAN FUND	91,861	91,987	96,781	95,760	97,800	2,040	2%



## REVENUE BY FUND

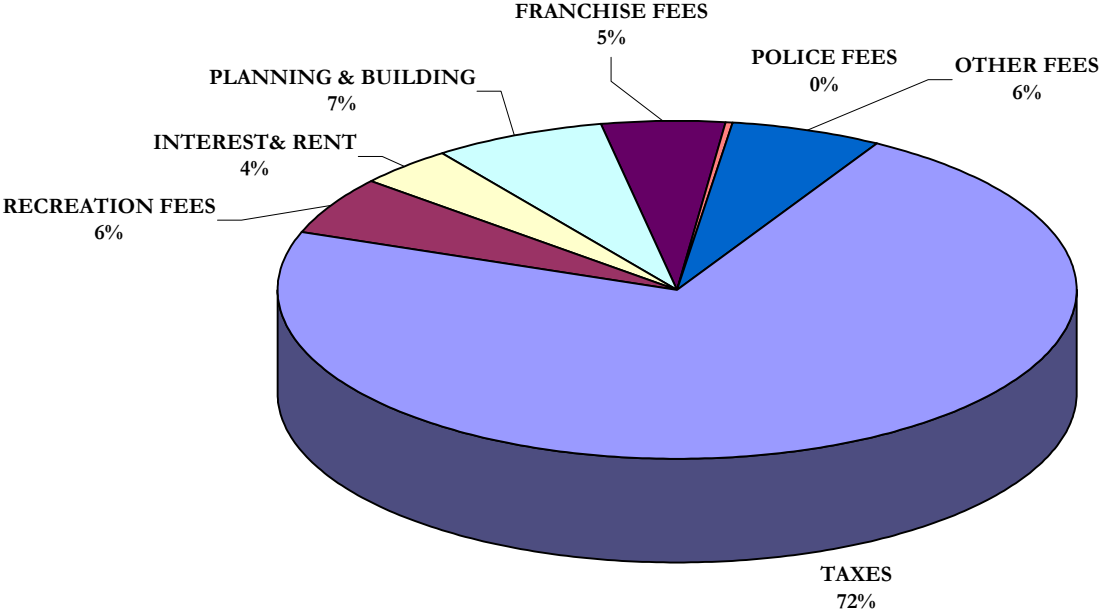
FUNDS	05-06 ACTUAL	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
UNEMPLOYMENT FUND	6,328	6,539	3,380	3,355	3,370	15	0%
WORKERS COMPENSATION FUND	473,314	500,573	588,968	608,623	609,000	377	0%
LIABILITY FUND	356,200	391,293	430,055	411,302	411,000	(302)	0%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>927,703</b>	<b>990,392</b>	<b>1,119,184</b>	<b>1,119,040</b>	<b>1,121,170</b>	<b>2,130</b>	<b>0%</b>
GENERAL DEBT FUND	9,051	12,316	8,539	10,000	6,000	(4,000)	-40%
AVALON DR. CURB & GUTTER A.D.	15,178	15,307	15,486	15,200	14,600	(600)	-4%
RAYMUNDO CURB & GUTTER A.D.	300,449	27,880	28,563	28,350	28,200	(150)	-1%
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>324,678</b>	<b>55,503</b>	<b>52,589</b>	<b>53,550</b>	<b>48,800</b>	<b>(4,750)</b>	<b>-9%</b>
<b>GRAND TOTAL</b>	<b>33,539,693</b>	<b>36,433,213</b>	<b>42,098,483</b>	<b>36,753,383</b>	<b>39,522,220</b>	<b>2,768,837</b>	<b>8%</b>

TOTAL REVENUE TREND



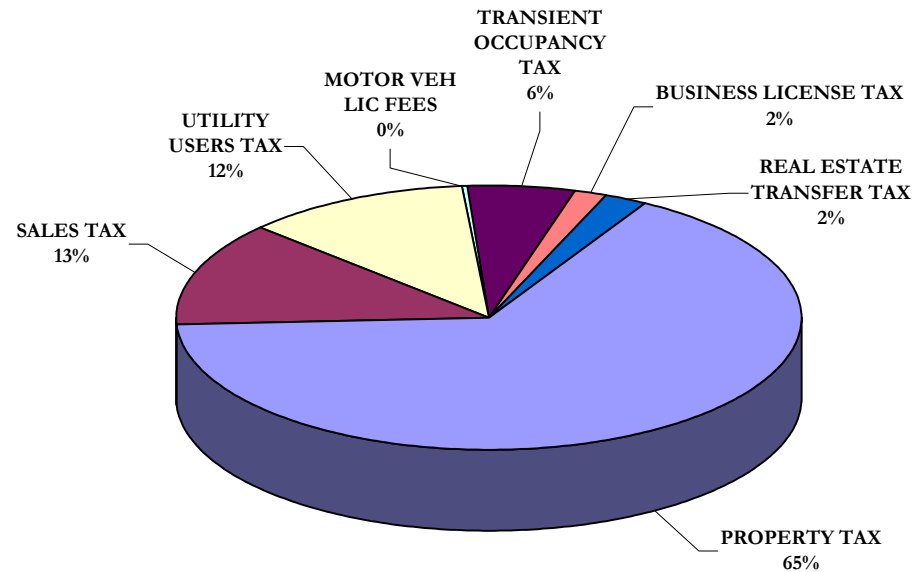
# GENERAL FUND REVENUE SOURCES

	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
<b>GENERAL FUND</b>						
TAXES	18,471,231	19,710,438	19,823,898	19,170,310	(653,588)	-3%
RECREATION FEES	1,665,268	1,652,420	1,734,037	1,473,960	(260,077)	-15%
INTEREST& RENT	1,630,422	1,756,097	1,271,652	1,026,500	(245,152)	-19%
PLANNING & BUILDING	2,282,975	2,332,696	2,359,582	1,892,400	(467,182)	-20%
FRANCHISE FEES	1,164,077	1,278,727	1,214,731	1,289,720	74,989	6%
POLICE FEES	99,578	93,396	99,248	95,650	(3,598)	-4%
OTHER FEES	1,827,024	1,670,102	1,548,036	1,617,640	69,604	4%
<b>TOTAL</b>	<b>27,140,576</b>	<b>28,493,876</b>	<b>28,051,184</b>	<b>26,566,180</b>	<b>(1,485,004)</b>	<b>-5%</b>



## GENERAL FUND TAX REVENUE SOURCES

	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
<b>GENERAL FUND</b>						
PROPERTY TAX	10,902,569	11,875,287	12,275,414	12,635,010	359,596	3%
SALES TAX	2,749,964	2,872,146	2,837,908	2,412,220	(425,688)	-15%
UTILITY USERS TAX	2,274,478	2,483,139	2,390,336	2,249,110	(141,226)	-6%
MOTOR VEH LIC FEES	188,799	124,607	194,145	48,540	(145,605)	-75%
TRANSIENT OCCUPANCY TAX	1,469,867	1,525,090	1,257,167	1,068,590	(188,577)	-15%
BUSINESS LICENSE TAX	380,470	417,934	365,000	328,500	(36,500)	-10%
REAL ESTATE TRANSFER TAX	505,083	412,235	503,928	428,340	(75,588)	-15%
<b>TOTAL</b>	<b>18,471,231</b>	<b>19,710,438</b>	<b>19,823,898</b>	<b>19,170,310</b>	<b>(653,588)</b>	<b>-3%</b>

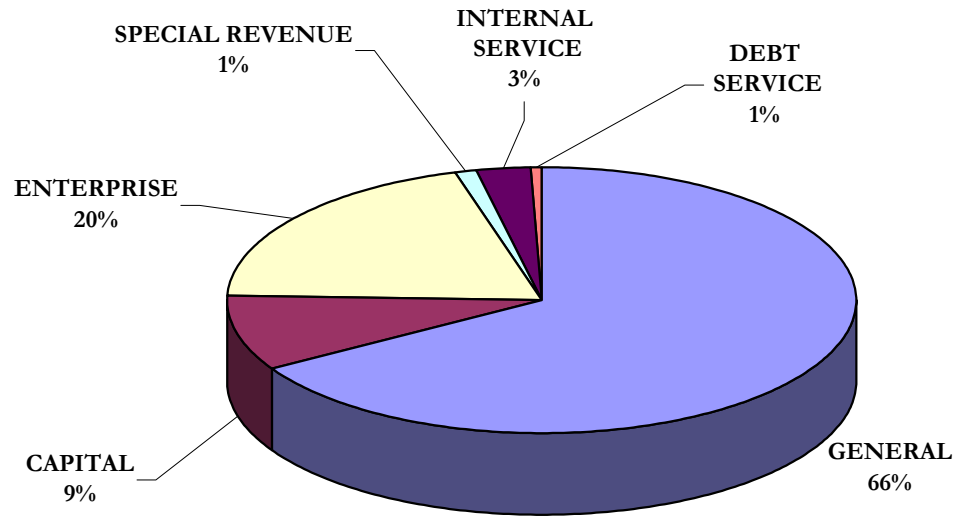


# Revenue Uses



## EXPENDITURES BY FUND TYPE

FUNDS	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
GENERAL	22,086,597	24,524,259	27,796,768	26,564,020	(1,232,749)	-4%
CAPITAL	2,202,956	3,290,162	5,380,982	3,620,000	(1,760,982)	-33%
ENTERPRISE	5,427,028	5,668,738	8,555,786	8,013,801	(541,985)	-6%
SPECIAL REVENUE	172,316	271,493	60,000	526,100	466,100	777%
INTERNAL SERVICE	478,086	1,046,456	975,760	1,079,000	103,240	11%
DEBT SERVICE	336,078	795,521	270,565	207,800	(62,765)	-23%
<b>GRAND TOTAL</b>	<b>\$ 30,703,061</b>	<b>\$ 35,596,628</b>	<b>\$ 43,039,861</b>	<b>\$ 40,010,721</b>	<b>\$ (3,029,141)</b>	<b>-7%</b>



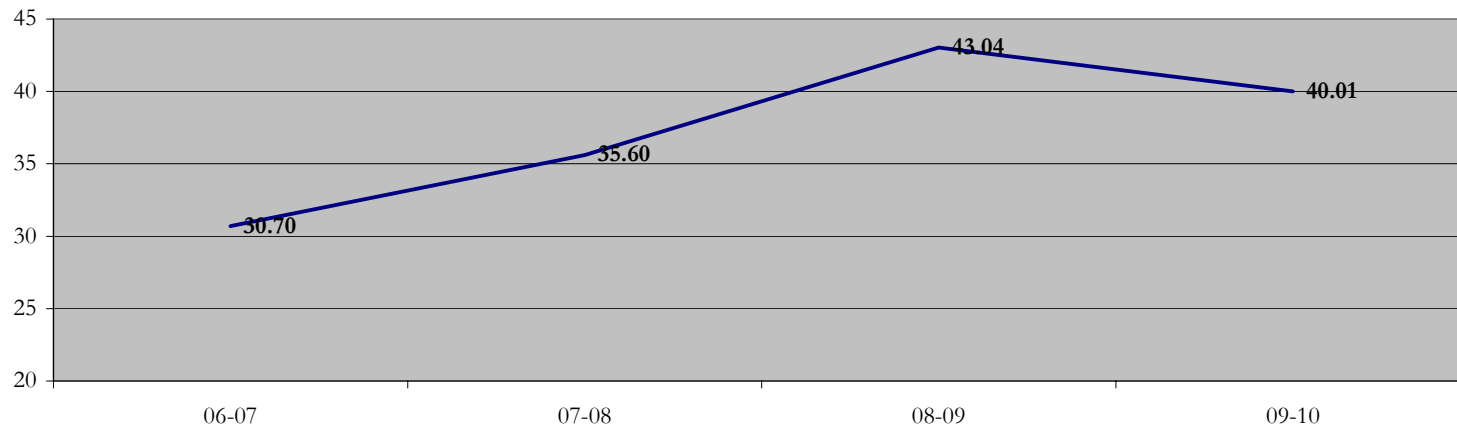
## EXPENDITURES BY FUND

FUNDS	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
GENERAL FUND	22,086,597	24,524,259	27,796,768	26,564,020	(1,232,749)	-4%
<b>TOTAL GENERAL FUND</b>	<b>22,086,597</b>	<b>24,524,259</b>	<b>27,796,768</b>	<b>26,564,020</b>	<b>(1,232,749)</b>	<b>-4%</b>
CAPITAL PROJECTS FUND	2,177,528	3,196,569	4,945,482	3,620,000	(1,325,482)	-27%
EQUIPMENT REPLACEMENT FUND	24,487	22,306	435,500	0	(435,500)	-100%
FACILITY FUND	942	71,287	0	0	0	-
COMMUNITY FACILITY RENEWAL FUND	0	0	0	0	0	-
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>2,202,956</b>	<b>3,290,162</b>	<b>5,380,982</b>	<b>3,620,000</b>	<b>(1,760,982)</b>	<b>-33%</b>
SEWER FUND	3,712,126	3,886,252	6,515,208	6,113,299	(401,909)	-6%
SOLID WASTE FUND	1,575,440	1,609,295	1,840,180	1,666,770	(173,410)	-9%
STORM FUND	139,463	173,191	200,398	233,732	33,334	17%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>5,427,028</b>	<b>5,668,738</b>	<b>8,555,786</b>	<b>8,013,801</b>	<b>(541,985)</b>	<b>-6%</b>
REAL PROPERTY PROCEEDS FUND	0	1,125	0	0	0	-
VEHICLE IMPOUND FUND	0	0	0	0	0	-
SUPPLEMENTAL LAW ENFORCEMENT FUND	0	0	0	0	0	-
GAS TAX FUNDS	0	0	0	0	0	-
PROPOSITION 1B FUND	0	0	0	0	0	-
STORM DRAIN DEPOSIT FUND	0	0	0	0	0	-
COMMUNITY DEV BLOCK GRANT FUND	161,573	248,759	50,000	42,100	(7,900)	-16%
TRAFFIC DEVELOPMENT ACT FUND	0	0	0	59,000	59,000	-
TRAFFIC IMPACT FEE FUND	0	0	0	400,000	400,000	-
IN LIEU PARK FEES FUND	0	0	0	0	0	-
DOWNTOWN PARKING FUND	10,743	21,608	10,000	25,000	15,000	150%
ESTATE DONATION FUND	0	0	0	0	0	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>172,316</b>	<b>271,493</b>	<b>60,000</b>	<b>526,100</b>	<b>466,100</b>	<b>777%</b>

## EXPENDITURES BY FUND

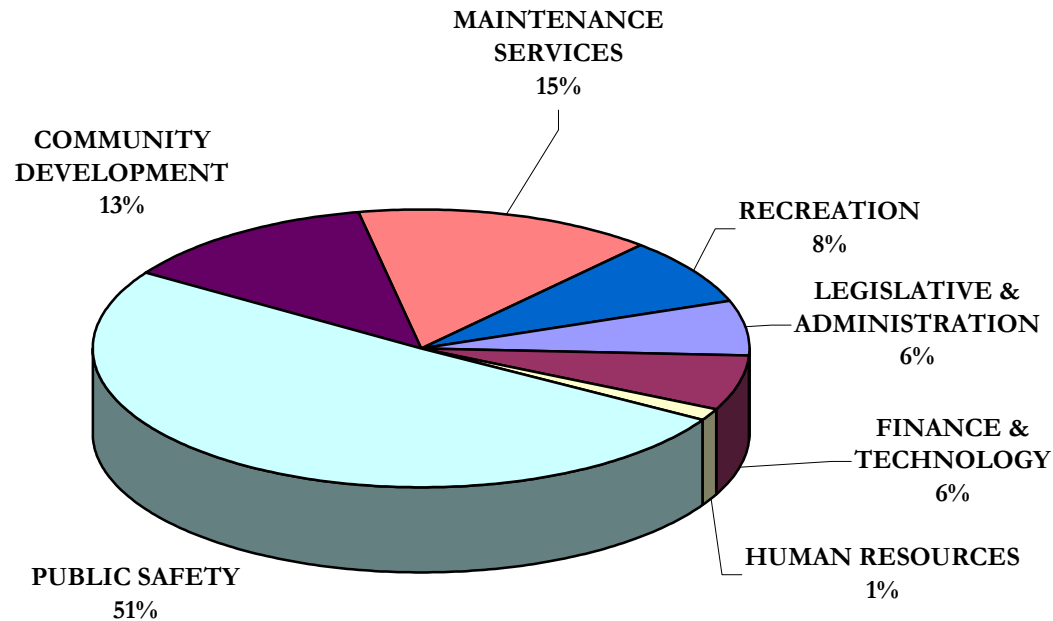
FUNDS	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
DENTAL PLAN FUND	69,371	99,866	95,760	99,000	3,240	3%
UNEMPLOYMENT FUND	9,782	23,355	5,000	20,000	15,000	300%
WORKERS COMPENSATION FUND	53,671	639,414	500,000	560,000	60,000	12%
LIABILITY FUND	345,262	283,821	375,000	400,000	25,000	7%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>478,086</b>	<b>1,046,456</b>	<b>975,760</b>	<b>1,079,000</b>	<b>103,240</b>	<b>11%</b>
GENERAL DEBT FUND	297,910	754,083	230,507	165,000	(65,507)	-28%
AVALON DR. CURB & GUTTER A.D.	13,306	13,005	14,851	14,600	(251)	-2%
RAYMUNDO CURB & GUTTER A.D.	24,862	28,432	25,207	28,200	2,993	12%
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>336,078</b>	<b>795,521</b>	<b>270,565</b>	<b>207,800</b>	<b>(62,765)</b>	<b>-23%</b>
<b>GRAND TOTAL</b>	<b>30,703,061</b>	<b>35,596,628</b>	<b>43,039,861</b>	<b>40,010,721</b>	<b>(3,029,141)</b>	<b>-7%</b>

TOTAL EXPENDITURE TREND



## GENERAL FUND EXPENDITURES BY DEPARTMENT

DEPARTMENT	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
LEGISLATIVE & ADMINISTRATION	999,506	1,306,179	1,638,455	1,711,840	73,385	4%
FINANCE & TECHNOLOGY	1,191,182	1,420,835	1,593,270	1,681,200	87,930	6%
HUMAN RESOURCES	225,688	317,702	325,057	334,720	9,663	3%
PUBLIC SAFETY	11,319,444	12,306,681	13,738,812	13,456,595	(282,217)	-2%
COMMUNITY DEVELOPMENT	3,049,546	3,377,894	3,634,620	3,434,930	(199,690)	-5%
MAINTENANCE SERVICES	3,272,848	3,654,713	4,534,219	3,855,295	(678,924)	-15%
RECREATION	2,028,383	2,140,256	2,332,335	2,089,439	(242,896)	-10%
<b>GENERAL FUND</b>	<b>22,086,597</b>	<b>24,524,259</b>	<b>27,796,768</b>	<b>26,564,020</b>	<b>(1,232,749)</b>	<b>-4%</b>





## EXPENDITURES BY PROGRAM ALL FUNDS

PROGRAM	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
CITY COUNCIL	140,023	197,674	212,844	200,000	(12,844)	-6%
EXECUTIVE	636,297	395,081	843,755	834,765	(8,990)	-1%
CITY ATTORNEY	175,200	215,896	279,860	283,010	3,150	1%
CITY CLERK	11,254	455,362	261,481	350,260	88,779	34%
VOLUNTEERS	36,733	42,165	40,515	43,805	3,290	8%
<b>LEGISLATIVE &amp; ADMINISTRATION</b>	<b>999,506</b>	<b>1,306,179</b>	<b>1,638,455</b>	<b>1,711,840</b>	<b>73,385</b>	<b>4%</b>
FINANCE	743,845	839,371	812,545	931,370	118,825	15%
INFORMATION TECHNOLOGY	167,844	250,286	360,288	330,290	(29,998)	-8%
CENTRAL SERVICES	61,440	62,115	128,489	58,510	(69,979)	-54%
CABLE TELEVISION	126,602	131,239	149,889	152,660	2,771	2%
NON DEPARTMENTAL	91,451	137,824	142,059	208,370	66,311	47%
<b>FINANCE &amp; TECHNOLOGY</b>	<b>1,191,182</b>	<b>1,420,835</b>	<b>1,593,270</b>	<b>1,681,200</b>	<b>87,930</b>	<b>6%</b>
HUMAN RESOURCES	225,688	317,702	325,057	334,720	9,663	3%
<b>HUMAN RESOURCES</b>	<b>225,688</b>	<b>317,702</b>	<b>325,057</b>	<b>334,720</b>	<b>9,663</b>	<b>3%</b>
ADMINISTRATION	5,950,546	6,172,735	6,910,767	1,483,780	(5,426,987)	-79%
SUPPORT SERVICES	1,008,256	1,082,654	1,211,455	1,335,610	124,155	10%
INVESTIGATIVE SERVICES	0	0	0	1,160,800	1,160,800	-
TRAFFIC OPERATIONS	329,878	182,108	336,283	720,380	384,097	114%
PATROL SERVICES	0	0	0	3,607,315	3,607,315	-
EMERGENCY PREPAREDNESS	0	27,779	113,325	9,930	(103,395)	-91%
FIRE SERVICES	3,839,492	4,663,953	4,958,841	5,138,780	179,939	4%
ANIMAL CONTROL	191,272	177,451	208,141	0	(208,141)	-100%
<b>PUBLIC SAFETY</b>	<b>11,319,444</b>	<b>12,306,681</b>	<b>13,738,812</b>	<b>13,456,595</b>	<b>(282,217)</b>	<b>-2%</b>
PLANNING	770,514	836,624	1,044,708	993,740	(50,968)	-5%
BUILDING INSPECTION	884,259	1,115,853	991,031	983,690	(7,341)	-1%
ENGINEERING	1,076,148	1,148,217	1,310,056	1,056,650	(253,406)	-19%
ECONOMIC DEVELOPMENT	59,649	68,798	66,195	162,310	96,115	145%
TRAFFIC	258,977	208,402	222,630	238,540	15,910	7%

## EXPENDITURES BY PROGRAM ALL FUNDS

PROGRAM	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
<b>COMMUNITY DEVELOPMENT</b>	<b>3,049,546</b>	<b>3,377,894</b>	<b>3,634,620</b>	<b>3,434,930</b>	<b>(199,690)</b>	<b>-5%</b>
ADMINISTRATION	401,395	455,589	482,175	491,779	9,604	2%
FLEET MAINTENANCE	177,844	182,644	221,235	215,644	(5,591)	-3%
STREET MAINTENANCE	672,925	695,836	1,045,046	856,934	(188,112)	-18%
PARKS & STREET LANDSCAPING	1,524,418	1,760,476	2,123,253	1,688,997	(434,257)	-20%
FACILITY MAINTENANCE	496,266	560,168	662,511	601,942	(60,568)	-9%
<b>MAINTENANCE SERVICES</b>	<b>3,272,848</b>	<b>3,654,713</b>	<b>4,534,219</b>	<b>3,855,295</b>	<b>(678,924)</b>	<b>-15%</b>
ADMINISTRATION	749,399	800,743	832,006	333,933	(498,073)	-60%
FACILITIES	358,515	300,898	341,942	392,949	51,007	15%
LIFE LONG LEARNING	677,924	702,929	749,563	877,635	128,072	17%
HEALTH & WELLNESS	60,736	60,270	64,508	146,038	81,530	126%
SENIOR PROGRAMS	82,045	144,126	149,056	158,272	9,216	6%
TEEN PROGRAMS	37,363	80,769	126,990	113,677	(13,313)	-10%
PERFORMING ARTS	45,289	36,480	46,875	44,266	(2,609)	-6%
COMMUNITY EVENTS	17,112	14,040	21,395	22,669	1,274	6%
<b>RECREATION</b>	<b>2,028,383</b>	<b>2,140,256</b>	<b>2,332,335</b>	<b>2,089,439</b>	<b>(242,896)</b>	<b>-10%</b>
<b>TOTAL GENERAL FUND</b>	<b>22,086,597</b>	<b>24,524,259</b>	<b>27,796,768</b>	<b>26,564,020</b>	<b>(1,232,749)</b>	<b>-4%</b>
CAPITAL PROJECTS FUND	2,177,528	3,196,569	4,945,482	3,620,000	(1,325,482)	-27%
EQUIPMENT REPLACEMENT FUND	24,487	22,306	435,500	0	(435,500)	-100%
FACILITY FUND	942	71,287	0	0	0	-
COMMUNITY FACILITY RENEWAL FUND	0	0	0	0	0	-
<b>TOTAL CAPITAL PROJECTS FUNDS</b>	<b>2,202,956</b>	<b>3,290,162</b>	<b>5,380,982</b>	<b>3,620,000</b>	<b>(1,760,982)</b>	<b>-33%</b>
SEWER SYSTEM ADMINISTRATION	3,121,992	3,179,109	3,921,208	3,147,989	(773,219)	-20%
SEWER SYSTEM MAINTENANCE	0	0	0	788,810	788,810	-
SEWER CIPS	590,134	707,143	2,594,000	2,176,500	(417,500)	-16%
<b>TOTAL SEWER FUNDS</b>	<b>3,712,126</b>	<b>3,886,252</b>	<b>6,515,208</b>	<b>6,113,299</b>	<b>(401,909)</b>	<b>-6%</b>
SOLID WASTE	1,575,440	1,609,295	1,840,180	1,666,770	(173,410)	-9%
<b>TOTAL SOLID WASTE FUND</b>	<b>1,575,440</b>	<b>1,609,295</b>	<b>1,840,180</b>	<b>1,666,770</b>	<b>(173,410)</b>	<b>-9%</b>

## EXPENDITURES BY PROGRAM ALL FUNDS

PROGRAM	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	\$ CHANGE	% CHANGE
URBAN RUNOFF PROGRAM	137,368	171,064	154,574	189,932	35,358	23%
STORM DRAIN	2,095	2,127	45,824	43,800	(2,024)	-4%
<b>TOTAL STORM DRAIN FUNDS</b>	<b>139,463</b>	<b>173,191</b>	<b>200,398</b>	<b>233,732</b>	<b>33,334</b>	<b>17%</b>
REAL PROPERTY PROCEEDS	0	1,125	0	0	0	-
VEHICLE IMPOUND	0	0	0	0	0	-
SUPPLEMENTAL LAW ENFORCEMENT	0	0	0	0	0	-
GAS TAX	0	0	0	0	0	-
PROPOSITION 1B	0	0	0	0	0	-
STORM DRAIN DEPOSIT	0	0	0	0	0	-
COMMUNITY DEV BLOCK GRANT	161,573	248,759	50,000	42,100	(7,900)	-16%
TRAFFIC DEVELOPMENT ACT	0	0	0	59,000	59,000	-
TRAFFIC IMPACT FEE	0	0	0	400,000	400,000	-
IN LIEU PARK FEES	0	0	0	0	0	-
DOWNTOWN PARKING	10,743	21,608	10,000	25,000	15,000	150%
ESTATE DONATION	0	0	0	0	0	-
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>172,316</b>	<b>271,493</b>	<b>60,000</b>	<b>526,100</b>	<b>466,100</b>	<b>777%</b>
DENTAL PLAN	69,371	99,866	95,760	99,000	3,240	3%
UNEMPLOYMENT	9,782	23,355	5,000	20,000	15,000	300%
WORKERS COMPENSATION	53,671	639,414	500,000	560,000	60,000	12%
LIABILITY	345,262	283,821	375,000	400,000	25,000	7%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>478,086</b>	<b>1,046,456</b>	<b>975,760</b>	<b>1,079,000</b>	<b>103,240</b>	<b>11%</b>
GENERAL DEBT	297,910	754,083	230,507	165,000	(65,507)	-28%
AVALON DR. CURB & GUTTER A.D.	13,306	13,005	14,851	14,600	(251)	-2%
RAYMUNDO CURB & GUTTER A.D.	24,862	28,432	25,207	28,200	2,993	12%
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>336,078</b>	<b>795,521</b>	<b>270,565</b>	<b>207,800</b>	<b>(62,765)</b>	<b>-23%</b>
<b>GRAND TOTAL</b>	<b>30,703,061</b>	<b>35,596,628</b>	<b>43,039,861</b>	<b>40,010,721</b>	<b>(3,029,141)</b>	<b>-7%</b>

## FY 2009-2010 PROPOSED CAPITAL PROJECTS

### FUNDING SOURCE

2009-2010 CIP PROJECTS	CAPITAL IMPROVEMENT FUND	SAFE ROUTES	GAS TAX	CDBG	PARK IN LIEU	TDA	SEWER	TRAFFIC IMPACT FEE	TOTAL
Annual Street Resurfacing	280,500		280,500						561,000
Annual Concrete Repair	150,000								150,000
Annual Sewer Main Repair							348,000		348,000
Annual Sewer Main Video							343,000		343,000
Annual Sewer Root Foaming							313,000		313,000
Collector Traffic Calming								400,000	400,000
Annual NTMP Projects	50,000								50,000
Annual Special Projects and Studies	50,000								50,000
San Antonio Road Sidewalk	750,000								750,000
El Monte Avenue Bicycle Lane	86,000								86,000
Oak Avenue Pedestrian and Bicycle	50,000	450,000							500,000
Bicycle Transportation Plan Update	26,000								26,000
Audible Pedestrian Signals				85,000		59,000			144,000
South Sewer Main Replacement							1,172,500		1,172,500
Patriot Corner Renovation					282,000				282,000
Lincoln Park Acquisition					900,000				900,000
Municipal Service Center Fuel Station	180,000								180,000
<b>TOTAL BEFORE TRANSFERS</b>	<b>1,622,500</b>	<b>450,000</b>	<b>280,500</b>	<b>85,000</b>	<b>1,182,000</b>	<b>59,000</b>	<b>2,176,500</b>	<b>400,000</b>	<b>6,255,500</b>
<b>CIP SUPPORTING SOURCES</b>	<b>1,997,500</b>	<b>(450,000)</b>	<b>(280,500)</b>	<b>(85,000)</b>	<b>(1,182,000)</b>				
<b>TOTAL</b>	<b>\$ 3,620,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 59,000</b>	<b>\$ 2,176,500</b>	<b>\$ 400,000</b>	<b>\$6,255,500</b>

# A Focus On Strategy

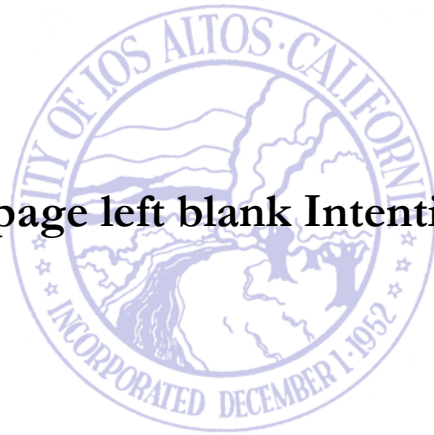
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## Legislative & Administration



City Council  
Executive  
City Attorney  
City Clerk  
Volunteers

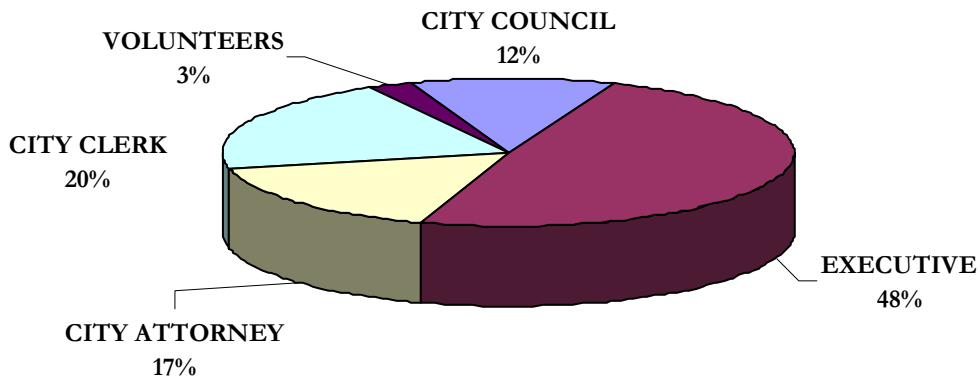
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# Legislative & Administration

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

FY 2009-2010 Budget - Legislative & Administration



PROGRAM EXPENDITURES	06-07	07-08	08-09	09-10	% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	
CITY COUNCIL	140,023	197,674	212,844	200,000	-0%
EXECUTIVE	636,297	395,081	843,755	834,765	-1%
CITY ATTORNEY	175,200	215,896	279,860	283,010	1%
CITY CLERK	11,254	455,362	261,481	350,260	34%
VOLUNTEERS	36,733	42,165	40,515	43,805	8%
<b>LEGISLATIVE &amp; ADMINISTRATION</b>	<b>999,506</b>	<b>1,306,179</b>	<b>1,638,455</b>	<b>1,711,840</b>	<b>4%</b>

# City Council

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Continue prudent fiscal management and foresight
- Continue finalization of the Community Center Master Plan and determine a financing plan
- Finalize commercial design standards, parking garage studies; and First Street Streetscape plan
- Finalize design and prepare request for proposal for Loyola Corners
- Issue proposal and negotiate a new solid waste franchise agreement to include responsible environmental elements
- Pursue State funding and implement West Portola “Safe Route To Schools”
- Assess possible locations for a new park in North Los Altos (long range)
- Further develop a utility undergrounding program (long range)
- Add an environmental element to the General Plan (long range)

### Service Program



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

Council defines a strategic vision for the City and sets policy for staff in alignment with community based goals.

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



# Resources



Dollars

COST CATEGORY	06-07	07-08	08-09	09-10	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
PERSONNEL SERVICES	47,429	46,170	96,519	82,200	-15%
SERVICE AND SUPPLIES	92,594	151,504	116,325	117,800	1%
CAPITAL OUTLAY	-	-	-	-	-
<b>CITY COUNCIL</b>	<b>140,023</b>	<b>197,674</b>	<b>212,844</b>	<b>200,000</b>	<b>-6%</b>

People

Positions	06-07	07-08	08-09	09-10
Council Members	5	5	5	5
<b>Elected Officials</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

City Council has made financial transparency a key strategic goal for the City and staff. In line with that direction, the FY 2009-2010 budget has been redesigned resulting in re-structured and re-allocated budget line items and programs. This redesign makes for a financial plan that is easier to read and understand. Where ever possible, costs were also reduced as we continue to weather the current financial downturn.



Things You Should Know

The City Council's budget is proposed to decrease by approximately \$12,000 or 6%. The Council budget reflects the reallocation of the financial audit expenditure to Finance & Technology, the Department responsible for monitoring the payments and associated with that contract activities. Other cost changes include the reallocation of municipal code costs to the City Clerk program and several cost saving reductions. Changes include the creation of a new line item, Council Contingency, of \$50,000 to facilitate prompt responses to unanticipated decisions requiring Council action.

# Executive

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Implement the City Council's goals for FY 2009-2010 as adopted on 24 February 2009
- Initiate a garbage contract Request for Proposal
- Ensure all employees receive annual performance reviews
- Continue implementation of the Capital Improvement Projects
- Move the Loyola Corners plan from concept to schematic phase
- Prepare the First Street Streetscape Plan for implementation in 2011
- Pursue the approval of the plans for Rosita Park

### Service Program



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

The proposed budget maintains the City staffing level at 129 employees, although due to the current financial climate, not all positions are proposed to be fully funded for the forthcoming fiscal year.

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	572,404	309,797	798,180	796,030	0%
SERVICE AND SUPPLIES	63,893	84,045	29,585	38,735	31%
CAPITAL OUTLAY	-	1,239	15,990	-	-100%
<b>EXECUTIVE</b>	<b>636,297</b>	<b>395,081</b>	<b>843,755</b>	<b>834,765</b>	<b>-1%</b>

People

Positions	06-07	07-08	08-09	09-10
City Manager	1	1	1	1
Assistant City Mgr	-	-	1	1
Special Projects Mgr	0	0	1	1
City Clerk	1	-	-	-
Economic Dev Coord	.5	.5	.5	0
Executive Assistant	1	.5	.5	.5
<b>Total FTE</b>	<b>3.5</b>	<b>2.0</b>	<b>4.0</b>	<b>3.5</b>



Things  
You  
Should  
Know

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

The Executive budget decreased by 1% given the non re-occurrence of equipment purchases approved in the prior years offset by increases in training and auto allowance to accommodate the new staffing organization. For FY 2009-2010, monies have been proposed for a part-time management intern who will assist various City departments on assignments during the summer months.

# City Attorney

## What We Do

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



### Goal

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

### FY 09-10 Initiatives



The City Attorney is engaged on a contract-basis and reports directly to City Council. The program budget approximates \$300,000, includes costs for litigation services, and does not include full-time staff.

### Service Program

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

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	-	-	-	-	-
SERVICE AND SUPPLIES	175,200	215,896	279,860	283,010	1%
CAPITAL OUTLAY	-	-	-	-	-
<b>CITY ATTORNEY</b>	<b>175,200</b>	<b>215,896</b>	<b>279,860</b>	<b>283,010</b>	<b>1%</b>

People

Positions	06-07	07-08	08-09	09-10
City Attorney	contract	contract	contract	contract
<b>Total FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Things  
You  
Should  
Know



In reviewing the FY 2009-2010 City Attorney budget, it is important to note that the past two years of operations included the impact of extraordinary litigation costs not expected to be repeated. Consequently litigation costs were reduced by approximately \$30,000 in recognition of an expected return to normalized litigation experience. These cost estimate reductions are offset by the increase in monthly legal services retainer fees approved in FY08-09. With both of these changes, the City Attorney budget increased by 1% over the previous year.

As is consistent with contract service based budgets, the City Attorney budget includes no salary and benefit dollars nor costs for capital outlay.

# City Clerk

## What We Do

### Goal

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



### FY 09-10 Initiatives

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

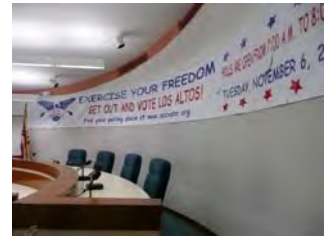
### Service Program



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

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

# Resources



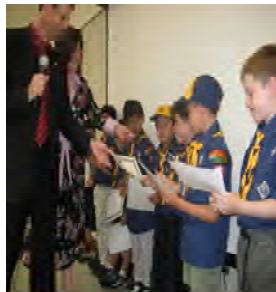
Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	-	203,566	194,292	227,170	17%
SERVICE AND SUPPLIES	-	230,706	43,376	123,090	184%
CAPITAL OUTLAY	-	-	990	-	-100%
<b>CITY CLERK</b>	-	<b>434,272</b>	<b>238,658</b>	<b>350,260</b>	<b>47%</b>

People

Positions	06-07	07-08	08-09	09-10
City Clerk	-	1	1	1
Executive Assistant	-	.5	.5	.5
<b>Total FTE</b>	-	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>

Things  
You  
Should  
Know



In reviewing the FY 09-10 City Clerk budget, it is important to note that the budget for this function was first broken out in FY 2007-2008 prior to which it was included as a component of the Executive program. This explains the absence of stand-alone historical numbers for FY 2006-2007.

The FY 09-10 budget increases by \$111,602 , or 47%, primarily due to the inclusion of \$75,000 for the possibility of holding a bond financing election for the Community Center Master Plan. This estimate presumes that this election would fall on a normal county cycle making the cost significantly less than running a special election.



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

# Volunteers

## What We Do

### Goal

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



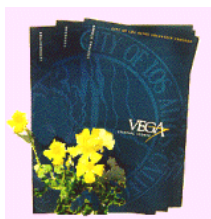
### FY 09-10 Initiatives

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

### Service Program



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



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



# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	34,369	36,029	34,229	38,480	12%
SERVICE AND SUPPLIES	2,363	6,136	5,781	5,325	-8%
CAPITAL OUTLAY	-	-	505	-	-100%
<b>VOLUNTEERS</b>	<b>36,733</b>	<b>42,165</b>	<b>40,515</b>	<b>43,805</b>	<b>8%</b>

People

Positions	06-07	07-08	08-09	09-10
Office Assistant II (PPT)	.60	.60	.75	.75
	-	-	-	-
<b>Total FTE</b>	<b>.60</b>	<b>.60</b>	<b>.75</b>	<b>.75</b>



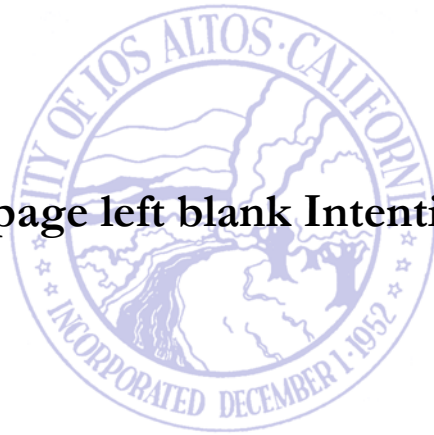
A review of the FY 2009-2010 budget for the Volunteers program reflects an increase of 8% mostly due to employee benefit costs. The budget was created to reflect program maintenance at the current level. Orientation to the City of Los Altos program is provided by the VEGA Coordinator which is staffed by a permanent part-time City position. Specific job orientation and any appropriate on-the-job training is provided by department supervisors to assist the volunteer in successfully completing his/her assignment and assure that program goals are attained.

Things  
You  
Should  
Know

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



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# A Focus On Strategy

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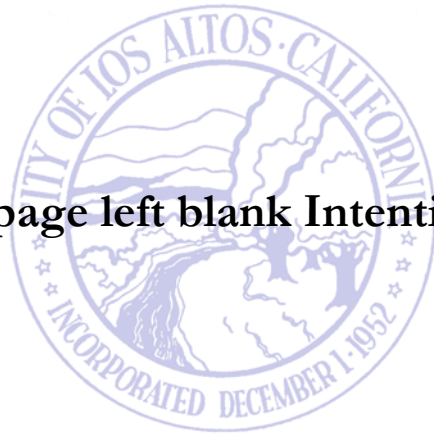
## Finance & Technology



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Finance  
Information Technology  
Central Services  
Cable Television  
Non-Departmental

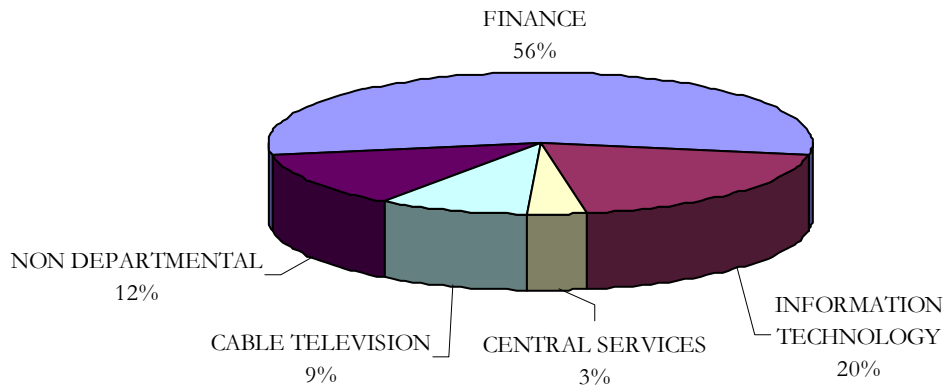
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# Finance & Technology

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

**FY 2009-2010 Budget- Finance & Technology**



	06-07	07-08	08-09	09-10	%
PROGRAM EXPENDITURES	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
FINANCE	743,845	839,371	812,545	931,370	15%
INFORMATION TECHNOLOGY	167,844	250,286	360,288	330,290	-8%
CENTRAL SERVICES	61,440	62,115	128,489	58,510	-54%
CABLE TELEVISION	126,602	131,239	149,889	152,660	2%
NON DEPARTMENTAL	91,451	137,824	142,059	208,370	47%
<b>FINANCE &amp; TECHNOLOGY</b>	<b>1,191,182</b>	<b>1,420,835</b>	<b>1,593,270</b>	<b>1,681,200</b>	<b>6%</b>

# Finance

## What We Do

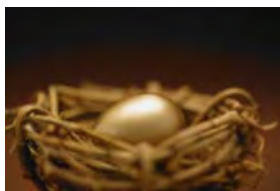
### Goal

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



### FY 09-10 Initiatives

- Continue in the delivery of exceptional customer service
- Complete the FY 2008-2009 financial audit on time and in good form
- Continue in the development of the newly implemented finance system
- Continue in the development of a new citywide budget model and introducing a multi-year planning tool
- Introduce the issuance of a formal monthly financial management report as a supplement to the on-line tools already available
- Continue to develop financing plans for the Community Center Master Plan
- Finalize a Request for Proposal for a new Business Licensing System and plan for its implementation
- Develop the Finance internet & intranet web page
- Review and document internal control points and business processes



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

### Service Program

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

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	641,669	713,465	679,708	744,215	9%
SERVICE AND SUPPLIES	102,176	125,130	127,397	187,155	47%
CAPITAL OUTLAY	-	776	5,440	-	-100%
<b>FINANCE</b>	<b>743,845</b>	<b>839,371</b>	<b>812,545</b>	<b>931,370</b>	<b>15%</b>

People

Positions	06-07	07-08	08-09	09-10
Finance Director	-	-	1	1
Financial Services Mgr	1	1	1	1
Accounting Technician	1	1	1	1
Acct Office Asst I	2	2	2	2
Acct Office Asst II/III	1	1	1	1
<b>Total FTE</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>

Things  
You  
Should  
Know



The Director for the Finance & Technology Department was hired in FY 2008-2009 as part of an organizational change planned for that budget year. Prior to this time, the function was handled in a shared service role by one of the Assistant City Managers.

The increase in the Finance budget is primarily caused by three factors: the upgrade of an open Accountant position to the Finance Director position; a reallocation of the financial audit service contract cost from Legislation & Administration to Finance of \$25,000; and the introduction of \$35,000 of new costs to engage professional investment advisory services as approved in FY 2008-2009.

# Information Technology

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Continue in the delivery of exceptional customer service
- Development and delivery of a multi year information technology master plan
- Continued implementation of a three year replacement schedule for PCs
- Develop and deploy an Intranet to allow a greater distribution of information and services
- Implement a new Anti-Virus Solution to better handle spyware and viruses
- Implement a new Anti-Spam Solution
- Support potential application installations including – Business Licensing – Records Management Systems
- Remain aware of the Community Center Master Plan discussions anticipating the future need to be conversant of IT needs in the ultimate design and plan
- Initiate a needs analysis in creating a Disaster Recovery Plan
- Evaluate the need to replace/upgrade the City phone system



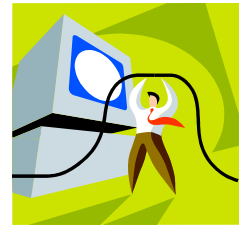
With a staff of two, Information Technology is responsible for the maintenance of the citywide network, both hardware and software platforms, network security, data controls and back-ups, staff support and training, and systems implementation support.

### Service Program

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



# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	2,730	129,848	305,413	297,330	-3%
SERVICE AND SUPPLIES	163,510	109,806	54,875	20,960	-62%
CAPITAL OUTLAY	1,605	10,632	-	12,000	-
<b>INFORMATION TECHNOLOGY</b>	<b>167,844</b>	<b>250,286</b>	<b>360,288</b>	<b>330,290</b>	<b>-8%</b>

People

Positions	06-07	07-08	08-09	09-10
Info Technology Mgr	-	-	1	1
Info Technology Analyst	-	-	1	1
Technical Services Mgr	1	1	-	-
	-	-	-	-
	-	-	-	-
<b>Total FTE</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>

Things  
You  
Should  
Know



Since the adoption of the last budget, the City acted on its plan to bring Information Technology (IT) staff in house to ensure the dedicated delivery of IT services to all staff. This transition is in full force and has arrived just in time as many organizations develop systems and communication tools in the drive to increase efficiencies, enhance communications, and response to ever growing customer service needs.

The FY 2009-2010 budget has decreased by 8%, a reflection of the professional service cost savings realized with the completion of the transition to in-house staffing. The bulk of this budget is personnel driven. In FY 2009-2010 staff looks to develop a citywide Information Technology Master Plan in addressing and allowing for longer range plans and needs.

# Shared Services

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Continue providing for generic shared service costs including general supplies, mail, and employee events
- Review the make up of shared costs in the next year with an eye on attaching such items to department responsibility areas as wherever possible, relevant, and practical
- Continued the administration of Cable Broadcast services
- Continue evaluation of the City Charitable contribution program in line with grant based resources currently being provided through the City



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

### Service Program

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

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

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

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	-	-	38,300	-	-100%
SERVICE AND SUPPLIES	261,242	321,194	321,636	419,540	30%
CAPITAL OUTLAY	18,251	9,984	60,501	-	-100%
<b>SHARED SERVICES</b>	<b>279,493</b>	<b>331,178</b>	<b>420,437</b>	<b>419,540</b>	<b>0%</b>

People

Positions	06-07	07-08	08-09	09-10
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
<b>Total FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



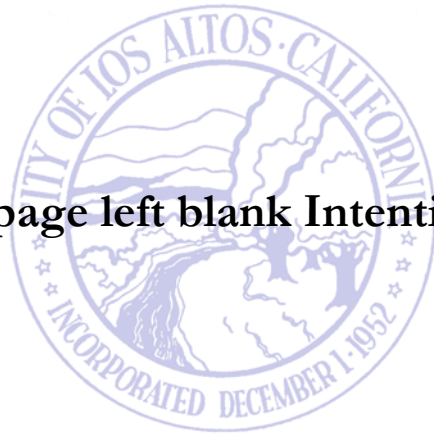
The budget for this year presents the three components of shared services, Central Services, Cable Television, and Non-Departmental on a collective and combined basis. Separate funds exist for each activity, a structure that staff will re-evaluate as we move forward with new systems and reporting tools.

Things  
You  
Should  
Know

This particular year, the Shared Services budget includes several items that are noteworthy. As part of the general budget cost savings, \$26,000 in management/leadership training costs budgeted last year were excluded. Other cost reductions were taken as well in the budget building process including over \$50,000 in various equipment replacements. These reductions were offset by the creation of a \$100,000 budget contingency account included in Non-Departmental to allow for budget uncertainties in a year when cuts are deep department wide. In total, this budget remained unchanged.



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# A Focus On Strategy

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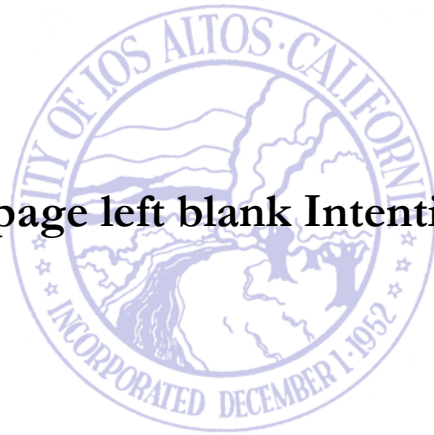
## Human Resources



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Human Resources  
Risk Management  
Workers Compensation  
General Liability

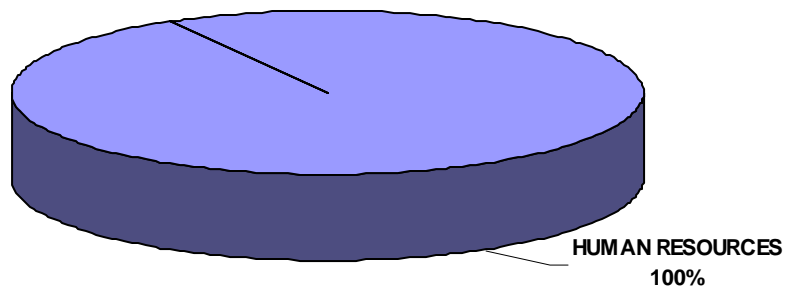
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# Human Resources

Developing People  
and  
Managing Risk

**Human Resources  
FY 2009-2010 Budget**



	06-07	07-08	08-09	09-10	%
PROGRAM EXPENDITURES	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
HUMAN RESOURCES	225,688	317,702	325,057	334,720	3%
<b>HUMAN RESOURCES</b>	<b>225,688</b>	<b>317,702</b>	<b>325,057</b>	<b>334,720</b>	<b>3%</b>

# Human Resources

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Guidance point for resources and customer service
- Updating Personnel Regulations for compliance
- Review and realign workforce vacancies to meet City goals
- Develop comprehensive and cost-effective City-wide training programs with a focus on service delivery & legal compliance
- Assess performance tools and performance review schedules
- Implement HR systems with Finance and City departments.
- Develop and initiate Employee Recognition Program
- Update claim processes for workers' compensation and risk management
- Establish Risk Management program best practice standards
- Analyze labor costs and options for optimal staffing flexibility
- Provide a strategic voice in the City-wide labor negotiation process

### Service Program

Human Resources is responsible for recruitment, compensation and classification, labor relations, employee development and training, employee recognition, benefits administration, workers' compensation and risk management. Human Resources provides guidance and assistance to 129 full-time staff, as well as part time staff and volunteers. The Department provides pro-active and flexible customer services that addresses the needs of the City workforce with relevant and timely information, communication, and skillful assistance in support of City employees and the public.

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



# Resources

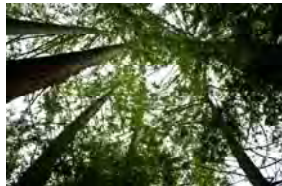


Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	168,165	210,912	282,628	286,260	1%
SERVICE AND SUPPLIES	57,523	106,790	42,429	48,460	14%
CAPITAL OUTLAY	-	-	-	-	-
<b>HUMAN RESOURCES</b>	<b>225,688</b>	<b>317,702</b>	<b>325,057</b>	<b>334,720</b>	<b>3%</b>

People

Positions	06-07	07-08	08-09	09-10
Human Resources Mgr	1	1	1	1
Human Resources Tech	1	1	1	1
<b>Total FTE</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

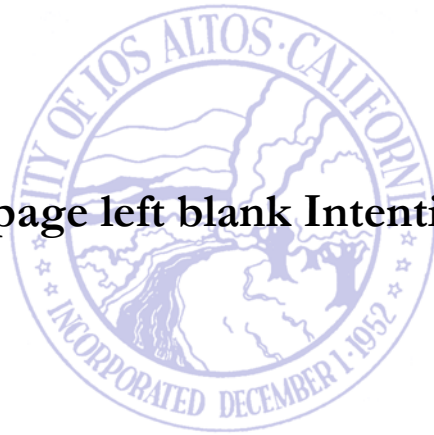


We come to work each day to serve our employees and to better the organization. We take pride in our employee's contributions to achieve the mission of the City and we celebrate the successes of our employees as they make daily contributions to the betterment of the Los Altos community. We work hard to avoid risk of injury or illness to employees and the public and to protect our organization from risk of loss to property and to our finances. We are part of an organization that cares, promotes individual and group successes, secures the safety of the public, safeguards the City's assets, provides services to Public Safety, Recreation, Maintenance, Community Development, and all administrative support departments.

Things  
You  
Should  
Know

The FY 2009-2010 budget is presented at a maintenance level only. In 2009 the HR division partnered with the Finance Department to plan, establish and initiate a new human resources information system integrated with payroll. This partnership continues in FY 2009-2010 to develop HRIS systems and tools that provide better analysis of labor costs and benefits administration.

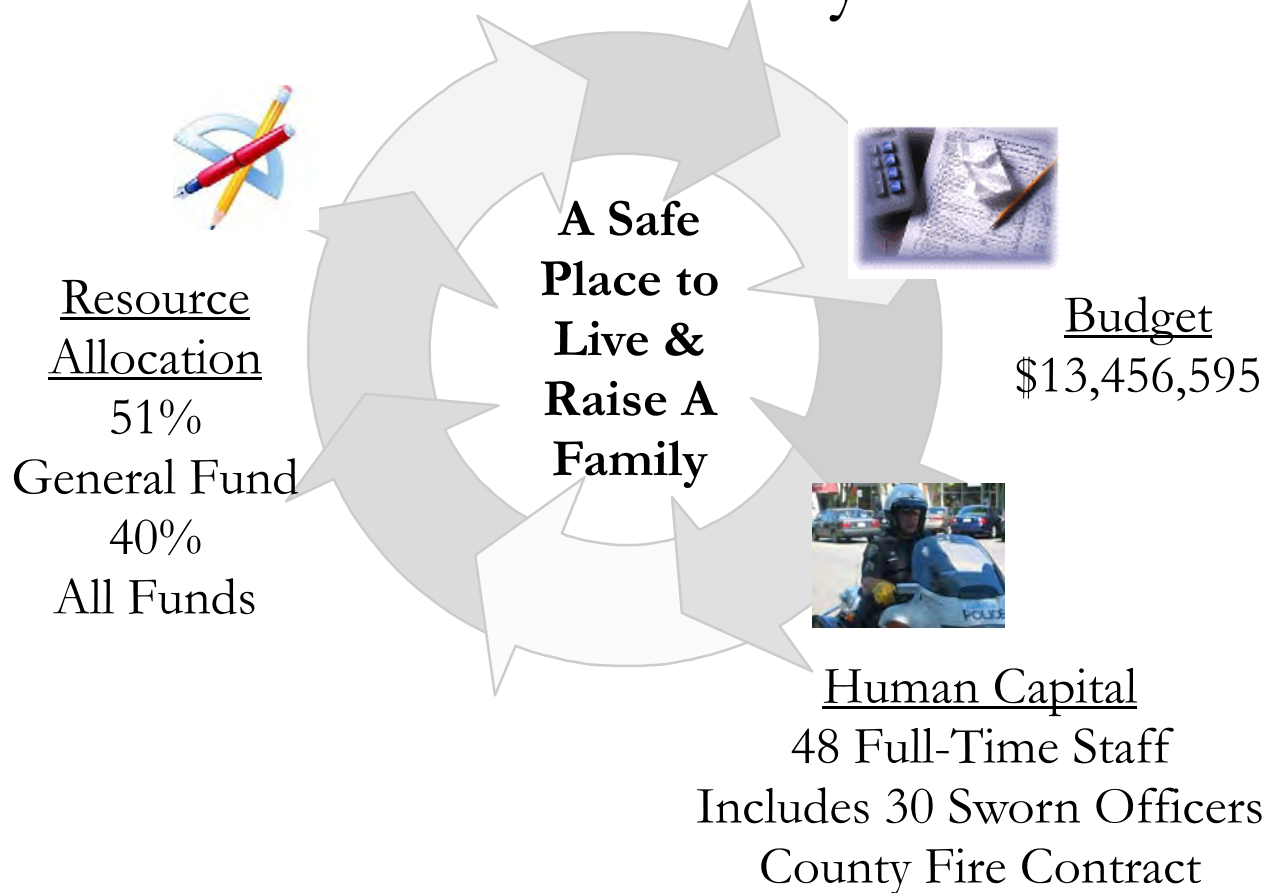
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# A Focus On Strategy

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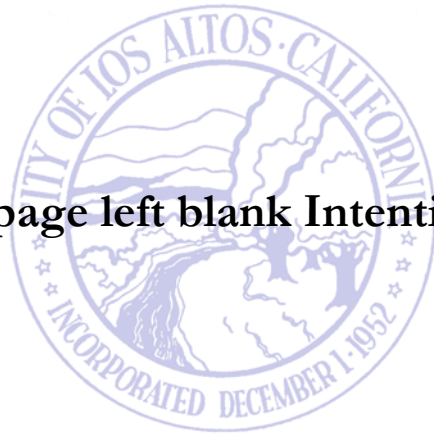
## Public Safety



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

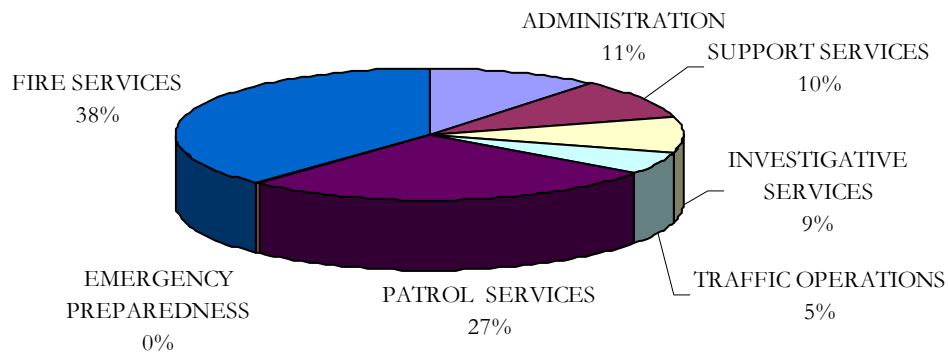
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# Public Safety

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

**FY 2009-2010 Budget- Public Safety**



PROGRAM	06-07	07-08	08-09	09-10	% CHANGE
	ACTUAL	ACTUAL	BUDGET	PROPOSED	
ADMINISTRATION	5,950,546	6,172,735	6,910,767	1,483,780	-79%
PATROL SERVICES	191,272	177,451	208,141	3,607,315	1633%
FIRE SERVICES	3,839,492	4,663,953	4,958,841	5,138,780	4%
SUPPORT SERVICES	1,008,256	1,082,654	1,211,455	1,335,610	10%
INVESTIGATIVE SERVICES	0	0	0	1,160,800	-
TRAFFIC OPERATIONS	329,878	182,108	336,283	720,380	114%
EMERGENCY PREPAREDNESS	0	27,779	113,325	9,930	-91%
<b>PUBLIC SAFETY</b>	<b>11,319,444</b>	<b>12,306,681</b>	<b>13,738,812</b>	<b>13,456,595</b>	<b>-2%</b>

# Administration

## What We Do

### Goal

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



### FY 09-10 Initiatives

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



The Administration initiatives for this fiscal year have been collaboratively developed through meetings with our community. These initiatives, also known as Community Priorities, serve as a “roadmap” for resource allocation and set the foundation for our “Community Priority Policing” strategies.

### Service Program

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

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

# Resources



Dollars

COST CATEGORY	06-07	07-08	08-09	09-10	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
PERSONNEL SERVICES	4,902,395	5,256,752	5,572,712	967,810	-83%
SERVICE AND SUPPLIES	752,175	807,364	851,925	515,970	-39%
CAPITAL OUTLAY	295,976	108,620	486,130	-	-100%
<b>ADMINISTRATION</b>	<b>5,950,546</b>	<b>6,172,735</b>	<b>6,910,767</b>	<b>1,483,780</b>	<b>-79%</b>

People

Positions	06-07	07-08	08-09	09-10
Police Chief	1	1	1	1
Police Captain	1	1	1	1
Police Service Mgr	0	0	0	1
Executive Assistant	1	1	1	1
Police Sergeant	6	6	6	0
Police Agent	6	6	6	0
Police Officer	14	14	14	1
Community Serv Ofcr	4	4	4	0
Records Specialists	2.5	2.5	2.5	0
<b>Total FTE</b>	<b>35.5</b>	<b>35.5</b>	<b>35.5</b>	<b>5</b>

Things  
You  
Should  
Know



In concert with developing the new budget model for FY 2009-2010, Public Safety took the opportunity to redesign its program and functional structure to enhance service reporting and accountability in alignment with the City's strategic mission. When compared to past year structures, the department has broken out vital service areas including Patrol, Investigative and Support Services. Doing so defines these important elements of Safety's function and more easily allows for responsible assignment and outcome reporting in the future.

The department has been re-titled to **Public Safety**, indicative of its responsibility and management of Police, Fire and Emergency Preparedness services for our community. The shift in staffing above reflects the evolution into this department's new service delivery structure.

# Patrol Services

## What We Do

### Goal

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



### FY 09-10 Initiatives

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



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

### Service Program

Patrol personnel respond to emergency, urgent, and routine calls for service. They conduct preliminary investigations, collect evidence, and arrest offenders. Other responsibilities include recovering lost or stolen property, ensuring the safety and protection of persons and property through proactive and directed patrol, enforcing traffic laws, providing high visibility enforcement during special events, rendering aid to the community as needed, and providing the highest level of quality customer service.

Special programs currently under Patrol include the Canine Program, SWAT (Special Weapons and Tactics) and the Hostage Negotiators. The SWAT team and Hostage Negotiators are part of a Regional Tactical Team which also includes the Mountain View and Palo Alto Police Departments.





# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	-	-	-	3,163,543	-
SERVICE AND SUPPLIES	191,272	177,451	208,141	443,772	113%
CAPITAL OUTLAY	-	-	-	-	-
<b>PATROL SERVICES</b>	<b>191,272</b>	<b>177,451</b>	<b>208,141</b>	<b>3,607,315</b>	<b>1633%</b>

People

Positions	06-07	07-08	08-09	09-10
Police Sergeants	0	0	0	4
Police Agents	0	0	0	4
Police Officers	0	0	0	11
<b>Total FTE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>

Things  
You  
Should  
Know



Public Safety continues to be the highest priority for our community, elected officials and City administration.

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

The Patrol budget was broken out into a specific functional program for the first time to give visibility and accountability to this most important public safety service delivery area. Staffing levels above reflect this change in structure. This years budget proposes \$12,000 for a replacement canine.

# Fire Services

## What We Do

### Goal

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



### FY 09-10 Initiatives

Monitor the Fire Service contract to ensure:

- Service standards compliance
- Rapid response times to calls for service
- Effective suppression & prevention measures
- Fiscal sustainability
- Interagency cooperation and support

### Service Program



Total combined daily staffing for the two City Stations is six personnel plus one FTE Fire Prevention Staff and Administrative Staff as needed. Both stations have engines which carry Santa Clara County Advanced Life Support equipment and medications. At least one assigned member is a State Certified Paramedic and the balance of the crew are Emergency Medical Technicians. In addition we have upgraded to - twelve Lead Heart EKG/Defibrillators and Auto Pulse CPR Machines. Each Engine carries a Thermal Imaging Camera and each is equipped with Global Positioning System

Mobile Data Computers that provides address, route of travel, and alarm details to the appropriate Fire unit at time of dispatch.

The Santa Clara Fire Department also provides service to the Cities of Campbell, Cupertino, Los Gatos, Monte Sereno, Morgan Hill, and Saratoga.

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	12,000	-	-	-	-
SERVICE AND SUPPLIES	3,827,492	4,663,953	4,958,841	5,138,780	4%
CAPITAL OUTLAY	-	-	-	-	-
<b>FIRE</b>	<b>3,839,492</b>	<b>4,663,953</b>	<b>4,958,841</b>	<b>5,138,780</b>	<b>4%</b>

People

Positions	06-07	07-08	08-09	09-10
County Contract	-	-	-	-
-	-	-	-	-
-	-	-	-	-
<b>Total FTE</b>				

Things  
You  
Should  
Know



When the City renewed the contract in 2007 with Santa Clara County Fire, changes to the contract included a new base fee as well as a new formula for annual increases. The new formula now includes the assessed value for Los Altos property and changes annually accordingly. Given the significant increase in property values for our community, this new formula has caused a dramatic cost increase for Fire Service.

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



# Support Services

## What We Do

### Goal



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

### FY 09-10 Initiatives

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



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

### Service Program

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

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

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

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	900,898	989,507	1,035,173	1,195,070	15%
SERVICE AND SUPPLIES	107,359	93,147	140,458	140,540	0%
CAPITAL OUTLAY	-	-	35,824	-	-100%
<b>SUPPORT SERVICES</b>	<b>1,008,256</b>	<b>1,082,654</b>	<b>1,211,455</b>	<b>1,335,610</b>	<b>10%</b>

People

Positions	06-07	07-08	08-09	09-10
Police Services Manager	1	1	1	0
Lead Communications Officer	1	1	1	1
Communications Officer	5	5	5	5
Lead Record Specialist	1	1	1	1
Record Specialist	.5	.5	.5	3
Community Services Officer	0	0	0	1
<b>Total FTE</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>11</b>

As with many aspects of the Public Safety budget, Support Services has been modified to better reflect the structure of the department. This section now represents all of the programs under the command of the Police Services Manager which will improve reporting and allow for greater accountability.

Things  
You  
Should  
Know



During this fiscal year, the replacement of the Police Records Management System, Computer Aided Dispatch System (CAD), and the Police Mobile Computer upgrade will begin using prior approved funding. The current system was purchased in 1999 and is outdated and in need of replacement.

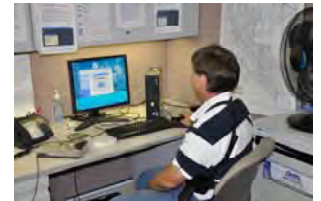
In an effort to leverage our fiscal resources, the City has agreed to a joint purchase of a new CAD system with the Cities of Palo Alto and Mountain View. This solution will provide exclusive benefits which the three Cities would not otherwise experience, such as real-time information sharing, shared computer systems, and shared IT resources.

# Investigative Services

## What We Do

### Goal

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



### FY 09-10 Initiatives

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



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

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

### Service Program

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

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

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	-	-	-	1,038,655	-
SERVICE AND SUPPLIES	-	-	-	114,645	-
CAPITAL OUTLAY	-	-	-	7,500	-
<b>INVESTIGATIVE SERVICES</b>	-	-	-	<b>1,160,800</b>	-

People

Positions	06-07	07-08	08-09	09-10
Police Sergeant	0	0	0	1
Police Agent (SRO)	0	0	0	1
Police Officer	0	0	0	3
Community Services Officer	0	0	0	2
<b>Total FTE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>

Things  
You  
Should  
Know



As previously noted, the new budget model has allowed the department to breakout segments of the organization to better align functionally with resources. This is the case with Investigative Services, which is a completely new section of the budget. As such, there is no historical data to compare with previous years.

However, this budget will set the foundation for improved reporting and accountability in future years.

The FY 2009-2010 budget reflects the staffing and resources applied to the realization of the goals set out for this service area.

This year's budget proposes \$7,500 for the purchase of a GPS (Global Positioning Tracking) unit to assist in the investigation and surveillance of criminal activity.

# Traffic Operations

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Directed enforcement at high traffic and accident locations in the City
- Be responsive by working with the community to address traffic concerns
- Provide education to the community on traffic safety
- Work with other City departments on issues of roadway design and engineering to maximize safety and efficient traffic flow
- Provide parking control enforcement throughout the City



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

### Service Program

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

Traffic safety education is also provided to the community with an emphasis on schools. Officers conduct classroom presentations on traffic safety and hold "bike rodeos" which teaches bike safety in an entertaining outdoor setting.





# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	306,703	174,171	324,924	598,930	84%
SERVICE AND SUPPLIES	8,019	7,938	11,359	95,450	740%
CAPITAL OUTLAY	15,156	-	-	26,000	-
<b>TRAFFIC OPERATIONS</b>	<b>329,878</b>	<b>182,108</b>	<b>336,283</b>	<b>720,380</b>	<b>114%</b>

People

Positions	06-07	07-08	08-09	09-10
Police Sergeant	0	0	0	1
Police Officer	2	2	2	2
Community Services Officer	0	0	0	1
Traffic Engineer	0	0	0	1
<b>Total FTE</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>5</b>

Things  
You  
Should  
Know



Traffic continues to be the community's greatest public safety concern. As such, in FY 2008-2009, the Department restructured and moved a Sergeant from Administration into Traffic Operations to enhance both supervision and performance. Additionally, the City Manager moved a Traffic Engineer from the City's Engineering program to Public Safety to add the engineering component to our traffic strategy. These two personnel changes, in addition to moving the crossing guard contract under Traffic Operations, serve to explain the significant increase in operating costs for this section.

It should also be noted that the Department currently has one vacant officer position, which is being carried in Traffic Operations. The vacant position impacts motorcycle enforcement and this vacancy dollars. This year's budget also includes the proposed purchase of a replacement motorcycle at a cost of \$26,000.

# Emergency Preparedness

## What We Do

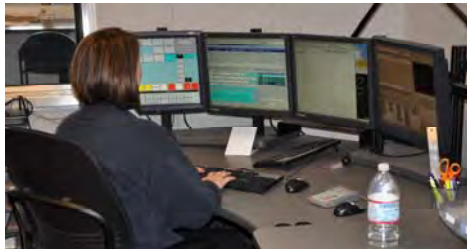
### Goal

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



### FY 09-10 Initiatives

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



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

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

### Service Program

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

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	-	2,098	94,200	-	-100%
SERVICE AND SUPPLIES	-	5,876	19,125	9,930	-48%
CAPITAL OUTLAY	-	19,806	-	-	-
<b>EMERGENCY PREPAREDNESS</b>	-	<b>27,779</b>	<b>113,325</b>	<b>9,930</b>	<b>-91%</b>

People

Positions	06-07	07-08	08-09	09-10
Community Services Officer	1	1	1	1
<b>Total FTE</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

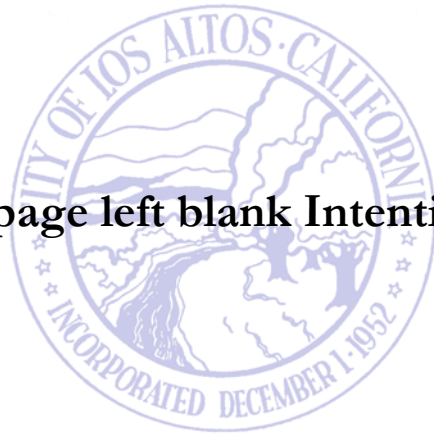


The authorized Community Services Officer position assigned to emergency management has never been staffed. Two recruitment attempts failed to produce a qualified candidate for the City to hire. No further recruitment attempts have been made and the position will remain vacant due to the City's current budget situation. This budget reflects the dollar impact of this vacancy.

Things  
You  
Should  
Know

However the City has and continues to prepare and train for disasters. The Police Captain in charge of operations acts as the interim Emergency Manager on a collateral basis. Unfortunately, since this will be a collateral assignment, staffing will not allow for any community based CERT training.

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# A Focus On Strategy

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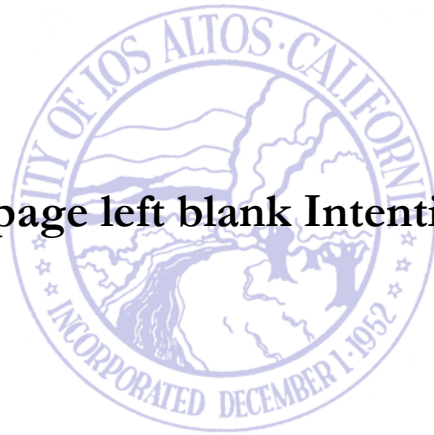
## Community Development



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Planning  
Building Inspection  
Engineering  
Economic Development  
Traffic

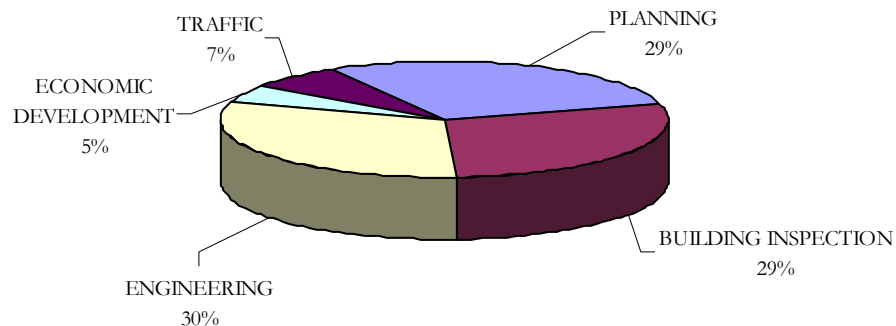
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# Community Development

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

**FY 2009-2010 Budget - Community Development**



	06-07	07-08	08-09	09-10	%
<b>PROGRAM EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>CHANGE</b>
PLANNING	770,514	836,624	1,044,708	993,740	-5%
BUILDING INSPECTION	884,259	1,115,853	991,031	983,690	-1%
ENGINEERING	1,076,148	1,148,217	1,310,056	1,056,650	-19%
ECONOMIC DEVELOPMENT	59,649	68,798	66,195	162,310	145%
TRAFFIC	258,977	208,402	222,630	238,540	7%
<b>COMMUNITY DEVELOPMENT</b>	<b>3,049,546</b>	<b>3,377,894</b>	<b>3,634,620</b>	<b>3,434,930</b>	<b>-5%</b>

	06-07	07-08	08-09	09-10	%
<b>PROGRAM REVENUE</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>CHANGE</b>
PLANNING & BUILDING FEES	2,282,975	2,332,696	2,359,582	1,892,400	-20%

# Planning

## What We Do

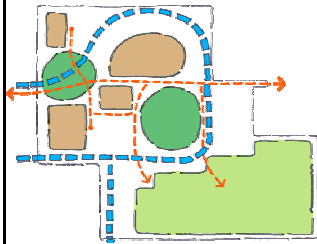
### Goal

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



### FY 09-10 Initiatives

- Community Center Master Plan
- First and Main Property Sale and Development
- Downtown Parking Garage and Parking In-Lieu Fee Study
- Downtown Architectural Design Guidelines
- Redevelopment Agency Establishment Study
- Housing Element Update
- Historic Resources Inventory Update
- Capital Improvement Projects Update and Oversight



### Service Program

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

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



# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	591,422	758,483	980,482	917,150	-6%
SERVICE AND SUPPLIES	179,091	77,721	62,313	76,590	23%
CAPITAL OUTLAY	-	420	1,913	-	-100%
<b>PLANNING</b>	<b>770,514</b>	<b>836,624</b>	<b>1,044,708</b>	<b>993,740</b>	<b>-5%</b>

People

Positions	06-07	07-08	08-09	09-10
Assistant City Manager	1	1	1	1
Planning Services Mgr	-	-	1	1
Senior Planner	1	1	-	-
Associate Planner	1	1	1	1
Assistant Planner	1	2	2	2
Executive Assistant	1	1	1	1
<b>Total FTE</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>

Things  
You  
Should  
Know



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

The position schedule above reflects the change in organizational structure that has occurred in recent years. In 08-09, the senior planner position was reclassified to Planning Services Manager and an Assistant City Manager position evolved from what was the Community Development Director position until FY 07-08.



# Building Inspection

## What We Do

### Goal

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



### FY 09-10 Initiatives

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

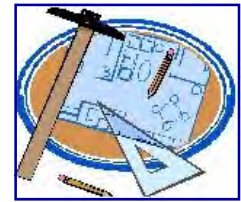


The Building program is responsible for performing architectural and structural plan checks, scheduling and performing building inspections and providing general customer information services.

Building is responsible for administering the Uniform Building Codes and other applicable development regulations. Building staff also works with the Code Enforcement Officer when necessary to document and correct building violations.

### Service Program

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	762,703	795,890	752,636	765,040	2%
SERVICE AND SUPPLIES	121,556	319,963	230,882	218,650	-5%
CAPITAL OUTLAY	-	-	7,513	-	-100%
<b>BUILDING INSPECTION</b>	<b>884,259</b>	<b>1,115,853</b>	<b>991,031</b>	<b>983,690</b>	<b>-1%</b>

People

Positions	06-07	07-08	08-09	09-10
Building Official	1	1	1	1
Building Inspector	4	4	4	4
Building Technician	1	1	1	1
Executive Assistant	1	1	1	1
<b>Total FTE</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

Things  
You  
Should  
Know



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

The FY 2009-2010 budget reflects a vacancy of one full time Building Inspector position. This position has been deferred given the current economic conditions.

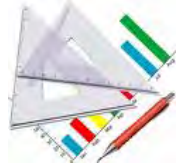


# Engineering

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Manage approved and funded capital projects ensuring projects are completed within expected timeframes and estimated budgets
- Provide staff support to the Bicycle and Pedestrian Advisory Committee, Traffic Commission, and supports the Environmental Commission
- Complete at least two Neighborhood Traffic Management Program requests
- Represent Los Altos' interests at the VTA Technical Advisory Committee
- Issue street cut, encroachment, and special permits to residents, contractors, and utility companies. Inspect all work in the public right of way for compliance with City standards
- Provide engineering reviews of all development projects at the planning and permit phases
- Review and permit work in the public right of way by public utility companies



Engineering provides energetic and customer friendly service to the residents and businesses in Los Altos through skilled and sound application of municipal engineering principals. This work group is responsible for maintaining the continuity of project delivery, providing knowledgeable counter service at City Hall, developing budget appropriate solutions to street and

### Service Program

facility improvement requirements, exploring and taking advantage of appropriate financial grant opportunities, and promote Council goals in engineering projects.

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



# Resources



Dollars

COST CATEGORY	06-07	07-08	08-09	09-10	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
PERSONNEL SERVICES	970,524	954,620	1,148,636	910,720	-21%
SERVICE AND SUPPLIES	85,169	174,235	130,481	145,930	12%
CAPITAL OUTLAY	20,455	19,363	30,939	-	-100%
<b>ENGINEERING</b>	<b>1,076,148</b>	<b>1,148,217</b>	<b>1,310,056</b>	<b>1,056,650</b>	<b>-19%</b>

People

Positions	06-07	07-08	08-09	09-10
Public Works Dir	1	1	-	-
Asst Public Works Dir	.75	.75	-	-
Assoc Civil Engineer	.25	.25	.75	.75
Asst Civil Engineer	2	2	2	2
Engineering Srv Mgr	0	0	.75	.75
Engineering Tech	2	2	2	2
Senior Engineer	0	0	.5	.5
Junior Civil Engineer	1	1	1	1
Executive Assistant	1	1	1	1
Traffic Engineer	1	1	1	0
<b>Total FTE</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>

Things You Should Know



Several important projects were completed this year, including street resurfacing, crosswalk light installation, pedestrian countdown heads at Foothill Expressway intersections, Stevens Creek Trail Study, striping of street and parking lot pavements, and demolition of the Rosita Gym to support future development of Rosita Park. Several Safe Routes to School projects were initiated to promote students walking and bicycling to school. Important projects to replace the Adobe Creek pedestrian bridge and replace poorly functioning cooling units for City Hall were designed for the public project bidding process.

The FY 2009-2010 budget includes a vacant Junior Civil Engineer position. Additionally, the Traffic Engineer was reassigned to support Public Safety in Traffic Operations, engineering education. This reflects the department reorganization implemented last year.



# Economic Development

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Support community outreach, and development planning activities in support of Downtown Development Committee and the Downtown Parking Structure
- Develop strategy to provide support for and improvements within retail and business areas of Los Altos
- Seek opportunities for new funding sources, partnerships, and investment through outreach to other agencies, businesses and the retail industry
- Execute Shop Los Altos Campaign, July – December 2009 in cooperation with partner organizations

### Service Program

The Economic Development Coordinator works with the Los Altos Village Association and the Chamber of Commerce on issues related to Downtown, attends Chamber of Commerce Economic Development Committee meetings and works with the Committee to promote the economic climate within the City. The Coordinator also assists with the review of development applications and prepares reports evaluating potential financial impacts to the City as a result of those developments.



# Resources



Dollars

COST CATEGORY	06-07	07-08	08-09	09-10	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
PERSONNEL SERVICES	56,892	61,814	60,763	151,460	149%
SERVICE AND SUPPLIES	2,757	6,484	4,949	10,850	119%
CAPITAL OUTLAY	-	500	483	-	-100%
<b>ECONOMIC DEVELOPMENT</b>	<b>59,649</b>	<b>68,798</b>	<b>66,195</b>	<b>162,310</b>	<b>145%</b>

People

Positions	06-07	07-08	08-09	09-10
Economic Dev Coord	.5	.5	.5	1
<b>Total FTE</b>	<b>.5</b>	<b>.5</b>	<b>.5</b>	<b>1</b>

Things  
You  
Should  
Know



The FY 2009-2010 budget assigns the Management Analyst position fully to the Economic Development program rather than being shared with the Executive staff. This budget also proposes revising the position title as “Economic Development Coordinator” in line with the position’s focus.

This change underscores the move to increase the effort and resources in the development of the Los Altos business environment. In recent months, much has been done to outreach to local businesses and supporting organizations. In the current year, this program has established the foundation for effective dialogue and begun planning a citywide marketing campaign aimed at promoting our businesses and attracting others.

# Traffic

## What We Do

### Goal

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



### FY 09-10 Initiatives

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

### Service Program



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

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



# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	-	-	-	-	-
SERVICE AND SUPPLIES	258,977	208,402	222,630	238,540	7%
CAPITAL OUTLAY	-	-	-	-	-
<b>TRAFFIC</b>	<b>258,977</b>	<b>208,402</b>	<b>222,630</b>	<b>238,540</b>	<b>7%</b>

People

Positions	06-07	07-08	08-09	09-10
-	-	-	-	-
<b>Total FTE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



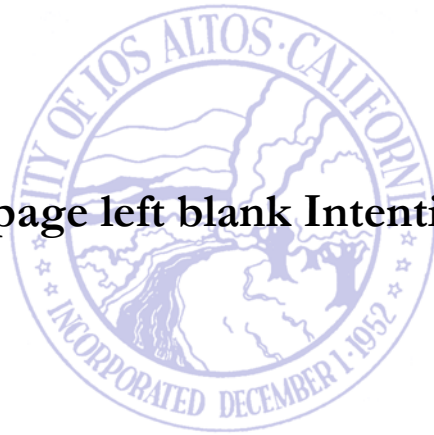
The FY 2009-2010 budget remains relatively stable. It is key to note that the bulk of this division budget is made up of utility costs and maintenance contracts for citywide traffic signals. Other costs include maintenance expenditures, hardware, supplies, and traffic count studies.

Things  
You  
Should  
Know

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



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# A Focus On Strategy

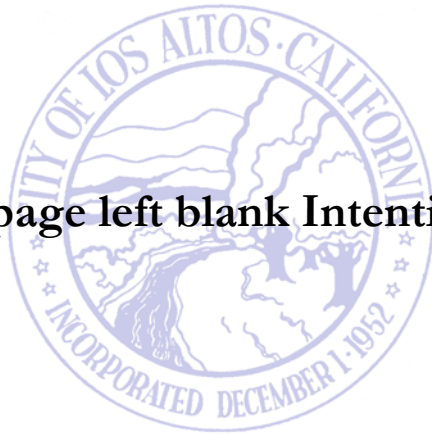
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## Maintenance Services



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

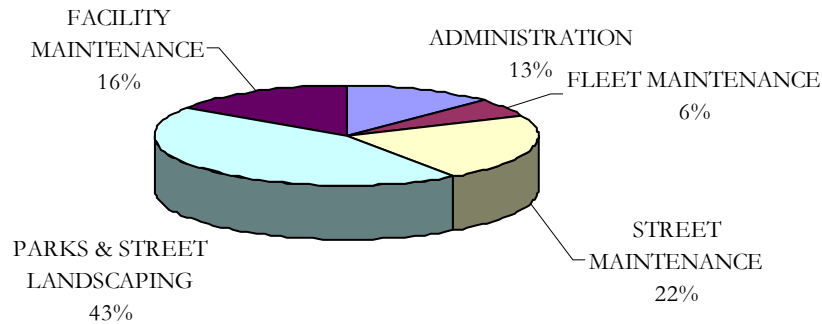
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# Maintenance Services

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

**FY 2009-2010 Budget - Maintenance Services**



	06-07	07-08	08-09	09-10	%
PROGRAM EXPENDITURES	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
ADMINISTRATION	401,395	455,589	482,175	491,779	2%
FLEET MAINTENANCE	177,844	182,644	221,235	215,644	-3%
STREET MAINTENANCE	672,925	695,836	1,045,046	856,934	-18%
PARKS & STREET LANDSCAPING	1,524,418	1,760,476	2,123,253	1,688,997	-20%
FACILITY MAINTENANCE	496,266	560,168	662,511	601,942	-9%
<b>MAINTENANCE SERVICES</b>	<b>3,272,848</b>	<b>3,654,713</b>	<b>4,534,219</b>	<b>3,855,295</b>	<b>-15%</b>

# Administration

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Lead and direct a variety of maintenance services provided to the citizens and businesses and ensure that goals established by City Council are met
- Update and comply with all regulatory agency requirements as they apply to maintenance operations
- Provide support for daily service requests, incoming calls, fuel system administration, timekeeping and record keeping of Maintenance Services department's activities.
- Ensure that contractual street sweeping activities are provided in a manner that is consistent with the City's expectations and legal requirements.



In recent years, the Public Works department was reorganized into what is now known as Maintenance Services. With this move, Engineering Services was placed under Community Development. Maintenance Services administers and oversees maintenance of parks, streets, wastewater collection/storm-drainage collection systems, building facilities, fleet and equipment.

### Service Program

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



Maintenance Services also provides contract administration of the annual street sweeping contract.

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	327,274	347,687	370,572	392,135	0%
SERVICE AND SUPPLIES	74,120	87,813	95,447	99,644	4%
CAPITAL OUTLAY	-	20,090	16,156	-	-100%
<b>ADMINISTRATION</b>	<b>401,395</b>	<b>455,589</b>	<b>482,175</b>	<b>491,779</b>	<b>2%</b>

People

Positions	06-07	07-08	08-09	09-10
Maint. Services Mgr	1	1	1	1
Maint. Supervisor	1	1	1	1
Office Assistant	1	1	1	1
<b>Total FTE</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

In 2008, a new web-based work order system was implemented to track and schedule maintenance on all City assets and track citizen calls for service. Since the work order system went into service in July 2008. There has been 2,756 work orders submitted and 2,694 completed.



Things  
You  
Should  
Know

# Fleet Maintenance

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Maintain 45 standard, and 26 Public Safety vehicles and other equipment for the Maintenance Services Department, Engineering Division, Community Development, and Recreation Department
- Provide training for shop personnel to improve automotive service levels and develop staff skills
- Monitor and implement effective safety training standards in line with City policy and regulatory requirements
- Strive for green operating practices and maintain “clean business” standards



The Fleet Maintenance program maintains the Citywide vehicle fleet for both general and safety services with a focus on preventive maintenance performed to keep fleet down time to a minimum

In 2008, the automotive shop underwent a series of reviews including: shop inspections performed by the Regional Water Quality Control Plant, resulting in recognition as a Clean Bay Business; and OSHA inspection with no deficiencies noted.

### Service Program

In 2008, several new maintenance and Public Safety vehicles were purchased and outfitted to be put in service. Training was provided for maintenance personnel to ensure compliance with all regulatory requirements.



# Resources



Dollars

COST CATEGORY	06-07	07-08	08-09	09-10	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
PERSONNEL SERVICES	159,704	166,760	186,637	197,108	0%
SERVICE AND SUPPLIES	18,140	15,885	18,592	18,536	0%
CAPITAL OUTLAY	-	-	16,006	-	-100%
<b>FLEET MAINTENANCE</b>	<b>177,844</b>	<b>182,644</b>	<b>221,235</b>	<b>215,644</b>	<b>-3%</b>

People

Positions	06-07	07-08	08-09	09-10
Equipment Mechanic	1	1	1	1
Fleet Facilitator	1	1	1	1
<b>Total FTE</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



The FY 2009-2010 Fleet Maintenance budget changed minimally and remained fully staffed.

Things  
You  
Should  
Know

# Street Maintenance

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Maintain 104 miles of City streets in a safe condition and repair potholes within 24 hours of notice.
- Paint parking restricted curbs where warranted and respond to requests from the Traffic Engineer to repaint existing or paint new parking restricted curbs.
- Provide annual traffic and speed counts as requested by Engineering .
- Maintain City concrete sidewalks and pathways in a safe and useable condition and assess the condition annually. Respond to all hazardous sidewalk conditions within 24 hours of notice.
- Enhance maintenance skills & develop staff to sharpen service levels.
- Ensure that all traffic control signs and street name signs are visible and in safe operating condition. Survey signs annually to identify signs that are missing, damaged, worn or blocked by vegetation. Respond within 24 hours to any traffic control or street name sign issue.
- Reduce sign blight and work with the Traffic Engineer and Public Safety to identify and eliminate unnecessary signs.
- Reduce urban runoff pollutants through maintenance of the storm water drainage system by inspecting and cleaning all drain inlet catch basins and storm drain outfalls annually.

### Service Program



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

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



# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	432,808	481,601	706,612	652,642	-8%
SERVICE AND SUPPLIES	180,635	161,724	165,613	186,310	12%
CAPITAL OUTLAY	59,482	52,511	172,821	17,982	-90%
<b>STREET MAINTENANCE</b>	<b>672,925</b>	<b>695,836</b>	<b>1,045,046</b>	<b>856,934</b>	<b>-18%</b>

People

Positions	06-07	07-08	08-09	09-10
Maint. Supervisor	.5	.5	.5	1
Maint. Lead Worker	1	1	1	1
Maint. Worker I	4.5	4.5	4.5	4.5
Maint. Worker II	1.5	1.5	1.5	1.5
<b>Total FTE</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>8</b>

Things  
You  
Should  
Know

This division had a busy and productive year in 2008. Accomplishments include: maintaining City concrete sidewalks and completing 220 hours of grinding and ramping sidewalk offsets; Street maintenance crews completed work on all of the City streets scheduled for corrective maintenance using approximately 50 tons of material and over 26,000 square feet of asphalt; completing 17 miles of crack seal corrections on schedule and completing our goal of 39 miles of service area; City asphalt pathways were maintained in a safe and useable condition and repaired as needed; completed the annual sign condition survey and inventory for each sign in the City; initiated a sign blight reduction project with the goal of standardizing sign placement; crews disposed of over 222 truck loads or 1,110 cubic yards of leaf and debris from storm drains; maintenance personnel received scheduled training and development; and provided seasonal leaf pickup services and weekly litter pickup in downtown plazas.



This budget reflects the vacancy of one maintenance worker position.

# Parks & Street Landscaping

## What We Do

### Goal

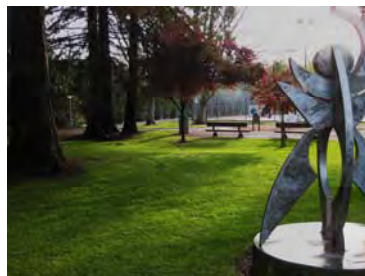
The mission of the Parks and Street Landscaping program is to ensure safe, useable, and aesthetically pleasing parks, City properties and boulevard landscaping



### FY 09-10 Initiatives

- Maintain safe and educational play structures
- Maintain safe and quality athletic turf fields
- Maintain safe and aesthetically pleasing parks for the use of the community
- Maintain and effectively schedule irrigation systems testing to conserve water use and maintain adequate plant health
- Assist and foster community volunteer projects within the parks
- Perform all operations in a safe manner to avoid injury and reduce liabilities
- Maintain safe and aesthetically pleasing medians and shoulder areas
- Continue to replant and establish new landscaping in the medians, shoulders and islands to improve the aesthetics of the boulevards of Los Altos
- Use Best Management Practices for all landscape maintenance, herbicide applications and irrigation

### Service Program



Parks & Street Landscaping maintains 52.5 acres of City parks and facilities including Shoup, Lincoln, Hillview Community Center, Main Library, Civic Center, Conner, McKenzie, Marymeade, Heritage Oaks, Springer El Monte, Covington Minipark, Rosita, Montclair, Grant and Woodland Library.

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



# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	1,032,275	1,124,342	1,259,855	1,064,157	-16%
SERVICE AND SUPPLIES	435,646	583,866	544,060	561,340	3%
CAPITAL OUTLAY	56,496	52,268	319,338	63,500	-80%
<b>PARKS &amp; STREET LANDSCAPING</b>	<b>1,524,418</b>	<b>1,760,476</b>	<b>2,123,253</b>	<b>1,688,997</b>	<b>-20%</b>

People

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

Things  
You  
Should  
Know

Much was accomplished in 2009 including: deploying an Integrated Pest Management Program to abate weeds using mulches and natural leaf duff reducing irrigation and supporting organic systems; landscaping the median at Stonehaven Ave and St. Joseph triangle; upgrading irrigation systems at Grant Park, Hillview & Rosita Ballfields, Hillview Soccerfield, New Lincoln and Old Lincoln Park; calibrating irrigation systems to optimize plant growth and conserve water; coordinating with the Girl Scouts to plant thirty oak tree seedlings in the orchard of Heritage Oaks; renovating the Hillview Soccer field turf, Rosita Ballfield, and Grant Park; planting over 150 flowering plums and groundcover on San Antonio Road from Alvarado to Pasa Robles Avenue; installing irrigation and three 60" boxed redwood trees on the median of San Antonio; landscaping shoulders and medians on San Antonio Rd. from Main Street to Almond Ave.; planting Camphor trees on North Clark Avenue for neighborhood traffic calming; installing and planting large landscape planters on State Street; providing three annual color rotations in the medians at Main Street and San Antonio Road; and introducing new plant material into downtown.

This budget reflects the vacancy of two maintenance worker positions and reductions in equipment purchases over last year.

# Facility Maintenance

## What We Do

### Goal

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



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

### FY 09-10 Initiatives

### Service Program



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

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



# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	296,486	358,013	376,769	383,368	2%
SERVICE AND SUPPLIES	186,180	202,154	178,679	218,574	22%
CAPITAL OUTLAY	13,601	-	107,063	-	-100%
<b>FACILITY MAINTENANCE</b>	<b>496,266</b>	<b>560,168</b>	<b>662,511</b>	<b>601,942</b>	<b>-9%</b>

People

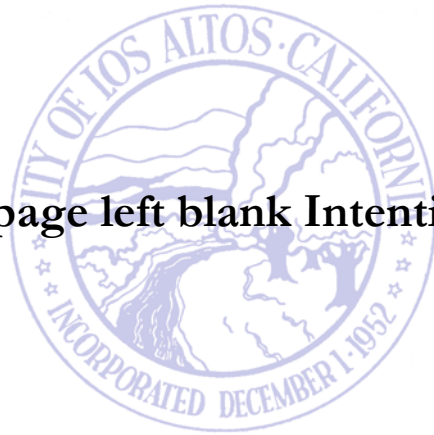
Positions	06-07	07-08	08-09	09-10
Maint. Tech	2	2	2	2
Maint. Worker I	1	1	1	1
Maint. Worker II	1	1	1	1
Chief Custodian	1	1	-	-
<b>Total FTE</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>

Things  
You  
Should  
Know



2008 was a busy and productive year: responding to over 600 building related requests including plumbing, HVAC failures, appliance repairs, malfunctioning doors and windows, flooding, electrical and other handyman tasks; providing custodial maintenance services for the Hillview Community and Youth Centers; maintaining downtown carriage lamps, decorative street lights at Loyola Corners, Grant Park, and parks pathway lighting; Installing several new downtown carriage lamps and banner brackets; installing and landscaping the Sister City Finger Post; relocating the History Museum directory sign; installing electrified locks at Grant park in response to restroom vandalism; relocating the City's Emergency Operating Center (EOC) to the Municipal Service Center; outfitting the EOC with new windows, carpet and communications data cables; installing new handrails at the Public Safety station where the entry arbor was removed; replacing the 911 data room air conditioning; training staff in safe electrical practices, hot weather safety, storm water protection, defensive driving skills, hearing conservation, building operator certification, welding, and a variety of safety related tailgate meetings; and general facility inspections were performed by SCC Fire with no major deficiencies were reported..

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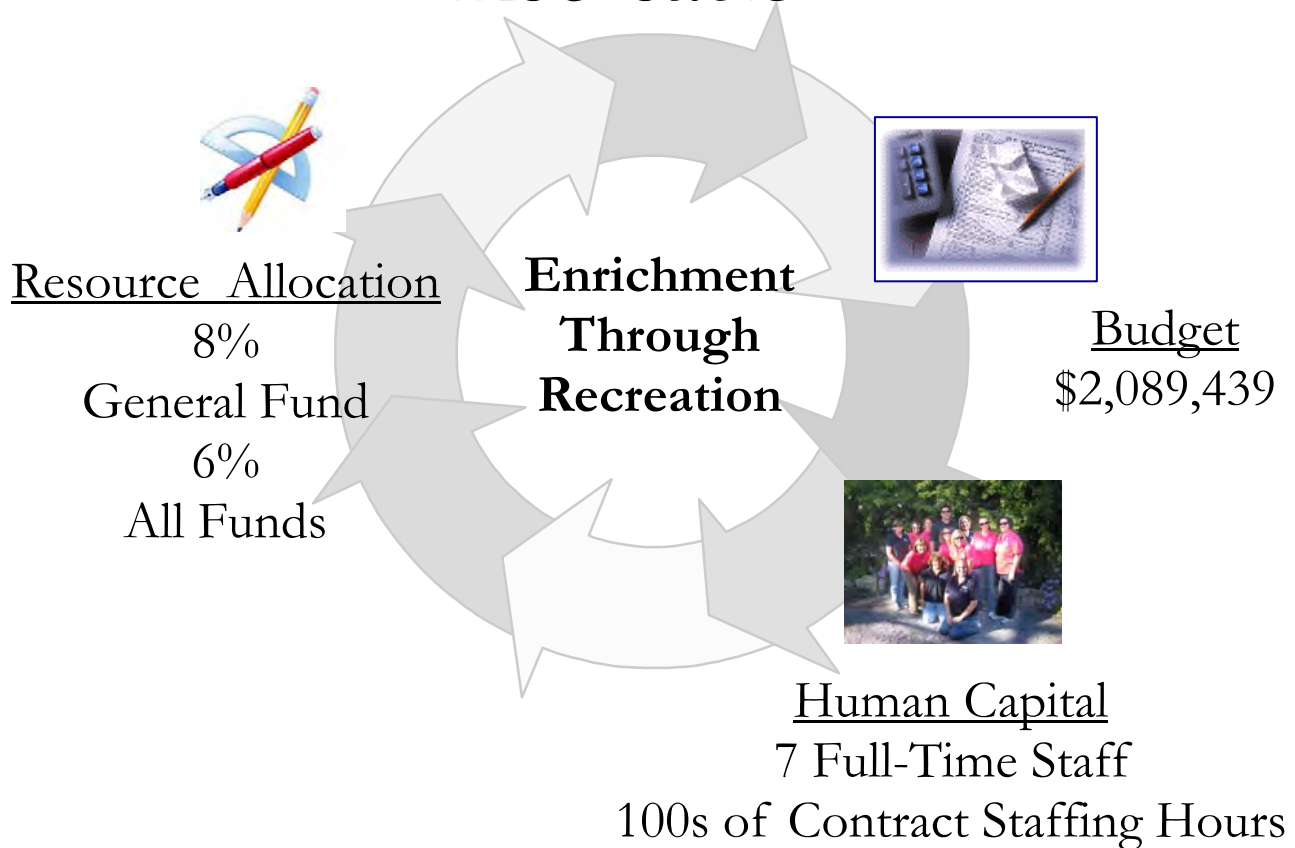




# A Focus On Strategy

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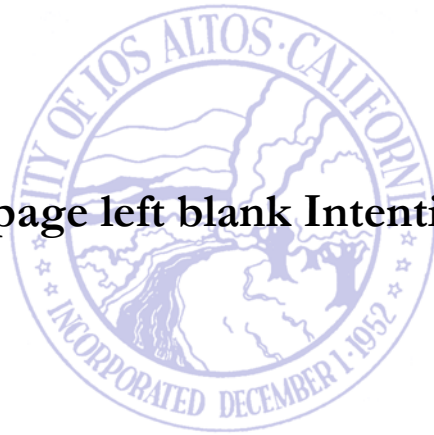
## Recreation



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

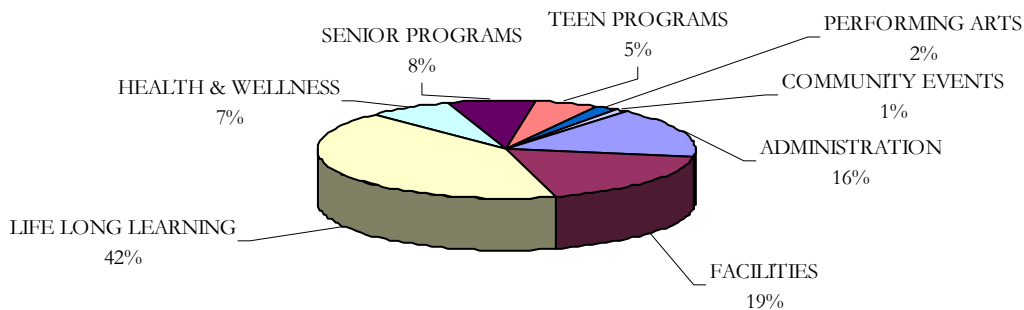
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# Recreation

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

**FY 2009-2010 Budget - Recreation**



	06-07	07-08	08-09	09-10	%
PROGRAM EXPENDITURES	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
ADMINISTRATION	749,399	800,743	832,006	333,933	-60%
FACILITIES	358,515	300,898	341,942	392,949	15%
LIFE LONG LEARNING	677,924	702,929	749,563	877,635	17%
HEALTH & WELLNESS	60,736	60,270	64,508	146,038	126%
SENIOR PROGRAMS	82,045	144,126	149,056	158,272	6%
TEEN PROGRAMS	37,363	80,769	126,990	113,677	-10%
PERFORMING & VISUAL ARTS	45,289	36,480	46,875	44,266	-6%
COMMUNITY EVENTS	17,112	14,040	21,395	22,669	6%
<b>RECREATION</b>	<b>2,028,383</b>	<b>2,140,256</b>	<b>2,332,335</b>	<b>2,089,439</b>	<b>-10%</b>

	06-07	07-08	08-09	09-10	%
PROGRAM REVENUE	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
RECREATION FEE PROGRAMS	1,665,268	1,652,420	1,734,037	1,473,960	-15%

# Administration

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Maintain Council directed cost recovery rate for all fee based programs
- Provide staff support to three City Council-appointed commissions and one committee: the Parks, Arts & Recreation Commission, the Youth Commission, the Library Commission and the Public Sculpture Committee
- Maintain public service office hours Monday-Friday from 8:00 am-5:00 pm with extended hours two nights per week until 9:00pm
- Provide 24 hour registration and program information through the online registration programs and department website



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

### Service Program

Administration oversees all department operations, provides staff support to three Council-appointed commissions and one committee, produces and distributes four – 32 page quarterly recreation guides, coordinates staff training & evaluation and manages front counter service including the internal and external registration software and online registration.

# Resources



Dollars

COST CATEGORY	06-07	07-08	08-09	09-10	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
PERSONNEL SERVICES	589,379	611,996	679,682	202,879	-70%
SERVICE AND SUPPLIES	127,854	170,819	142,324	131,054	-8%
CAPITAL OUTLAY	32,166	17,928	10,000	-	-100%
<b>ADMINISTRATION</b>	<b>749,399</b>	<b>800,743</b>	<b>832,006</b>	<b>333,933</b>	<b>-60%</b>

People

Positions	06-07	07-08	08-09	09-10
Recreation Director	1	1	1	1
Sr. Recreation Supv.	0	0	0	0
Recreation Supervisor	2	2	2	0
Recreation Coord.	1	1	1	0
Teen Program Coord.	.75	1	1	0
Office Assistant II	1	1	1	0
<b>Total FTE</b>	<b>5.75</b>	<b>6</b>	<b>6</b>	<b>1</b>

Things  
You  
Should  
Know



The FY 2009-2010 budget reflects a redesign and new presentation for the City's Recreation Department. Taking advantage of new system reporting capabilities and in line with a more progressive, informative, and results-based budget model, the department has been restructured to reflect its main product deliverables—facilities, life-long learning, health & wellness, seniors, teens, performing & visual arts, and community events. Costs have been allocated accordingly to reflect a proper matching especially as it relates to revenue based programs.

The full-time staffing in administration reflects this reorganization and reallocation of staffing to align with related activity centers. Supporting costs for in-house & online registration systems, including increased credit card processing fees and a new annual software maintenance and support fee are included in the FY 2009-2010 Budget.



# Facilities

## What We Do

### Goal

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



### FY 09-10 Initiatives

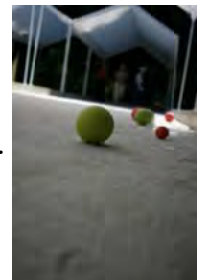
- Resurface the Blach and Egan Gymnasium floors
- Conduct annual fire and safety inspections with fire marshal and safety inspectors
- Work with MSC staff to correct any deficiencies found through inspections
- Inspect all facilities including field spaces quarterly to note problem areas for repair and take action
- Collect monthly and annual tenant fees



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

### Service Program

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



The Recreation staff works to ensure the heavily used, aging facilities are as clean and safe as possible with limited resources.

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

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	1,320	-	-	109,700	-
SERVICE AND SUPPLIES	352,639	296,978	341,942	283,249	-13%
CAPITAL OUTLAY	4,556	3,920	-	-	-
<b>FACILITIES</b>	<b>358,515</b>	<b>300,898</b>	<b>341,942</b>	<b>392,949</b>	<b>15%</b>

People

Positions	06-07	07-08	08-09	09-10
Recreation Coord.	0	0	0	1
<b>Total FTE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>



As part of the FY2009-2010 reorganization, one full-time recreation coordinator was reallocated from administration to Facilities reflective of the assignment of work that accompanies handling the wide variety of facilities that provide gathering and recreational opportunities to the community.

Things  
You  
Should  
Know

It is important to note that additional costs associated with the update and upkeep of city facilities, including those utilized by the Recreation Department, are included with the Maintenance Services Department budget. To the extent that maintenance costs could be specifically identified and included within the Recreation Department, they have been. In the next year these two departments will further refine the allocation of related costs.



# Life Long Learning

## What We Do

### Goal

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

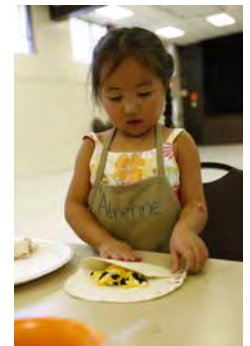


### FY 09-10 Initiatives

- Increase the number of adult (18 years+) classes by 5%; 84 classes were offered in FY 2008-2009
- Maintain current level of youth classes; 401 classes were offered in FY 08-09
- Maintain the current level of youth summer and holiday break camps
- Work in conjunction with the Parks and Recreation Committee (PARC) Redwood Grove Subcommittee to re-establish elementary school tours at Redwood Grove.
- Increase customer service satisfaction surveys to twice per year.

### Service Program

Classes, camps and workshops provide learning, exploration, skill development and social interaction opportunities. The Recreation Department offers special interest classes and workshops for everyone from two to 100 plus years. The Department strives to provide these services in a professional, cost-effective manner with outstanding customer service while keeping pace with changing community needs, trends and priorities. The current course offerings are designed to meet as many individual tastes as possible. Class highlights include toddler music & movement, yoga, dance, archery, martial arts, fencing, gymnastics, dog obedience, children's cooking classes, retirement planning, an award winning play-based preschool, volleyball and basketball clinics and Redwood Grove Summer Camp programs.



Surveys and customer feedback help determine new offerings. New FY 2009-2010 classes include Mandarin Language for elementary age children and chair yoga for seniors as a direct result of resident requests.



# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	43,372	65,847	67,138	329,794	309%
SERVICE AND SUPPLIES	634,552	637,083	682,425	547,841	-22%
CAPITAL OUTLAY	-	-	-	-	-
<b>LIFE LONG LEARNING</b>	<b>677,924</b>	<b>702,929</b>	<b>749,563</b>	<b>877,635</b>	<b>17%</b>

People

Positions	06-07	07-08	08-09	09-10
Sr. Recreation Supv.	0	0	0	1
Office Assistant II	0	0	0	1
<b>Total FTE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

Things  
You  
Should  
Know



As part of the FY2009-2010 reorganization, two positions were allocated to the Life Long Learning Division. This includes the Senior Recreation Supervisor, a promotional upgrade from Recreation Supervisor was placed into effect in FY 2008-2009 and is proposed for permanent reclassification in this year's budget. The existing Office Assistant II position was also allocated to this program. These changes are reflective of the assignment of work that accompanies handling the wide variety of youth, adult, and camp programming that takes place during the year.



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

# Health & Wellness

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Continue to offer variety in junior high and adult sports offerings and search for innovative programs and partnerships to ensure the quality and favorable enrollment results
- Continue to increase gymnasium usage at Blach and Egan Gyms to the maximum potential for each facility
- Continue to coordinate 12 afterschool sports for Blach and Egan Junior High Schools
- Increase adult basketball league play to four leagues over three seasons
- Work with user groups to optimize the use of the athletic fields.

### Service Program



The Recreation Department provides both competitive and recreation based athletic and fitness opportunities for all ages. The adult basketball league ranges between 25+ to 35+ years old divisions determined by team demographics. Seasons have been added over the past year as demand and waiting lists have increased. The junior high sports programs are divided into five seasons and are comprised of coed cross-country, girls softball, girls & boys volleyball, girls & boys soccer, girls & boys basketball, coed wrestling and coed track.

During FY 2009-2010, the adult & youth fitness, martial arts and sport classes and summer camps are housed in the Life Long Learning program. We anticipate moving these programs into the Health & Wellness program in the coming years.

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	3,157	1,547	2,095	87,395	4072%
SERVICE AND SUPPLIES	57,579	58,723	62,413	58,643	-6%
CAPITAL OUTLAY	-	-	-	-	-
<b>HEALTH &amp; WELLNESS</b>	<b>60,736</b>	<b>60,270</b>	<b>64,508</b>	<b>146,038</b>	<b>126%</b>

People

Positions	06-07	07-08	08-09	09-10
Recreation Coord.	-	-	-	1
<b>Total FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>



The FY 2009-2010 budget formalizes the reallocation of one Recreation Coordinator to Health & Wellness as part of the department reorganization activated this budget cycle.

All other budget expenditures remained relatively stable when compared to the prior year.

Things  
You  
Should  
Know



# Senior Programs

## What We Do

### Goal

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



### FY 09-10 Initiatives

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

### Service Program



The Los Altos Senior Center offers a warm and welcoming environment for older adults to socialize, volunteer, attend both drop-in and structured activities, participate in educational, recreational, and service-oriented programs. Senior Center programs include a monthly book club, guest lecturers, sports leagues, bocce ball, monthly movies, tax services, real estate education, blood pressure checks, card groups, with exercise and bi-weekly lunches. Structured classes include arts & crafts, bridge, computers, line dancing, and mature driving. Three long standing volunteer programs operating in the Center are the Medical Loan Closet, the Free In-Home Repair Program and the Monkey Toy Ladies for the Children's Hospital. All three are run by volunteer members of the Center. The Center also cooperatively works with Los Altos Legacies, CSA Case Management and Visions Unlimited in providing access to services and meeting space.



# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	53,151	95,994	112,179	121,030	8%
SERVICE AND SUPPLIES	28,894	23,087	36,877	37,242	1%
CAPITAL OUTLAY	-	25,046	-	-	-
<b>SENIOR PROGRAMS</b>	<b>82,045</b>	<b>144,126</b>	<b>149,056</b>	<b>158,272</b>	<b>6%</b>

People

Positions	06-07	07-08	08-09	09-10
Recreation Coord.	1	1	1	1
<b>Total FTE</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



The FY 2009-2010 budget remains relatively stable. It is key to note that the bulk of this division budget is made up of personnel costs assigned exclusively to the furtherance of senior activities to one of our most tenured and prized community members.

Things  
You  
Should  
Know

The staffing for this program also includes a permanent part-time recreation leader position to assist in programming.



# Teen Programs

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Provide both indoor and outdoor volunteer and community service experiences.
- Broaden activities and programs in the newly refurbished Underground Teen Center
- Increase activities for high school age teens
- Continue offering nine middle school LAYC dances
- Work with Council and community members in identifying a Skate Park location



Teen Programs offer structured recreational, educational and service oriented activities for teens in junior high, middle school, and high school. Recreational activities include one-day trips, drop-in basketball nights, live band concerts, and Friday night LAYC dances during the school year. Educational activities include driver's education classes, marital arts, arts & crafts, and summer camp Counselor in Training programs.

### Service Program

The Underground Teen Center at Shoup Park was refurbished during FY 2008-2009 to make the center more inviting, cleaner, and up-to-date for teen activities. The Underground strives to create a fun and welcoming place for teens to socialize, participate in structured activities or just hang out in a supervised and safe place. The Teen programs also provide staff support to the City Council appointed Youth Commission.



# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	28,693	69,847	109,103	96,493	-12%
SERVICE AND SUPPLIES	8,671	10,923	17,887	17,184	-4%
CAPITAL OUTLAY	-	-	-	-	-
<b>TEEN PROGRAMS</b>	<b>37,363</b>	<b>80,769</b>	<b>126,990</b>	<b>113,677</b>	<b>-10%</b>

People

Positions	06-07	07-08	08-09	09-10
Teen Program Coord.	-	-	-	1
<b>Total Full Time</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>



The FY 2009-2010 budget remains relatively stable with the bulk of this division budget made up of personnel costs assigned exclusively to the furtherance of teen activities: a vital component of our community.

The FY 2009-2010 budget formalizes the reallocation of one Teen Coordinator to the Teen Division from administration as part of the Department reorganization activated this budget cycle.

Things  
You  
Should  
Know



# Performing & Visual Arts

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Continue offering four youth theatre productions per year
- Continue offering a minimum of three theatre classes and holiday camps per year.
- Maintain providing two free summer concerts.
- Seek partial sponsorship for band cost associated with the summer concerts.

### Service Program



Participation in performing and art programs develop self-esteem, creativity, and encourage creative problem solving. The Recreation Department provides programs that encourage these skills in supportive and non-threatening environments. The Los Altos Youth Theatre (LAYT) program is regionally known for producing quality musicals and dramatic plays with children ages nine to eighteen years old. LAYT offers four productions per year with between 20 and 45 children generally divided into two casts for nine performances.

Hosting free outdoor concerts fosters neighborhood interaction and builds a sense of community. The summer concert series traditionally kicks off in June with a free concert in Grant Park. During FY 2009-2010, the second concert will take place at Heritage Oaks Park in conjunction with the grand opening of the new play structure. In light of decreasing band costs, a third concert is being slated for the Hillview Community Center.





# Resources



Dollars

COST CATEGORY	06-07	07-08	08-09	09-10	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
PERSONNEL SERVICES	108	-	-	-	-
SERVICE AND SUPPLIES	45,181	36,480	46,875	44,266	-6%
CAPITAL OUTLAY	-	-	-	-	-
<b>PERFORMING &amp; VISUAL ARTS</b>	<b>45,289</b>	<b>36,480</b>	<b>46,875</b>	<b>44,266</b>	<b>-6%</b>

People

Positions	06-07	07-08	08-09	09-10
-	-	-	-	-
<b>Total FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



The FY 2009-2010 budget remains stable with the bulk of this program budget made up of service and supplies assigned exclusively to the furtherance of art activities. Most cost are associated with engaging contract directors, production coordinators, costumes, and the purchase of stage supplies.

Things  
You  
Should  
Know



During FY 09-10, the adult & youth music, art and dance classes and summer camps are housed in the Life Long Learning program area. They will all be moved into Performing Arts for FY 10-11.

**LOS ALTOS YOUTH THEATRE**  
**2008 - 2009 Season!**

**OCTOBER 24 - NOVEMBER 8, 2008**  
C.S. Lewis'  
**THE LION, THE WITCH AND THE WARDROBE**  
Directed by J. Roberts  
Directed by aj adna Taylor

**MARCH 6 - 21, 2009**  
**WILLY WONKA**  
the musical  
Words & music by Leslie Bricusse & Sherrill  
Adapted for stage by  
L. Brown & Timothy McEneaney  
Directed by Steve Quaresima, Massachusetts

**JULY 2009**  
**ROGERS & HAMMERSTEIN'S**  
**Oklahoma!**  
Directed by Laura Taly

**JULY 11 TO 26, 2008**  
**Lucky Duck**  
Music by Henry Krieger (Dreamgirls)  
Lyrics by Bill Russell (Duke Show, Paget) /  
Book by Bill Russell and Jeffrey Hatcher  
Directed by Jillian Tobey

July 11, 12, 13, 17, 18, 24, 25 and 26 @ 8pm  
July 15, 20 @ 7pm

at the  
Bret Barn Theatre  
97 Hillview Ave., Los Altos

Tix: \$15 - Adults \$10 - Children, Students  
& Seniors

Box Office: (650) 941-0821

# Community Events

## What We Do

### Goal

Celebrate Los Altos history and community traditions through annual special events



### FY 09-10 Initiatives

- Increase business involvement by 3% during the New Year's Day Fun Run
- Add additional Santa Home Visits as waiting lists dictate.
- Continue seeking grant support for the Community Egg Hunt
- Maintain support for the Community Picnic Volunteer Committee in planning, fundraising and implementing the event.

### Service Program



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

Several Recreation Department special events are unique to Los Altos. The special events offered in FY 2009-2010 are the 46<sup>th</sup> Annual Halloween Window Painting Contest, Santa Home Visits, Gingerbread House Exhibit, New Year's Day Fun Run, Community Egg Hunt, and Community Picnic.



# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	2,978	536	6,045	6,818	13%
SERVICE AND SUPPLIES	14,134	13,504	15,350	15,851	3%
CAPITAL OUTLAY	-	-	-	-	-
<b>COMMUNITY EVENTS</b>	<b>17,112</b>	<b>14,040</b>	<b>21,395</b>	<b>22,669</b>	<b>6%</b>

People

Positions	06-07	07-08	08-09	09-10
-	-	-	-	-
<b>Total FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

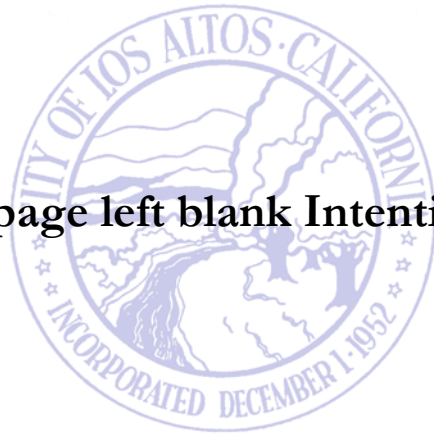
Things  
You  
Should  
Know



The FY 2009-2010 budget remains relatively stable. It is key to note that the bulk of this division budget is made up of service and supplies targeted towards scheduled community events provided on a non-fee based model.



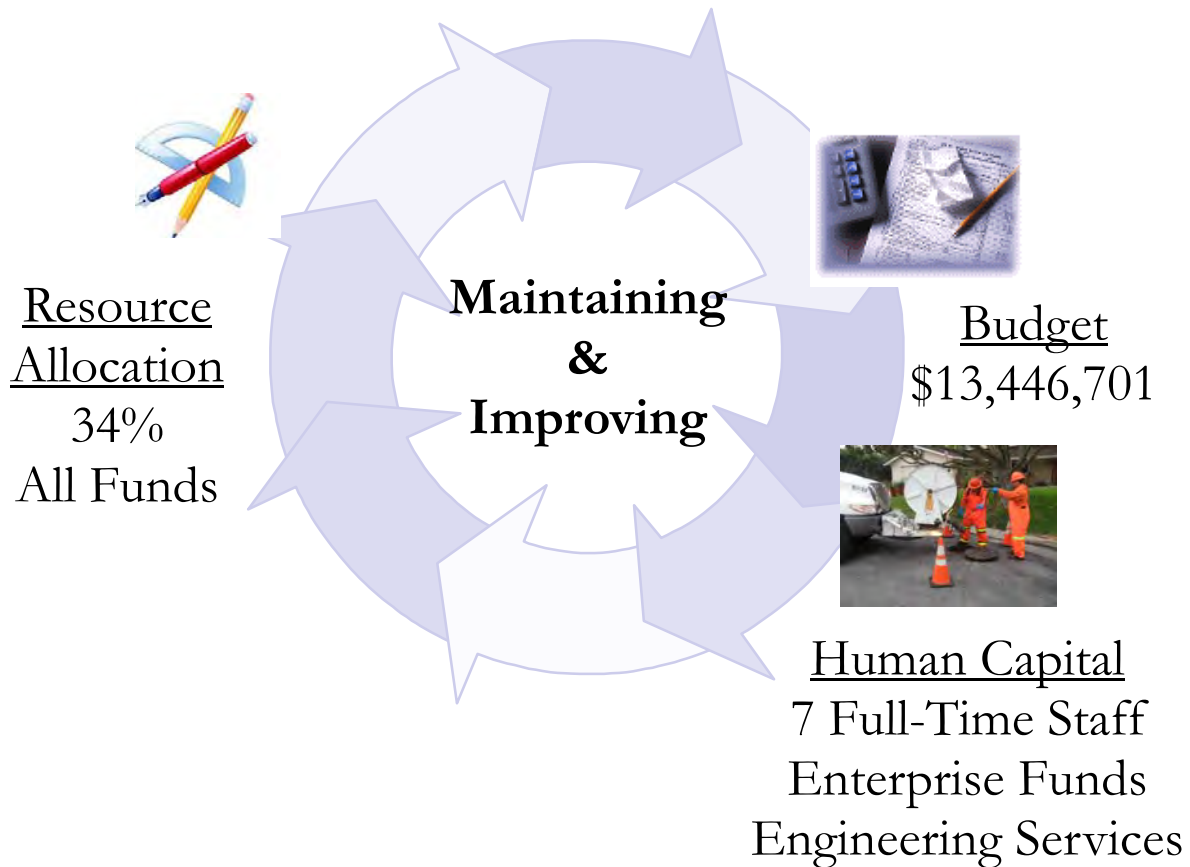
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# A Focus On Strategy

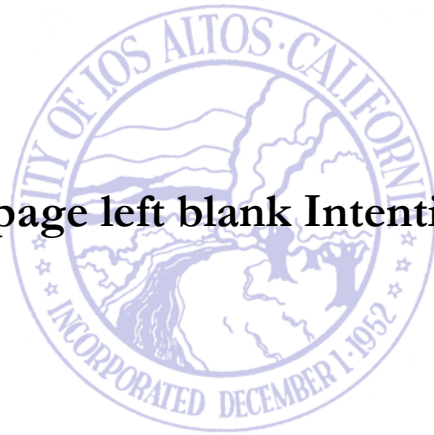
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## Enterprise & Other Services



Sewer  
Storm Drain  
Solid Waste  
Capital Projects  
Internal & Other Funds

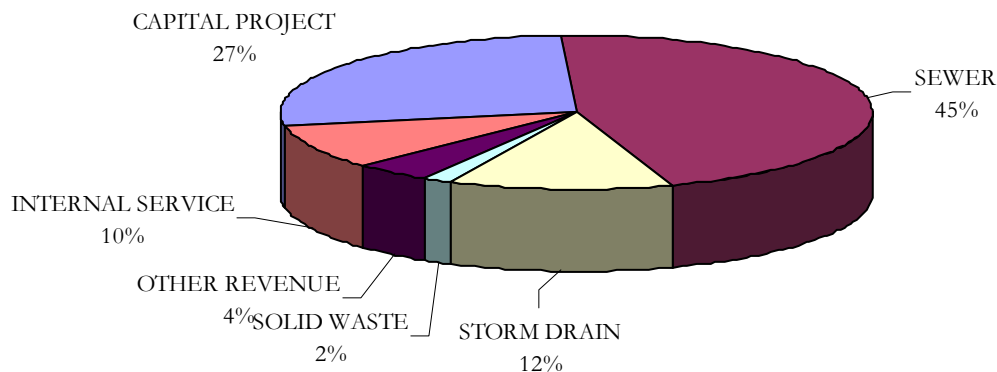
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# Enterprise & Other Services

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

FY 2009-2010 Budget- Enterprise & Other Services



	06-07	07-08	08-09	09-10	%
<b>OTHER FUND EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>CHANGE</b>
SEWER	3,712,126	3,886,252	6,515,208	6,113,299	-6%
SOLID WASTE	1,575,440	1,609,295	1,840,180	1,666,770	-9%
STORM DRAIN	139,463	173,191	200,398	233,732	17%
CAPITAL PROJECTS	2,202,956	3,290,162	5,380,982	3,620,000	-33%
INTERNAL & OTHER REVENUE	986,480	2,113,469	1,306,325	1,812,900	39%
<b>TOTAL OTHER FUNDS &amp; SERVICES</b>	<b>8,616,464</b>	<b>11,072,369</b>	<b>15,243,093</b>	<b>13,446,701</b>	<b>-12%</b>

	06-07	07-08	08-09	09-10	%
<b>ENTERPRISE REVENUE</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROPOSED</b>	<b>CHANGE</b>
SEWER	5,082,581	4,716,459	4,160,000	5,499,330	32%
SOLID WASTE	1,517,347	1,574,054	1,522,215	1,546,471	2%
STORM DRAIN	0	0	0	0	-
	<b>6,599,928</b>	<b>6,290,513</b>	<b>5,682,215</b>	<b>7,045,800</b>	<b>24%</b>

# Sewer Services

## What We Do

### Goal

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



### FY 09-10 Initiatives

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

### Service Program



The Sewer Collection System Maintenance Division is comprised of one lead worker and four maintenance workers. They maintain the City's sewer system which consists of approximately 140 miles of pipe, ranging from 6 inches to 42 inches in diameter and two pump stations (Pine Lane and Van Buren). The City provides sewer service to most businesses and residents within the City as well as unincorporated areas within the City's sphere of influence. The City's sewer system also receives some flow from the City of Mountain View and the Town of Los Altos Hills. Collected sewage is conveyed to the Palo Alto Regional Water Quality Control Plant for treatment.

In addition to maintaining its own sewer system, the City provides maintenance and emergency response services for a portion of the City's sewer system.



# Resources



Dollars

COST CATEGORY	06-07	07-08	08-09	09-10	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
PERSONNEL SERVICES	501,586	634,253	791,443	685,078	-13%
SERVICE AND SUPPLIES	2,617,149	2,537,509	3,039,765	3,243,721	7%
CAPITAL EQUIPMENT	3,256	7,347	90,000	8,000	-91%
CAPITAL PROJECTS	590,134	707,143	2,594,000	2,176,500	-16%
<b>SEWER SERVICES</b>	<b>3,712,126</b>	<b>3,886,252</b>	<b>6,515,208</b>	<b>6,113,299</b>	<b>-6.2%</b>

People

Positions	06-07	07-08	08-09	09-10
Leadworker	1	1	1	1
Maint Supervisor	.5	.5	.5	-
Maintenance Worker II	4	4	4	4
Associate Engineer	1.25	1.25	1.25	1.25
<b>Total FTEs</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.25</b>



In FY 2008-09 Sewer Services: maintained 140 miles of sewage collection system serving the City of Los Altos, Town of Los Altos Hills and portion of the unincorporated area of Santa Clara County, and performed cleaning maintenance cycles on all 6" to 10" sewer lines and maintained 30, 60 and 90-day schedules for trouble spot locations in all maintained areas.

Sewer Services provides 24 hour emergency response for all residential and commercial users of the Los Altos sewer system. The division responded to 194 sewer lateral calls and 595 hours were spent in handling these calls.

The FY 2009-2010 budget reflects the re-assignment of 1/2 position to the Street division in alignment with current workload demands. This division also accounts for significant capital project expenditures which aim to maintain the City's sewer lines and systems. FY 2009-2010 capital improvement projects come in at nearly \$2.2 million and include \$1.2 million for South Sewer Main Replacements and annual line maintenance.

Things  
You  
Should  
Know

# Storm Drain

## What We Do

### Goal

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



### FY 09-10 Initiatives

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

### Service Program



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

# Resources



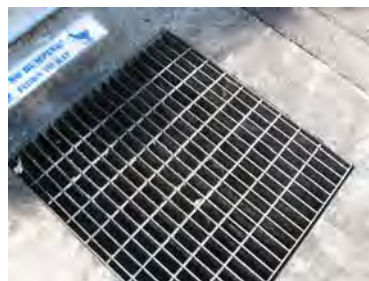
Dollars

COST CATEGORY	06-07	07-08	08-09	09-10	%
	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
PERSONNEL SERVICES	79,347	112,639	114,630	128,995	13%
SERVICE AND SUPPLIES	60,116	60,552	85,768	104,737	22%
CAPITAL OUTLAY	-	-	-	-	-
<b>STORM DRAIN</b>	<b>139,463</b>	<b>173,191</b>	<b>200,398</b>	<b>233,732</b>	<b>17%</b>

People

Positions	06-07	07-08	08-09	09-10
Maintenance Worker I	.5	.5	.5	.5
Senior/Assoc Engineer	.5	.5	.5	.5
-	-	-	-	-
<b>Total FTE</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Things  
You  
Should  
Know



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

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

# Solid Waste

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Provide for the administration of the City's solid waste franchise agreement
- Collect and pass through adequate funds to pay all solid waste disposal costs
- Prepare annual state required compliance reporting—Comply with AB939 diversion goal
- Monitor and administer the Street Sweeping service contract
- Solicit proposals for a replacement collection service franchise in recognition of a September 2010 expiration date for existing contract
- Coordinate periodic Household Hazardous Waste Collection events
- Remain engaged in county wide waste collection updates and diversion methods
- Ensure that Solid Waste services are provided in a manner consistent with City expectations, guidelines, industry standards, and legal requirements.

### Service Program



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

Business Certification program and Household Hazardous Waste Collection program.

# Resources



Dollars

COST CATEGORY	06-07 ACTUAL	07-08 ACTUAL	08-09 BUDGET	09-10 PROPOSED	% CHANGE
PERSONNEL SERVICES	39,465	44,073	66,480	125,800	89%
SERVICE AND SUPPLIES	1,535,974	1,565,222	1,773,700	1,540,970	-13%
CAPITAL OUTLAY	-	-	-	-	-
<b>SOLID WASTE</b>	<b>1,575,440</b>	<b>1,609,295</b>	<b>1,840,180</b>	<b>1,666,770</b>	<b>-9%</b>

People

Positions	06-07	07-08	08-09	09-10
Assistant Public Works Dir	.25	.25	.25	-
Engineering Services Mgr.	-	-	-	.25
<b>Total FTE</b>	<b>.25</b>	<b>.25</b>	<b>.25</b>	<b>.25</b>

A review of the budget for Solid Waste indicates that \$48,000 has been included to engage part-time staffing to assist in the Request For Proposal in anticipation of the upcoming collection services contract bid process.



Additionally, part-time dollars have been included for downtown litter collection services.

Things  
You  
Should  
Know

This budget includes contract costs for residential waste hauling services, street sweeping, county hazardous waste disposal, weekend litter removal and downtown receptacle services.

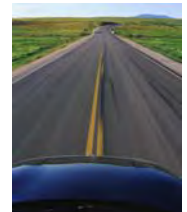
The overall 9% reduction in the budget reflects lower disposal tonnage quantities in line with current trends and general economic conditions. Costs of collection have remained flat and disposal costs have dropped accordingly. The goal of this program is to maintain the stability of the Solid Waste Fund into the next contract period.

# Capital Projects

## What We Do

### Goal

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



### FY 09-10 Initiatives

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

### Service Program



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

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

# Resources



Dollars

	06-07	07-08	08-09	09-10	%
PROGRAM EXPENDITURES	ACTUAL	ACTUAL	BUDGET	PROPOSED	CHANGE
CAPITAL PROJECTS FUND	2,177,528	3,196,569	4,945,482	3,620,000	-27%
EQUIPMENT REPLACEMENT FUND	24,487	22,306	435,500	0	-100%
COMMUNITY FACILITY RENEWAL FUND	942	71,287	0	0	-
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>2,202,956</b>	<b>3,290,162</b>	<b>5,380,982</b>	<b>3,620,000</b>	<b>-33%</b>

People

Positions	06-07	07-08	08-09	09-10
	-	-	-	-
	-	-	-	-
<b>Total FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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



The Capital Project Funds provide a very specific and distinct domicile for the City's most material general infrastructure renewal, replacement, and maintenance costs. The summary section of this budget includes a detailed listing of the projects proposed for FY 2009-10 and the fund balance schedule in that same section provides a projection of available fund balances.

Things  
You  
Should  
Know

Some of the key projects proposed for FY 2009-10 include: nearly \$500,000 in annual street and concrete resurfacing projects, \$750,000 for improvements to San Antonio Walkway and Median Improvements, \$600,000 in pedestrian and bicycle transportation projects, and over \$1 million for park improvements and potential park land expansion.

# Internal & Other Funds

## What We Do

### Goal

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



### FY 09-10 Initiatives

- Account for the City's Risk Management functions including Workers' Compensation and General Liability
- Account for Special Revenue funds received through State, County, Federal subventions, and grants in line with financial industry standards
- Facilitate the accounting of the City's debt service obligations
- Coordinate the proper application of special revenue dollars to Capital Projects in line with related conditions and reporting requirements



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

### Service Program

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

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



# Resources



Dollars

	06-07	07-08	08-09	08-09	09-10	%
FUND EXPENDITURES	ACTUAL	ACTUAL	BUDGET	ACTUAL	PROPOSED	CHANGE
SPECIAL REVENUE FUNDS	172,316	271,493	60,000	13,160	526,100	777%
RISK MANAGEMENT FUNDS	398,933	923,234	875,000	481,639	960,000	10%
DENTAL & UNEMPLOYMENT FUNDS	79,153	123,221	100,760	44,958	119,000	18%
DEBT SERVICE FUNDS	336,078	795,521	270,565	71,719	207,800	-23%
<b>TOTAL INTERNAL &amp; OTHER FUNDS</b>	<b>966,480</b>	<b>2,113,469</b>	<b>1,306,325</b>	<b>611,477</b>	<b>1,812,900</b>	<b>39%</b>

People

Positions	06-07	07-08	08-09	09-10
-	-	-	-	-
-	-	-	-	-
<b>Total FTE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



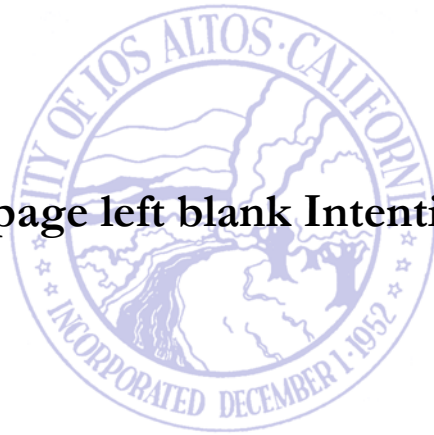
The increase in the Special Revenue Fund budget is mostly due to the anticipation of utilizing \$400,000 of existing Traffic Impact Fee dollars towards collector traffic calming projects in the course of the next year. In so far as these dollars are subject to disposition deadlines, their use is expected within the next twelve month period.

Things  
You  
Should  
Know

Risk Management dollars have increased by 10% in recognition of rising cost trends. Additionally, \$10,000 has been proposed for FY 2009-10 to conduct an actuarial study of the City's Workers' Compensation and Liability exposure as a basis for updating the assessment of our fiscal obligations.

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

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## MEMORANDUM

**DATE:** May 19, 2009  
**TO:** City Council  
**FROM:** James Walgren, Assistant City Manager

**SUBJECT: CAPITAL IMPROVEMENT PROGRAM**

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Attached is a draft three-year Capital Improvement Program projects list. Management staff are recommending a three-year plan as opposed to Los Altos' standard five-year plan as a result of the current economic recession and the resulting lack of funding for capital projects. In prior years, surplus General Fund or Utility User Tax revenues were contributed to the capital projects budget. These contributions have ranged from approximately \$1.5 to \$2.5 million annually. Due to current economic conditions, and the expected decline in UUT revenues, neither surplus General Fund nor Utility User Tax monies can be relied upon as a consistent revenue source for the CIP.

Without identifying future capital projects revenue, the City will only be able to fund the activities listed for the three-year cycle. Following year three, all existing discretionary capital project funds will have been spent unless there is a significant economic recovery. Due to the estimated timing to implement projects, not all of the City Council's capital project goals are expected to be accomplished within the three years.

Even with a three-year plan, Council will note that year three is limited to primarily maintenance projects and identifying Phase I of the Community Center Master Plan implementation. It is anticipated that the City will self-fund the \$15,000,000 City Hall and seek public approval for the remainder of the Phase I development, estimated at \$65,000,000. Currently, there is \$3,665,000 in a facility replacement fund for the Community Center redevelopment. An estimated \$6,000,000 could be available from the sale of surplus lands or other assets. Thus, approximately \$5,000,000 will need to be attained from another source.

The more discretionary non-maintenance capital projects that have been removed from the former year-three list of projects have been listed as *Unscheduled – Priority 1* projects. The former year four projects are *Unscheduled – Priority 2* and so on. This was done to retain the City Council's previous priority directions and to reflect the input of City Commissions and staff's priority recommendations.

Individual project descriptions are posted on the City's website home page as Draft 2009-2011 Capital Improvement Program. Hard copies are available upon request.

Attachment

Draft CIP List of Projects

**2009-2010 CIP Project Funds**

	<b>CIP</b>	<b>Sewer</b>	<b>TIF</b>	<b>Gas Tax</b>	<b>Grants</b>	<b>Internal</b>	<b>Park Fees</b>	<b>TOTAL</b>
Annual Street Resurfacing	\$280,500			\$280,500				\$561,000
Annual Street Striping								
Annual Concrete Repair	\$150,000							\$150,000
Annual Sewer Main Repair		\$348,000						\$348,000
Annual Sewer Main Video		\$343,000						\$343,000
Annual Sewer Root Foaming		\$313,000						\$313,000
Annual ADA Accessibility								
Annual NTMP Projects	\$50,000							\$50,000
Annual Special Projects and Studies	\$50,000							\$50,000
San Antonio Road Sidewalk	\$750,000							\$750,000
El Monte Avenue Bicycle Lane	\$86,000							\$86,000
Oak Avenue Pedestrian and Bicycle	\$50,000				\$450,000			\$500,000
Bicycle Transportation Plan Update	\$26,000							\$26,000
Collector Street Traffic Calming			\$400,000					\$400,000
Audible Pedestrian Signals					\$144,000			\$144,000
South Sewer Main Replacement		\$1,172,500						\$1,172,500
Patriot Corner Renovation							\$282,000	\$282,000
Lincoln Park Acquisition							\$900,000	\$900,000
Municipal Service Center Fuel Station	\$180,000							\$180,000
<b>TOTAL</b>	<b>\$1,622,500</b>	<b>\$2,176,500</b>	<b>\$400,000</b>	<b>\$280,500</b>	<b>\$594,000</b>		<b>\$1,182,000</b>	<b>\$6,255,500</b>

## 2010-2011 CIP Project Funding

	CIP	Sewer	TIF	Gas Tax	Grants	Internal	Park Fees	TOTAL
Annual Street Resurfacing	\$150,000			\$175,000				\$325,000
Annual Street Striping								\$0
Annual Concrete Repair	\$150,000							\$150,000
Annual Sewer Main Repair		\$358,000						\$358,000
Annual Sewer Main Video		\$343,000						\$343,000
Annual Sewer Root Foaming		\$322,000						\$322,000
Annual ADA Accessibility					\$85,000			\$85,000
Annual NTMP Projects	\$50,000							\$50,000
Annual Special Projects and Studies	\$50,000							\$50,000
Biennial Street Slurry Seal	\$125,000			\$125,000				\$250,000
Miramonte Avenue Path	\$331,200				\$1,324,800			\$1,656,000
Homestead Road Medians and Path					\$216,000			\$216,000
Downtown First Street	\$3,363,000							\$3,363,000
Carmel Terrace SR2S	\$43,500				\$391,500			\$435,000
South Sewer Main Replacement		\$1,172,500						\$1,172,500
Fallen Leaf Lane Sewer Main		\$430,000						\$430,000
Skate Park							\$382,000	\$382,000
Sewer Master Plan Update		\$150,000						\$150,000
Pedestrian Master Plan	\$25,000							\$25,000
<b>TOTAL</b>	<b>\$4,287,700</b>	<b>\$2,775,500</b>		<b>\$300,000</b>	<b>\$2,017,300</b>		<b>\$382,000</b>	<b>\$9,762,500</b>

## 2011-2012 CIP Project Funding

	CIP	Sewer	TIF	Gas Tax	Grants	Internal	Park Fees	TOTAL
Annual Street Resurfacing	\$150,000			\$225,000				\$375,000
Annual Street Striping				\$75,000				\$75,000
Annual Concrete Repair	\$150,000							\$150,000
Annual Sewer Main Repair		\$369,000						\$369,000
Annual Sewer Main Video		\$343,000						\$343,000
Annual Sewer Root Foaming		\$332,000						\$332,000
Annual ADA Accessibility					\$85,000			\$85,000
Annual NTMP Projects	\$50,000							\$50,000
Annual Special Projects and Studies	\$50,000							\$50,000
Sewer Collection System Update		\$942,000						\$942,000
Community Center - Phase I						\$5,000,000		\$5,000,000
<b>TOTAL</b>	<b>\$400,000</b>	<b>\$1,986,000</b>		<b>\$300,000</b>	<b>\$85,000</b>	<b>\$5,000,000</b>		<b>\$6,829,000</b>

<b>Unscheduled - Priority 1</b>	<b>CIP</b>	<b>Sewer</b>	<b>TIF</b>	<b>Gas Tax</b>	<b>Grants</b>	<b>Internal</b>	<b>Park Fees</b>	<b>TOTAL</b>
Grant Road Bicycle Lane	\$65,000							\$65,000
Covington Road Bicycle Path	\$414,000							\$414,000
Foothill Expressway Landscaping	\$590,000							\$590,000
Collector Traffic Calming Master Plan	\$110,000							\$110,000
Loyola Corners Streetscape	\$1,265,525							\$1,265,525
San Antonio Road Left Turn Lane			\$236,000					\$236,000
McKenzie Park Renovation							\$390,360	\$390,360
Marymeade Park Renovation							\$269,400	\$269,400
Intersection Bicycle Loops	\$118,000							\$118,000
Sewer Collection System Upgrade		\$943,000						\$943,000
<b>TOTAL</b>	<b>\$2,562,525</b>	<b>\$943,000</b>					<b>\$659,760</b>	<b>\$4,401,285</b>

<b>Unscheduled - Priority 2</b>	<b>CIP</b>	<b>Sewer</b>	<b>TIF</b>	<b>Gas Tax</b>	<b>Grants</b>	<b>Internal</b>	<b>Park Fees</b>	<b>TOTAL</b>
St. Joseph Avenue Traffic Calming	\$35,000				\$311,000			\$346,000
City Alley Resurfacing	\$270,000							\$270,000
LAHS/Montclair Tennis Court Lights	\$98,400							\$98,400
Downtown Parking Lots Slurry Seal	\$304,000							\$304,000
Portland Avenue Pathway	\$346,000							\$346,000
Montclair Park Renovation	\$157,000							\$157,000
Heritage Oaks Park Renovation	\$64,000						\$64,000	\$128,000
Sewer Collection System Upgrade		\$970,000						\$970,000
<b>TOTAL</b>	<b>\$1,274,400</b>	<b>\$970,000</b>		<b>\$0</b>			<b>\$64,000</b>	<b>\$2,619,400</b>

<b>Unscheduled - Priority 3</b>	<b>CIP</b>	<b>Sewer</b>	<b>TIF</b>	<b>Gas Tax</b>	<b>Grants</b>	<b>Internal</b>	<b>Park Fees</b>	<b>TOTAL</b>
Springer Road Path – Berry Avenue	\$576,000							\$576,000
El Monte Avenue/Cuesta Drive Signal	\$100,000							\$100,000
Traffic Signal Battery Backup	\$132,000							\$132,000
Grant Park Renovation							\$194,000	\$194,000
Village Plaza							\$3,350,000	\$3,350,000
Sewer Collection System Upgrade		\$1,000,000						\$1,000,000
Downtown Beautification Design	\$30,000							\$30,000
NPDES Compliance	\$260,000							\$260,000
Municipal Service Center Fuel Station								
<b>TOTAL</b>	<b>\$1,098,000</b>	<b>\$1,000,000</b>					<b>\$3,544,000</b>	<b>\$5,642,000</b>

<b>Unscheduled - Priority 4</b>	<b>CIP</b>	<b>Sewer</b>	<b>TIF</b>	<b>Gas Tax</b>	<b>Grants</b>	<b>Internal</b>	<b>Park Fees</b>	<b>TOTAL</b>
Springer Road Sidewalk	\$124,000							\$124,000
San Antonio Club Remodel	\$574,080							\$574,080
El Monte Avenue Traffic Calming	\$1,000,000							\$1,000,000
Fremont Avenue Traffic Calming			\$2,650,000					\$2,650,000
Neighborhood Pathways	\$222,000							\$222,000
Redwood Grove Bridge Replacement	\$252,000							\$252,000
MSC Living Wall and Storage Sheds	\$190,000							\$190,000
Grant Road Traffic Calming			\$2,035,000					\$2,035,000
Springer Road Traffic Calming	\$100,000				\$450,000			\$550,000
Windimer Drainage Channel	\$71,000							\$71,000
Village Plaza	\$3,350,000							\$3,350,000
<b>TOTAL</b>	<b>\$5,883,080</b>				<b>\$450,000</b>			<b>\$11,018,080</b>