



**2013 - 2015  
Biennial Financial Plan  
2013 - 2018 Capital  
Improvement Program**

**City of Los Altos**

2013-2015  
FINANCIAL PLAN



2013-2018 CAPITAL IMPROVEMENT PROGRAM

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# ELECTED OFFICIALS & EXECUTIVE STAFF

<b>ELECTED OFFICIALS</b>		<b>TERM ENDS</b>
Mayor	Jarrett Fishpaw	November 2014
Mayor Pro Tem	Megan Satterlee	November 2016
Council Members	Jeannie Bruins	November 2016
	Val Carpenter	November 2014
	Jan Pepper	November 2016

## EXECUTIVE TEAM

City Manager	Marcia Somers
City Attorney	Jolie Houston
Assistant City Manager/Community Development Director	James Walgren
Assistant City Manager/Human Resources Director	J. Logan
Chief of Police	Tuck Younis
Finance Director	Russell J. Morreale
Public Works Director	Jim Gustafson
Recreation Director	Beverly Tucker



## 2013 CITY COUNCIL PRIORITIES

1. Continue prudent fiscal management
  - a. Evaluate options for pension sustainability
  - b. Conduct an analysis of 10-year Property Tax projections
  - c. Establish a 10-year Asset Replacement Plan
  - d. Consider development of a Facility Replacement Fund
2. Determine a viable plan to redevelop the Civic Center facilities
  - a. Evaluate strategies to develop the Recreation Center as part of the first phase of improvements
  - b. Determine a time schedule for implementing the first phase of improvements
3. Maintain and foster vibrant Commercial Districts
  - a. Determine the preferred wayfinding signage program and implementation steps
  - b. Explore public/private partnerships to enhance economic development throughout the City, to include, but not be limited to, the Loyola Corners business district
  - c. Continue to foster and further develop processes to manage public/private development opportunities
4. Encourage and employ effective community engagement practices
  - a. Launch the redesigned City website
  - b. Continue implementation of best practices with Commissions and Committees
  - c. Explore new and/or revised methods to solicit public input regarding City services and projects
5. Enhance prioritization and management of transportation projects
  - a. Implement the Downtown Parking Management Plan results, as appropriate
  - b. Refine the process for review of transportation/circulation projects

# City of Los Altos Organizational Chart



**A Great Place to Live & to Raise a Family**



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# Fiscal Plan Highlights

## Capital Projects

\$4M Total  
\$1.4M CIP Fund  
\$0.8M Grants  
\$1.8M Sewer Fund

## Enterprise Funds

Sewer Fund remains healthy  
Storm Fund reserves depleted  
Five-Year Sewer Master Plan updated

**Responsive**  
**Responsible**  
**Accountable**  
**Vigilant**

## General Fund

Balanced  
Vigilant posture  
Services maintained  
Modest equipment purchases

## Human Capital

No staffing increases - strategic hiring  
12 Deferred hires  
Pension reform underway  
Final PERS Side-Fund pay-down

## HIGHLIGHTS

Two-Year Financial Plan and a Multi-Year forecast  
General Fund reserves @ 20% achieved  
OPEB funding continued  
Department requests minimal  
Significant CalPERS increases expected - \$600,000 PERS Reserve established  
Increasing Fire contract costs  
Capital projects reformatted, funded & fiscally achievable

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# What We Have

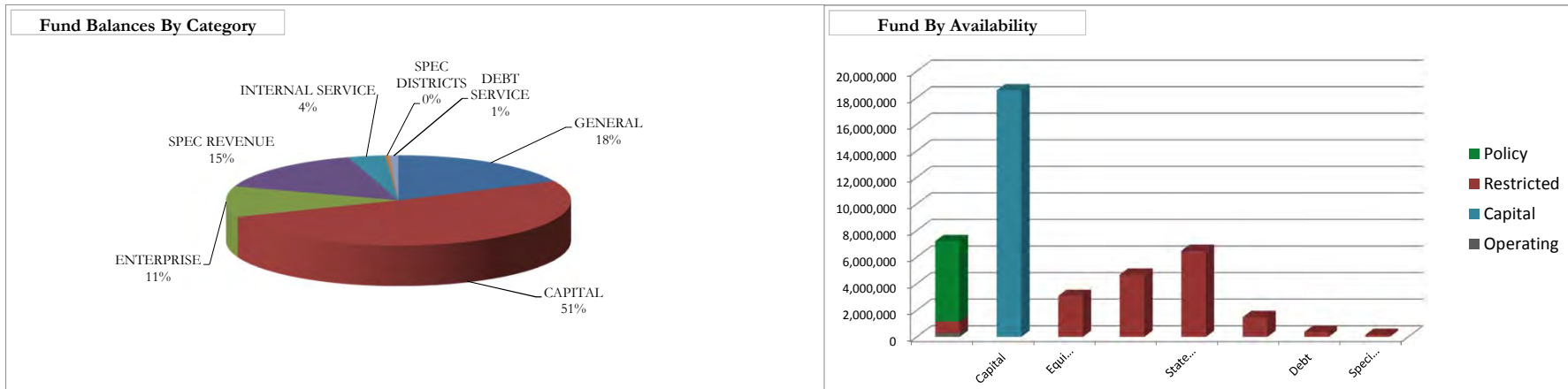


## FY2013/14 PROJECTED FUND BALANCES AND RESERVES

FUNDS	BEG. BALANCE	REVENUE	EXPENSES	CAPITAL PROJECTS	TRSFRS	PRIOR YR CIPS	PROJECTED BALANCE 6/30/2014	USE OF RESERVES	UNRESTRICTED BALANCE	RESTRICTED BALANCE
<b>GENERAL FUND</b>										
- Unreserved	1,121,091	30,453,182	(29,739,354)		(107,875)		1,727,044	(1,450,000)	277,044	0
- Operating Commitments	0				0		0	0		0
- Operating Reserve	5,725,000				0		5,725,000	300,000		6,025,000
- State Revenue Stabilization Reserve	0				0		0	0		0
- OPEB Reserve	750,000				0		750,000	100,000		850,000
- Inventory & Veterans Reserve	45,861				0		45,861	0		45,861
- PERS Reserve	0				0		0	450,000		450,000
<b>TOTAL GENERAL FUND</b>	<b>7,641,952</b>	<b>30,453,182</b>	<b>(29,739,354)</b>	<b>0</b>	<b>(107,875)</b>	<b>0</b>	<b>8,247,905</b>	<b>(600,000)</b>	<b>277,044</b>	<b>7,370,861</b>
CAPITAL PROJECTS FUND	2,545,626	175,000	(50,000)	(1,422,500)	0	0	1,248,126	150,000	1,398,126	
EQUIPMENT REPLACEMENT FUND	3,083,866	0	(300,000)	0	0	0	2,783,866	300,000		3,083,866
FACILITY FUND	0	0	0	0	0	0	0	0		
COMMUNITY FACILITY RENEWAL FUND	7,065,592	0	0	0	0	0	7,065,592	0	7,065,592	0
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>12,695,085</b>	<b>175,000</b>	<b>(350,000)</b>	<b>(1,422,500)</b>	<b>0</b>	<b>0</b>	<b>11,097,585</b>	<b>450,000</b>	<b>8,463,718</b>	<b>3,083,866</b>
SEWER FUND	2,200,000	5,655,183	(3,622,305)	(1,818,330)	0	0	2,414,548	0		2,414,548
SOLID WASTE FUND	1,870,711	831,700	(440,311)	0	0	0	2,262,100	0		2,262,100
STORM FUND	0	0	(257,475)	0	257,475	0	0	0		0
<b>TOTAL ENTERPRISE FUNDS</b>	<b>4,070,711</b>	<b>6,486,883</b>	<b>(4,320,091)</b>	<b>(1,818,330)</b>	<b>257,475</b>	<b>0</b>	<b>4,676,648</b>	<b>0</b>	<b>0</b>	<b>4,676,648</b>
REAL PROPERTY PROCEEDS FUND	7,355,295	2,744,400	0	0	0	0	10,099,695	0	10,099,695	0
VEHICLE IMPOUND FUND	0	26,900	0	0	(26,900)	0	0	0		0
SUPPLEMENTAL LAW ENFORCEMENT FUND	25,000	100,000	0	0	(100,000)	0	25,000	0		25,000
GAS TAX FUNDS	783,081	595,800	0	(500,000)	(190,000)	0	688,881	0		688,881
PROPOSITION 1B FUND	85,587	1,600	0	0	0	0	87,187	0		87,187
STORM DRAIN DEPOSIT FUND	56,086	0	0	0	0	0	56,086	0		56,086
COMMUNITY DEV BLOCK GRANT FUND	(0)	60,000	0	(60,000)	0	0	(0)	0		(0)
TRANSPORTATION DEVELOPMENT ACT FUND	8,853	0	0	0	0	0	8,853	0		8,853
TRAFFIC IMPACT FEE FUND	250,686	714,300	0	0	0	0	964,986	0		964,986
IN LIEU PARK FEES FUND	4,494,734	365,000	0	(282,000)	0	0	4,577,734	0		4,577,734
DOWNTOWN PARKING FUND	65,286	37,300	(50,000)	0	0	0	52,586	0		52,586
ESTATE DONATION FUND	13,097	100	0	0	0	0	13,197	0		13,197
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>13,137,706</b>	<b>4,645,400</b>	<b>(50,000)</b>	<b>(842,000)</b>	<b>(316,900)</b>	<b>0</b>	<b>16,574,206</b>	<b>0</b>	<b>10,099,695</b>	<b>6,474,511</b>
DENTAL PLAN FUND	145,278	105,000	(105,000)	0	0	0	145,278	0		145,278
UNEMPLOYMENT FUND	215,990	35,000	(35,000)	0	0	0	215,990	0		215,990

## FY2013/14 PROJECTED FUND BALANCES AND RESERVES

FUNDS	BEG. BALANCE	REVENUE	EXPENSES	CAPITAL PROJECTS	TRSFERS	PRIOR YR CIPS	PROJECTED BALANCE 6/30/2014	USE OF RESERVES	UNRESTRICTED BALANCE	RESTRICTED BALANCE
WORKERS COMPENSATION FUND	382,555	642,000	(595,000)	0	0	0	429,555	75,000		504,555
LIABILITY FUND	532,773	465,000	(450,000)	0	0	0	547,773	75,000		622,773
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>1,276,595</b>	<b>1,247,000</b>	<b>(1,185,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,338,595</b>	<b>150,000</b>	<b>0</b>	<b>1,488,595</b>
GENERAL DEBT FUND	368,178	0	(169,808)	0	167,300	0	365,670	0		365,670
AVALON DR. CURB & GUTTER A.D.	47,163	13,800	(13,800)	0	0	0	47,163	0		47,163
RAYMUNDO CURB & GUTTER A.D.	33,606	28,600	(28,600)	0	0	0	33,606	0		33,606
OTHER ASSESSMENT DISTRICT FUNDS	68,642	52,300	(44,200)	0	0	0	76,742	0		76,742
BLUE OAK LANE SEWER	0	0	0	0	0	0	0	0		0
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>517,588</b>	<b>94,700</b>	<b>(256,408)</b>	<b>0</b>	<b>167,300</b>	<b>0</b>	<b>523,180</b>	<b>0</b>	<b>0</b>	<b>523,180</b>
<b>GRAND TOTAL</b>	<b>39,339,637</b>	<b>43,102,165</b>	<b>(35,900,853)</b>	<b>(4,082,830)</b>	<b>0</b>	<b>0</b>	<b>42,458,118</b>	<b>0</b>	<b>18,840,457</b>	<b>23,617,662</b>

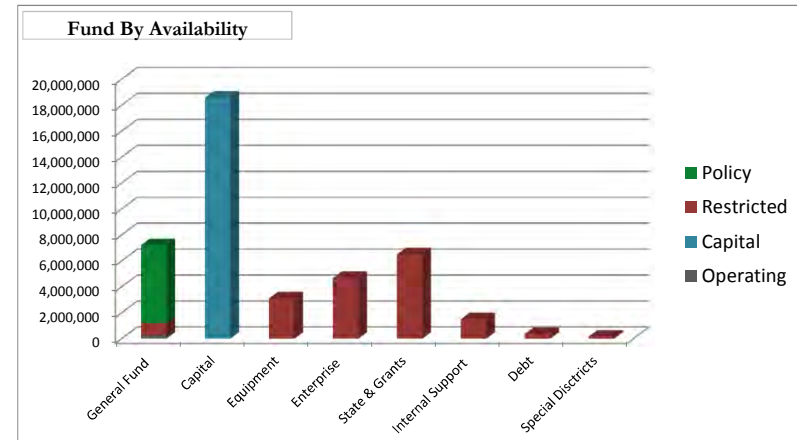
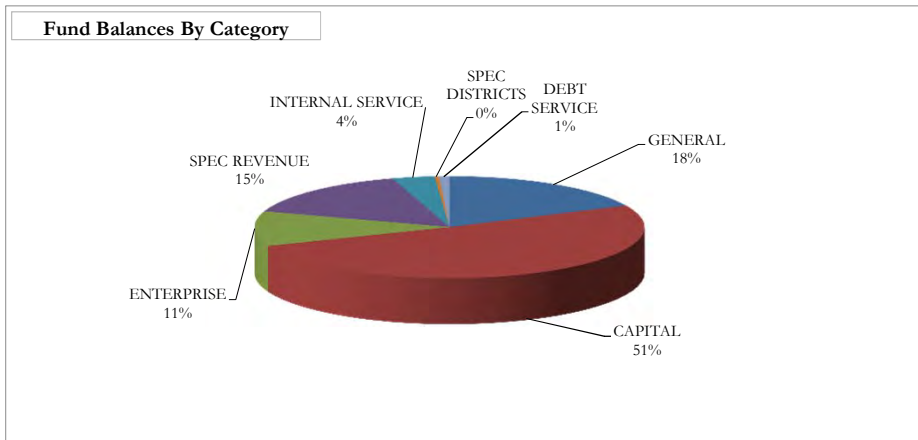


## FY2014/15 PROJECTED FUND BALANCES AND RESERVES

FUNDS	BEG. BALANCE	REVENUE	EXPENSES	CAPITAL PROJECTS	TRSFERS	PRIOR YR CIPS	PROJECTED BALANCE 6/30/2015	USE OF RESERVES	UNRESTRICTED BALANCE	RESTRICTED BALANCE
<b>GENERAL FUND</b>										
- Unreserved	277,044	31,286,300	(30,411,609)		(107,875)		1,043,860	(700,000)	343,860	0
- Operating Commitments	0				0		0	0		0
- Operating Reserve	6,025,000				0		6,025,000	150,000		6,175,000
- State Revenue Stabilization Reserve	0				0		0	0		0
- OPEB Reserve	850,000				0		850,000	0		850,000
- Inventory & Veterans Reserve	45,861				0		45,861	0		45,861
- PERS Reserve	450,000				0		450,000	150,000		600,000
<b>TOTAL GENERAL FUND</b>	<b>7,647,905</b>	<b>31,286,300</b>	<b>(30,411,609)</b>	<b>0</b>	<b>(107,875)</b>	<b>0</b>	<b>8,414,721</b>	<b>(400,000)</b>	<b>343,860</b>	<b>7,670,861</b>
CAPITAL PROJECTS FUND	1,398,126	85,000	0	(1,222,200)	0	0	260,926	350,000	610,926	
EQUIPMENT REPLACEMENT FUND	3,083,866	0	(135,000)	0	0	0	2,948,866	50,000		2,998,866
FACILITY FUND	0	0	0	0	0	0	0	0		
COMMUNITY FACILITY RENEWAL FUND	7,065,592	0	0	0	0	0	7,065,592	0	7,065,592	0
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>11,547,585</b>	<b>85,000</b>	<b>(135,000)</b>	<b>(1,222,200)</b>	<b>0</b>	<b>0</b>	<b>10,275,385</b>	<b>400,000</b>	<b>7,676,518</b>	<b>2,998,866</b>
SEWER FUND	2,414,548	5,458,300	(3,722,245)	(1,684,188)	0	0	2,466,415	0		2,466,415
SOLID WASTE FUND	2,262,100	832,000	(449,117)	0	0	0	2,644,982	0		2,644,982
STORM FUND	0	0	(257,475)	0	257,475	0	0	0		0
<b>TOTAL ENTERPRISE FUNDS</b>	<b>4,676,648</b>	<b>6,290,300</b>	<b>(4,428,837)</b>	<b>(1,684,188)</b>	<b>257,475</b>	<b>0</b>	<b>5,111,398</b>	<b>0</b>	<b>0</b>	<b>5,111,398</b>
REAL PROPERTY PROCEEDS FUND	10,099,695	66,600	0	0	0	0	10,166,295	0	10,166,295	0
VEHICLE IMPOUND FUND	0	26,900	0	0	(26,900)	0	0	0		0
SUPPLEMENTAL LAW ENFORCEMENT FUND	25,000	100,000	0	0	(100,000)	0	25,000	0		25,000
GAS TAX FUNDS	688,881	595,900	0	(645,000)	(190,000)	0	449,781	0		449,781
PROPOSITION 1B FUND	87,187	1,600	0	0	0	0	88,787	0		88,787
STORM DRAIN DEPOSIT FUND	56,086	0	0	0	0	0	56,086	0		56,086
COMMUNITY DEV BLOCK GRANT FUND	(0)	60,000	0	(60,000)	0	0	(0)	0		(0)
TRANSPORTATION DEVELOPMENT ACT FUND	8,853	1,324,800	0	(1,324,800)	0	0	8,853	0		8,853
TRAFFIC IMPACT FEE FUND	964,986	4,200	0	0	0	0	969,186	0		969,186
IN LIEU PARK FEES FUND	4,577,734	365,000	0	0	0	0	4,942,734	0		4,942,734
DOWNTOWN PARKING FUND	52,586	37,300	(50,000)	0	0	0	39,886	0		39,886
ESTATE DONATION FUND	13,197	100	0	0	0	0	13,297	0		13,297
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>16,574,206</b>	<b>2,582,400</b>	<b>(50,000)</b>	<b>(2,029,800)</b>	<b>(316,900)</b>	<b>0</b>	<b>16,759,906</b>	<b>0</b>	<b>10,166,295</b>	<b>6,593,611</b>

## FY2014/15 PROJECTED FUND BALANCES AND RESERVES

FUNDS	BEG. BALANCE	REVENUE	EXPENSES	CAPITAL PROJECTS	TRSFERS	PRIOR YR CIPS	PROJECTED BALANCE 6/30/2015	USE OF RESERVES	UNRESTRICTED BALANCE	RESTRICTED BALANCE
DENTAL PLAN FUND	145,278	105,000	(105,000)	0	0	0	145,278	0		145,278
UNEMPLOYMENT FUND	215,990	35,000	(35,000)	0	0	0	215,990	0		215,990
WORKERS COMPENSATION FUND	504,555	642,000	(595,000)	0	0	0	551,555	0		551,555
LIABILITY FUND	622,773	465,000	(450,000)	0	0	0	637,773	0		637,773
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>1,488,595</b>	<b>1,247,000</b>	<b>(1,185,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,550,595</b>	<b>0</b>	<b>0</b>	<b>1,550,595</b>
GENERAL DEBT FUND	365,670	0	(166,958)	0	167,300	0	366,012	0		366,012
AVALON DR. CURB & GUTTER A.D.	47,163	13,800	(13,800)	0	0	0	47,163	0		47,163
RAYMUNDO CURB & GUTTER A.D.	33,606	28,600	(28,600)	0	0	0	33,606	0		33,606
OTHER ASSESSMENT DISTRICT FUNDS	76,742	52,300	(44,200)	0	0	0	84,842	0		84,842
BLUE OAK LANE SEWER	0	0	0	0	0	0	0	0		0
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>523,180</b>	<b>94,700</b>	<b>(253,558)</b>	<b>0</b>	<b>167,300</b>	<b>0</b>	<b>531,622</b>	<b>0</b>	<b>0</b>	<b>531,622</b>
<b>GRAND TOTAL</b>	<b>42,458,118</b>	<b>41,585,700</b>	<b>(36,464,004)</b>	<b>(4,936,188)</b>	<b>0</b>	<b>0</b>	<b>42,643,626</b>	<b>0</b>	<b>18,186,673</b>	<b>24,456,953</b>





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# Revenue Sources

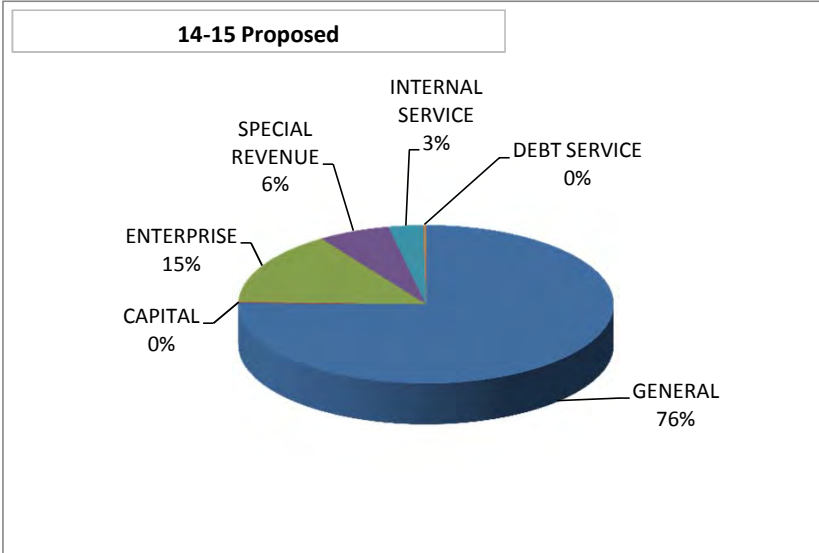
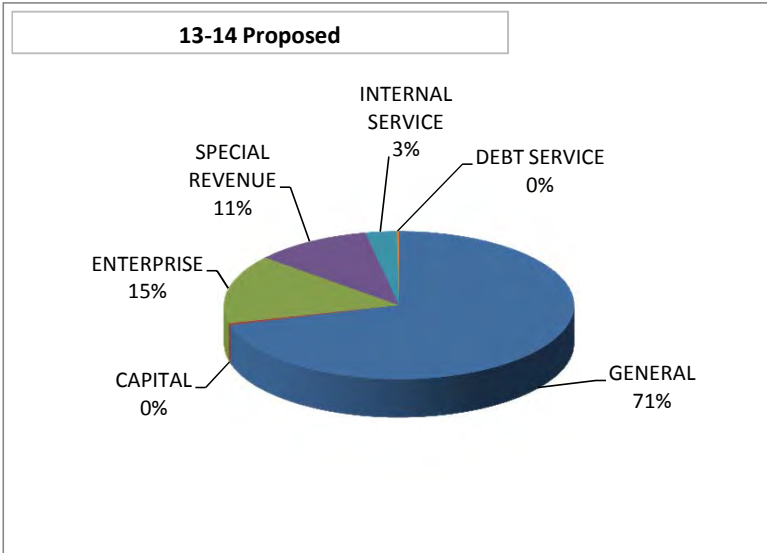


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## REVENUE BY FUND TYPE

FUNDS	10-11	11-12	12-13	13-14	14-15	12-13 to 13-14		13-14 to 14-15	
	ACTUAL	ACTUAL	BUDGET	PROPOSED	PROPOSED	CHG \$	CHG %	CHG \$	CHG %
<b>GENERAL</b>	28,661,097	28,919,010	29,917,093	30,453,182	31,286,300	536,089	1.79%	833,118	2.74%
<b>CAPITAL</b>	570,330	4,370,639	136,000	175,000	85,000	39,000	28.68%	(90,000)	-51.43%
<b>ENTERPRISE</b>	5,875,713	5,361,770	5,817,366	6,486,883	6,290,300	669,517	11.51%	(196,583)	-3.03%
<b>SPECIAL REVENUE</b>	1,908,191	1,991,569	2,222,608	4,645,400	2,582,400	2,422,792	109.01%	(2,063,000)	-44.41%
<b>INTERNAL SERVICE</b>	1,083,354	1,222,875	1,279,800	1,247,000	1,247,000	(32,800)	-2.56%	0	0.00%
<b>DEBT SERVICE</b>	92,806	89,101	94,790	94,700	94,700	(90)	-0.09%	0	0.00%
<b>GRAND TOTAL</b>	<b>\$ 38,191,491</b>	<b>\$ 41,954,964</b>	<b>\$ 39,467,657</b>	<b>\$ 43,102,165</b>	<b>\$ 41,585,700</b>	<b>\$ 3,634,508</b>	<b>9.21%</b>	<b>\$ (1,516,465)</b>	<b>-3.52%</b>

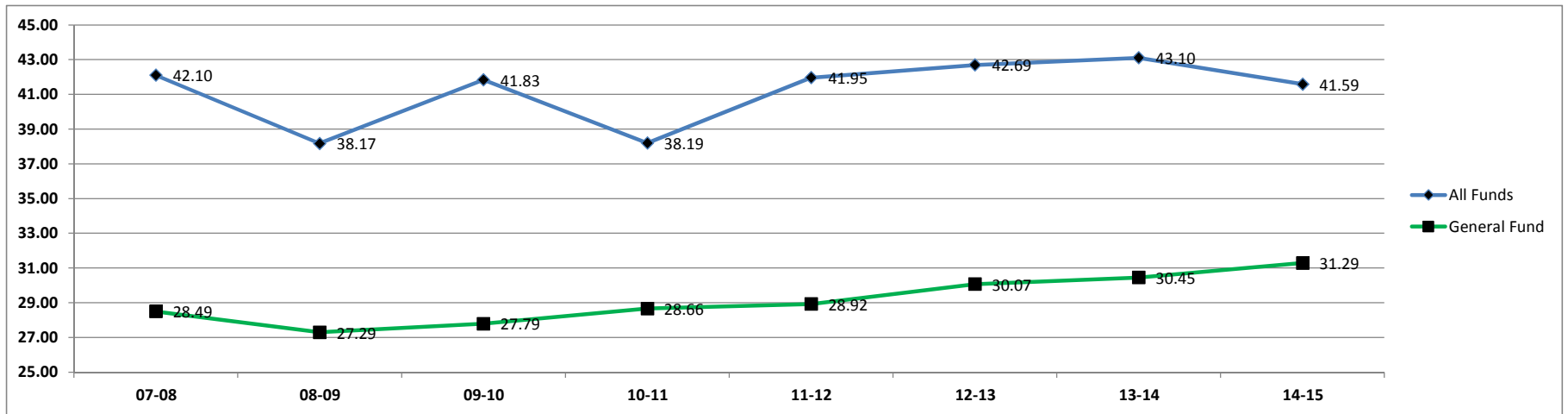


## REVENUE BY FUND

FUNDS	10-11	11-12	12-13	13-14	14-15	12-13 to 13-14		13-14 to 14-15	
	ACTUAL	ACTUAL	BUDGET	PROPOSED	PROPOSED	CHG \$	CHG %	CHG \$	CHG %
GENERAL FUND	28,661,097	28,919,010	29,917,093	30,453,182	31,286,300	536,089	1.79%	833,118	2.74%
<b>TOTAL GENERAL FUND</b>	<b>28,661,097</b>	<b>28,919,010</b>	<b>29,917,093</b>	<b>30,453,182</b>	<b>31,286,300</b>	<b>536,089</b>	<b>1.79%</b>	<b>833,118</b>	<b>2.74%</b>
CAPITAL PROJECTS FUND	570,330	970,639	136,000	175,000	85,000	39,000	28.68%	(90,000)	-51.43%
FACILITY FUND	0	0	0	0	0	0	0.00%	0	0.00%
COMMUNITY FACILITY RENEWAL FUND	0	3,400,000	0	0	0	0	0.00%	0	0.00%
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>570,330</b>	<b>4,370,639</b>	<b>136,000</b>	<b>175,000</b>	<b>85,000</b>	<b>39,000</b>	<b>28.68%</b>	<b>(90,000)</b>	<b>-51.43%</b>
SEWER FUND	4,874,997	4,531,834	4,961,171	5,655,183	5,458,300	694,012	13.99%	(196,883)	-3.48%
SOLID WASTE FUND	1,000,716	829,936	856,195	831,700	832,000	(24,495)	-2.86%	300	0.04%
STORM FUND	0	0	0	0	0	0	0.00%	0	0.00%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>5,875,713</b>	<b>5,361,770</b>	<b>5,817,366</b>	<b>6,486,883</b>	<b>6,290,300</b>	<b>669,517</b>	<b>11.51%</b>	<b>(196,583)</b>	<b>-3.03%</b>
REAL PROPERTY PROCEEDS FUND	345,781	143,088	80,487	2,744,400	66,600	2,663,913	3309.74%	(2,677,800)	-97.57%
VEHICLE IMPOUND FUND	21,608	21,279	45,000	26,900	26,900	(18,100)	-40.22%	0	0.00%
SUPPLEMENTAL LAW ENFORCEMENT FUND	100,000	100,000	100,000	100,000	100,000	0	0.00%	0	0.00%
GAS TAX FUND	687,983	834,803	493,390	595,800	595,900	102,410	20.76%	100	0.02%
PROPOSITION 1B FUND	3,869	2,233	5,500	1,600	1,600	(3,900)	-70.91%	0	0.00%
STORM DRAIN DEPOSIT FUND	0	0	0	0	0	0	0.00%	0	0.00%
COMMUNITY DEV BLOCK GRANT FUND	168,447	21,463	117,454	60,000	60,000	(57,454)	-48.92%	0	0.00%
TRANSPORTATION DEVELOPMENT ACT FUND	214,790	0	17,643	0	1,324,800	(17,643)	-100.00%	1,324,800	0.00%
TRAFFIC IMPACT FEE FUND	191,731	65,072	3,300	714,300	4,200	711,000	21545.45%	(710,100)	-99.41%
PARK-IN-LIEU PARK FUND	139,784	762,027	1,319,300	365,000	365,000	(954,300)	-72.33%	0	0.00%
DOWNTOWN PARKING FUND	33,572	41,523	40,380	37,300	37,300	(3,080)	-7.63%	0	0.00%
ESTATE DONATION FUND	626	81	154	100	100	(54)	-35.06%	0	0.00%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>1,908,191</b>	<b>1,991,569</b>	<b>2,222,608</b>	<b>4,645,400</b>	<b>2,582,400</b>	<b>2,422,792</b>	<b>109.01%</b>	<b>(2,063,000)</b>	<b>-44.41%</b>
DENTAL PLAN FUND	90,873	112,254	97,800	105,000	105,000	7,200	7.36%	0	0.00%
UNEMPLOYMENT FUND	74,860	75,353	75,000	35,000	35,000	(40,000)	-53.33%	0	0.00%

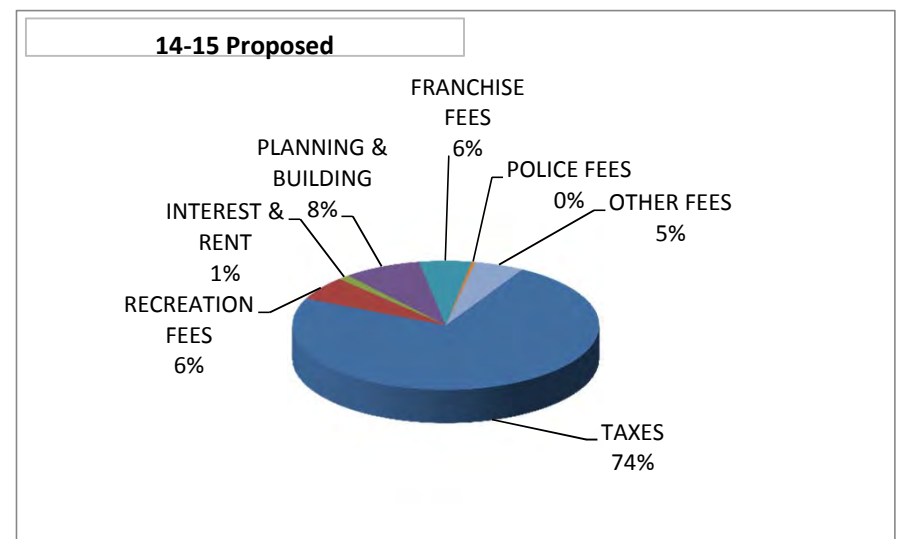
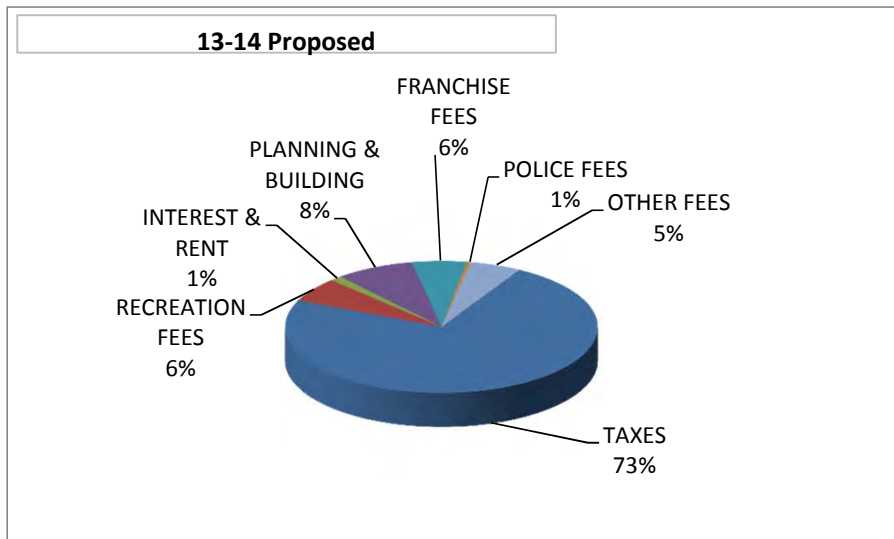
## REVENUE BY FUND

FUNDS	10-11	11-12	12-13	13-14	14-15	12-13 to 13-14		13-14 to 14-15	
	ACTUAL	ACTUAL	BUDGET	PROPOSED	PROPOSED	CHG \$	CHG %	CHG \$	CHG %
WORKERS COMPENSATION FUND	917,621	660,018	642,000	642,000	642,000	0	0.00%	0	0.00%
LIABILITY FUND	0	375,250	465,000	465,000	465,000	0	0.00%	0	0.00%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>1,083,354</b>	<b>1,222,875</b>	<b>1,279,800</b>	<b>1,247,000</b>	<b>1,247,000</b>	<b>(32,800)</b>	<b>-2.56%</b>		<b>0.00%</b>
GENERAL DEBT FUND	6	10	440	0	0	(440)	-100.00%	0	0.00%
AVALON DR. CURB & GUTTER A.D.	14,105	13,564	14,150	13,800	13,800	(350)	-2.47%	0	0.00%
RAYMUNDO CURB & GUTTER A.D.	27,311	27,423	27,840	28,600	28,600	760	2.73%	0	0.00%
BLUE OAK LANE SEWER	51,384	48,104	52,360	52,300	52,300	(60)	-0.11%	0	0.00%
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>92,806</b>	<b>89,101</b>	<b>94,790</b>	<b>94,700</b>	<b>94,700</b>	<b>(90)</b>	<b>-0.09%</b>	<b>0</b>	<b>0.00%</b>
<b>GRAND TOTAL</b>	<b>38,191,491</b>	<b>41,954,964</b>	<b>39,467,657</b>	<b>43,102,165</b>	<b>41,585,700</b>	<b>3,634,508</b>	<b>9.21%</b>	<b>(1,516,465)</b>	<b>-3.52%</b>



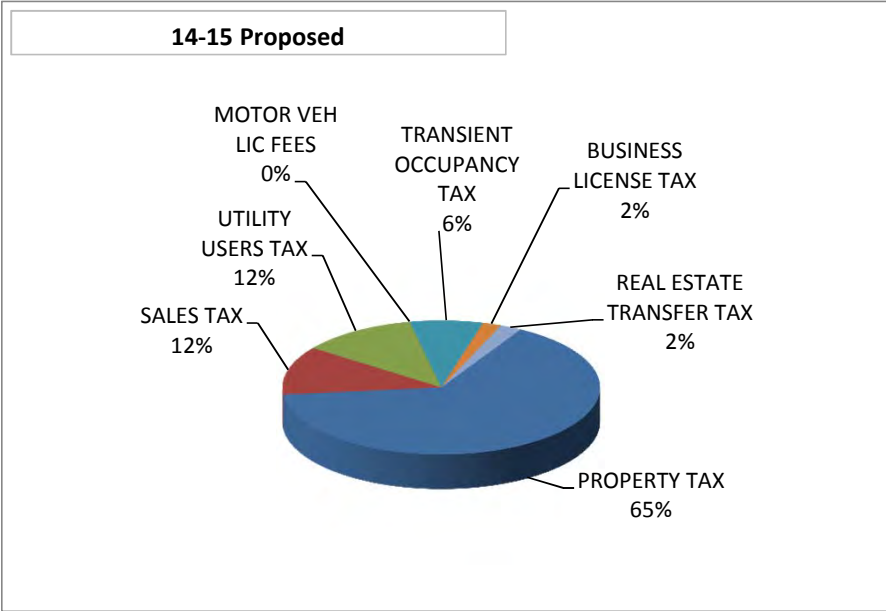
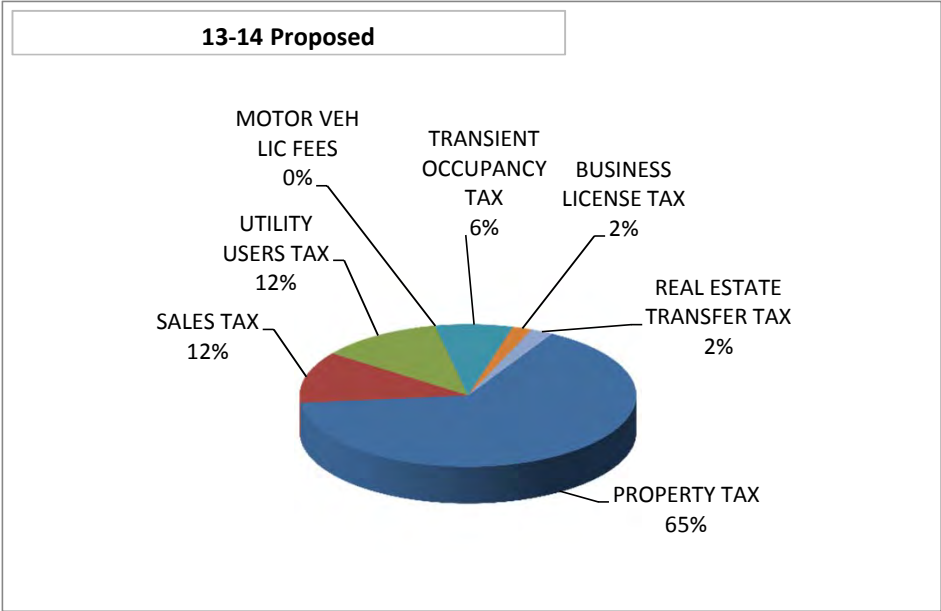
## GENERAL FUND REVENUE SOURCES

GENERAL FUND	10-11	11-12	12-13	13-14	14-15	12-13 to 13-14		13-14 to 14-15	
	ACTUAL	ACTUAL	BUDGET	PROPOSED	PROPOSED	CHG \$	CHG %	CHG \$	CHG %
TAXES	20,375,521	21,288,949	21,578,867	22,304,382	22,983,100	725,515	3.36%	678,718	3.04%
RECREATION FEES	1,762,716	1,807,649	1,814,528	1,817,100	1,871,600	2,572	0.14%	54,500	3.00%
INTEREST & RENT	255,497	94,187	435,200	385,500	386,200	(49,700)	-11.42%	700	0.18%
PLANNING & BUILDING	2,469,807	2,432,854	2,680,108	2,488,200	2,562,700	(191,908)	-7.16%	74,500	2.99%
FRANCHISE FEES	1,814,264	1,731,193	1,692,414	1,726,200	1,726,200	33,786	2.00%	0	0.00%
POLICE FEES	89,414	81,018	116,210	112,900	116,500	(3,310)	-2.85%	3,600	3.19%
OTHER FEES	1,893,878	1,483,161	1,599,766	1,618,900	1,640,000	19,134	1.20%	21,100	1.30%
<b>TOTAL</b>	<b>28,661,097</b>	<b>28,919,010</b>	<b>29,917,093</b>	<b>30,453,182</b>	<b>31,286,300</b>	<b>536,089</b>	<b>1.79%</b>	<b>833,118</b>	<b>2.74%</b>



# GENERAL FUND TAX REVENUE SOURCES

GENERAL FUND	10-11 ACTUAL	11-12 ACTUAL	12-13 BUDGET	13-14 PROPOSED	14-15 PROPOSED	12-13 to 13-14 CHG \$	12-13 to 13-14 CHG %	13-14 to 14-15 CHG \$	13-14 to 14-15 CHG %
PROPERTY TAX	12,793,602	13,301,950	13,905,660	14,497,582	14,932,500	591,922	4.26%	434,918	3.00%
SALES TAX	2,587,889	2,746,374	2,598,300	2,615,600	2,694,000	17,300	0.67%	78,400	3.00%
UTILITY USERS TAX	2,543,287	2,547,777	2,598,960	2,629,800	2,708,700	30,840	1.19%	78,900	3.00%
MOTOR VEHICLE LICENSE FEES	145,798	0	52,499	0	0	(52,499)	-100.00%	0	0.00%
TRANSIENT OCCUPANCY TAX	1,517,579	1,782,018	1,498,000	1,663,100	1,713,000	165,100	11.02%	49,900	3.00%
BUSINESS LICENSE TAX	399,461	442,824	453,200	418,400	431,000	(34,800)	-7.68%	12,600	3.01%
REAL ESTATE TRANSFER TAX	387,905	468,006	472,248	479,900	503,900	7,652	1.62%	24,000	5.00%
<b>TOTAL</b>	<b>20,375,521</b>	<b>21,288,949</b>	<b>21,578,867</b>	<b>22,304,382</b>	<b>22,983,100</b>	<b>725,515</b>	<b>3.36%</b>	<b>678,718</b>	<b>3.04%</b>





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# Revenue Uses

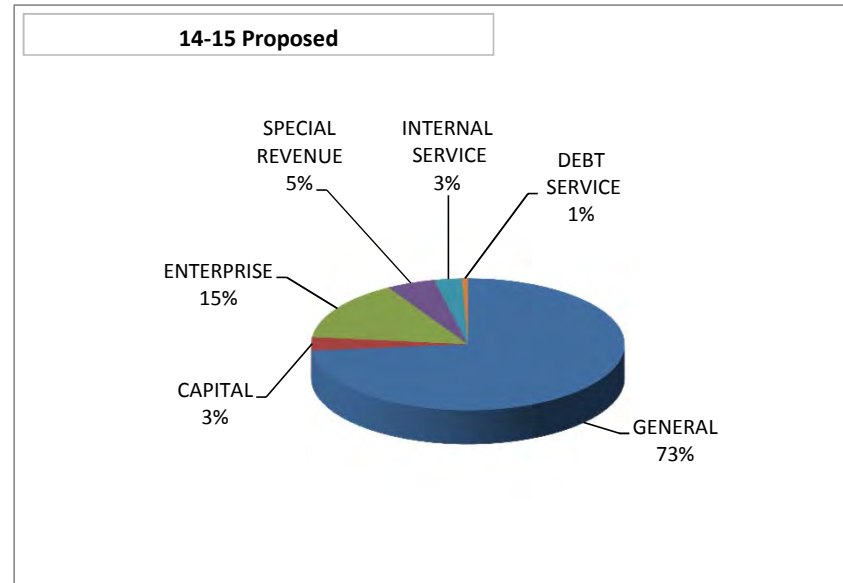
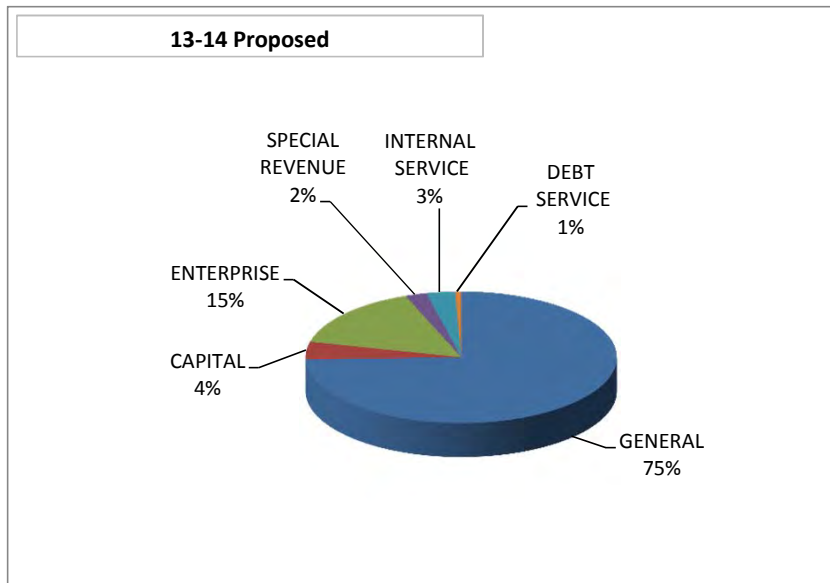


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## EXPENDITURES BY FUND TYPE

FUNDS	10-11	11-12	12-13	13-14	14-15	12-13 to 13-14		13-14 to 14-15	
	ACTUAL	ACTUAL	BUDGET	PROPOSED	PROPOSED	CHG \$	CHG %	CHG \$	CHG %
GENERAL	26,404,189	27,520,935	29,799,332	29,739,354	30,411,609	(59,978)	-0.20%	672,255	2.26%
CAPITAL	6,342,541	5,119,543	1,954,200	1,722,500	1,357,200	(231,700)	-11.86%	(365,300)	-21.21%
ENTERPRISE	5,286,315	5,623,269	5,951,741	6,138,421	6,113,025	186,680	3.14%	(25,396)	-0.41%
SPECIAL REVENUE	275,447	139,896	951,000	892,000	2,079,800	(59,000)	-6.20%	1,187,800	133.16%
INTERNAL SERVICE	1,055,723	1,053,254	1,179,000	1,185,000	1,185,000	6,000	0.51%	0	0.00%
DEBT SERVICE	245,317	314,032	252,499	256,408	253,558	3,909	1.55%	(2,850)	-1.11%
<b>GRAND TOTAL</b>	<b>\$ 39,609,532</b>	<b>39,770,928</b>	<b>40,087,772</b>	<b>39,933,683</b>	<b>41,400,192</b>	<b>(154,089)</b>	<b>-0.38%</b>	<b>1,466,509</b>	<b>3.67%</b>



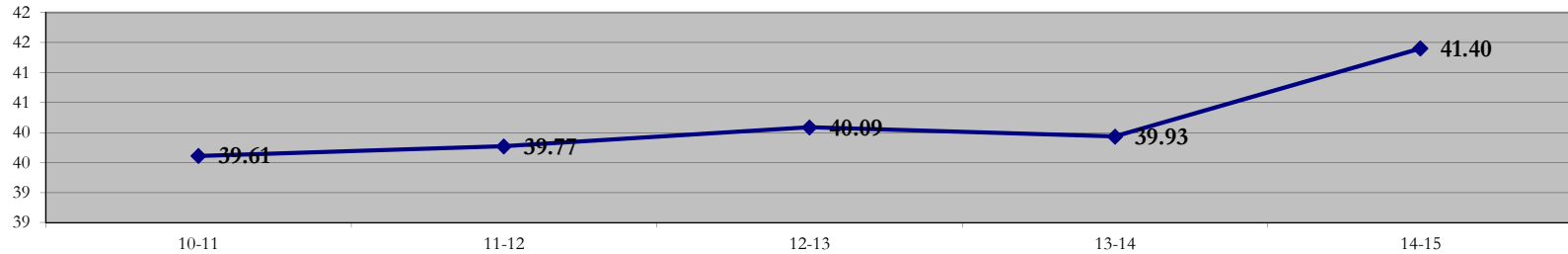
## EXPENDITURES BY FUND

FUNDS	10-11 ACTUAL	11-12 ACTUAL	12-13 BUDGET	13-14 PROPOSED	14-15 PROPOSED	12-13 to 13-14 CHG \$	12-13 to 13-14 CHG %	13-14 to 14-15 CHG \$	13-14 to 14-15 CHG %
GENERAL FUND	26,404,189	27,520,935	29,799,332	29,739,354	30,411,609	(59,978)	-0.20%	672,255	2.26%
<b>TOTAL GENERAL FUND</b>	<b>26,404,189</b>	<b>27,520,935</b>	<b>29,799,332</b>	<b>29,739,354</b>	<b>30,411,609</b>	<b>(59,978)</b>	<b>-0.20%</b>	<b>672,255</b>	<b>2.26%</b>
CAPITAL PROJECTS FUND	6,112,155	4,991,650	1,824,200	1,422,500	1,222,200	(401,700)	-22.02%	(200,300)	-14.08%
EQUIPMENT REPLACEMENT FUND	230,386	127,893	130,000	300,000	135,000	170,000	130.77%	(165,000)	-55.00%
FACILITY FUND	0	0	0	0	0	0	0	0	0
COMMUNITY FACILITY RENEWAL FUND	0	0	0	0	0	0	0	0	0
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>	<b>6,342,541</b>	<b>5,119,543</b>	<b>1,954,200</b>	<b>1,722,500</b>	<b>1,357,200</b>	<b>(231,700)</b>	<b>-11.86%</b>	<b>(365,300)</b>	<b>-21.21%</b>
SEWER FUND	4,369,908	5,069,193	5,253,955	5,440,635	5,406,433	186,680	3.55%	(34,202)	-0.63%
SOLID WASTE FUND	716,599	341,449	440,311	440,311	449,117	0	0.00%	8,806	2.00%
STORM FUND	199,808	212,627	257,475	257,475	257,475	0	0.00%	0	0.00%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>5,286,315</b>	<b>5,623,269</b>	<b>5,951,741</b>	<b>6,138,421</b>	<b>6,113,025</b>	<b>186,680</b>	<b>3.14%</b>	<b>(25,396)</b>	<b>0%</b>
REAL PROPERTY PROCEEDS FUND	0	0	0	0	0	0	0	0	0
VEHICLE IMPOUND FUND	0	0	0	0	0	0	0	0	0
SUPPLEMENTAL LAW ENFORCEMENT FUND	0	0	0	0	0	0	0	0	0
GAS TAX FUNDS	0	0	300,000	500,000	645,000	200,000	66.67%	145,000	29.00%
PROPOSITION 1B FUND	0	0	0	0	0	0	0	0	0
STORM DRAIN DEPOSIT FUND	0	0	0	0	0	0	0	0	0
COMMUNITY DEV BLOCK GRANT FUND	41,910	17,194	115,000	60,000	60,000	(55,000)	-47.83%	0	0.00%
TRAFFIC DEVELOPMENT ACT FUND	214,537	0	0	0	1,324,800	0	0	1,324,800	0
TRAFFIC IMPACT FEE FUND	0	0	0	0	0	0	0	0	0
PARK-IN-LIEU FUND	0	99,051	382,000	282,000	0	(100,000)	-26.18%	(282,000)	-100.00%
DOWNTOWN PARKING FUND	19,000	23,651	154,000	50,000	50,000	(104,000)	-67.53%	0	0.00%
ESTATE DONATION FUND	0	0	0	0	0	0	0	0	0
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>275,447</b>	<b>139,896</b>	<b>951,000</b>	<b>892,000</b>	<b>2,079,800</b>	<b>(59,000)</b>	<b>-6.20%</b>	<b>1,187,800</b>	<b>133%</b>
DENTAL PLAN FUND	105,999	109,632	99,000	105,000	105,000	6,000	6.06%	0	0.00%

## EXPENDITURES BY FUND

FUNDS	10-11	11-12	12-13	13-14	14-15	12-13 to 13-14		13-14 to 14-15	
	ACTUAL	ACTUAL	BUDGET	PROPOSED	PROPOSED	CHG \$	CHG %	CHG \$	CHG %
UNEMPLOYMENT FUND	1,852	4,894	70,000	35,000	35,000	(35,000)	-50.00%	0	0.00%
WORKERS COMPENSATION FUND	879,322	527,509	560,000	595,000	595,000	35,000	6.25%	0	0.00%
LIABILITY FUND	68,549	411,220	450,000	450,000	450,000	0	0.00%	0	0.00%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>1,055,723</b>	<b>1,053,254</b>	<b>1,179,000</b>	<b>1,185,000</b>	<b>1,185,000</b>	<b>6,000</b>	<b>0.51%</b>	<b>0</b>	<b>0%</b>
GENERAL DEBT FUND	165,431	167,049	167,300	169,808	166,958	2,508	1.50%	(2,850)	-1.68%
AVALON DR. CURB & GUTTER	12,465	13,679	13,000	13,800	13,800	800	6.15%	0	0.00%
RAYMUNDO CURB & GUTTER	28,637	28,553	28,000	28,600	28,600	600	2.14%	0	0.00%
BLUE OAK LANE SEWER	38,785	104,750	44,200	44,200	44,200	0	0.00%	0	0.00%
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>245,317</b>	<b>314,032</b>	<b>252,499</b>	<b>256,408</b>	<b>253,558</b>	<b>3,908</b>	<b>1.55%</b>	<b>(2,850)</b>	<b>-1%</b>
<b>GRAND TOTAL</b>	<b>39,609,532</b>	<b>39,770,928</b>	<b>40,087,772</b>	<b>39,933,683</b>	<b>41,400,192</b>	<b>(154,090)</b>	<b>-0.38%</b>	<b>1,466,509</b>	<b>3.67%</b>

EXPENDITURE TREND - ALL FUNDS

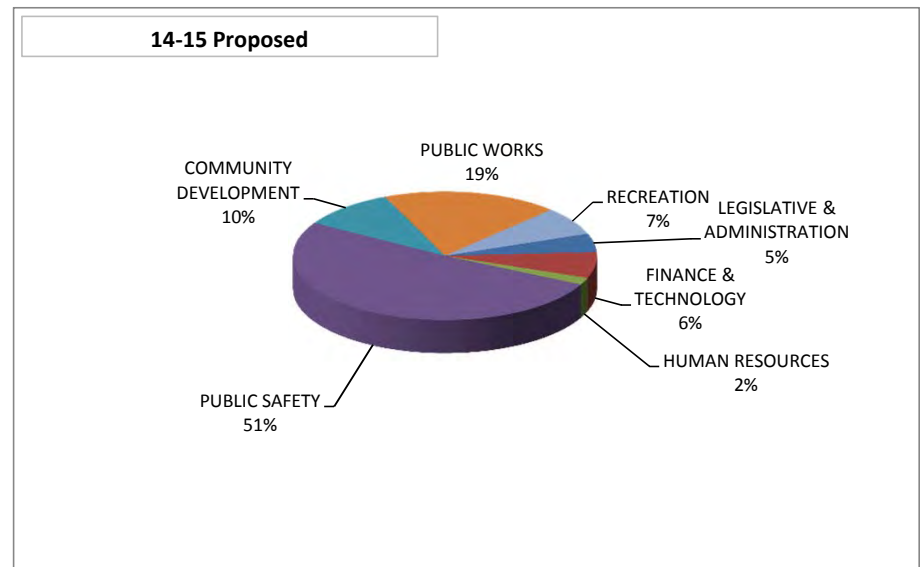
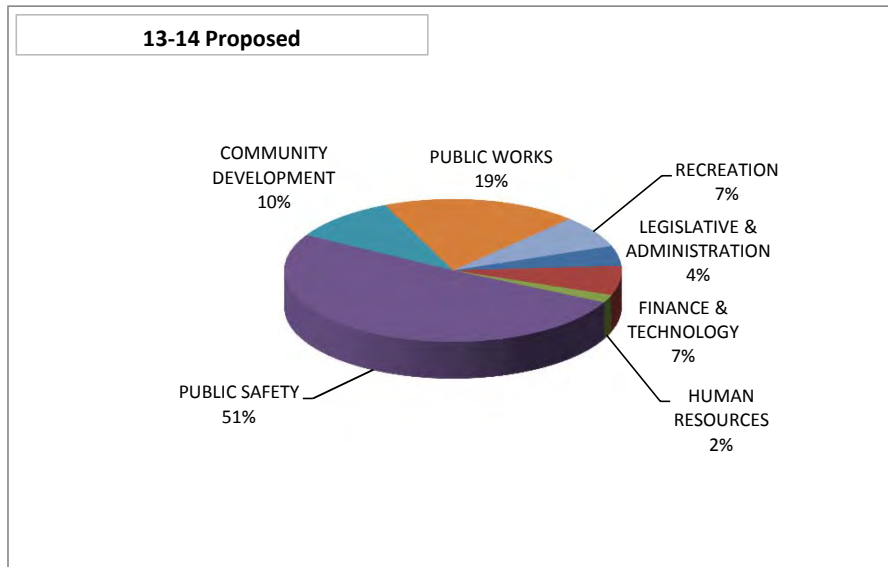


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## GENERAL FUND EXPENDITURES BY DEPARTMENT

DEPARTMENT	10-11	11-12	12-13	13-14	14-15	12-13 to 13-14		13-14 to 14-15	
	ACTUAL	ACTUAL	BUDGET	PROPOSED	PROPOSED	CHG \$	CHG %	CHG \$	CHG %
LEGISLATIVE & ADMINISTRATION	1,433,158	1,577,385	1,544,027	1,347,960	1,408,326	(196,067)	-12.70%	60,366	4.48%
FINANCE & TECHNOLOGY	1,596,941	1,493,232	2,148,260	1,971,675	1,988,818	(176,585)	-8.22%	17,143	0.87%
HUMAN RESOURCES	486,402	516,385	724,915	523,325	543,125	(201,590)	-27.81%	19,800	3.78%
PUBLIC SAFETY	13,544,116	14,044,920	14,590,636	15,134,655	15,548,774	544,019	3.73%	414,119	2.74%
COMMUNITY DEVELOPMENT	3,536,980	3,737,569	4,070,245	3,015,522	3,038,562	(1,054,723)	-25.91%	23,039	0.76%
PUBLIC WORKS	3,899,934	4,068,968	4,600,146	5,581,259	5,709,585	981,113	21.33%	128,326	2.30%
RECREATION	1,906,658	2,082,476	2,121,103	2,164,958	2,174,420	43,855	2.07%	9,462	0.44%
<b>GENERAL FUND</b>	<b>26,404,189</b>	<b>27,520,935</b>	<b>29,799,332</b>	<b>29,739,354</b>	<b>30,411,609</b>	<b>(59,978)</b>	<b>-0.20%</b>	<b>672,255</b>	<b>2.26%</b>





## EXPENDITURES BY PROGRAM

PROGRAM	10-11	11-12	12-13	13-14	14-15	12-13 to 13-14		13-14 to 14-15	
	ACTUAL	ACTUAL	BUDGET	PROPOSED	PROPOSED	CHG \$	CHG %	CHG \$	CHG %
CITY COUNCIL	125,330	176,459	160,660	170,610	173,910	9,950	6.19%	3,300	1.93%
EXECUTIVE	650,466	648,682	650,373	528,016	537,718	(122,357)	-18.81%	9,702	1.84%
CITY ATTORNEY	262,737	348,757	282,100	297,500	297,500	15,400	5.46%	0	0.00%
CITY CLERK	347,110	388,927	450,894	351,834	399,198	(99,060)	-21.97%	47,364	13.46%
VOLUNTEERS	47,515	14,560	0	0	0	0	0	0	0
<b>LEGISLATIVE &amp; ADMINISTRATION</b>	<b>1,433,158</b>	<b>1,577,385</b>	<b>1,544,027</b>	<b>1,347,960</b>	<b>1,408,326</b>	<b>(196,067)</b>	<b>-12.70%</b>	<b>60,366</b>	<b>4.48%</b>
FINANCE	857,036	857,538	1,036,385	884,470	901,293	(151,915)	-14.66%	16,823	1.90%
INFORMATION TECHNOLOGY	420,513	426,330	522,275	551,605	551,925	29,330	5.62%	320	0.06%
CENTRAL SERVICES	48,396	46,113	41,600	49,600	49,600	8,000	19.23%	0	0.00%
CABLE TELEVISION	134,765	0	0	0	0	0	0	0	0
NON DEPARTMENTAL	136,231	163,251	548,000	486,000	486,000	(62,000)	-11.31%	0	0.00%
<b>FINANCE &amp; TECHNOLOGY</b>	<b>1,596,941</b>	<b>1,493,232</b>	<b>2,148,260</b>	<b>1,971,675</b>	<b>1,988,818</b>	<b>(176,585)</b>	<b>-8.22%</b>	<b>17,143</b>	<b>0.87%</b>
HUMAN RESOURCES	486,402	516,385	724,915	523,325	543,125	(201,590)	-27.81%	19,800	3.78%
<b>HUMAN RESOURCES</b>	<b>486,402</b>	<b>516,385</b>	<b>724,915</b>	<b>523,325</b>	<b>543,125</b>	<b>(201,590)</b>	<b>-27.81%</b>	<b>19,800</b>	<b>3.78%</b>
ADMINISTRATION	1,439,888	1,523,542	1,505,040	1,560,638	1,583,017	55,598	3.69%	22,379	1.43%
PATROL SERVICES	3,599,947	3,995,875	3,955,670	4,109,734	4,139,156	154,064	3.89%	29,422	0.72%
FIRE SERVICES	5,259,153	5,375,022	5,709,850	5,753,522	6,041,198	43,672	0.76%	287,676	5.00%
SUPPORT SERVICES	1,396,188	1,421,355	1,531,158	1,560,693	1,587,213	29,535	1.93%	26,520	1.70%
INVESTIGATIVE SERVICES	1,131,844	1,100,930	1,257,668	1,342,486	1,371,426	84,818	6.74%	28,940	2.16%
TRAFFIC OPERATIONS	712,277	616,330	597,130	769,001	788,181	171,871	28.78%	19,180	2.49%
EMERGENCY PREPAREDNESS	4,819	11,866	34,120	38,582	38,583	4,462	13.08%	1	0.00%
<b>PUBLIC SAFETY</b>	<b>13,544,116</b>	<b>14,044,920</b>	<b>14,590,636</b>	<b>15,134,655</b>	<b>15,548,774</b>	<b>544,019</b>	<b>3.73%</b>	<b>414,119</b>	<b>2.74%</b>
PLANNING	1,003,555	982,394	1,118,120	1,307,900	1,328,796	189,780	16.97%	20,896	1.60%
BUILDING INSPECTION	1,081,489	1,210,173	1,183,368	1,246,952	1,269,347	63,584	5.37%	22,395	1.80%
ENGINEERING	1,064,811	1,206,210	1,310,657	0	0	(1,310,657)	-100.00%	(0)	-100.00%
ECONOMIC DEVELOPMENT	155,694	99,488	202,985	205,555	185,303	2,570	1.27%	(20,252)	-9.85%
TRAFFIC	231,431	239,304	255,115	255,115	255,115	0	0.00%	0	0.00%
<b>COMMUNITY DEVELOPMENT</b>	<b>3,536,980</b>	<b>3,737,569</b>	<b>4,070,245</b>	<b>3,015,522</b>	<b>3,038,562</b>	<b>(1,054,723)</b>	<b>-25.91%</b>	<b>23,039</b>	<b>0.76%</b>
ADMINISTRATION	486,377	490,746	556,378	395,913	397,256	(160,465)	-28.84%	1,343	0.34%
ENGINEERING	0	0	0	1,303,931	1,335,657	1,303,931	0	31,725	2.43%
FLEET MAINTENANCE	112,180	108,755	114,728	116,843	117,577	2,115	1.84%	734	0.63%
STREET MAINTENANCE	690,744	742,391	977,207	757,563	774,122	(219,644)	-22.48%	16,559	2.19%
PARKS & STREET LANDSCAPING	1,728,578	1,802,963	1,981,318	2,038,558	2,110,524	57,240	2.89%	71,965	3.53%
FACILITY MAINTENANCE	882,055	924,113	970,515	968,450	974,450	(2,065)	-0.21%	6,000	0.62%
<b>PUBLIC WORKS</b>	<b>3,899,934</b>	<b>4,068,968</b>	<b>4,600,146</b>	<b>5,581,259</b>	<b>5,709,585</b>	<b>981,113</b>	<b>21.33%</b>	<b>128,326</b>	<b>2.30%</b>
ADMINISTRATION	392,087	405,395	416,788	443,377	441,927	26,589	6.38%	(1,450)	-0.33%
FACILITIES	327,545	347,697	365,990	359,393	361,453	(6,597)	-1.80%	2,060	0.57%
LIFE LONG LEARNING	507,282	587,338	599,425	603,189	605,561	3,764	0.63%	2,372	0.39%
HEALTH & WELLNESS	322,215	350,588	357,220	360,840	362,780	3,620	1.01%	1,940	0.54%
SENIOR PROGRAMS	159,681	174,818	166,696	186,008	188,308	19,312	11.59%	2,300	1.24%
TEEN PROGRAMS	121,386	138,509	133,730	136,835	139,075	3,105	2.32%	2,240	1.64%
PERFORMING ARTS	53,381	42,769	39,474	39,474	39,474	0	0.00%	0	0.00%

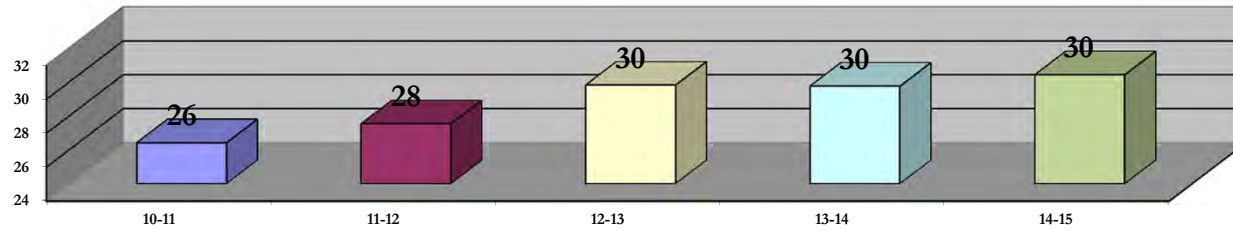
## EXPENDITURES BY PROGRAM

PROGRAM	10-11	11-12	12-13	13-14	14-15	12-13 to 13-14		13-14 to 14-15	
	ACTUAL	ACTUAL	BUDGET	PROPOSED	PROPOSED	CHG \$	CHG %	CHG \$	CHG %
COMMUNITY EVENTS	23,081	35,362	41,780	35,841	35,841	(5,939)	-14.21%	0	0.00%
RECREATION	1,906,658	2,082,476	2,121,103	2,164,958	2,174,420	43,855	2.07%	9,462	0.44%
<b>TOTAL GENERAL FUND</b>	<b>26,404,189</b>	<b>27,520,935</b>	<b>29,799,332</b>	<b>29,739,354</b>	<b>30,411,609</b>	<b>(59,978)</b>	<b>-0.20%</b>	<b>672,255</b>	<b>2.26%</b>
CAPITAL PROJECTS FUND	6,112,155	4,991,649	1,824,200	1,422,500	1,222,200	(401,700)	-22.02%	(200,300)	-14.08%
EQUIPMENT REPLACEMENT FUND	230,386	127,893	130,000	300,000	135,000	170,000	130.77%	(165,000)	-55.00%
FACILITY FUND	0	0	0	0	0	0	0	0	0
COMMUNITY FACILITY RENEWAL FUND	0	0	0	0	0	0	0	0	0
<b>TOTAL CAPITAL PROJECTS FUNDS</b>	<b>6,342,541</b>	<b>5,119,542</b>	<b>1,954,200</b>	<b>1,722,500</b>	<b>1,357,200</b>	<b>(231,700)</b>	<b>-11.86%</b>	<b>(365,300)</b>	<b>-21.21%</b>
SEWER SYSTEM ADMINISTRATION	2,505,156	2,901,687	2,868,545	2,790,255	2,845,982	(78,290)	-2.73%	55,727	2.00%
SEWER SYSTEM MAINTENANCE	625,079	743,084	741,410	832,050	876,263	90,640	12.23%	44,213	5.31%
SEWER CIPS	1,239,673	741,299	1,644,000	1,818,330	1,684,188	174,330	10.60%	(134,142)	-7.38%
<b>TOTAL SEWER FUNDS</b>	<b>4,369,908</b>	<b>4,386,070</b>	<b>5,253,955</b>	<b>5,440,635</b>	<b>5,406,433</b>	<b>186,680</b>	<b>3.55%</b>	<b>(34,202)</b>	<b>-0.63%</b>
SOLID WASTE	716,599	341,448	440,311	440,311	449,117	0	0.00%	8,806	2.00%
<b>TOTAL SOLID WASTE FUND</b>	<b>716,599</b>	<b>341,448</b>	<b>440,311</b>	<b>440,311</b>	<b>449,117</b>	<b>0</b>	<b>0.00%</b>	<b>8,806</b>	<b>2.00%</b>
URBAN RUNOFF PROGRAM	154,278	163,679	209,615	209,615	209,615	0	0.00%	0	0.00%
STORM DRAIN	45,580	48,949	47,860	47,860	47,860	0	0.00%	0	0.00%
<b>TOTAL STORM DRAIN FUNDS</b>	<b>199,858</b>	<b>212,627</b>	<b>257,475</b>	<b>257,475</b>	<b>257,475</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
REAL PROPERTY PROCEEDS	0	0	0	0	0	0	0	0	0
VEHICLE IMPOUND	0	0	0	0	0	0	0	0	0
SUPPLEMENTAL LAW ENFORCEMENT	0	0	0	0	0	0	0	0	0
GAS TAX	0	0	300,000	500,000	645,000	200,000	66.67%	145,000	29%
PROPOSITION 1B	0	0	0	0	0	0	0	0	0
STORM DRAIN DEPOSIT	0	0	0	0	0	0	0	0	0
COMMUNITY DEV BLOCK GRANT	41,910	17,195	115,000	60,000	60,000	(55,000)	-47.83%	0	0.00%
TRAFFIC DEVELOPMENT ACT	214,537	0	0	0	1,324,800	0	0	1,324,800	0
TRAFFIC IMPACT FEE	0	0	0	0	0	0	0	0	0
IN LIEU PARK FEES	0	99,050	382,000	282,000	0	(100,000)	-26.18%	(282,000)	-100.00%
DOWNTOWN PARKING	19,000	23,651	154,000	50,000	50,000	(104,000)	-67.53%	0	0.00%
ESTATE DONATION	0	0	0	0	0	0	0	0	0
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>275,447</b>	<b>139,897</b>	<b>951,000</b>	<b>892,000</b>	<b>2,079,800</b>	<b>(59,000)</b>	<b>-6.20%</b>	<b>1,187,800</b>	<b>133.16%</b>
DENTAL PLAN	105,999	109,632	99,000	105,000	105,000	6,000	6.06%	0	0%
UNEMPLOYMENT	1,852	4,894	70,000	35,000	35,000	(35,000)	-50.00%	0	0%
WORKERS COMPENSATION	879,321	527,509	560,000	595,000	595,000	35,000	6.25%	0	0%
LIABILITY	68,548	411,220	450,000	450,000	450,000	0	0.00%	0	0%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>1,055,720</b>	<b>1,053,254</b>	<b>1,179,000</b>	<b>1,185,000</b>	<b>1,185,000</b>	<b>6,000</b>	<b>0.51%</b>	<b>0</b>	<b>0.00%</b>
GENERAL DEBT	165,431	167,049	167,300	169,808	166,958	2,508	1.50%	(2,850)	-2%
AVALON DR. CURB & GUTTER A.D.	12,464	13,679	13,000	13,800	13,800	800	6.15%	0	0%
RAYMUNDO CURB & GUTTER A.D.	28,637	28,553	28,000	28,600	28,600	600	2.14%	0	0%
BLUE OAK SEWER	38,785	104,750	44,200	44,200	44,200	0	0.00%	0	0%
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>245,317</b>	<b>314,032</b>	<b>252,500</b>	<b>256,408</b>	<b>253,558</b>	<b>3,908</b>	<b>1.52%</b>	<b>(2,850)</b>	<b>-72.93%</b>
<b>GRAND TOTAL</b>	<b>39,609,579</b>	<b>39,087,803</b>	<b>40,087,773</b>	<b>39,933,683</b>	<b>41,400,192</b>	<b>(154,090)</b>	<b>-0.38%</b>	<b>1,466,509</b>	<b>3.67%</b>

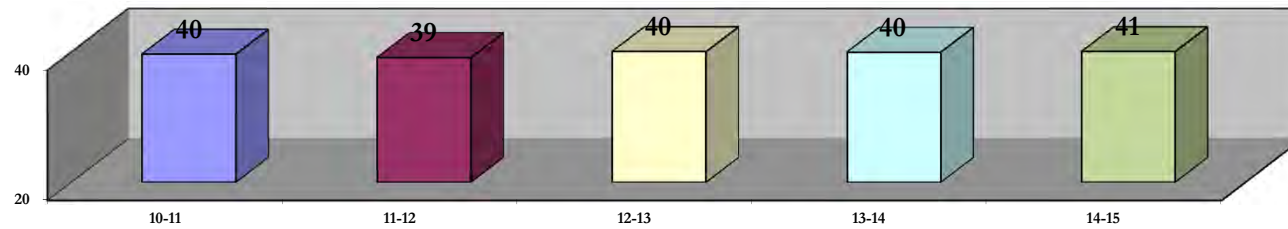
## EXPENDITURES BY PROGRAM

PROGRAM	10-11 ACTUAL	11-12 ACTUAL	12-13 BUDGET	13-14 PROPOSED	14-15 PROPOSED	12-13 to 13-14 CHG \$	12-13 to 13-14 CHG %	13-14 to 14-15 CHG \$	13-14 to 14-15 CHG %
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**GENERAL FUND EXPENDITURE TREND**



**ALL FUNDS EXPENDITURE TREND**

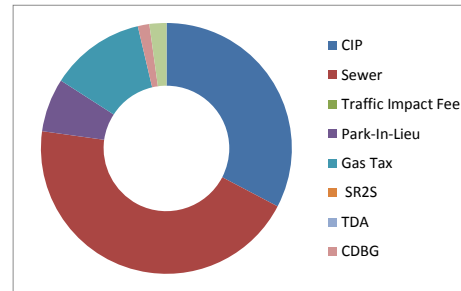


# Capital Projects Summary



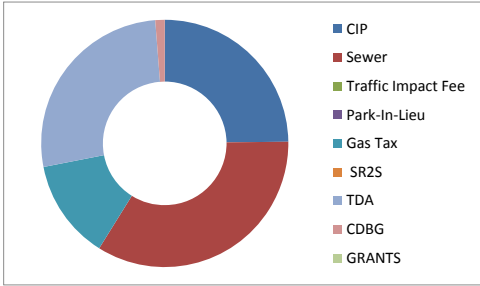
### 2013/14 CIP - Projects by Category and Year

Project	Proj #	CIP	Sewer	Traffic Impact Fee	Park-In-Lieu	Gas Tax	SR2S	TDA	CDBG	GRANTS	OTHER	TOTAL
<b>Civic Facilities - Parks/Trails</b>												
Covington Class I Pathway/Design	CF-01005	75,000										75,000
Redwood Grove Bank Stabilization (subject to grant funding)	CF-01001	-			282,000					90,000		372,000
<b>Civic Facilities - Buildings</b>												
Civic Center Redevelopment	CF-01002	200,000										200,000
Civic Facilities Capital Recovery Projects	CF-01003	175,000										175,000
Halsey House Renovation/Replacement Study (Grant Funded)	CF-01004										25,000	25,000
<b>Community Development - General</b>												
Housing Element Update	CD-01001	82,500										82,500
Commercial Wayfinding Sign Program	CD-01002	165,000										165,000
Public Art Projects	CD-01003	10,000										10,000
<b>Transportation - Streets/Roadways</b>												
Street Resurfacing	TS-01001	50,000				425,000						475,000
First Street Resurfacing (previously part of street resurfacing)	TS-01002	300,000										300,000
Street Striping	TS-01003					75,000						75,000
First Street South Plan Line	TS-01011	50,000										50,000
<b>Transportation - Pedestrian/Bicycle Safety</b>												
Concrete Repair	TS-01005	200,000										200,000
Traffic Sign Replacement	TS-01006	25,000										25,000
ADA Accessibility	TS-01008								60,000			60,000
<b>Wastewater Systems - Sewers</b>												
Repair Maintenance Problem Areas	WW-01001		599,302									599,302
Structural Reach Replacement, PCR (a)	WW-01002		540,741									540,741
Root Foaming	WW-01003		212,180									212,180
South Sewer Replacement	WW-01004		214,514									214,514
CIPP Corrosion Rehabilitation	WW-01005		145,502									145,502
Fats, Oils and Grease (FOG) Program	WW-01006		53,045									53,045
Geographic Information Systems (GIS) Update	WW-01008		53,045									53,045
<b>TOTAL</b>		<b>\$1,332,500</b>	<b>\$1,818,330</b>	<b>\$0</b>	<b>\$282,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$90,000</b>	<b>\$25,000</b>	<b>\$4,107,830</b>



### 2014/15 CIP - Projects by Category and Year

Project	CIP	Sewer	Traffic Impact Fee	Park-In- Lieu	Gas Tax	SR2S	TDA	CDBG	GRANTS	OTHER	TOTAL
<b>Civic Facilities - Parks &amp; Trails</b>											
Miramonte Avenue Path	CF-01006	331,200					1,324,800				1,656,000
Covington Class I Pathway/Construction	CF-01005	201,000									201,000
<b>Civic Facilities - Buildings</b>											
Civic Facilities Capital Recovery Projects	CF-01003	100,000									100,000
<b>Community Development - General</b>											
Special Projects and Studies	CD-01004	50,000									50,000
<b>Transportation - Streets/Roadways</b>											
Street Resurfacing	TS-01001	100,000			375,000						475,000
Street Slurry Seal	TS-01004	125,000									125,000
Street Striping	TS-01003				75,000						75,000
City Alley Resurfacing	TS-01009				195,000						195,000
<b>Transportation - Pedestrian/Bicycle Safety</b>											
Transportation Enhancements (added to offset NTMP change)		25,000									25,000
Concrete Repair	TS-01005	200,000									200,000
Traffic Sign Replacement	TS-01006	25,000									25,000
Grant Road Bicycle Lane	TS-01012	65,000									65,000
ADA Accessibility	TS-01008										60,000
<b>Wastewater Systems - Sewers</b>											
Repair Maintenance Problem Areas	WW-01001		417,280								417,280
Structural Reach Replacement, PCR (a)	WW-01002		556,963								556,963
Root Foaming	WW-01003		227,507								227,507
South Sewer Replacement	WW-01004		333,226								333,226
CIPP Corrosion Rehabilitation	WW-01005		18,085								18,085
Fats, Oils and Grease (FOG) Program	WW-01006		54,636								54,636
Geographic Information Systems (GIS) Update	WW-01008		54,636								54,636
Sewer System Management Plan Update			21,855								21,855
<b>TOTAL</b>		<b>\$1,222,200</b>	<b>\$1,684,188</b>	<b>\$0</b>	<b>\$0</b>	<b>\$645,000</b>	<b>\$0</b>	<b>\$1,324,800</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$4,936,188</b>



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# Department Budgets





# Legislative & Administration

Responsive, effective and representative leadership with a focus on results in achieving the City's vision to maintain a superior quality of life in the community

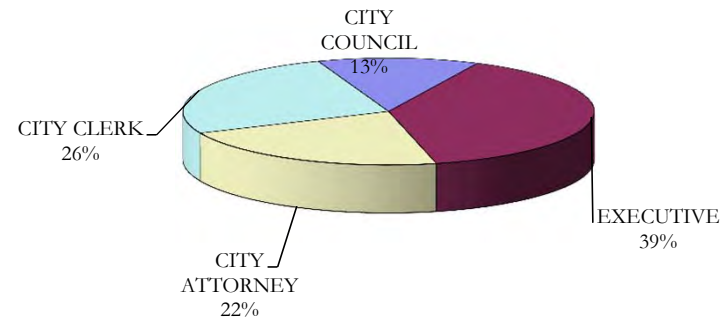
PROGRAM EXPENDITURES	FUND	10-11	11-12	12-13	13-14	14-15	13-14	
		ACTUAL	ACTUAL	ADOPTED	PROPOSED	PROPOSED	CHG \$	CHG %
CITY COUNCIL	Gen	125,330	176,459	160,660	170,610	173,910	9,950	5.83%
EXECUTIVE	Gen	650,466	648,682	650,373	528,016	537,718	(122,357)	-23.17%
CITY ATTORNEY	Gen	262,737	348,739	282,100	297,500	297,500	15,400	5.18%
CITY CLERK	Gen	347,110	388,927	450,894	351,834	399,198	(99,060)	-28.16%
VOLUNTEERS	Gen	47,515	14,560	0	0	0	-	-
<b>LEGISLATIVE &amp; ADMINISTRATION</b>		<b>1,433,158</b>	<b>1,577,367</b>	<b>1,544,027</b>	<b>1,347,960</b>	<b>1,408,326</b>	<b>(196,067)</b>	<b>-14.55%</b>

City Council has established several goals supporting the City's mission to keep Los Altos a great place to live and to raise a family. These include to:

- Continue prudent fiscal management
- Determine a viable plan to redevelop the Civic Center facilities
- Maintain and foster vibrant Commercial Districts
- Encourage and employ effective community engagement practices
- Enhance prioritization and management of transportation projects

This budget was developed to match the allocation of resources to those goals set forth above. It reflects a focus on community safety with over 50% of the General Fund applied to police and fire resources. Nearly 20% of resources are allocated to streets, parks and infrastructure maintenance, 14% to the preservation of the City's community building standards and 7% to recreation activities.

This budget has been crafted to proactively address those fiscal challenges that Los Altos, and most cities, face. As such, it is geared to continue the promotion of cost savings, resource management while not cutting the many community services offered by the City.

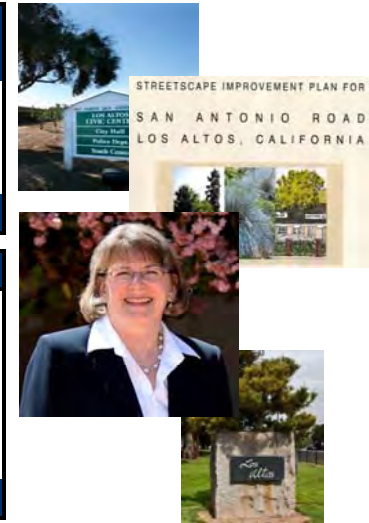


# Resources

COST CATEGORY	10-11	11-12	12-13	13-14	14-15	13-14	
	ACTUAL	ACTUAL	ADOPTED	PROPOSED	PROPOSED	CHANGE \$	CHANGE %
PERSONNEL SERVICES	1,006,233	891,647	903,447	683,495	698,861	(219,952)	-24.35%
SERVICE AND SUPPLIES	426,925	685,409	640,580	664,465	709,465	23,885	3.73%
CAPITAL OUTLAY	0	310	0	0	0	-	-
	<b>1,433,158</b>	<b>1,577,367</b>	<b>1,544,027</b>	<b>1,347,960</b>	<b>1,408,326</b>	<b>(196,067)</b>	<b>-12.70%</b>

POSITIONS	10-11	11-12	12-13	13-14	14-15	CHANGE \$	CHANGE %
CITY COUNCIL	5.00	5.00	5.00	5.00	5.00	-	0.00%
EXECUTIVE	3.00	3.00	3.00	4.00	4.00	1.00	50.00%
CITY ATTORNEY	0.00	0.00	0.00	0.00	0.00	-	-
CITY CLERK	1.00	1.00	1.00	1.00	1.00	-	0.00%
VOLUNTEERS	0.75	0.75	0.75	0.00	0.00	(0.75)	-100.00%
	<b>9.75</b>	<b>9.75</b>	<b>9.75</b>	<b>10.00</b>	<b>10.00</b>	<b>0.25</b>	<b>2.56%</b>



## Snapshot 13/14 - 14/15

Salary costs reflect moderate growth and increased employee pension contribution rates and a net .25% FTE increase given the changes listed below

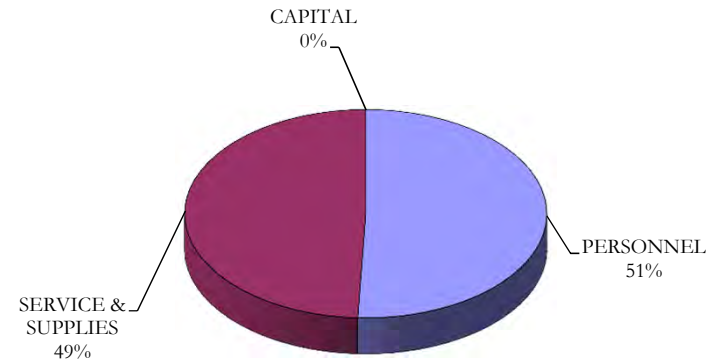
Special Projects Manager reporting and costs shifted from Executive to Community Development for a reduction of one FTE in Executive

Reflects the placement of a full time Executive Assistant in the Executive division transferred from Volunteers originally budgeted at 3/4 time

This budget cycle reflects the unfunded deferral of one Deputy City Clerk position for a net savings of approximately \$100,000

General election costs budgeted in FY2012/13 have been shifted to FY2014/15

City Attorney budget reflects recent trends in costs and claims activity



# Finance & Technology

Providing exceptional financial, technology & information reporting services

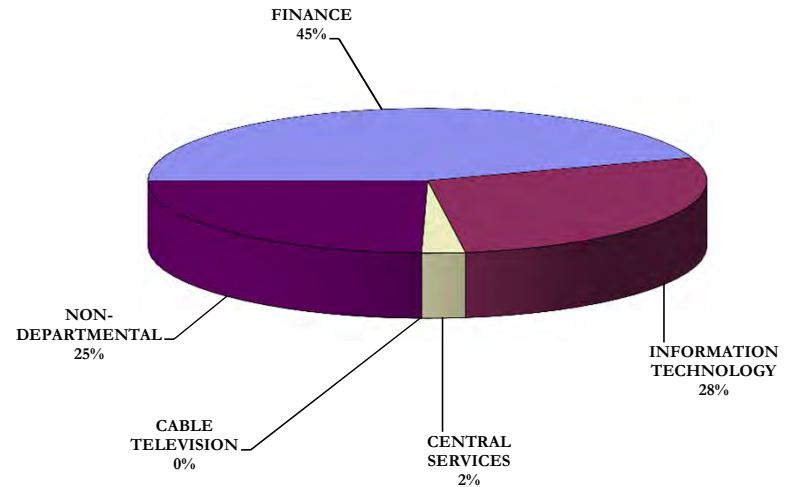
PROGRAM EXPENDITURES	FUND	10-11	11-12	12-13	13-14	14-15	13-14	
		ACTUAL	ACTUAL	ADOPTED	PROPOSED	PROPOSED	CHANGE \$	CHANGE %
FINANCE	Gen	857,036	857,538	1,036,385	884,470	901,293	(151,915)	-14.66%
INFORMATION TECHNOLOGY	Gen	420,513	426,330	522,275	551,605	551,925	29,330	5.62%
CENTRAL SERVICES	Gen	48,396	46,113	41,600	49,600	49,600	8,000	19.23%
CABLE TELEVISION	Gen	134,765	0	0	0	0	-	-
NON-DEPARTMENTAL	Gen	136,231	163,251	548,000	486,000	486,000	(62,000)	-11.31%
<b>FINANCE &amp; TECHNOLOGY</b>		<b>1,596,941</b>	<b>1,493,232</b>	<b>2,148,260</b>	<b>1,971,675</b>	<b>1,988,818</b>	<b>(176,585)</b>	<b>-8.22%</b>

Finance & Technology (FIT) is responsible for maintaining a high level of financial reporting and customer service, audit compliance, City-wide information systems support, developing internal controls and processing fiscal transactions in the furtherance of fiduciary duties

FIT serves internal and external customers, coordinates completion of annual independent financial and compliance audits, develops an annual fiscal plan, supports desktop and mission critical applications, distributes month-end status reports, manages centralized cashiering, processes payroll and receivables, reviews and pays all City bills

Cost-savings measures have been taken in all departments, in observance of likely and material increases in pension and other benefit costs within the five year term of projection. As such, the budget proposes placing a hiring deferral on two finance positions, one manager and one technician with an interim plan to utilize part-time contractors in those two areas. Including other operational budget adjustments and transfers, cost savings are substantial resulting in an overall budget reduction of over 8% or \$180,000

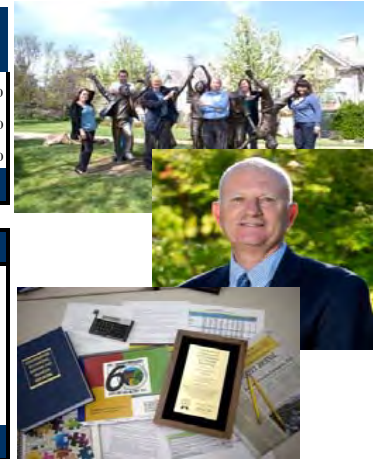
Information Technology is responsible for the replacement costs of City-wide servers, desktops and monitors, and includes contract support dollars in support of 24/7 coverage and specialty services. These services are important to fortify the City's network, systems integration and support the Safety Communications project. Furthermore, the Capital Improvement Program includes technology initiative dollars as the City develops its work plan in this area.



# Resources

COST CATEGORY	10-11	11-12	12-13	13-14	14-15	13-14	
	ACTUAL	ACTUAL	ADOPTED	PROPOSED	PROPOSED	CHANGE \$	CHANGE %
PERSONNEL SERVICES	941,998	918,942	1,144,050	819,450	836,493	(324,600)	-28.37%
SERVICE AND SUPPLIES	563,007	521,579	923,210	1,062,225	1,042,325	139,015	15.06%
CAPITAL OUTLAY	91,935	52,711	81,000	90,000	110,000	9,000	11.11%
	1,596,941	1,493,232	2,148,260	1,971,675	1,988,818	(176,585)	-8.22%

POSITIONS	10-11	11-12	12-13	13-14	14-15	CHANGE \$	CHANGE %
FINANCE	5	6	6	6	6	0	0%
INFORMATION TECHNOLOGY		2	2	2	2	0	0%
CENTRAL SERVICES	-	0	0	0	0	0	-
CABLE TELEVISION	2	0	0	0	0	0	-
NON-DEPARTMENTAL		0	0	0	0	0	-
	6.5	8	8	8	8	0	0%

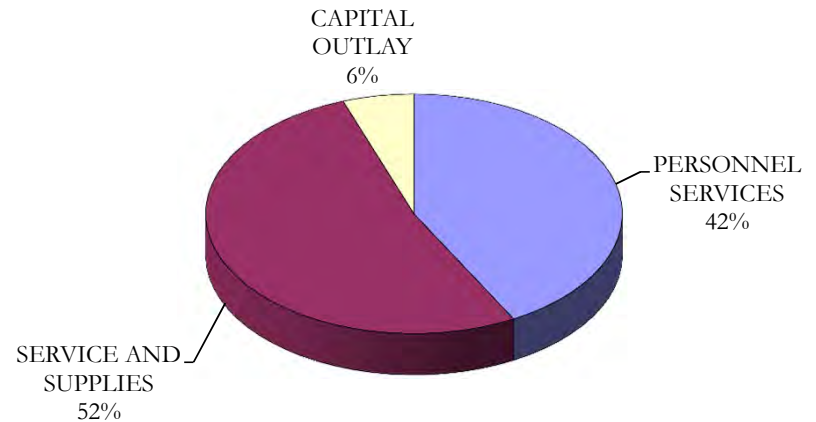


## Snapshot 13/14 - 14/15

This budget cycle reflects the hiring deferral of two Finance positions and includes added contract services in the interim for a net savings of approximately \$90,000.

Includes specialty contract services in Information Technology to sustain the City-wide network, maintain 24/7 monitoring, system troubleshooting and updates, the installation of a helpdesk utility, and advanced specialty project assistance.

\$360,000 of General Fund contingency dollars, or 1%, is recorded within non-departmental to cover unknown or unexpected general operational needs



# Human Resources

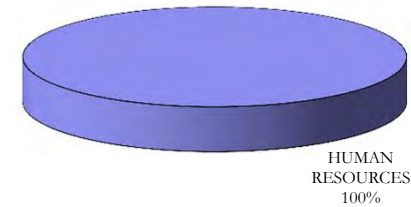
Developing people and managing risk

PROGRAM EXPENDITURES	FUND	10-11 ACTUAL	11-12 ACTUAL	12-13 ADOPTED	13-14 PROPOSED	14-15 PROPOSED	13-14 CHANGE \$	13-14 CHANGE %
HUMAN RESOURCES	GEN	486,402	516,385	724,915	523,325	543,125	(201,590)	-27.81%
<b>HUMAN RESOURCES</b>		<b>486,402</b>	<b>516,385</b>	<b>724,915</b>	<b>523,325</b>	<b>543,125</b>	<b>(201,590)</b>	<b>-27.81%</b>

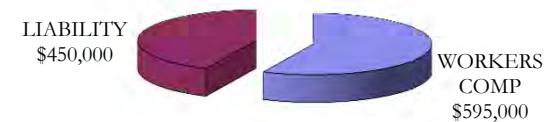
Human Resources (HR) is responsible for recruitment, compensation and classification, labor relations, employee development and training, employee recognition, benefits administration, workers' compensation and risk management. HR provides guidance and assistance to 130 full-time staff, as well as part-time staff and volunteers. FY 2013/15 initiatives will be to strengthen and implement City-wide Professional Development and Wellness programs for employees. In addition, HR will be assisting in the expansion of online HR systems with Finance and City Departments. The Department will review, analyze and realign workforce vacancies to meet City goals and budget constraints. Human Resources is responsible for monitoring, reviewing and updating Personnel Regulations, Administrative Instructions and HR Ordinances. The Department provides proactive and flexible customer services that address 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 best practices. Dollars for this activity can be found in the Workers' Compensation and General Liability Funds. The Risk Management program has successfully reduced severity and frequency of claims for both General Liability and Workers' Compensation.

The budget reflects the reallocation of an HR Technician position to administration to fund the newly created Public Information Coordinator position.



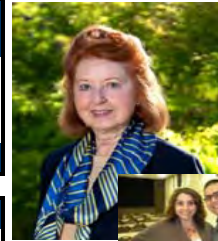
Insurance Funds Annual Budget



# Resources

COST CATEGORY	10-11	11-12	12-13	13-14	14-15	13-14	
	ACTUAL	ACTUAL	ADOPTED	PROPOSED	PROPOSED	CHANGE \$	CHANGE %
PERSONNEL SERVICES	371,908	353,300	505,405	389,765	394,565	(115,640)	-22.88%
SERVICE AND SUPPLIES	62,712	110,003	119,510	127,560	142,560	8,050	6.74%
CAPITAL OUTLAY	51,782	53,082	100,000	6,000	6,000	(94,000)	-94.00%
	486,402	516,385	724,915	523,325	543,125	(201,590)	-27.81%

POSITIONS	10-11	11-12	12-13	13-14	14-15	CHANGE	
						\$	%
HUMAN RESOURCES	3	2	3	2	2	-1	-33.33%
	3	2	3	2	2	(1)	-33.33%



### Snapshot 13/14 - 14/15

CalPERS employer rate increases of 2% for general employees and 3% for safety employees have been included in the biennial term. Longer term rate increase estimates are included in forecasts

Transfer of vacant Human Resources Technician position transferred to Administration for the Public Information Coordinator position. This results in a one FTE drop in staffing in Human Resources

\$100,000 decline in ABAG grant dollar given the cessation of that program funding. These dollars were wholly grant-funded, resulting in net zero impact. Effective July, 2012 Bay Cities Joint Powers Authority became the City's General Liability carrier.

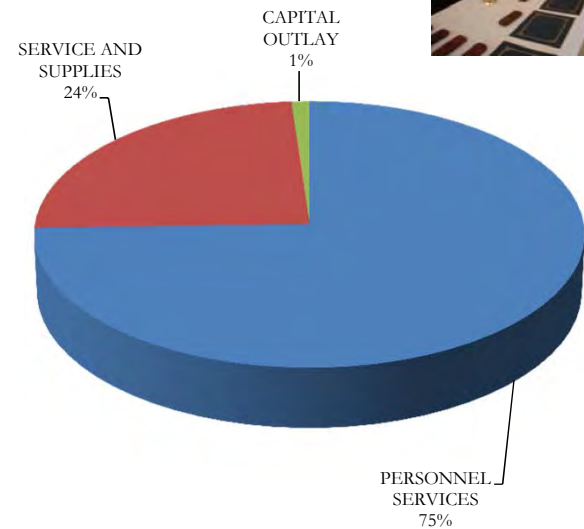
### PERS Pension Reforms in process for all employees:

Second Tier Retirement Plan for new hires: 2% @ 60 for misc. and 3% @ 55 for sworn employees; 3-year highest salary formula. New miscellaneous and safety employees pay full 7% or 9% retirement contribution respectively

First Tier contribution levels by existing employees to retirement plan are increasing. Latest negotiations have resulted in increased employee contribution levels to 8% by 2016 for the Teamsters group

The recent State Pension Reform Act creates a Third Tier for new pension system entrance hires: 2% @ 62 for misc. and 2.7% @ 57 for sworn employees; 3-year highest salary formula

This Financial Plan reflects new Teamsters contracts for July 1, 2013 and June 30, 2016. The MOU for Peace Officers Association runs from July 1, 2011 to June 30, 2014



# Public Safety

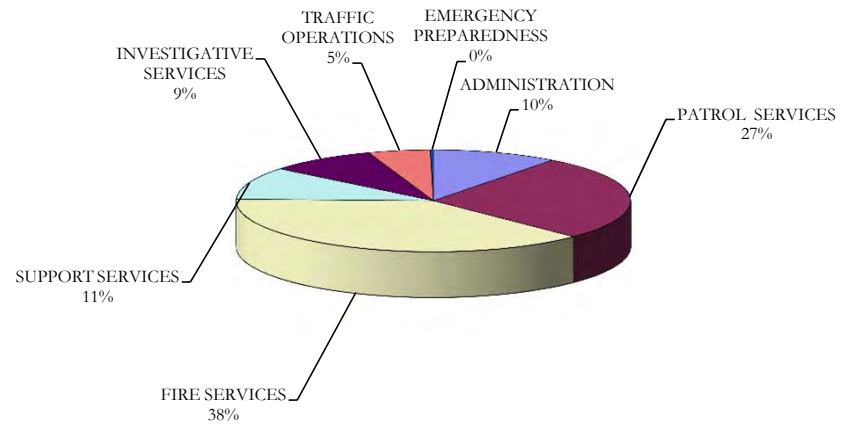
Fostering and maintaining community partnerships which promote an enhanced quality of life for our community and ensure that the City of Los Altos remains a safe place to live and to raise a family

PROGRAM EXPENDITURES	FUND	10-11	11-12	12-13	13-14	14-15	13-14	
		ACTUAL	ACTUAL	ADOPTED	PROPOSED	PROPOSED	CHANGE \$	CHANGE %
ADMINISTRATION	Gen	1,439,888	1,523,542	1,505,040	1,560,638	1,583,017	55,598	3.69%
PATROL SERVICES	Gen	3,599,947	3,995,875	3,955,670	4,109,734	4,139,156	154,064	3.89%
FIRE SERVICES	Gen	5,259,153	5,375,022	5,709,850	5,753,522	6,041,198	43,672	0.76%
SUPPORT SERVICES	Gen	1,396,188	1,421,355	1,531,158	1,560,693	1,587,213	29,536	1.93%
INVESTIGATIVE SERVICES	Gen	1,131,844	1,100,930	1,257,668	1,342,486	1,371,426	84,818	6.74%
TRAFFIC OPERATIONS	Gen	712,277	616,330	597,130	769,001	788,181	171,871	28.78%
EMERGENCY PREPAREDNESS	Gen	4,819	11,866	34,120	38,582	38,583	4,462	13.08%
<b>PUBLIC SAFETY</b>		<b>13,544,118</b>	<b>14,044,920</b>	<b>14,590,635</b>	<b>15,134,655</b>	<b>15,548,774</b>	<b>544,021</b>	<b>3.73%</b>

Strong community partnerships with public safety continue to make Los Altos one of the safest cities in the Bay Area. In 2013 the City earned the distinction of being the 23rd Safest City in America.

Los Altos public safety professionals are committed to providing essential services at a higher level and are devoted to excellence in customer service. Police and Fire personnel view every community contact as an opportunity to build positive relationships and it is their goal to exceed community expectations by going above and beyond what is expected. They are proud of the outstanding connection they have with the community and are dedicated to working together to identify and resolve issues that impact the quality of life in Los Altos.

This two-year budget maintains the current essential core service levels: response to emergency and non-emergency police, fire and medical calls for service; proactive identification of criminal activity, traffic safety and parking enforcement, investigation of crime and prosecution of criminals, 911 call-taking and emergency dispatch services, training of personnel, crime and fire prevention and community outreach, code enforcement, maintenance of records, and property and evidence control.



# Resources

COST CATEGORY	10-11	11-12	12-13	13-14	14-15	13-14	
	ACTUAL	ACTUAL	ADOPTED	PROPOSED	PROPOSED	CHANGE \$	CHANGE %
PERSONNEL SERVICES	7,337,257	7,508,209	7,568,485	7,887,520	7,985,021	319,036	4.22%
SERVICE AND SUPPLIES	6,199,610	6,536,711	7,022,150	7,247,135	7,563,753	224,985	3.20%
CAPITAL OUTLAY	7,251	-	-	-	-	-	-
	13,544,118	14,044,920	14,590,635	15,134,655	15,548,774	544,021	3.73%

POSITIONS	10-11	11-12	12-13	13-14	14-15	CHANGE	
						CHANGE \$	CHANGE %
ADMINISTRATION	5.00	5.00	5.00	5.00	5.00	-	0.00%
PATROL SERVICES	19.00	19.00	19.00	19.00	19.00	-	0.00%
SUPPORT SERVICES	11.00	11.00	11.00	11.00	11.00	-	0.00%
INVESTIGATIVE SERVICES	7.00	7.00	7.00	7.00	7.00	-	0.00%
TRAFFIC OPERATIONS	5.00	5.00	5.00	4.00	4.00	(1)	-25.00%
EMERGENCY PREPAREDNESS	1.00	1.00	1.00	1.00	1.00	-	0.00%
	48.00	48.00	48.00	47.00	47.00	-1.00	-2.13%



## Snapshot 13/14 - 14/15

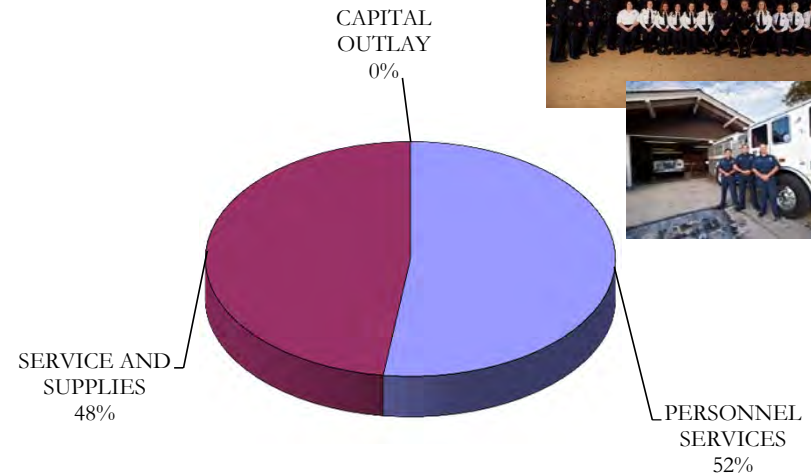
Safety employees experienced a 3% increase in PERS rates in the term of this biennial budget

This budget cycle reflects the hiring deferral of three unfunded positions, one traffic police officer, one community services officer in emergency preparedness and, for a partial interim term, a community services officer in investigations. Emergency preparedness support options are being explored with the Fire district.

In FY 2012/13 a Transportation Engineer position was transferred to the Engineering division

Fire Services reflects a 3% increase in contract costs from the previous year effective January 2013 and a projected additional 5% increase for the remainder of the two-year budget. \$30,000 is included in Traffic Operations for bicycle safety classes in schools

The equipment replacement fund allocates \$115,000 for safety vehicles, \$125,000 for outdated sworn staff portable radios, and another \$60,000 for mission critical personnel safety equipment in year one. Year two includes another phase of safety replacements in the amount of \$135,000





# Community Development

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

PROGRAM EXPENDITURES	FUND	10-11	11-12	12-13	13-14	14-15	13-14	
		ACTUAL	ACTUAL	ADOPTED	UPDATE	UPDATE	CHANGE \$	CHANGE %
PLANNING	Gen	1,003,555	982,394	1,118,120	1,307,900	1,328,796	189,780	16.97%
BUILDING INSPECTION	Gen	1,081,489	1,210,173	1,183,868	1,246,952	1,269,347	63,085	5.33%
ENGINEERING	Gen	1,064,811	1,206,210	1,310,657	0	0	(1,310,657)	-100.00%
ECONOMIC DEVELOPMENT	Gen	155,694	99,484	202,985	205,555	185,303	2,570	1.27%
TRAFFIC	Gen	231,481	239,304	255,115	255,115	255,115	-	0.00%
<b>COMMUNITY DEVELOPMENT</b>		<b>3,537,031</b>	<b>3,737,565</b>	<b>4,070,745</b>	<b>3,015,522</b>	<b>3,038,562</b>	<b>(1,055,223)</b>	<b>-25.92%</b>
<b>FEE BASED PROGRAM REVENUE</b>		<b>2,778,070</b>	<b>2,463,904</b>	<b>2,729,036</b>	<b>2,618,700</b>	<b>2,697,200</b>	<b>1,202,365</b>	<b>80.43%</b>
<b>DIRECT RECOVERY PERCENTAGE</b>		<b>133%</b>	<b>112%</b>	<b>119%</b>	<b>102%</b>	<b>104%</b>		

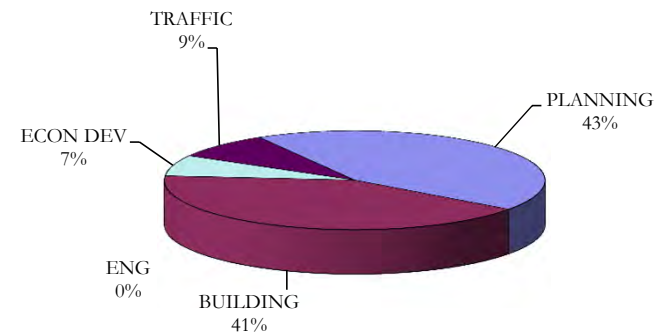
Community Development has been responsible for Planning, Building, Engineering and Development services for the past several years. In FY 2012/13, the City went through a department reorganization that resulted in the creation of a Public Works Department. This action shifted Engineering personnel and costs out of Community Development

Also, in FY 2012/13, the position of Special Projects Manager was transferred from Executive to Community Development

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. It also provides design and environmental review of development proposals and general public information services, staff supports Planning and Transportation and the Historical Commissions

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

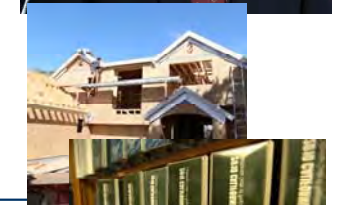
Economic Development is responsible for ensuring the continued success of the commercial districts within Los Altos. Key initiatives include finalizing the Downtown Parking Management Plan and moving forward with recommended strategies from the Plan, the commercial wayfinding signage upgrade, overseeing the implementation of the Reusable Bag Ordinance, and issuance of the Downtown Survey II (\$25,000).



# Resources

COST CATEGORY	10-11	11-12	12-13	13-14	14-15	13-14	
	ACTUAL	ACTUAL	ADOPTED	UPDATE	UPDATE	CHANGE \$	CHANGE %
PERSONNEL SERVICES	2,828,740	2,962,873	3,351,800	2,344,017	2,392,057	(1,007,783)	-30.07%
SERVICE AND SUPPLIES	684,362	767,067	708,945	661,505	636,505	(47,440)	-6.69%
CAPITAL OUTLAY	23,929	7,625	10,000	10,000	10,000	-	0.00%
	<b>3,537,031</b>	<b>3,737,565</b>	<b>4,070,745</b>	<b>3,015,522</b>	<b>3,038,562</b>	<b>(1,055,223)</b>	<b>-25.92%</b>

POSITIONS	10-11	11-12	12-13	13-14	14-15	CHANGE	
						\$	%
PLANNING	6	6	6	7	7	1	16.67%
BUILDING INSPECTION	7	7	7	7	7	-	0.00%
ENGINEERING	8	9	9	0	0	(9)	-100.00%
ECONOMIC DEVELOPMENT	1	1	1	1	1	-	0.00%
TRAFFIC	0	0	0	0	0	-	-
	<b>22</b>	<b>23</b>	<b>23</b>	<b>15</b>	<b>15</b>	<b>-8</b>	<b>-34.78%</b>



## Snapshot 13/14 - 14/15

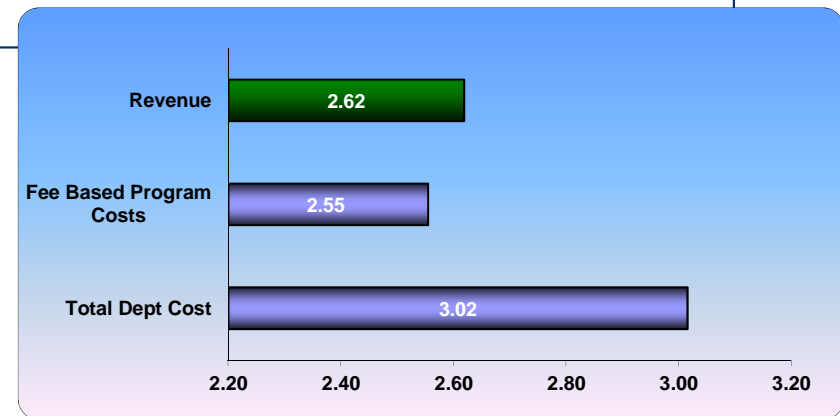
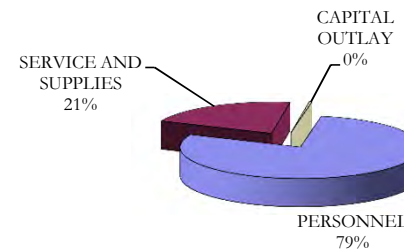
The major shift in dollars is due to the Community Development/Public Works reorganization noted on the preceding department introduction section

The presentation of fee based program revenue in the adjacent chart above is adjusted to display recovery goals net of engineering fees to be more representative of building and planning recovery percentages

This budget cycle reflects the hiring deferral of one unfunded Assistant Civil Engineer

The department manages millions of dollars in private development projects, coordinates the City-wide Capital Improvement Program adopted as part of this budget and maintains the City's General and Housing Plan. As such, contract cost dollars are variable and subject to swings in the housing market and trends and move in alignment with associated cost recovery revenue

The past several years have seen tremendous growth in activity, a trend that is expected to continue in the short to near term



# Public Works

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

PROGRAM EXPENDITURES	FUND	10-11 ACTUAL	11-12 ACTUAL	12-13 ADOPTED	13-14 PROPOSED	14-15 PROPOSED	13-14 CHANGE \$	13-14 CHANGE %
ADMINISTRATION	Gen	486,377	490,746	556,378	395,913	397,256	(160,464)	-28.84%
ENGINEERING	Gen	0	0	0	1,303,931	1,335,657	1,303,931	-
FLEET MAINTENANCE	Gen	112,180	108,755	114,728	116,843	117,577	2,116	1.84%
STREET MAINTENANCE	Gen	690,742	742,391	977,207	757,563	774,122	(219,644)	-22.48%
PARKS & STREET LANDSCAPING	Gen	1,728,578	1,802,963	1,981,318	2,038,558	2,110,524	57,241	2.89%
FACILITY MAINTENANCE	Gen	882,055	924,113	970,515	968,450	974,450	(2,065)	-0.21%
<b>MAINTENANCE SERVICES</b>		<b>3,899,932</b>	<b>4,068,968</b>	<b>4,600,145</b>	<b>5,581,258</b>	<b>5,709,585</b>	<b>981,113</b>	<b>21.33%</b>

The Public Works Department, created in FY 2012/13, is comprised of what were formerly the Maintenance Services Department and the Engineering Division. Engineering oversees capital improvement projects, provides knowledgeable counter service at City Hall, develops budget-appropriate solutions to street and facility improvement requirements, explores and takes advantage of appropriate financial grant opportunities and promoting Council goals in engineering projects. Maintenance Services maintains parks, streets, wastewater collection/storm drainage collection systems, building facilities, fleet and equipment.

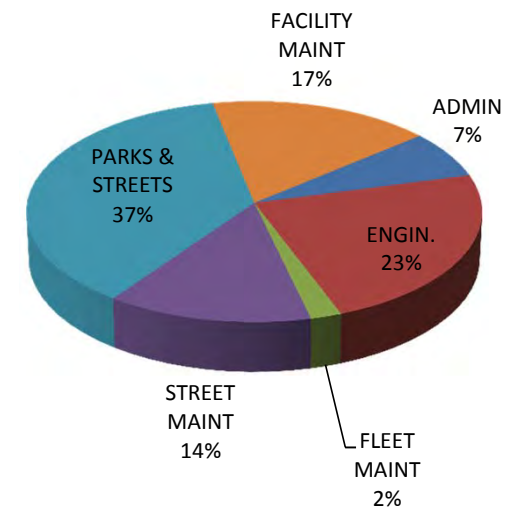
Fleet provides automotive/equipment maintenance for 71 vehicles City-wide

Streets maintains 104 miles of City streets to ensure safe conditions for motorists, bicyclists and pedestrians, responds to potholes, stop and yield sign repairs within 24 hours, inspects all storm drain outfalls, and addresses flow line and drainage problems

Parks maintains 52.5 acres of Parks and 42 acres of landscape boulevards

Sewer maintains 108 miles of sewage collection system and responds on a 24 hour basis to all residential and commercial users. This is accounted for in the Sewer Fund.

Facility Maintenance maintains 136,000 square feet of City buildings/facilities. It provides all preventative maintenance services on schedule and corrective maintenance on a priority basis and ensures buildings meet Fire



# Resources

COST CATEGORY	10-11	11-12	12-13	13-14	14-15	13-14	
	ACTUAL	ACTUAL	ADOPTED	PROPOSED	PROPOSED	CHANGE \$	CHANGE %
PERSONNEL SERVICES	2,588,467	2,615,538	3,033,470	3,863,242	3,985,469	829,772	27.35%
SERVICE AND SUPPLIES	1,309,947	1,453,430	1,566,675	1,718,016	1,724,116	151,341	9.66%
CAPITAL OUTLAY	1,518	-	-	-	-	-	-
	3,899,932	4,068,968	4,600,145	5,581,258	5,709,585	981,113	21.33%



POSITIONS	10-11	11-12	12-13	13-14	14-15	CHANGE \$	CHANGE %
ADMINISTRATION	3.0	3.0	3.0	3.0	3.0	-	0.00%
ENGINEERING	0.0	0.0	0.0	9.0	9.0	9	-
FLEET MAINTENANCE	2.0	2.0	2.0	2.0	2.0	-	0.00%
STREET MAINTENANCE	8.0	8.0	8.0	7.5	7.5	(0.5)	-6.25%
PARKS & STREET LANDSCAPING	12.5	12.5	12.5	13.0	13.0	0.5	4.00%
FACILITY MAINTENANCE	4.0	4.0	4.0	4.0	4.0	-	0.00%
	29.5	29.5	29.5	38.5	38.5	9.0	30.51%



## Snapshot 13/14 - 14/15

The single largest change in this budget is the department reorganization to a newly created Public Works department that now has absorbed the Engineering division - a transfer of \$1.3 million from Community Development

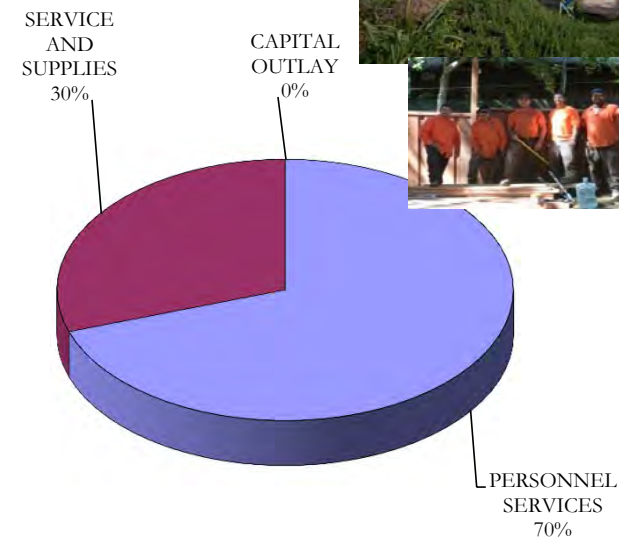
To assist in the area of general maintenance, the Capital Improvement Program (CIP) has been seeded with \$100,000 of annual general facilities repairs to address aging facilities. This department will manage such projects and expenditures through its Facilities program

This budget cycle reflects the unfunded hiring deferral of positions in the following areas:

- 1 Assistant Civil Engineer
- 3 Maintenance Workers
- 1 Maintenance Supervisor
- 1 Maintenance Fleet Facilitator

The Teamsters labor group, all of whom are staffed in the Maintenance Divisions of this department, recent ratified a three-year contract beginning July 2013. This contract, which phases in full employee paid CalPERS contributions by 2016, has been built into the 2013/15 budget

General materials and services budgets in this department remained relatively flat



# Recreation

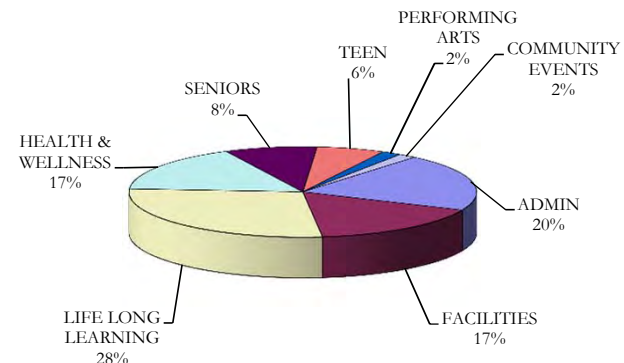
The Los Altos Recreation Department strives to enrich community members through active participation in life long learning, health and wellness, community involvement, and recreational activities

PROGRAM EXPENDITURES	FUND	10-11	11-12	12-13	13-14	14-15	13-14	
		ACTUAL	ACTUAL	ADOPTED	PROPOSED	PROPOSED	CHANGE \$	CHANGE %
ADMINISTRATION	Gen	392,087	405,395	416,788	443,377	441,927	26,590	6.38%
FACILITIES	Gen	327,543	347,697	365,990	359,393	361,453	(6,597)	-1.80%
LIFE LONG LEARNING	Gen	507,283	587,338	599,425	603,189	605,561	3,764	0.63%
HEALTH & WELLNESS	Gen	322,215	350,588	357,220	360,840	362,780	3,620	1.01%
SENIOR PROGRAMS	Gen	159,681	174,818	166,696	186,008	188,308	19,312	11.59%
TEEN PROGRAMS	Gen	121,388	138,509	133,730	136,835	139,075	3,105	2.32%
PERFORMING & VISUAL ARTS	Gen	53,381	42,769	39,474	39,474	39,474	-	0.00%
COMMUNITY EVENTS	Gen	23,081	35,362	41,780	35,841	35,841	(5,939)	-14.21%
<b>RECREATION</b>		<b>1,906,659</b>	<b>2,082,476</b>	<b>2,121,103</b>	<b>2,164,958</b>	<b>2,174,420</b>	<b>43,855</b>	<b>2.07%</b>
<b>FEE BASED PROGRAM REVENUE</b>		<b>1,715,539</b>	<b>1,748,230</b>	<b>1,757,927</b>	<b>1,759,100</b>	<b>1,811,800</b>	<b>1,173</b>	<b>0.07%</b>
<b>DIRECT RECOVERY PERCENTAGE</b>		<b>100%</b>	<b>93%</b>	<b>92%</b>	<b>91%</b>	<b>93%</b>		

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

The budget remained consistent with the prior year and the past year saw the full activation of the refurbished San Antonio facility for a full complement of programming at that location.

Revenues continue to strengthen, a testament to the innovation of the recreation team when one considers the aged state of the facilities and buildings within which they operate.



# Resources

COST CATEGORY	10-11	11-12	12-13	13-14	14-15	12-13 Update	
	ACTUAL	ACTUAL	ADOPTED	PROPOSED	PROPOSED	CHANGE \$	CHANGE %
PERSONNEL SERVICES	970,910	998,650	1,011,670	1,007,462	1,020,984	(4,208)	-0.42%
SERVICE AND SUPPLIES	935,749	1,107,723	1,106,096	1,154,996	1,150,936	48,900	4.42%
CAPITAL OUTLAY	-	-	-	2,500	2,500	2,500	-
	1,906,659	2,106,373	2,117,766	2,164,958	2,174,420	47,192	0.02



POSITIONS	10-11	11-12	12-13	13-14	14-15	CHANGE \$	CHANGE %
ADMINISTRATION	1	1	1	1	1	0	-
FACILITIES	1	1	1	1	1	0	-
LIFE LONG LEARNING	2	2	2	2	2	0	-
HEALTH & WELLNESS	1	1	1	1	1	0	-
SENIOR PROGRAMS	1	1	1	1	1	0	-
TEEN PROGRAMS	1	1	1	1	1	0	-
PERFORMING & VISUAL ARTS	0	0	0	0	0	0	-
COMMUNITY EVENTS	0	0	0	0	0	0	-
	7	7	7	7	7	0	0.00



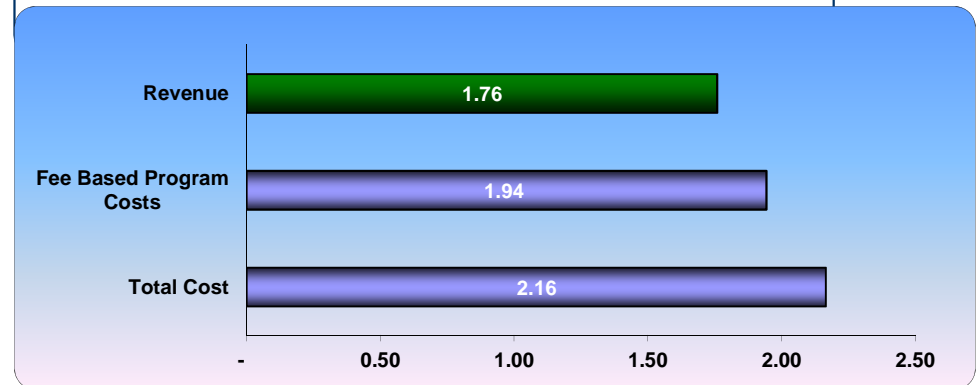
## Snapshot 13/14 - 14/15

This budget cycle reflects the hiring deferral of one unfunded administrative support position.

In the FY 2012/13 term \$23,000 of part time dollars were transferred to Recreation to fund the transfer of volunteer duties to the department from administration

The Cost allocation plan proposes the implementation of a "market-based" revenue model to enhance the ability of the department to adapt to changing market conditions with program and facility pricing. Projected revenue levels reflect traditional collections and will be adjusted in the interim period for what is expected to be a positive impact with the change in the fee/pricing model.

The increase in the senior program budget reflects a modification in the construct of the contract/class billing system that now requires the full pass of sales through City systems. Revenue offsets have been adjusted accordingly.



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# Other Services





# Enterprise, Capital & Other Funds

PROGRAM EXPENDITURES	FUND	10-11 ACTUAL	11-12 ACTUAL	12-13 ADOPTED	13-14 PROPOSED	14-15 PROPOSED	Change \$	13-14 Change %
GENERAL CAPITAL PROJECTS	CIP	6,112,155	4,991,650	1,824,200	1,372,500	1,222,200	(451,700)	-25%
EQUIPMENT	Equip	230,386	127,893	130,000	300,000	135,000	170,000	131%
<b>CAPITAL</b>		<b>6,342,541</b>	<b>5,119,543</b>	<b>1,954,200</b>	<b>1,672,500</b>	<b>1,357,200</b>	<b>(281,700)</b>	<b>-14.4%</b>
SEWER SERVICES	Ent	3,130,235	3,644,771	3,609,955	3,622,305	3,722,245	12,350	0%
SEWER CAPITAL PROJECTS	Ent	1,239,673	1,424,422	1,644,000	1,818,330	1,684,188	174,330	11%
SOLID WASTE	Ent	716,600	341,449	440,311	440,311	449,117	0	0%
STORM DRAIN	Ent	199,808	212,627	257,475	257,475	257,475	0	0%
<b>ENTERPRISE OPERATIONS</b>		<b>5,286,315</b>	<b>5,623,269</b>	<b>5,951,741</b>	<b>6,138,421</b>	<b>6,113,025</b>	<b>186,680</b>	<b>3.1%</b>
SPECIAL REVENUE	Spec Rev	275,447	139,896	951,000	892,000	1,884,800	(59,000)	-6%
INTERNAL SERVICE	Int	1,055,723	1,053,254	1,179,000	1,185,000	1,185,000	6,000	1%
DEBT SERVICE	Debt	245,317	314,032	252,499	256,408	253,558	3,909	2%
<b>TOTAL OTHER FUNDS</b>		<b>1,576,487</b>	<b>1,507,182</b>	<b>2,382,499</b>	<b>2,333,408</b>	<b>3,323,358</b>	<b>(49,091)</b>	<b>-2.1%</b>
<b>TOTAL</b>		<b>13,205,344</b>	<b>12,249,994</b>	<b>10,288,440</b>	<b>10,144,329</b>	<b>10,793,583</b>	<b>(144,111)</b>	<b>-1.4%</b>

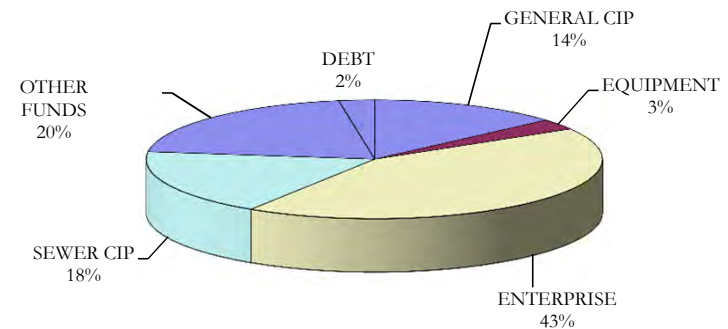
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This fund group is made up of several separate funds including the Capital Projects Fund, the Equipment Replacement Fund, Community Facility Renewal Fund, Enterprise, Internal Service and Debt Service Funds.

The Capital Projects Fund holds long-term capital funding reserves and accounts for all revenue and costs associated in managing the construction of new and replacement of City infrastructure. 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.

Enterprise Funds include Sewer, Solid Waste and Storm Drain. Internal Service Funds include all Gas Tax, grant, State-provided funds, special revenue proceeds and debt funds.

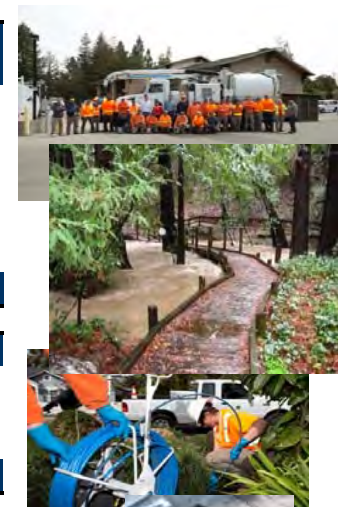
In the FY 2013/14, the Storm Water Fund will be reclassified from an Enterprise to a fully General Fund supported operation given the absence of an established assessment fee-based district model.



# Resources

COST CATEGORY	10-11	11-12	12-13	13-14	14-15	13-14	
	ACTUAL	ACTUAL	ADOPTED	UPDATE	UPDATE	Change \$	Change %
PERSONNEL SERVICES	845,986	905,804	1,041,363	1,041,363	1,041,363	0	0%
SERVICE AND SUPPLIES	4,531,826	4,470,677	5,396,378	5,355,728	6,457,274	(40,650)	-1%
CAPITAL EQUIPMENT	230,386	143,408	130,000	300,000	135,000	170,000	131%
CIP CAPITAL PROJECTS	6,112,155	4,991,650	1,824,200	1,372,500	1,222,200	(451,700)	-25%
SEWER CAPITAL PROJECTS	1,239,673	1,424,422	1,644,000	1,818,330	1,684,188	174,330	11%
DEBT	245,317	314,032	252,499	256,408	253,558	3,909	2%
<b>ENTERPISE COMBO</b>	<b>13,205,344</b>	<b>12,249,993</b>	<b>10,288,440</b>	<b>10,144,329</b>	<b>10,793,583</b>	<b>(144,111)</b>	<b>-1.40%</b>

POSITIONS	10-11	11-12	12-13	13-14	14-15	Change \$		Change %	
SEWER	6.25	6.25	6.25	6.25	6.25	0	0%		
SOLID WASTE	0.25	0.25	0.25	0.25	0.25	0	0%		
STORM WATER	1.00	1.00	1.00	1.00	1.00	0	0%		
	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>0.00</b>	<b>0.00%</b>		



## Snapshot

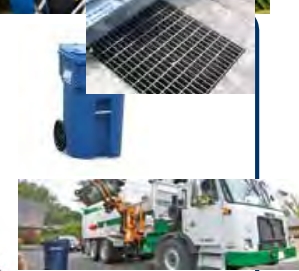
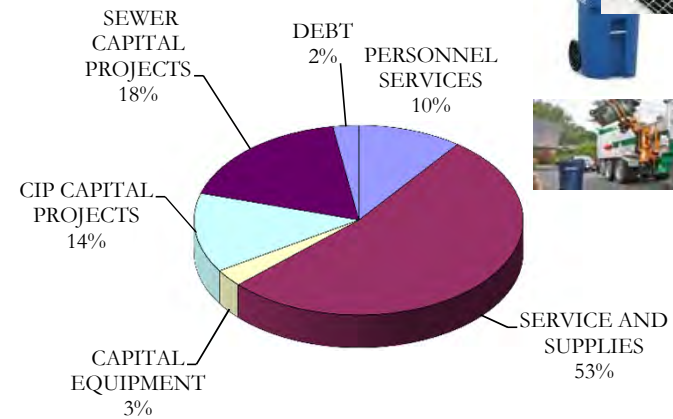
Capital Project expenditure levels change widely as they are variable based upon their allocation within the five-year CIP plan

Sewer service operating and capital projects costs, as presented, have been aligned with the newly adopted Sewer Master Plan, rate study revenue assumptions and capital needs. These projections match the Master Plan projections and will be evaluated annually against that benchmark

Solid Waste total costs are lower now that they are aligned with the new waste contract model

Storm Drain funds remain fairly level in the short term and are fully now dependent on General Fund transfers

No new debt issued in this biennial term



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# Forecast



## TEN YEAR FORECAST - ASSUMPTIONS

### Revenue Assumptions

- 1 Major General Fund revenue sources will grow between 2 to 5% per year in the forecast term (10 years)
- 2 Interest earning rates will range from 1 to 3% in the near term and extend to 5% in the long term
- 3 No further State takeaways anticipated
- 4 Sales tax remains stable with no major retail relocations or additions taking place
- 5 Property Tax begins recovering at a normalized pace
- 6 Transient Occupancy Tax rates will remain at current levels
- 7 Storm Water Assessment District funding is assumed to be absent and costs to be absorbed into the General Fund
- 8 All recreation facilities are assumed to be available throughout the Civic Center redevelopment

### Expenditure Assumptions

- 1 No increase in full-time positions and some vacancies filled over the forecast term
- 2 City-wide salary and benefits costs to be controlled within sustainable growth rates
- 3 Substantial PERS contribution rate hikes assumed and partially mitigated by phased employee contribution rates
- 4 Increases in health care assumed along with projected mitigating factors - the impact of new legislation unknown
- 5 Impact of the newly introduced second and third tier PERS plans projected be realized in later years
- 6 Newly established CalPERS reserve utilized within a five-year term
- 7 No debt issuance is anticipated beyond existing levels
- 8 Material and service costs are assumed to increase at CPI rates
- 9 Workers' Compensation and liability costs remain relatively stable in later years
- 10 Equipment and vehicle replacement costs assumed to remain at average levels for years 2 through 5

*“The only reason for time is so that everything doesn't happen at once.”*

*Albert Einstein*



## TEN YEAR FORECAST - STRENGTHS - THREATS - OPPORTUNITIES

### Strengths

- 1 Los Altos continues a cost-containment profile
- 2 Major Revenue sources - Property Tax - Sales Tax - Hotel Tax are relatively stable
- 3 Los Altos is characterized by a high level of safety and environmental consciousness
- 4 Los Altos is home to outstanding educational institutions
- 5 City staffing levels reflect operational efficiency
- 6 Pension reform is actively being put into place
- 7 Contract outsourcing is utilized where possible to take full advantage of external skill sets and specialized expertise
- 8 Los Altos remains highly rated from a credit quality perspective
- 9 Los Altos enjoys a tremendous amount of citizen participation, support and volunteerism
- 10 Los Altos is located in the heart of a robust California center of commerce and technology
- 11 The City enjoys a tradition of strong leadership, operational and financial management, and workforce collaboration

### Threats

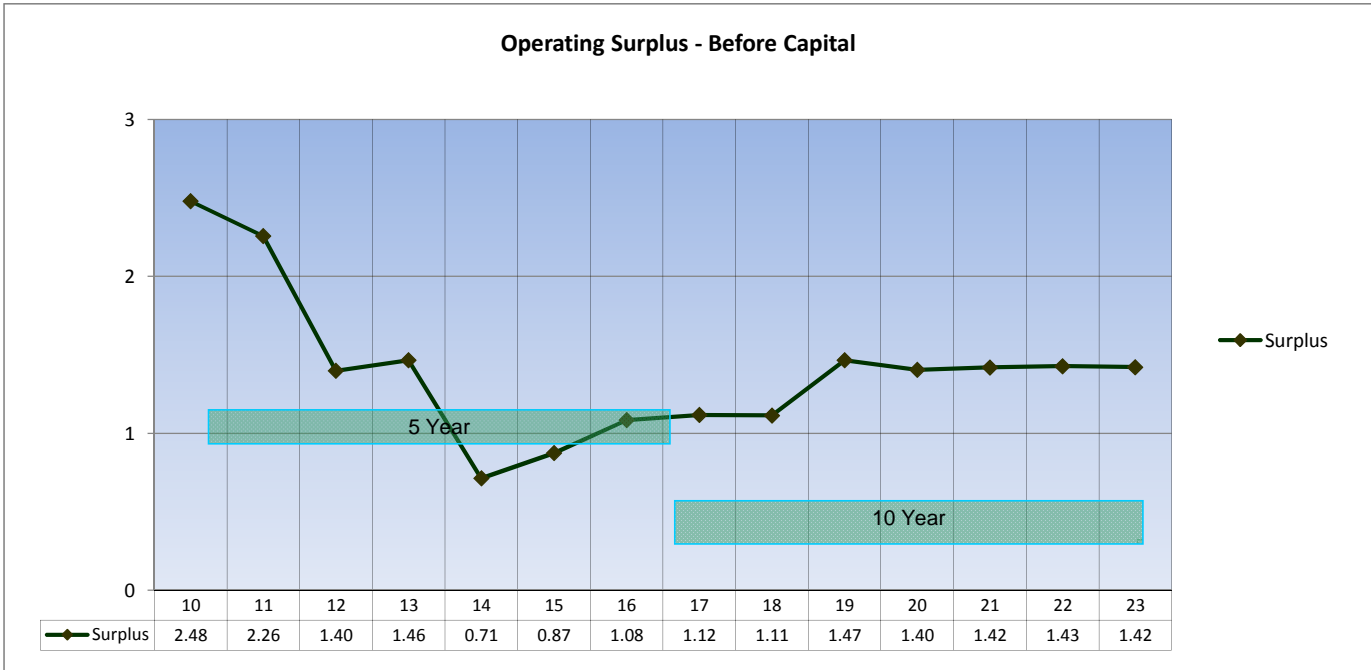
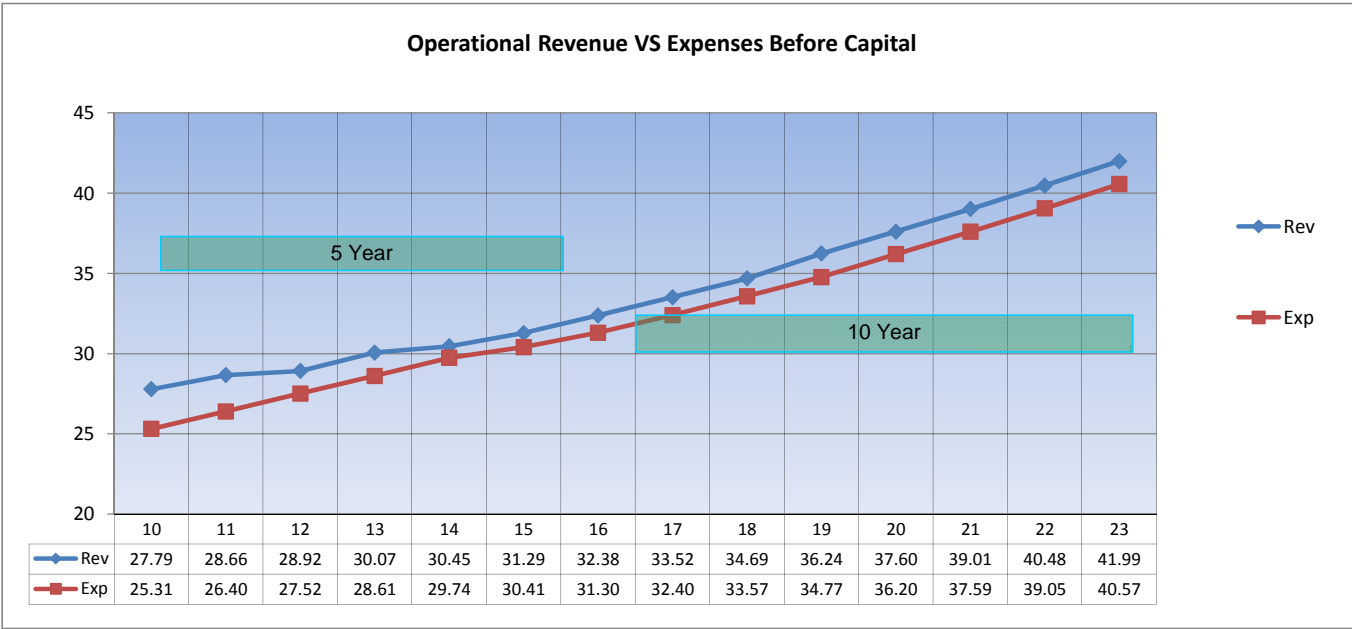
- 1 Local Government has limited influence on major income streams
- 2 The City remains susceptible to legislative revenue takeaways given budget weaknesses at the State level
- 3 Cost control, especially in the arena of labor and benefits, is a vital part of a long-term strategy
- 4 Potential increases in the cost of Fire Services is a major concern as the contract is set to expire in 2016
- 5 Reform of pension costs and models is foundational in the long-term
- 6 Developing an ongoing dedicated capital project funding source remains a challenge
- 7 Monitoring and enhancing City-wide cost recovery performance is a continuous effort
- 8 Facility maintenance and upgrading remains a substantial challenge as City facilities age and become operationally outdated
- 9 The financial model presumes normalized health care and insurance costs and equitable cost-sharing
- 10 Master plan-identified costs such as - Storm Water - Traffic Calming - Pedestrian Systems remain to be addressed

### Opportunities

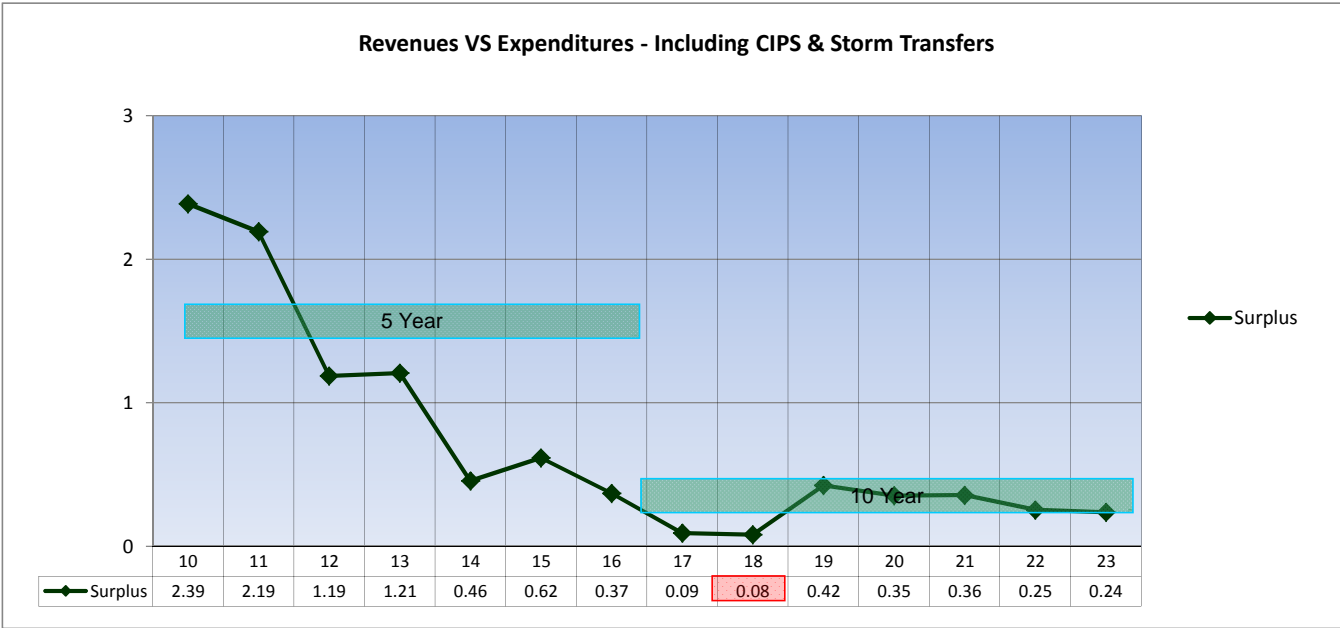
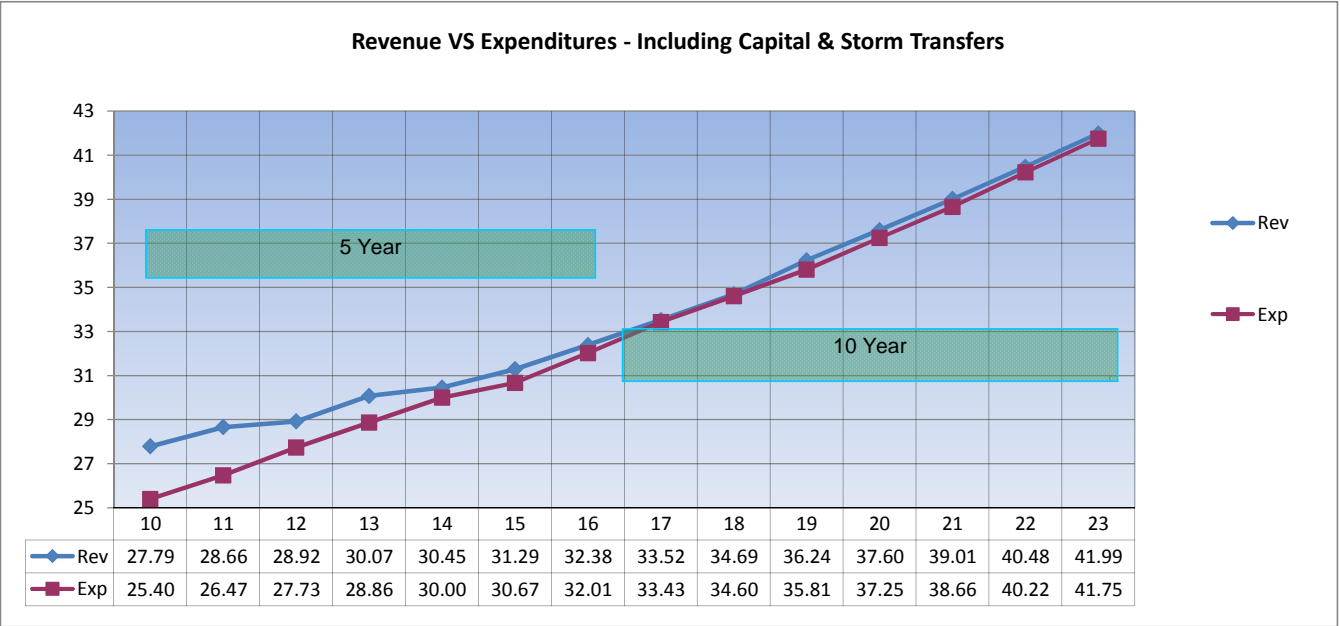
- 1 Continue to pursue cost-efficiency measures and develop sustainable levels of operation
- 2 Build upon community support for much needed facility improvement funding for safety - recreation - library - fields
- 3 Enhance technology to provide even better, faster and more accessible services
- 4 Continue in the efforts to create a vibrant downtown and integrated Civic Center
- 5 Continue economic development efforts City-wide with a focus on the City's commercial districts
- 6 Consider the viability of creating Business Improvement and/or Parking District funding and maintenance mechanisms
- 7 Pursue State or Federal grants wherever possible
- 8 Be fully responsive to consumer-driven activities through targeted marketing and facility upgrades
- 9 Study the viability of establishing a self-sustaining Storm Drain Assessment District to provide General Fund relief



# TEN YEAR FORECAST - OPERATIONAL PERFORMANCE

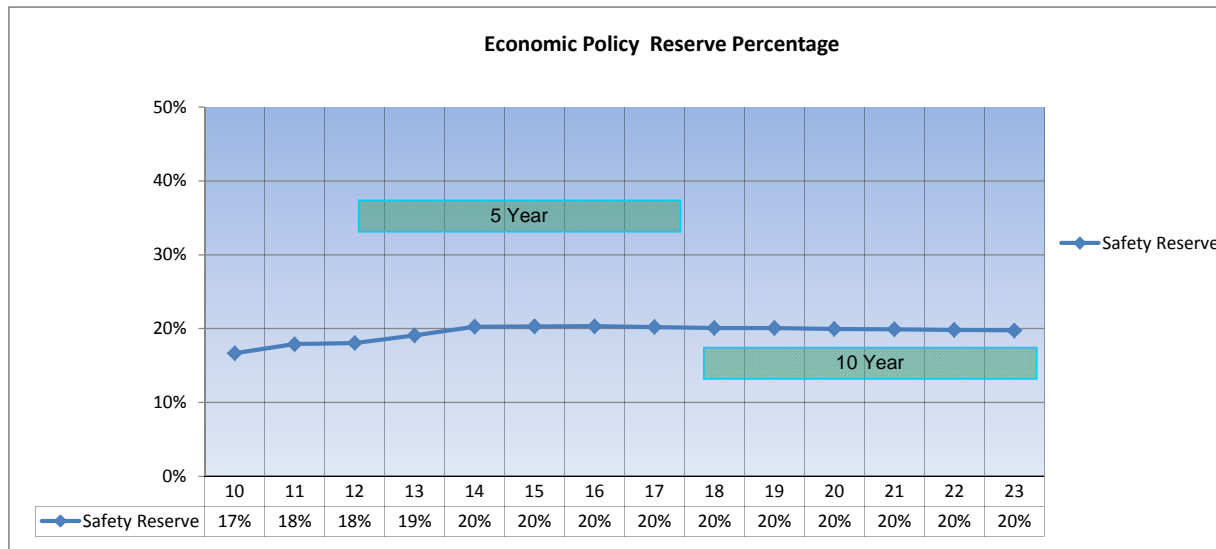
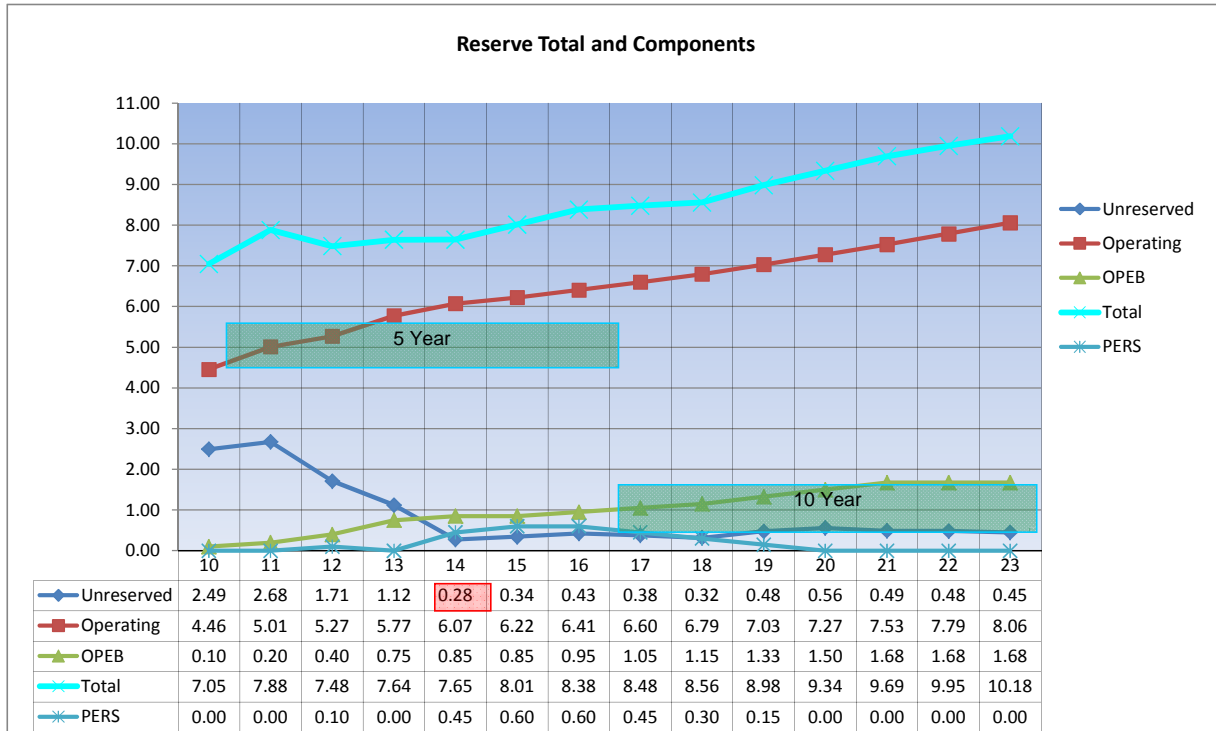


# TEN YEAR FORECAST - TOTAL OUTLAYS





## TEN YEAR FORECAST - RESERVES



# Capital Improvement Program



FY 2013/14 to 2017/18



# Capital Improvement Program (CIP)

FY 2013/14 - 2017/18

## Table of Contents

### OVERVIEW

Guide to the five-year CIP  
CIP revenue sources  
Glossary of terms

### SUMMARIES & PROJECTIONS

Fund balance projections  
Project by category & year  
Project by category  
Projects by funding source  
Funded Projects  
Projects - all years  
Unscheduled & Unfunded projects

### CAPITAL PROJECTS

#### Civic Facilities

Buildings  
Parks/Trails  
Parking Lots

#### Community Development

General  
Infrastructure  
Technology

#### Transportation

Pedestrian/Bicycle Safety  
Streets/Roadways

#### Wastewater Systems

Sewer  
Storm

# Capital Improvement Program (CIP)

## Guide to the five-year CIP

### Introduction

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

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

### How this Document is Organized

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

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

# Capital Improvement Program (CIP)

## Guide to the five-year CIP

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

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



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

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

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

# Capital Improvement Program (CIP)

## Guide to the five-year CIP

Each of the project descriptions within the various service areas display projected costs for each of the next five years including the proposed allocation for FY 2013/14, planned costs for the following four years, a brief description of each project, the identified area of priority/benefit and a brief commentary of the status of ongoing and current expenditures. For projects where the operational cost impact is known, this information is also included in the description. Inflationary factors are also included where appropriate.

In this first year of implementation of the new format, individual project descriptions have focused on the newly proposed projects while legacy active project are primarily presented on a summary status listing. As this document evolves, all active and proposed projects will be developed into individual five-year project formats.

**Other key documents** included are:

- Revenue source definitions
- A listing of Unscheduled and Unfunded Projects
- A Glossary of terms

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

### Health & Safety

Transportation Improvements  
    Streets and Roadways  
    Pedestrian and Pathway  
Improvements  
Wastewater Systems  
Safety Communications

### Ensuring Quality of Life

Community Development  
    Technology & Infrastructure  
    Public Safety Communications  
Civic Facilities  
    Recreation/Parks/Trails  
    Municipal Facilities  
    Parking Lots/Building/Planning

### Asset Preservation

Road Resurfacing  
Slurry Seal  
Facility Maintenance

### Efficiency

Technology  
Geographic mapping  
Long term planning

# Operating & CIP Budgets

## CIP Revenue Sources

### How CIP projects are financed

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

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

### RESTRICTED REVENUE FUNDS:

#### Roadways and Traffic

**Gas Tax** – Financing is provided by the City's share of the State tax on gasoline, which can only be used for the research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit corridors.

**Transportation Grants** – Grant funding from State and Federal sources that can only be used for transportation improvement projects in the City's rights-of-way. Grants of this type in the Silicon Valley have originated from such agencies as the Valley Transit Authority, Federal Stimulus Funds, and the Metropolitan Transit Commission, among others.

# Operating & CIP Budgets

## CIP Revenue Sources

**Traffic Impact Fees** - Developer fees in the form of Traffic Impact Fees (TIF) can assist in the area of traffic capacity and flow. TIF funds are generated through the increase in residential housing living units and can be applied to traffic impacts with a focus on enhancing traffic flow and calming measures. Such fees are designed to have developers contribute towards the impact of growth in the local jurisdiction.

**State Traffic Development Act Funds** - The Transportation Development Act (TDA) provides two major sources of funding for public transportation: the Local Transportation Fund (LTF) and the State Transit Assistance fund (STA). These funds are for the development and support of public transportation needs that exist in California and are allocated to areas of each County based on population, taxable sales and transit performance. The allocation of these funds is discretionary at the State level.

### Community Facilities

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

### ENTERPRISE FUNDS

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

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



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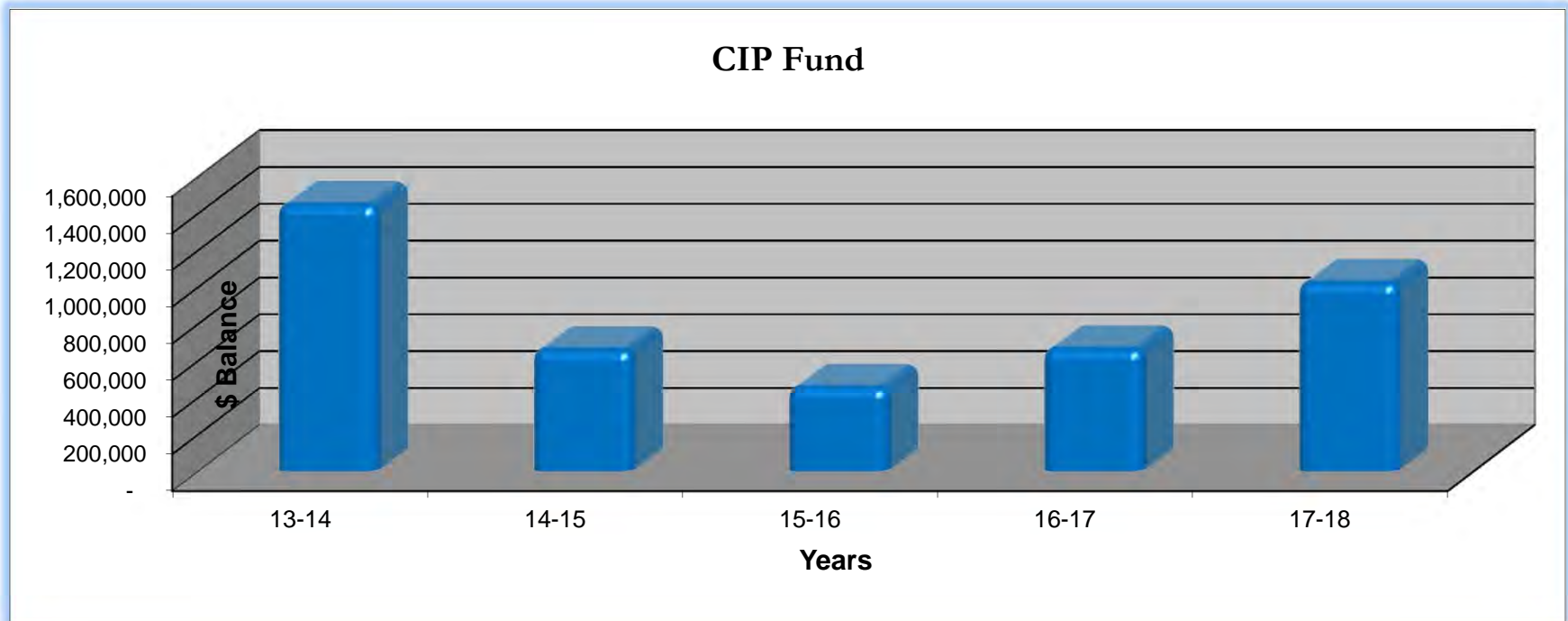
# Project Summary Schedules



# City of Los Altos

## Five-Year CIP - Fund Balance Projections FY 2013/14 to 2017/18

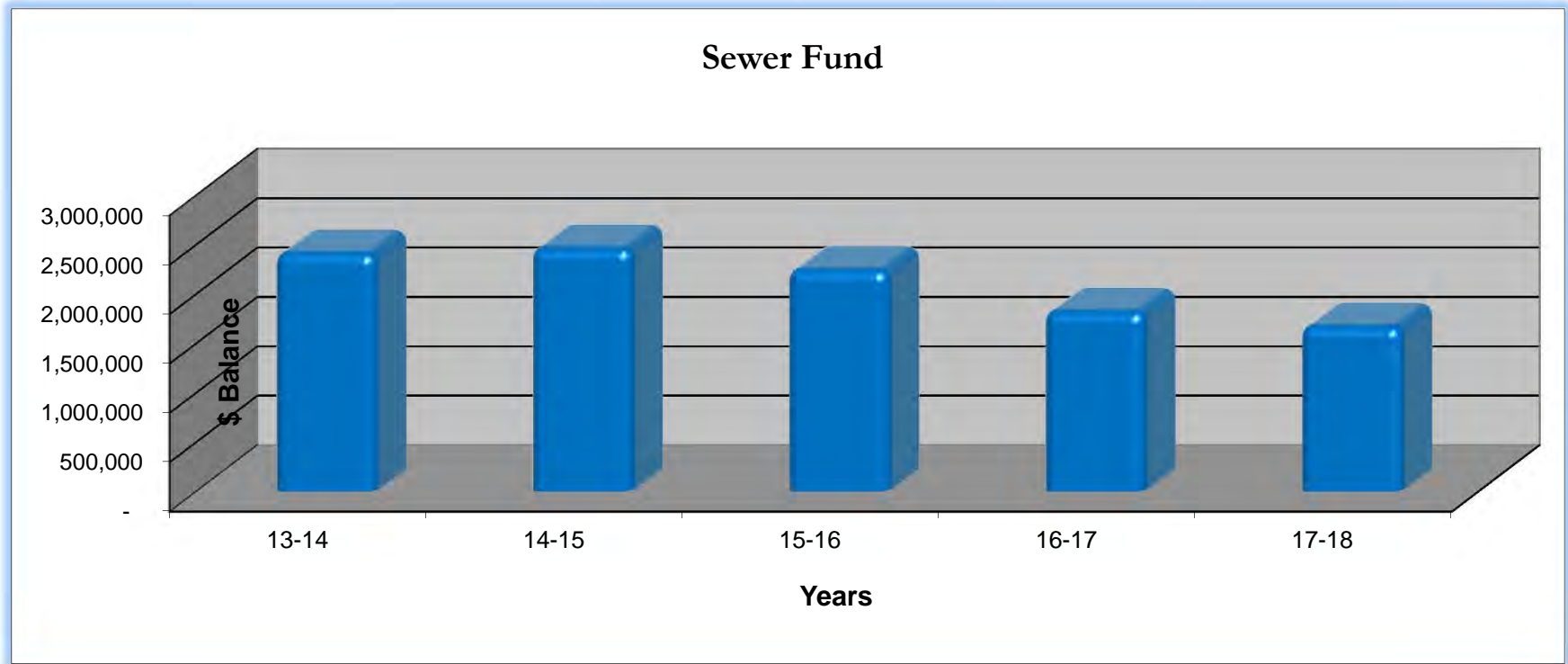
<b>Capital Improvement Projects Fund</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Projected Beginning Balance</b>	2,545,626	1,448,126	660,926	455,926	665,926
Less - Prior Year Active Projects	-	-	-	-	-
Revenue & Grants	175,000	85,000	85,000	85,000	85,000
Transfers In (out)	150,000	350,000	450,000	750,000	750,000
Capital Project Plan	(1,422,500)	(1,222,200)	(740,000)	(625,000)	(475,000)
<b>Projected Ending Balance</b>	<b>1,448,126</b>	<b>660,926</b>	<b>455,926</b>	<b>665,926</b>	<b>1,025,926</b>



# City of Los Altos

## Five-Year CIP - Fund Balance Projections FY 2013/14 to 2017/18

Sewer Fund	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Projected Beginning Balance</b>	2,200,000	2,414,548	2,466,415	2,246,371	1,825,390
Less - Prior Year Active Projects	-	-	-	-	-
Net Income (adjusted for 2013 Rate Study)	2,032,878	1,736,055	1,403,126	1,547,224	1,748,394
Sewer Fund Project Plan	(1,818,330)	(1,684,188)	(1,623,170)	(1,968,205)	(1,900,333)
<b>Projected Ending Balance</b>	<b>2,414,548</b>	<b>2,466,415</b>	<b>2,246,371</b>	<b>1,825,390</b>	<b>1,673,451</b>



# City of Los Altos

## Five-Year CIP - Fund Balance Projections FY 2013/14 to 2017/18

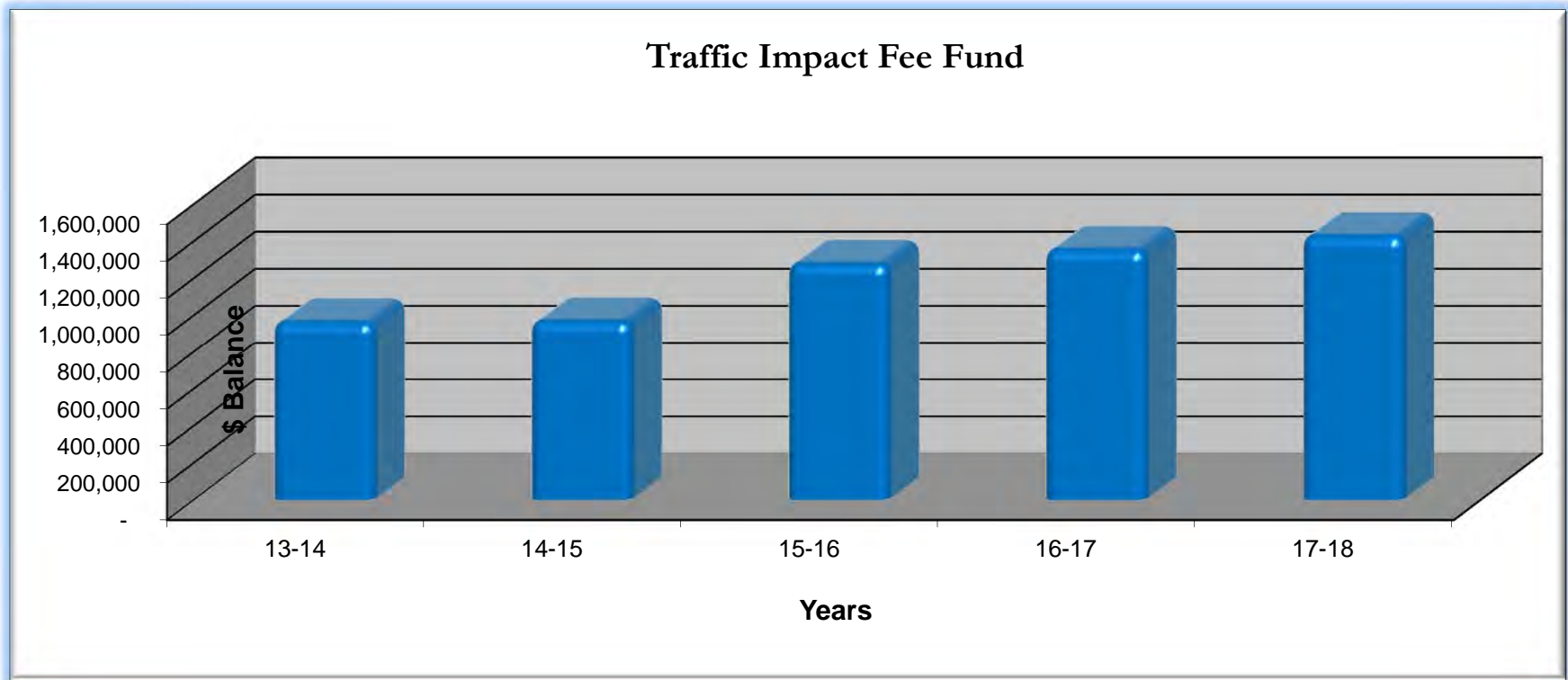
<b>Park-In-Lieu Fund</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Projected Beginning Balance</b>	4,494,734	4,577,734	4,942,734	5,017,734	5,092,734
Less - Prior Year Active Projects	-	-	-	-	-
Capital Project Plan	(282,000)	-	-	-	-
Income	365,000	365,000	75,000	75,000	75,000
<b>Projected Ending Balance</b>	<b>4,577,734</b>	<b>4,942,734</b>	<b>5,017,734</b>	<b>5,092,734</b>	<b>5,167,734</b>



# City of Los Altos

## Five-Year CIP - Fund Balance Projections FY 2013/14 to 2017/18

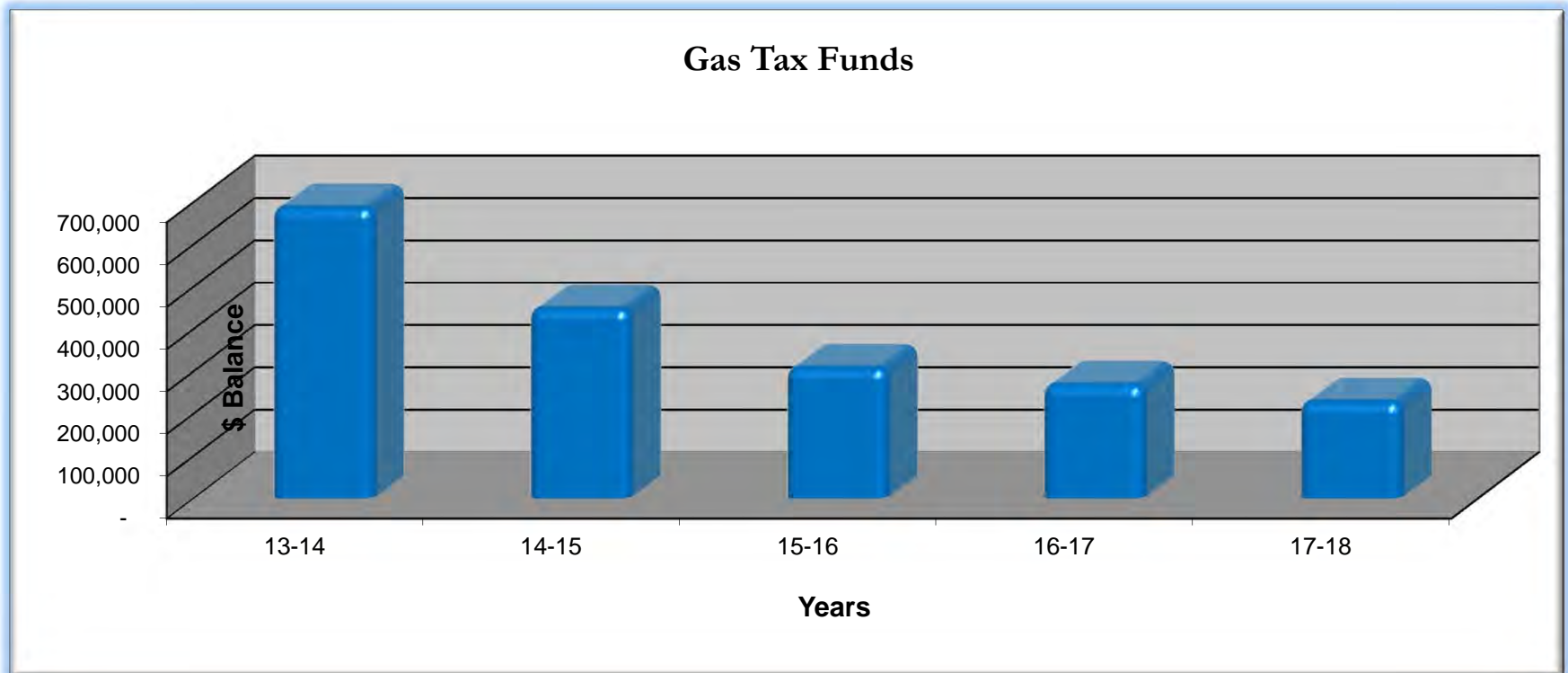
Traffic Impact Fee Fund	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Projected Beginning Balance</b>	250,686	964,986	969,186	1,280,186	1,355,186
Less - Prior Year Active Projects	-	-	-	-	-
Capital Project Plan	-	-	236,000	-	-
Income	714,300	4,200	75,000	75,000	75,000
<b>Projected Ending Balance</b>	<b>964,986</b>	<b>969,186</b>	<b>1,280,186</b>	<b>1,355,186</b>	<b>1,430,186</b>



# City of Los Altos

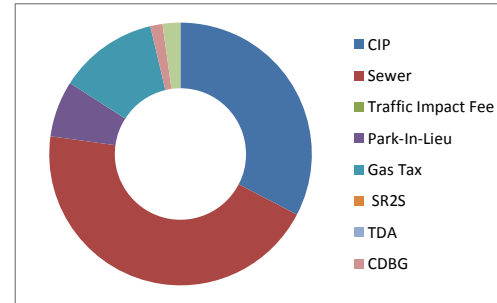
## Five-Year CIP - Fund Balance Projections FY 2013/14 to 2017/18

Gs Tax Funds	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Projected Beginning Balance</b>	783,081	688,881	449,781	309,781	269,781
Less - Prior Year Active Projects	-	-	-	-	-
Capital Project Plan	(500,000)	(645,000)	(550,000)	(450,000)	(450,000)
Transfers In (out)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
Income	595,800	595,900	600,000	600,000	600,000
<b>Projected Ending Balance</b>	<b>688,881</b>	<b>449,781</b>	<b>309,781</b>	<b>269,781</b>	<b>229,781</b>



## 2013/14 CIP - Projects by Category and Year

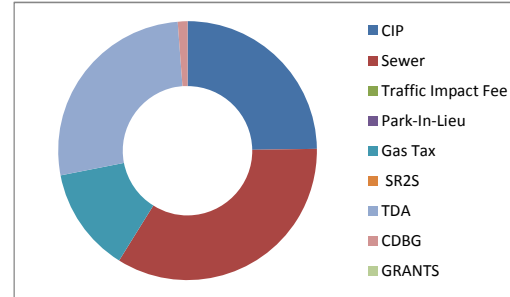
Project	Proj #	CIP	Sewer	Traffic Impact Fee	Park-In-Lieu	Gas Tax	SR2S	TDA	CDBG	GRANTS	OTHER	TOTAL
<b>Civic Facilities - Parks/Trails</b>												
Covington Class I Pathway/Design	CF-01005	75,000										75,000
Redwood Grove Bank Stabilization (subject to grant funding)	CF-01001	-			282,000					90,000		372,000
<b>Civic Facilities - Buildings</b>												
Civic Center Redevelopment	CF-01002	200,000										200,000
Civic Facilities Capital Recovery Projects	CF-01003	175,000										175,000
Halsey House Renovation/Replacement Study (Grant Funded)	CF-01004										25,000	25,000
<b>Community Development - General</b>												
Housing Element Update	CD-01001	82,500										82,500
Commercial Wayfinding Sign Program	CD-01002	165,000										165,000
Public Art Projects	CD-01003	10,000										10,000
<b>Transportation - Streets/Roadways</b>												
Street Resurfacing	TS-01001	50,000				425,000						475,000
First Street Resurfacing (previously part of street resurfacing)	TS-01002	300,000										300,000
Street Striping	TS-01003					75,000						75,000
First Street South Plan Line	TS-01011	50,000										50,000
<b>Transportation - Pedestrian/Bicycle Safety</b>												
Concrete Repair	TS-01005	200,000										200,000
Traffic Sign Replacement	TS-01006	25,000										25,000
ADA Accessibility	TS-01008								60,000			60,000
<b>Wastewater Systems - Sewers</b>												
Repair Maintenance Problem Areas	WW-01001		599,302									599,302
Structural Reach Replacement, PCR (a)	WW-01002		540,741									540,741
Root Foaming	WW-01003		212,180									212,180
South Sewer Replacement	WW-01004		214,514									214,514
CIPP Corrosion Rehabilitation	WW-01005		145,502									145,502
Fats, Oils and Grease (FOG) Program	WW-01006		53,045									53,045
Geographic Information Systems (GIS) Update	WW-01008		53,045									53,045
<b>TOTAL</b>		<b>\$1,332,500</b>	<b>\$1,818,330</b>	<b>\$0</b>	<b>\$282,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$90,000</b>	<b>\$25,000</b>	<b>\$4,107,830</b>





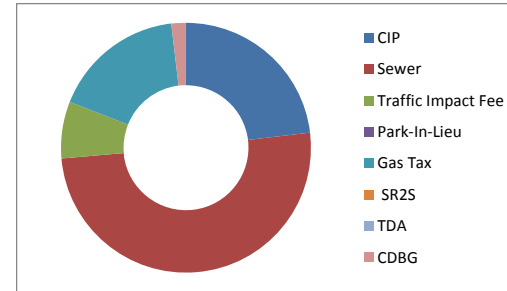
## 2014/15 CIP - Projects by Category and Year

Project		CIP	Sewer	Traffic Impact Fee	Park-In- Lieu	Gas Tax	SR2S	TDA	CDBG	GRANTS	OTHER	TOTAL
<b>Civic Facilities - Parks &amp; Trails</b>												
Miramonte Avenue Path	CF-01006	331,200						1,324,800				1,656,000
Covington Class I Pathway/Construction	CF-01005	201,000										201,000
<b>Civic Facilities - Buildings</b>												
Civic Facilities Capital Recovery Projects	CF-01003	100,000										100,000
<b>Community Development - General</b>												
Special Projects and Studies	CD-01004	50,000										50,000
<b>Transportation - Streets/Roadways</b>												
Street Resurfacing	TS-01001	100,000				375,000						475,000
Street Slurry Seal	TS-01004	125,000										125,000
Street Striping	TS-01003					75,000						75,000
City Alley Resurfacing	TS-01009					195,000						195,000
<b>Transportation - Pedestrian/Bicycle Safety</b>												
Transportation Enhancements (added to offset NTMP change)		25,000										25,000
Concrete Repair	TS-01005	200,000										200,000
Traffic Sign Replacement	TS-01006	25,000										25,000
Grant Road Bicycle Lane	TS-01012	65,000										65,000
ADA Accessibility	TS-01008								60,000			60,000
<b>Wastewater Systems - Sewers</b>												
Repair Maintenance Problem Areas	WW-01001		417,280									417,280
Structural Reach Replacement, PCR (a)	WW-01002		556,963									556,963
Root Foaming	WW-01003		227,507									227,507
South Sewer Replacement	WW-01004		333,226									333,226
CIPP Corrosion Rehabilitation	WW-01005		18,085									18,085
Fats, Oils and Grease (FOG) Program	WW-01006		54,636									54,636
Geographic Information Systems (GIS) Update	WW-01008		54,636									54,636
Sewer System Management Plan Update			21,855									21,855
<b>TOTAL</b>		<b>\$1,222,200</b>	<b>\$1,684,188</b>	<b>\$0</b>	<b>\$0</b>	<b>\$645,000</b>	<b>\$0</b>	<b>\$1,324,800</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,936,188</b>



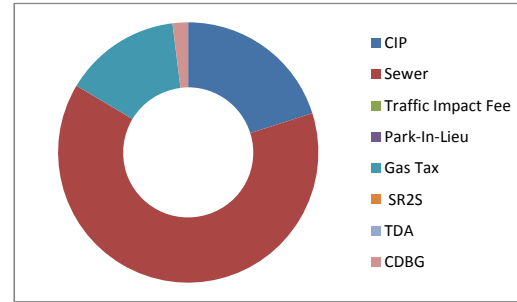
## 2015/16 CIP - Projects by Category and Year

Project		CIP	Sewer	Traffic Impact Fee	Park-In- Lieu	Gas Tax	SR2S	TDA	CDBG	GRANTS	OTHER	TOTAL
<b>Civic Facilities - Parks/Trails</b>												
Carmel Terrace Class I Pathway Design & Construction	CF-01007	365,000										365,000
<b>Civic Facilities - Buildings</b>												
Civic Facilities Capital Recovery Projects	CF-01003	100,000										100,000
<b>Community Development - General</b>												
Special Projects and Studies	CD-01004	50,000										50,000
<b>Transportation - Streets/Roadways</b>												
Street Resurfacing	TS-01001					475,000						475,000
Street Striping	TS-01003					75,000						75,000
San Antonio Road Left Turn Lane	TS-01010			236,000								236,000
<b>Transportation - Pedestrian/Bicycle Safety</b>												
Concrete Repair	TS-01005	200,000										200,000
Traffic Sign Replacement	TS-01006	25,000										25,000
ADA Accessibility	TS-01008							60,000				60,000
<b>Wastewater Systems - Sewers</b>												
Repair Maintenance Problem Areas	WW-01001		435,800									435,800
Structural Reach Replacement, PCR (a)	WW-01002		573,673									573,673
Root Foaming	WW-01003		225,102									225,102
CIPP Corrosion Rehabilitation	WW-01005		276,045									276,045
Fats, Oils and Grease (FOG) Program	WW-01006		56,275									56,275
Geographic Information Systems (GIS) Update	WW-01008		56,275									56,275
<b>TOTAL</b>		<b>\$740,000</b>	<b>\$1,623,170</b>	<b>\$236,000</b>	<b>\$0</b>	<b>\$550,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,209,170</b>



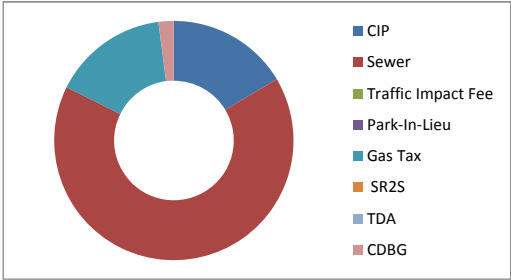
## 2016/17 CIP - Projects by Category and Year

Project		CIP	Sewer	Traffic Impact Fee	Park-In- Lieu	Gas Tax	SR2S	TDA	CDBG	GRANTS	OTHER	TOTAL
<b>Civic Facilities - Buildings</b>												
Civic Facilities Capital Recovery Projects	CF-01003	100,000										100,000
<b>Community Development - General</b>												
Special Projects and Studies	CD-01004	50,000										50,000
<b>Transportation - Streets/Roadways</b>												
Street Resurfacing	TS-01001	100,000				375,000						475,000
Street Slurry Seal	TS-01004	125,000										125,000
Street Striping	TS-01003					75,000						75,000
<b>Transportation - Pedestrian/Bicycle Safety</b>												
Transportation Enhancements		25,000										25,000
Concrete Repair	TS-01005	200,000										200,000
Traffic Sign Replacement	TS-01006	25,000										25,000
ADA Accessibility	TS-01008								60,000			60,000
<b>Wastewater Systems - Sewers</b>												
Repair Maintenance Problem Areas	WW-01001		523,652									523,652
Structural Reach Replacement, PCR (a)	WW-01002		590,882									590,882
Root Foaming	WW-01003		231,855									231,855
CIPP Corrosion Rehabilitation	WW-01005		276,045									276,045
Fats, Oils and Grease (FOG) Program	WW-01006		57,964									57,964
Structural Reach Replacement PCR ( b)	WW-01007		206,658									206,658
Geographic Information Systems (GIS) Update	WW-01008		57,964									57,964
Sewer System Management Plan Update	WW-01009		23,185									23,185
<b>TOTAL</b>		<b>\$625,000</b>	<b>\$1,968,205</b>	<b>\$0</b>	<b>\$0</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,103,205</b>



## 2017/18 CIP - Projects by Category and Year

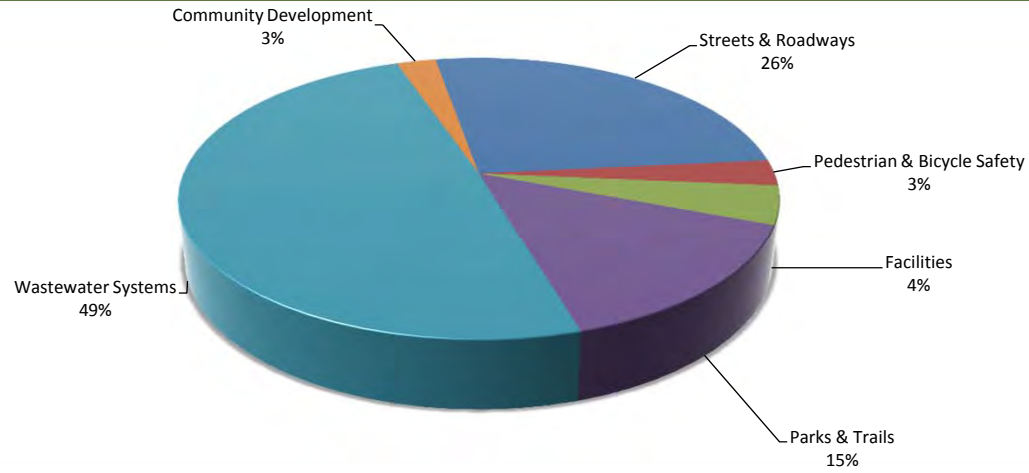
Project		CIP	Sewer	Traffic Impact Fee	Park-In- Lieu	Gas Tax	SR2S	TDA	CDBG	GRANTS	OTHER	TOTAL
<b>Civic Facilities - Buildings</b>												
Civic Facilities Capital Recovery Projects	CF-01003	100,000										100,000
<b>Community Development - General</b>												-
Special Projects and Studies	CD-01004	50,000										50,000
<b>Transportation - Streets/Roadways</b>												-
Street Resurfacing	TS-01001	100,000				375,000						475,000
Street Striping	TS-01003					75,000						75,000
<b>Transportation - Pedestrian/Bicycle Safety</b>												-
Concrete Repair	TS-01005	200,000										200,000
Traffic Sign Replacement	TS-01006	25,000										25,000
ADA Accessibility	TS-01008								60,000			60,000
<b>Wastewater Systems - Sewers</b>												-
Structural Reach Replacement, PCR (a)	WW-01002		629,948									629,948
Root Foaming	WW-01003		238,810									238,810
CIPP Corrosion Rehabilitation	WW-01005		292,856									292,856
Fats, Oils and Grease (FOG) Program	WW-01006		59,703									59,703
Structural Reach Replacement PCR( b)	WW-01007		619,313									619,313
Geographic Information Systems (GIS) Update	WW-01008		59,703									59,703
<b>TOTAL</b>		<b>\$475,000</b>	<b>\$1,900,333</b>	<b>\$0</b>	<b>\$0</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,885,333</b>



## Projects By Category - FY 2013/14 to 2017/18

	Civic Facilities		Community Development	Transportation	Wastewater		
	Facilities	Parks	General	Streets & Roadways	Pedestrian & Bicycle Safety	Sewer	
<b>Project Dollars by Service Area</b>	<b>\$800,000</b>	<b>\$2,669,000</b>	<b>\$457,500</b>	<b>\$4,781,000</b>	<b>\$540,000</b>	<b>\$8,994,225</b>	<b>\$18,241,725</b>

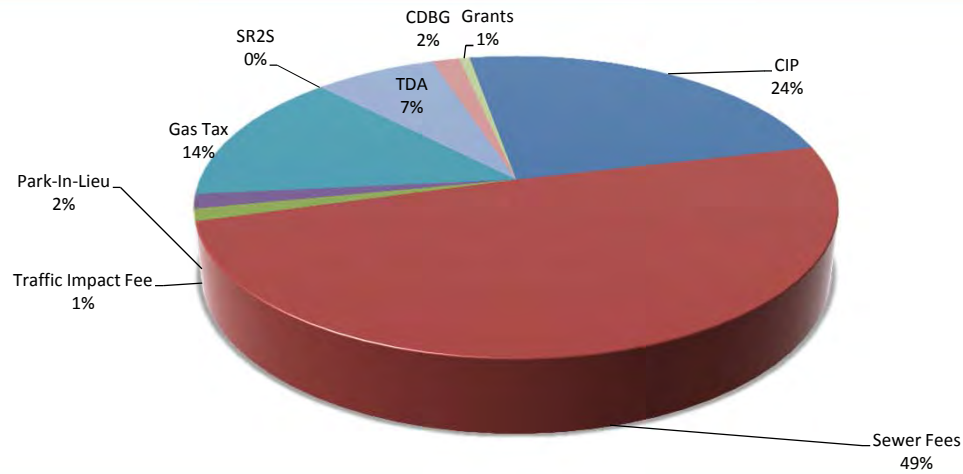
**Projects By Category**



## Projects Funding Source - FY 2013/14 to 2017/18

Year	2013/14	2014/15	2015/16	2016/17	2017/18	Total
CIP	1,332,500	1,222,200	740,000	625,000	475,000	4,394,700
Sewer Fees	1,818,330	1,684,188	1,623,170	1,968,205	1,900,333	8,994,225
Traffic Impact Fee	-	-	236,000	-	-	236,000
Park-In-Lieu	282,000	-	-	-	-	282,000
Gas Tax	500,000	645,000	550,000	450,000	450,000	2,595,000
SR2S	-	-	-	-	-	-
TDA	-	1,324,800	-	-	-	1,324,800
CDBG	60,000	60,000	60,000	60,000	60,000	300,000
Grants	115,000	-	-	-	-	115,000
<b>Total Dollars</b>	<b>\$4,107,830</b>	<b>\$4,936,188</b>	<b>\$3,209,170</b>	<b>\$3,103,205</b>	<b>\$2,885,333</b>	<b>\$18,241,725</b>

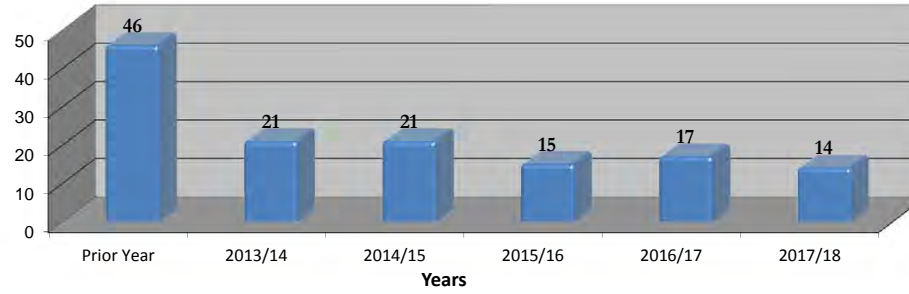
**Projects By Funding Source**



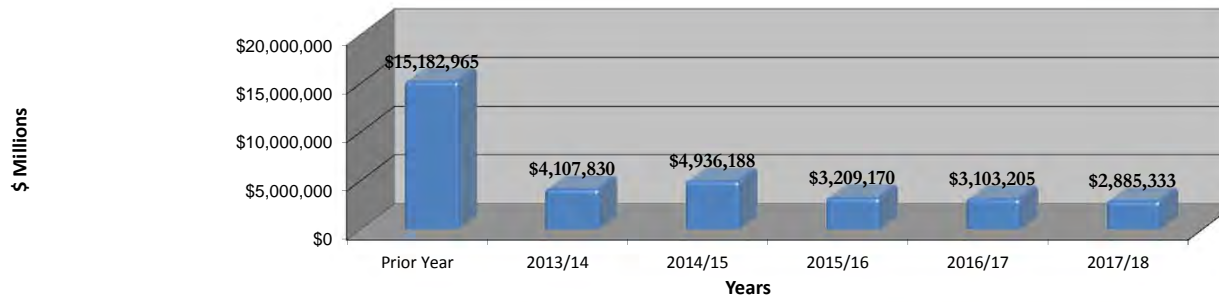
## Projects all Years

Year	Prior Year	2013/14	2014/15	2015/16	2016/17	2017/18				Total
<b>Prior Year Active Projects</b>	<b>15,182,965</b>									<b>15,182,965</b>
<b>Civic Facilities - Parks/Trails</b>										
Redwood Grove Bank Stabilization		372,000								372,000
Carmel Terrace Class I Pathway Design & Construction				365,000						365,000
Covington Road Class I Pathway-Design & Construction		75,000								75,000
Covington Class I Pathway-Construction			201,000							201,000
Miramonte Avenue Pathway			1,656,000							1,656,000
<b>Civic Facilities - Buildings</b>										
Civic Center Redevelopment		200,000								200,000
City Facilities Capital Maintenance Projects		175,000	100,000	100,000	100,000	100,000				575,000
Halsey House Renovation/Replacement Study		25,000								25,000
<b>Community Development - General</b>										
Commercial Wayfinding Signage Program		165,000								165,000
Downtown Art Work		10,000								10,000
Housing Update		82,500								82,500
Special Projects and Studies Contingency			50,000	50,000	50,000	50,000				200,000
<b>Transportation - Streets/Roadways</b>										
Street Resurfacing		775,000	475,000	475,000	475,000	475,000				2,675,000
Slurry Seal			125,000		125,000	-				250,000
Street Striping		75,000	75,000	75,000	75,000	75,000				375,000
First Street South Plan Line		50,000								50,000
City Alley Resurfacing			195,000							195,000
Concrete Repair		200,000	200,000	200,000	200,000	200,000				1,000,000
San Antonio Road Left Turn Lane				236,000						236,000
<b>Transportation- Pedestrian/Bicycle Safety</b>										
Traffic Sign Replacement		25,000	25,000	25,000	25,000	25,000				125,000
ADA Accessibility		60,000	60,000	60,000	60,000	60,000				300,000
Traffic Enhancements Projects			25,000		25,000					50,000
Grant Road Bicycle Lane			65,000							65,000
<b>Wastewater Systems - Sewers</b>										
Repair Maintenance Problem Areas		599,302	417,280	435,800	523,652					1,976,034
Fats, Oils and Grease (FOG) Program		53,045	54,636	56,275	57,964	59,703				281,623
Geographic Information Systems (GIS) Update		53,045	54,636	56,275	57,964	59,703				281,623
Root Foaming		212,180	227,507	225,102	231,855	238,810				1,135,454
South Sewer Replacement		214,514	333,226							547,740
Structural Reach Replacement, PCR (a)		540,741	556,963	573,673	590,882	629,948				2,892,207
Structural Reach Replacement PCR( b)					206,658	619,313				825,971
CIPP Corrosion Rehabilitation		145,502	18,085	276,045	276,045	292,856				1,008,534
Sewer System Management Plan Update			21,855		23,185					45,040
<b>Total Dollars</b>	<b>\$15,182,965</b>	<b>\$4,107,830</b>	<b>\$4,936,188</b>	<b>\$3,209,170</b>	<b>\$3,103,205</b>	<b>\$2,885,333</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$33,424,690</b>
<b>Total Project Count</b>	<b>46</b>	<b>21</b>	<b>21</b>	<b>15</b>	<b>17</b>	<b>14</b>				<b>134</b>

### Number of Projects By Year



### Projects Dollars By Year





## Funded Projects

					Funding Sources				
Description	Lead	Budget	Expended	Balance	CIP	PARK IN			STATUS
					SEWER	LIEU	OTHER		
<b>Civic Facilities</b>									
00922	First Street Utility Undergrounding - Phase I	D. Brees	2,734,000	2,326,458	407,542	965		406,577	In Construction
01316	Main Library Parking Lot	M. Bocalan	84,000	-	84,000	84,000		-	In Design or Study
01311	Skate Park (Skatable Art Work)	TBA	150,000	-	150,000	-		150,000	Not Started
<b>Community Development</b>									
00316	Financial System Upgrade	R. Morreale	315,000	238,739	76,261	76,261			In Construction
00921	Public Works/Finance Document Archiving	Jim/Russ	67,262	21,810	45,452	45,452			In Construction
00923	Police Records Mgmt & Dispatch System	T.Younis	1,064,000	430,734	633,266	-		633,266	In Construction
01027	First Street Streetscape Construction	J. Walgren	2,255,337	2,245,234	10,103	10,103		-	In Construction
01323	First Street Phase 1B	D. Brees	1,365,750	-	1,365,750	840,750		525,000	In Construction
01319	KMVT & LASD Broadcasting Capital Pilot	R. Morreale	13,200	-	13,200	13,200			In Construction
01317	IT Initiatives	R. Morreale	102,000	34,000	68,000	68,000			In Design or Study
01211	Climate Action Plan	Z. Dahl	75,000	52,586	22,414	22,414			In Design or Study
01218	Document Management Systems	Jon/Russ	35,000	-	35,000	35,000			Not Started
01313	Parking Management Plan	K.Kleinbaum	165,000	118,832	46,168	46,168			In Design or Study
01318	KMVT Increased Public Broadcasting Capital	R. Morreale	65,000	65,000	-	-			In Construction
<b>Transportation</b>									
00220	Fremont Avenue Bridge Replacement	V. Chen	2,160,000	487,550	1,672,450	173,970		1,498,480	In Design or Study
00325	Rehabilitate Portland Avenue Bridge	V. Chen	1,433,825	290,861	1,142,964	124,695		1,018,269	In Design or Study
00933	Miramonte Ave & Covington Road Traffic Signal	C. Novenario	250,000	36,675	213,325	213,325			In Design or Study
01012	Collector Street Traffic Calming	C. Novenario	222,900	80,280	142,620	-		142,620	In Design or Study
01008	San Antonio Road Construction (Streetscape)	V. Chen	1,468,000	24,182	1,443,818	1,443,818			In Construction
01023	First Street Utility Undergrounding - Phase II	D. Brees	240,000	9,542	230,458	230,458			In Design or Study
01118	Pedestrian Master Plan	C. Novenario	75,000	-	75,000	75,000			In Design or Study
01119	Portola Ave Sidewalk	K. Small	51,000	11,948	39,052	-		39,052	In Design or Study
01120	Grant Rd Pathway Bryant to Altamead	K. Small	88,803	10,253	78,550	16,710		61,840	In Design or Study
01219	Homestead Road Safety Improvements	K. Small	1,562,132	178,397	1,383,735	-		1,383,735	In Construction
01315	Speed Zone Survey	C. Novenario	66,000	7,280	58,720	58,720			In Design or Study
01320	Intersection Bicycle Loops	K. Small	115,000	-	115,000	115,000			In Design or Study
01321	University Milverton Ped Improvements	K. Small	36,000	-	36,000	36,000			In Construction
01322	Los Altos Gardens II Traffic Calming	K. Small	49,000	-	49,000			49,000	Complete (6/11/13)
01314	ADA Transition Plan	D. Brees	88,000	19,980	68,020	68,020			In Design or Study
<b>Waste Water Systems</b>									
00612	Sewer Metering Stations	L.Lind	236,150	233,142	3,008			3,008	In Construction
00717	Storm Drain System Master Plan	V. Chen	306,000	286,014	19,986	19,986			In Design or Study
01014	South Sewer Main Replacement - Phase I	A. Fairman	1,172,500	996,346	176,154		176,154		Complete
01104	Annual Sewer Main Repair	A. Fairman	517,720	41,308	476,412		476,412		In Construction
01114	Sewer Main Replacement - Phase II	A. Fairman	1,425,120	130,815	1,294,305		1,294,305		In Construction
01115	Fallen Leaf Lane Sewer Main Replacement	A. Fairman	574,248	62,258	511,990		511,990		In Construction

## Funded Projects

					Funding Sources				
					PARK IN				
Decription	Lead	Budget	Expended	Balance	CIP	SEWER	LIEU	OTHER	STATUS
01117	Sewer Master Plan Update	L.Lind	150,000	149,286	714		714		Complete
01304	Annual Sewer Main Repair	A. Fairman	369,000	6,815	362,185		362,185		In Design or Study
01310	Sewer Collection System Upgrade	A. Fairman	943,000	17,555	925,445		925,445		In Design or Study
			<b>22,089,947</b>	<b>8,613,880</b>	<b>13,476,067</b>	<b>3,818,015</b>	<b>3,747,205</b>	-	<b>5,910,847</b>

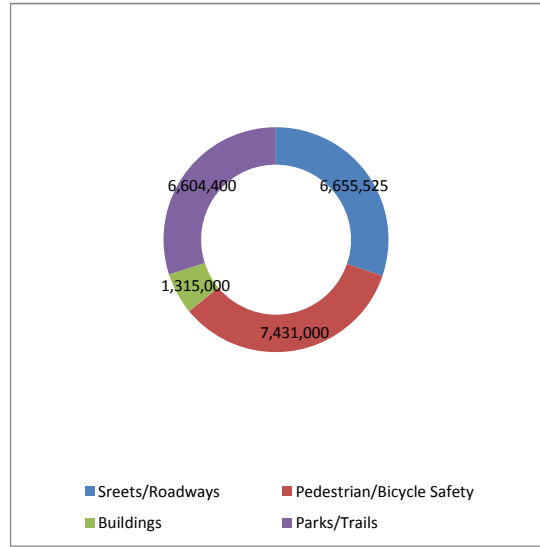
Aggregate prior appropriation for ongoing projects noted on individual 2013/14 - 2017/18 project sheets

1,706,897

15,182,965

## Unscheduled & Unfunded Projects

Presented in Alphabetical Order	CIP	Sewer	Traffic Impact Fee	Park-In- Lieu	Gas Tax	SR2S	TDA	CDBG	GRANTS	TOTAL
<b>Civic Facilities- Buildings</b>										
City-wide Wireless	750,000									750,000
Downtown Parking Lots Slurry Seal	304,000									304,000
MSC Living Wall and Storage Sheds	190,000									190,000
Windimer Drainage Channel	71,000									71,000
<b>Civic Facilities - Parks/Trails</b>										
Community Plaza Renovation	3,350,000									3,350,000
McKenzie Park Renovation				430,000						430,000
San Antonio Club Park	328,000									328,000
Marymeade Park Renovation				300,000						300,000
Redwood Grove Bridge Replacement	252,000									252,000
Dog Park				227,000						227,000
Grant Park Renovation				194,000						194,000
Montclair Park Renovation	157,000									157,000
Montclair Tennis Court Lights	98,400									98,400
Heritage Oaks Park Renovation	64,000									64,000
Recreation Plan (newly proposed)	60,000									60,000
Springer Road Path – Berry Avenue	576,000									576,000
Portland Avenue Pathway	346,000									346,000
Neighborhood Pathways	222,000									222,000
<b>Transportation - Streets/Roadways</b>										
First Street Design-Phase II	268,000									268,000
First Street Construction Phase II	3,300,000									3,300,000
San Antonio Road/W. Edith Intersection	1,500,000									1,500,000
Loyola Corners Streetscape	1,265,525									1,265,525
Foothill Expressway Landscaping	590,000									590,000
<b>Transportation- Pedestrian/Bicycle Safety</b>										
Fremont Avenue Traffic Calming			2,650,000							2,650,000
Grant Road Traffic Calming			2,035,000							2,035,000
El Monte Avenue Traffic Calming	1,000,000									1,000,000
Springer Road Traffic Calming	100,000					450,000				550,000
Covington Road Bicycle Path	414,000									414,000
St. Joseph Avenue Traffic Calming	35,000					311,000				346,000
Springer Road Sidewalk	164,000									164,000
Traffic Signal Battery Backup	132,000									132,000
El Monte Avenue/Cuesta Drive Signal	100,000									100,000
Miramonte Avenue Sidewalk Design	40,000									40,000
<b>Community Development- General</b>										
Commercial Wayfinding Sign Program II	225,000									225,000
<b>Wastewater Systems - Sewers</b>										
Shasta Street storm water improvements	150,000									150,000
<b>TOTAL</b>	<b>\$16,051,925</b>	<b>\$0</b>	<b>\$4,685,000</b>	<b>\$1,151,000</b>	<b>\$0</b>	<b>\$761,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,648,925</b>



# Project Detail Sheets



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# Civic Facilities

# Parks / Trails

## Redwood Grove Bank Stabilization

PROJECT #: CF-01001

PRIORITY: Asset Preservation

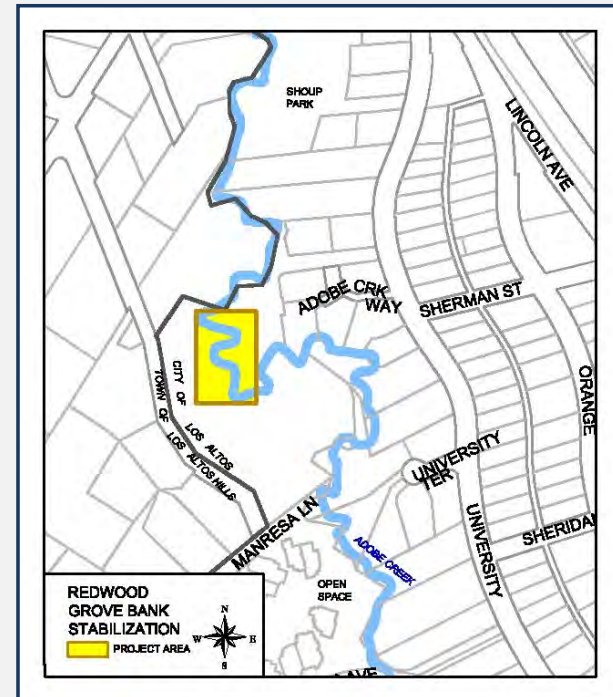
PROJECT LEAD: D. Brees

PROJECT ESTIMATES	Prior Appropriation	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
REDWOOD GROVE BANK STABILIZATION	0	372,000	0	0	0	0	372,000
<b>FUNDING SOURCES</b>							
PARKS IN-LIEU FEES	0	282,000	0	0	0	0	282,000
GRANTS	0	90,000	0	0	0	0	90,000
<b>Total</b>	\$ -	\$ 372,000	\$ -	\$ -	\$ -	\$ -	\$ 372,000

**Project Description:** Through a grant from the Santa Clara County Water District, the non-profit agency Acterra funded a bank stabilization plan to repair severe erosion along Adobe Creek adjacent to the footbridge within the Redwood Grove Nature Preserve.

The conceptual plans were completed by the Urban Creeks Council and Restoration Design Group with input from City Engineering staff. The project consists of earthwork, drainage and soil bioengineering to repair the eroded areas using environmentally appropriate techniques and materials and preventing future erosion. Additionally the existing footbridge and boardwalk will be relocated and replaced with an ADA-accessible footbridge and boardwalk throughout the grove. Native plants will be protected and augmented and interpretive elements will be included for park users.

\*This project may qualify for Santa Clara Valley Water District grant funding



### Project Details

Initial Funding Year	2013/14
Planned Start Date	12/31/2013
Target Completion Date	In the year adopted
Project Status	Not Started
Expended as of March 31, 2012	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Civic Facilities

# Buildings

## Civic Center Redevelopment

PROJECT #: CF-01002

PRIORITY: Asset Preservation

PROJECT LEAD: J. Walgren

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
CIVIC CENTER REDEVELOPMENT	0	200,000	0	0	0	0	200,000
<b>FUNDING SOURCES</b>							
CIP	0	200,000	0	0	0	0	200,000
GRANTS	0	0	0	0	0	0	0
<b>Total</b>	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000

### Project Description:

The City continued to work in 2011 with a Task Force comprised of original Master Plan Advisory Committee members to develop an implementation Plan. As part of this process, an extensive public-speaking outreach effort was made along with a professional independent survey conducted in March 2012 to measure potential local bond financing support.

Poll results were presented to Council at the April 10, 2012 regular meeting and noted insufficient voter support for a successful bond measure of the specified amount. Although the poll results make the financing of Master Plan improvements impracticable, the need to repair or replace severely aged civic/safety facilities remains dire and both a financial and service area challenge. This project will provide funding to explore the various renovation/replacement alternatives including: (1) Pursue the Master Plan; (2) Construct a new Community Center at the Hillview location; (3) Renovate existing Civic Center facilities in place



### Project Details

Initial Funding Year	2013/14
Planned Start Date	12/31/2013
Target Completion Date	In the year adopted
Project Status	Not Started
Expended as of March 31, 2012	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Civic Facilities

# Buildings

## Civic Facilities Capital Recovery Projects

PROJECT #: CF-01003

PRIORITY: Asset Preservation

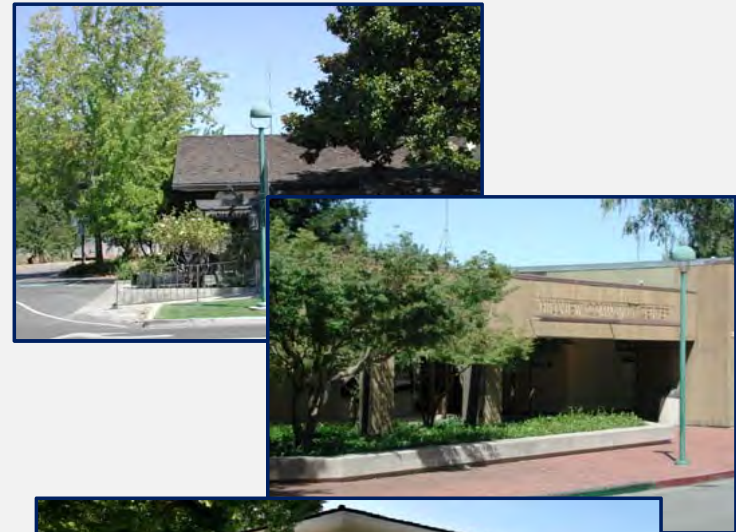
PROJECT LEAD: G. Fletcher

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
CITY FACILITIES CAPITAL RECOVERY PROJECTS	0	175,000	100,000	100,000	100,000	100,000	575,000
<b>FUNDING SOURCES</b>							
CIP	0	175,000	100,000	100,000	100,000	100,000	575,000
GRANTS	0	0	0	0	0	0	0
<b>Total</b>	\$ -	\$ 175,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 575,000

**Project Description:** This is a capital project for the repair, non-routine maintenance and general upkeep of City facilities throughout Los Altos.

Projects may include such items such as HVAC, roof systems, lighting, flooring, and/or other asset preservation activities. Initial funding dollars have been set at minimum levels to initiate an ongoing process that may be impacted by future facility developments.

Year one of this project, 2013/14, was augmented with \$75,000 from an existing capital project for general City Hall air conditioning.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	TBD
Target Completion Date	In the year adopted
Project Status	Not Started
Expended as of March 31, 2012	\$0
Expected impact on the operating budget	Lessen emergency repairs
Inflationary Factor Applied	0%



# Civic Facilities

# Buildings

## Halsey House Renovation/Replacement

PROJECT #: CF-01004

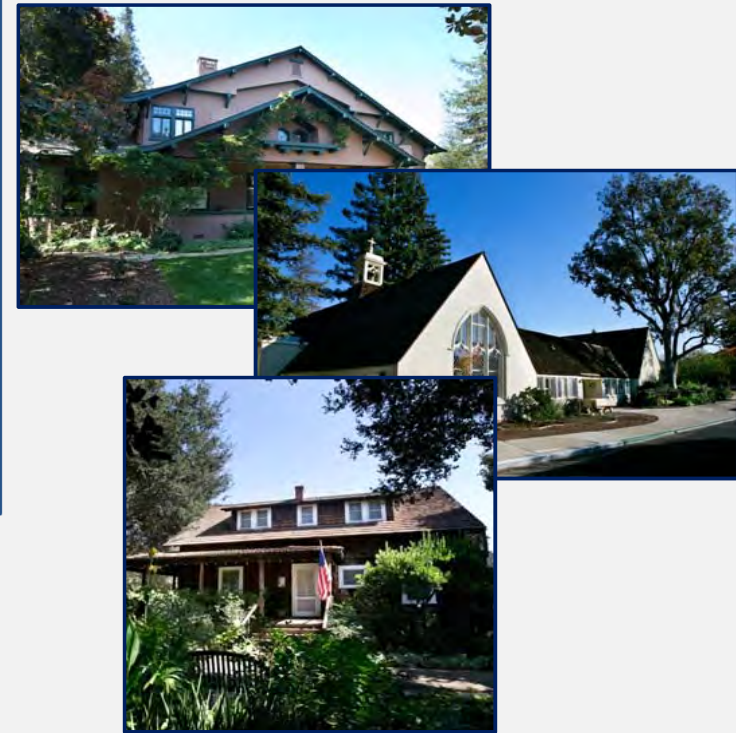
PRIORITY: Asset Preservation

PROJECT LEAD: J. Walgren

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
HALSEY HOUSE RENOVATION/REPLACEMENT	0	25,000	0	0	0	0	25,000
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
OTHER FUNDING	0	25,000	0	0	0	0	25,000
<b>Total</b>	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000

**Project Description:** The Halsey House Nature Center at Redwood Grove has been closed since 2008 as a result of health and safety code concerns. This project will allocate funding to look at alternatives regarding how to restore the functions of this facility to define:

Cost and benefits to renovate and reuse the existing Historic Landmark building; and  
 Cost and benefits to replace the Halsey House with a purpose-designed facility.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	9/1/2013
Target Completion Date	In the year adopted
Project Status	Not Started
Expended as of March 31, 2012	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Civic Facilities

# Parks/Trails

## Covington Road Class I Pathway

PROJECT #: CF-01005

PRIORITY: Health & Safety

PROJECT LEAD: C. Novenario

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
COVINGTON ROAD CLASS I PATHWAY	0	75,000	201,000	0	0	0	276,000
<b>FUNDING SOURCES</b>							
CIP	0	75,000	201,000	0	0	0	276,000
GAS TAX	0	0	0	0	0	0	0
<b>Total</b>	\$ -	\$ 75,000	\$ 201,000	\$ -	\$ -	\$ -	\$ 276,000

**Project Description:** The comprehensive Blach Neighborhood Traffic Study prepared by Fehr & Peers in December 2010 identified a number of recommendations to improve and enhance vehicular, pedestrian, and bicycle traffic in the Blach School neighborhood area.

In order to enhance the pedestrian and bicycle safety of students accessing Blach Intermediate School, a new Class I pathway on the south side of Covington Road from Miramonte Avenue to Blach Intermediate School is recommended. This pathway would separate bicycle-pedestrian traffic from vehicular traffic and help to reduce wrong-way on-street bicycling.

The project is listed as a Tier 1 improvement, those that have the largest impact to students' safety and circulation. The total project is estimated to cost \$276,000. The design portion includes a necessary survey to ensure drainage of the street and pathway. The cost estimate for the project was prepared by Fehr & Peers.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	TBD
Target Completion Date	TBD
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Civic Facilities

# Parks/Trails

## Miramonte Avenue Path

PROJECT #: CF-01006

PRIORITY: Health & Safety

PROJECT LEAD: C. Novenario

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
MIRAMONTE AVENUE PATH	0	0	1,656,000	0	0	0	1,656,000
<b>FUNDING SOURCES</b>							
CIP	0	0	331,200	0	0	0	331,200
TDA Grant	0	0	1,324,800	0	0	0	1,324,800
<b>Total</b>	\$ -	\$ -	\$ 1,656,000	\$ -	\$ -	\$ -	\$ 1,656,000

**Project Description:** The Los Altos Bicycle Transportation Plan places a high priority project to upgrade the existing bicycle route (Class III) on Miramonte Avenue to a bicycle path (Class I) between Mountain View at the north end to Foothill Expressway at the south end. This project also includes drainage improvements along the street since it will have to be widened. Curb and gutter work is not included. The bicycle path project would have a regional impact on improving pedestrian and bicycle access by connecting the existing bicycle lane along Miramonte Avenue in Mountain View to Foothill Expressway.

The pathway connects the residential neighborhoods in Los Altos and unincorporated Santa Clara County with commercial centers in Mountain View. It may reduce traffic on Foothill Expressway and Miramonte Avenue by encouraging bicycling, reducing congestion in this corridor, and increasing capacity for pedestrians and bicyclists. The project is currently carried as a Tier II by VTA. Tier I status and Mountain View support is needed for TDA grant funding.



### Project Details

Initial Funding Year	2014/15
Planned Start Date	TBD
Target Completion Date	TBD
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Civic Facilities

# Parks/Trails

## Carmel Terrace Class I Pathway

PROJECT #: CF-01007

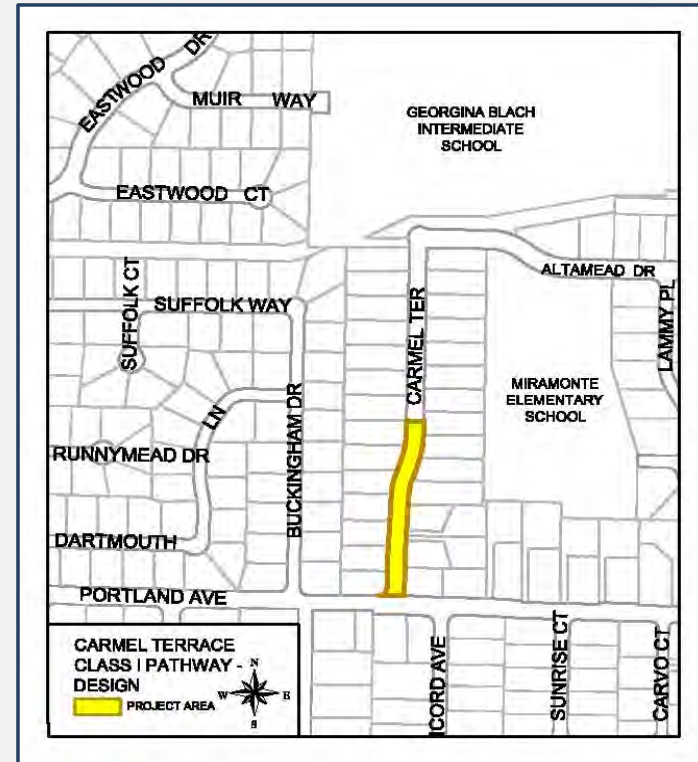
PRIORITY: Health & Safety

PROJECT LEAD: C. Novenario

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
CARMEL TERRACE CLASS I PATHWAY	0	0	0	365,000	0	0	365,000
<b>FUNDING SOURCES</b>							
CIP	0	0	0	365,000	0	0	365,000
GAS TAX	0	0	0	0	0	0	0
<b>Total</b>	\$ -	\$ -	\$ -	\$ 365,000	\$ -	\$ -	\$ 365,000

**Project Description:** The comprehensive Blach Neighborhood Traffic Study prepared by Fehr & Peers in December 2010 identified a number of recommendations to improve and enhance vehicular, pedestrian, and bicycle traffic in the Blach School neighborhood area.

To enhance the pedestrian and bicycle safety of students accessing Blach Intermediate School, a new Class I pathway on the west side of Carmel Terrace from Portland Avenue to Altamead Drive is recommended. A Class I pathway would separate bicycle/pedestrian traffic from vehicular traffic and help to reduce wrong-way on-street bicycling. This recommendation is listed as a Tier 1 improvement in the Fehr & Peers study, those that have the greatest impact to students' safety and circulation. An additional 25% markup is added to the cost estimates to address drainage work that will likely be needed if a pathway separate from the vehicle path of travel is decided upon. The City plans to apply for funding for the related construction with a Safe Routes to School grant.



**Project Details**

Initial Funding Year	2015/16
Planned Start Date	3/1/2016
Target Completion Date	TBD
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

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# Community Development

# General

## Housing Element Update

PROJECT #: CD-01001

PRIORITY: Quality of Life

PROJECT LEAD: D. Kornfield

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
HOUSING ELEMENT UPDATE	0	82,500	0	0	0	0	82,500
<b>FUNDING SOURCES</b>							
CIP	0	82,500	0	0	0	0	82,500
GRANTS	0	0	0	0	0	0	0
<b>Total</b>	\$ -	\$ 82,500	\$ -	\$ -	\$ -	\$ -	\$ 82,500

**Project Description:** The Housing Element of the Los Altos General Plan is required by state law to be updated on a regular basis. The current Housing Element was adopted in 2009 and is required to be updated and submitted to the State of California Department of Housing and Community Development for certification by December 2014. The Housing Element provides for a range of housing types and opportunities, including affordable housing.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	12/1/2013
Target Completion Date	In the year adopted
Project Status	Not Started
Expended as of March 31, 2012	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Community Development

# General

## Commercial Wayfinding Sign Program

PROJECT #: CD-01002

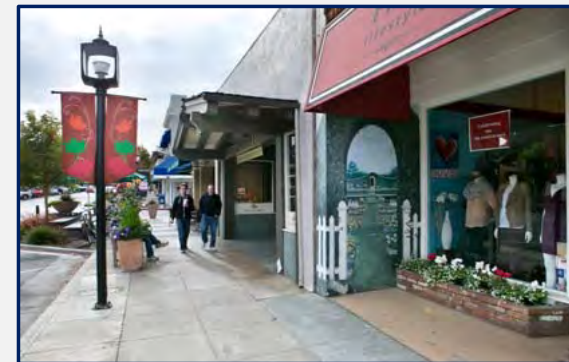
PRIORITY: Quality of Life

PROJECT LEAD: J. Walgren

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
COMMERCIAL WAYFINDING SIGN PROGRAM	0	165,000	0	0	0	0	165,000
<b>FUNDING SOURCES</b>							
CIP	0	165,000	0	0	0	0	165,000
GRANTS	0	0	0	0	0	0	0
<b>Total</b>	\$ -	\$ 165,000	\$ -	\$ -	\$ -	\$ -	\$ 165,000

**Project Description:** The City of Los Altos currently has a wayfinding sign system made up of a collection of different sign types and styles that have been developed over the course of several decades. The existing signs lack cohesion and are not comprehensive in nature. Not all destinations are signed for and there are no signs within the commercial districts that direct patrons to parking. This project would create a comprehensive wayfinding sign system to direct visitors to the commercial districts and civic destinations in Los Altos.

The wayfinding sign design and proposed placement are conceptual and will require further refinement prior to developing construction documents. As such, the design and construction cost estimate is preliminary for budgeting purposes. Phase 1 of the project includes the key directional signs for all of the commercial districts along Foothill Expressway, El Camino Real, San Antonio Road, and El Monte Avenue. Phase 1 also includes the parking directional signs in downtown and Loyola Corners. Phase 2 is yet to be scheduled.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	In the year adopted
Target Completion Date	2015/16
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Community Development

# General

## Public Arts Projects

PROJECT #: CD-01003

PRIORITY: Quality of Life

PROJECT LEAD: J. Maginot

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
PUBLIC ART PROJECTS	0	10,000	0	0	0	0	10,000
<b>FUNDING SOURCES</b>							
CIP	0	10,000	0	0	0	0	10,000
GENERAL FUND	0	0	0	0	0	0	0
<b>Total</b>	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000

**Project Description:** The Annual Arts project provides for the recruitment, acquisition, installation, identification and maintenance of the City's public art program. The primary purpose of the project is to bring new art to Los Altos as well as to maintain the public art currently in place in the City. Project funds could be utilized for construction of pedestals for sculptures, plaques identifying pieces of art, stipends for artists and maintenance of pieces of art owned by the City.

Future allocations will be proposed as identified in the upcoming years.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	In the year adopted
Target Completion Date	Ongoing
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%



# Community Development

# General

## Special Projects and Studies

PROJECT #: CD-01004

PRIORITY: Quality of Life

PROJECT LEAD: M. Somers

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
SPECIAL PROJECTS AND STUDIES	100,000	0	0	50,000	50,000	50,000	250,000
<b>FUNDING SOURCES</b>							
CIP	100,000	0	0	50,000	50,000	50,000	250,000
STATE & FEDERAL GRANTS	0	0	0	0	0	0	0
<b>Total</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 250,000</b>

**Project Description:** Infrastructure improvement projects and special studies, particularly land use and urban design studies, arise over the course of the fiscal year that may not have been anticipated at the time the Capital Improvement Program is adopted. This project description and funding source allows the City Manager to initiate projects and studies in a timely and efficient manner.



### Project Details

Initial Funding Year	Annual ongoing
Planned Start Date	Annual Cycle
Target Completion Date	In the year adopted
Project Status	Ongoing
Expended as of March 31, 2013	\$12,397
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Transportation

# Streets / Roadways

## Street Resurfacing

PROJECT #: TS- 01001

PRIORITY: Asset Preservation

PROJECT LEAD: K. Small

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Planned	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
STREET RESURFACING	475,000	475,000	475,000	475,000	475,000	475,000	2,850,000
<b>FUNDING SOURCES</b>							
CIP	250,000	50,000	100,000	0	100,000	100,000	600,000
GAS TAX	225,000	425,000	375,000	475,000	375,000	375,000	2,250,000
<b>Total</b>	<b>\$ 475,000</b>	<b>\$ 475,000</b>	<b>\$ 475,000</b>	<b>\$ 475,000</b>	<b>\$ 475,000</b>	<b>\$ 475,000</b>	<b>\$ 2,850,000</b>

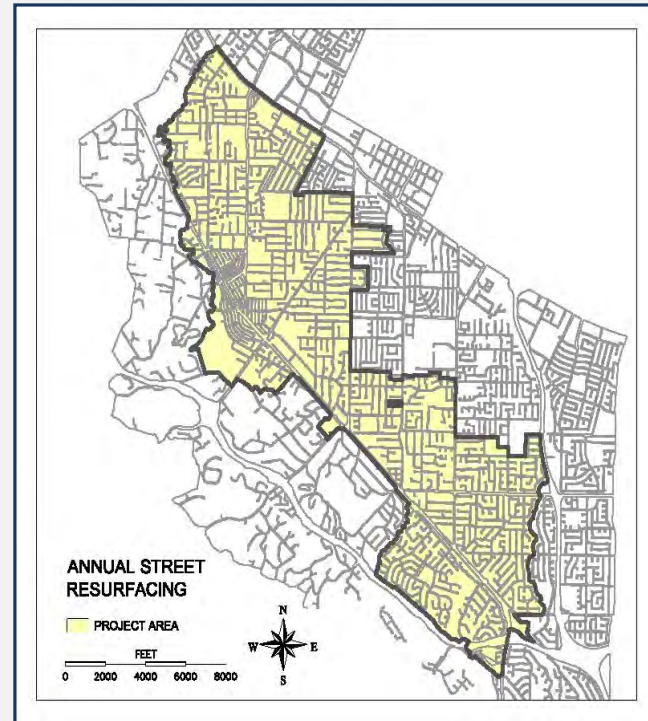
**Project Description:** The annual street resurfacing project places an overlay of asphalt concrete (AC) on existing street surfaces that are approaching the end of their useful life, as evidenced by cracking and minor pavement failures. Cutouts and repairs of pavement failures, grinding down pavement at outer edges and/or curbs may be included. Installation of pavement fabric in addition to pavement striping and stenciling after the resurfacing, repair of damaged curb and gutter or minor drainage improvements are also be included in this project.

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

Existing year and FY 2013/14 include First Street Resurfacing costs.

### Project Details

Initial Funding Year	Prior to 2013/14
Planned Start Date	Annual Cycle
Target Completion Date	In the year adopted
Project Status	Ongoing
Expended as of March 31, 2013	\$7,066
Expected impact on the operating budget	N/A
Inflationary factor applied	0%



# Transportation

# Streets / Roadways

## First Street Resurfacing

PROJECT #: TS- 01002

PRIORITY: Asset Preservation

PROJECT LEAD: K. Small

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
FIRST STREET RESURFACING	0	300,000	0	0	0	0	300,000
<b>FUNDING SOURCES</b>							
CIP	0	300,000	0	0	0	0	300,000
TRAFFIC IMPACT FEES	0	0	0	0	0	0	0
<b>Total</b>	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

**Project Description:** This project dedicates annual street resurfacing dollars to the tail end of Phase II First street improvements.

It places an overlay of asphalt concrete (AC) on existing street surfaces from and State Street to Edith after all sidewalk and other street adornments are completed both by the City and private developers( Safeway and Lennar Homes). The project naturally completes the phase I process that included the resurfacing from Main to State Street. Cutouts and repairs of pavement failures, grinding down pavement at outer edges and/or curbs may be included. Activities may also include the installation of pavement fabric in addition to pavement striping and stenciling after the resurfacing. Damaged curb, gutter and/or minor drainage improvements can also be included in this project.

This street improvement will assist in the City-wide effort to maintain a superior ranking of the condition of all the streets in the City.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	TBD
Target Completion Date	In the year adopted
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Transportation

# Streets / Roadways

## Street Striping

PROJECT #: TS- 01003

PRIORITY: Health & Safety

PROJECT LEAD: K. Small

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Planned	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
STREET STRIPING	75,000	75,000	75,000	75,000	75,000	75,000	450,000
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
GAS TAX	75,000	75,000	75,000	75,000	75,000	75,000	450,000
<b>Total</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 450,000</b>

**Project Description:** Each year, it is necessary to refresh the roadway striping and markers throughout the City. Visibility of pavement markings is important to preventing traffic accidents. This project provides for striping approximately 15% of the City streets with thermoplastic pavement striping each year.

Thermoplastic lasts for approximately seven to eight years before it needs to be refreshed. Therefore, this project allows the City to complete a complete striping cycle on an eight-year basis in accordance with requirements and to maintain the acceptable conditions.



### Project Details

Initial Funding Year	Prior to 2013/14
Planned Start Date	Annual Cycle
Target Completion Date	In the year adopted
Project Status	Ongoing
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary factor applied	0%

# Transportation

# Streets / Roadways

## Street Slurry Seal

PROJECT #: TS- 01004

PRIORITY: Asset Preservation

PROJECT LEAD: K. Small

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Planned	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
STREET SLURRY SEAL	125,000	0	125,000	0	125,000	0	375,000
<b>FUNDING SOURCES</b>							
CIP	125,000	0	125,000	0	125,000	0	375,000
GAS TAX	0	0	0	0	0	0	0
<b>Total</b>	<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ 375,000</b>

**Project Description:** This project slurry seals approximately 25% biennially or approximately 25 miles and may include cutout and repair of minor pavement failures, and installation of striping. The seal typically places a thin layer of sand and oil over City streets. Neighborhood streets should receive a surface treatment (slurry seal) other than an overlay every seven years. Sealing is a preventative maintenance treatment that prevents moisture from penetrating the pavement and softening the base material supporting the pavement.

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



### Project Details

Initial Funding Year	Prior to 2013/14
Planned Start Date	Two-Year Cycle
Target Completion Date	In the year of cycle
Project Status	Ongoing
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary factor applied	0%

# Transportation

# Pedestrian / Bicycle Safety

## Concrete Repair

PROJECT #: TS- 01005

PRIORITY: Health & Safety

PROJECT LEAD: M. Bocalan

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
CONCRETE REPAIR	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
<b>FUNDING SOURCES</b>							
CIP	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
GAS TAX	0	0	0	0	0	0	0
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 1,200,000</b>

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

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



### Project Details

Initial Funding Year	Prior to 2013/14
Planned Start Date	Annual Cycle
Target Completion Date	In the year adopted
Project Status	Ongoing
Expended as of March 31, 2013	\$556
Expected impact on the operating budget	N/A
Inflationary factor applied	0%

# Transportation

# Pedestrian / Bicycle Safety

## Traffic Sign Replacement

PROJECT #: TS- 01006

PRIORITY: Health & Safety

PROJECT LEAD: K. Small

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
TRAFFIC SIGNAL REPLACEMENT	50,000	25,000	25,000	25,000	25,000	25,000	175,000
<b>FUNDING SOURCES</b>							
CIP	50,000	25,000	25,000	25,000	25,000	25,000	175,000
GAS TAX	0	0	0	0	0	0	0
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 175,000</b>

**Project Description:** Agencies must conduct a signage assessment and maintain minimum levels of sign visibility. Signs degrade with time and the rules set within the Manual on Uniform Traffic Control Devices (MUTCD) set measurable retroreflectivity standards for signs to improve night time visibility to motorists. The compliance date for meeting the minimum retroreflectivity requirements for regulatory, warning, and ground-mounted guide signs is January 2015. Overhead guide signs and street name signs must be in compliance by January 2018.

There are approximately 8,000 traffic signs throughout the City including street name signs. Implementing the new requirements begins with conducting a sign inventory, a milestone that has been accomplished and stored digitally on the City's Geographic Information System (GIS). Non-compliant regulatory signs, such as STOP and Speed Limit signs (approximately 2,000) will be replaced first. These signs cost approximately \$100 to \$200 each excluding installation labor. This project presents a phased approach to compliance with the MUTCD sign requirements.



### Project Details

Initial Funding Year	Prior to 2013/14
Planned Start Date	Annual Cycle
Target Completion Date	In the year adopted
Project Status	Ongoing
Expended as of March 31, 2013	\$47,651
Expected impact on the operating budget	N/A
Inflationary factor applied	0%

# Transportation

# Pedestrian / Bicycle Safety

## Neighborhood Traffic Management Plan (NTMP)

PROJECT #: TS- 01007

PRIORITY: Quality of Life

PROJECT LEAD: C. Novenario

PROJECT ESTIMATES	Prior Appropriation	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
NEIGHBORHOOD TRAFFIC MANAGEMENT PLAN	75,000	0	0	0	0	0	75,000
<b>FUNDING SOURCES</b>							
CIP	75,000	0	0	0	0	0	75,000
GAS TAX	0	0	0	0	0	0	0
<b>Total</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>

**Project Description:** The negative impacts of traffic, both congestion and speeding, are major areas of interest. Roadway capacity constraints and large volumes of traffic have resulted in noticeable increases in traffic congestion on arterials and collectors. Traffic calming measures include, but are not limited to, narrowing streets by installing chokers or “bulbs” at intersections, installing street tree chokers mid-block, installing speed tables at intersections, raising intersection grades, raising crosswalks at mid-block locations, varying surface treatments at intersections, roundabouts and traffic circles, chicanes, striping, signage modifications, and landscaping.

This project funds traffic engineering studies, the local match for grant-funded projects and minor traffic calming improvements or school commute improvements on various streets being evaluated for NTMP projects or school commutes. These projects are funded as identified and could provide minor traffic calming studies and improvements as directed by Council.



### Project Details

Initial Funding Year	Prior to 2013/14
Planned Start Date	TBD
Target Completion Date	TBD
Project Status	As needed
Expended as of March 31, 2013	\$382
Expected impact on the operating budget	N/A
Inflationary factor applied	0%



# Transportation

# Pedestrian / Bicycle Safety

## ADA Accessibility

PROJECT #: TS- 01008

PRIORITY: Health & Safety

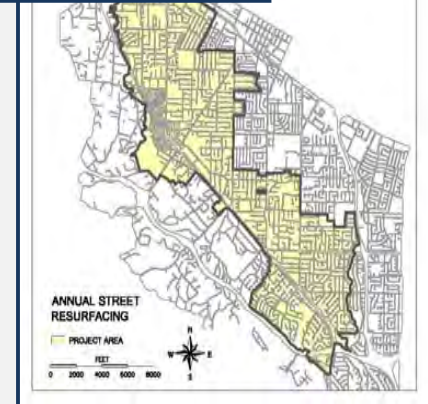
PROJECT LEAD: K. Small

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
ADA ACCESSIBILITY	384,261	60,000	60,000	60,000	60,000	60,000	684,261
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
COMMUNITY DEVELOPMENT BLOCK GRANT	384,261	60,000	60,000	60,000	60,000	60,000	684,261
<b>Total</b>	<b>\$ 384,261</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 684,261</b>

**Project Description:** This project will continue efforts to improve ADA accessibility at public facilities throughout the City. This would include ramps at various intersections throughout the City, correct existing sidewalks that have inadequate access for wheelchair facilities, ADA-compliant pedestrian push buttons at City street intersections and also improve accessibility by replacing pedestrian paths of travel that are uplifted, cracked, too narrow, or otherwise out of compliance with current ADA requirements.

Work will be based on a prioritization list developed by the City’s Bicycle/Pedestrian Advisory Commission. Efforts will be directed towards improving accessibility at locations needed by disabled individuals, with an emphasis on improving pedestrian and bicycle safety.

ADA compliance is a federal requirement and the City is refreshing and updating its compliance standards in this year.



### Project Details

Initial Funding Year	Prior to 2013/14
Planned Start Date	Annual Cycle
Target Completion Date	In the year adopted
Project Status	Ongoing
Expended as of March 31, 2013	\$24,722
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Transportation

# Streets / Roadways

## City Alley Resurfacing

PROJECT #: TS- 01009

PRIORITY: Asset Preservation

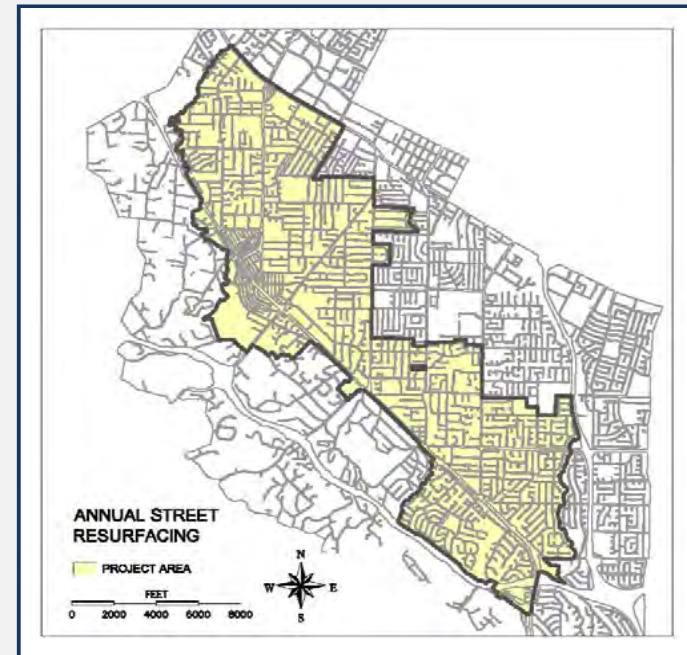
PROJECT LEAD: M. Bocalan

	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
<b>PROJECT ESTIMATES</b>							
CITY ALLEY RESURFACING	0	0	195,000	0	0	0	195,000
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
GAS TAX	0	0	195,000	0	0	0	195,000
<b>Total</b>	\$ -	\$ -	\$ 195,000	\$ -	\$ -	\$ -	\$ 195,000

**Project Description:** Existing alleyways within the City are in varying degrees of decay. Many have exceeded their useful life and must be replaced. This project will initiate a phased process of replacement and/or repair based on priority, the cost of the repair and the amount budgeted. Miscellaneous concrete work may be required for drainage swales and repairs to adjacent curb and gutters.

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

A funding alternative is to establish an assessment district for specific neighborhoods and/or businesses adjacent to and served by the alleys. Engineering costs to prepare such districts and establish a method of assigning costs to adjacent parcels will add to the total cost of the project, but may result in funding ultimately coming from private land owners. Should the private land owners not vote in favor of being assessed, and the additional study/engineering costs would be funded from Gas Tax funds for city accepted alleys.



### Project Details

Initial Funding Year	2014/15
Planned Start Date	TBD
Target Completion Date	In the year adopted
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Transportation

# Streets / Roadways

## San Antonio Road Left Turn Lane

PROJECT #: TS- 01010

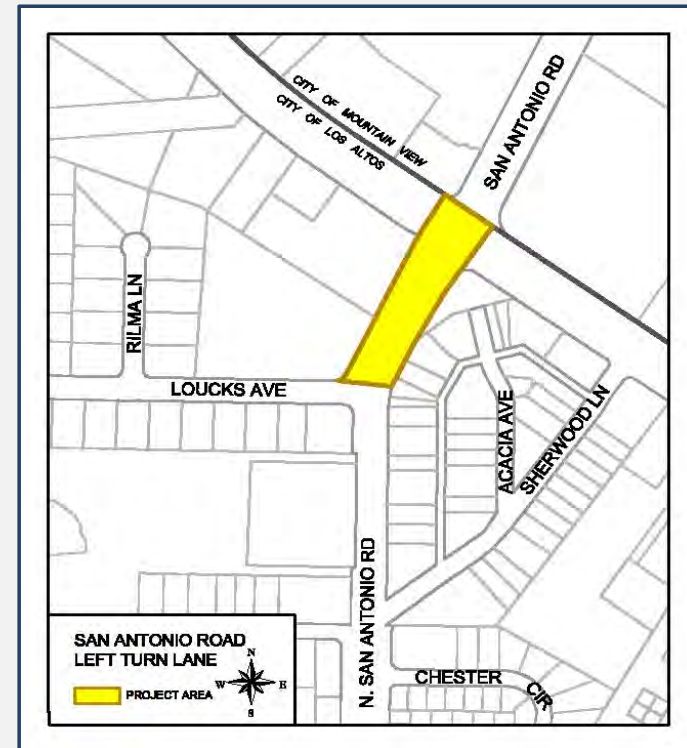
PRIORITY: Health & Safety

PROJECT LEAD: C. Novenario

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
SAN ANTONIO ROAD LEFT TURN LANE	0	0	0	236,000	0	0	236,000
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
TRAFFIC IMPACT FEES	0	0	0	236,000	0	0	236,000
<b>Total</b>	\$ -	\$ -	\$ -	\$ 236,000	\$ -	\$ -	\$ 236,000

**Project Description:** In 2005, City Council adopted the Traffic Impact Fee (TIF) program. The TIF program provides funding for projects that will accommodate future traffic demands caused by increased intensity of uses from various development projects throughout the City.

The TIF program includes a project to provide an additional left turn lane on northbound San Antonio Road at El Camino Real. Traffic at this intersection is predicted to grow from level of service D to E with future development. Adding a second northbound level turn lane will reduce delays and improve the level of service.



### Project Details

Initial Funding Year	2015/16
Planned Start Date	TBD
Target Completion Date	TBD
Project Status	Not started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Transportation

# Streets / Roadways

## First Street South Plan Line

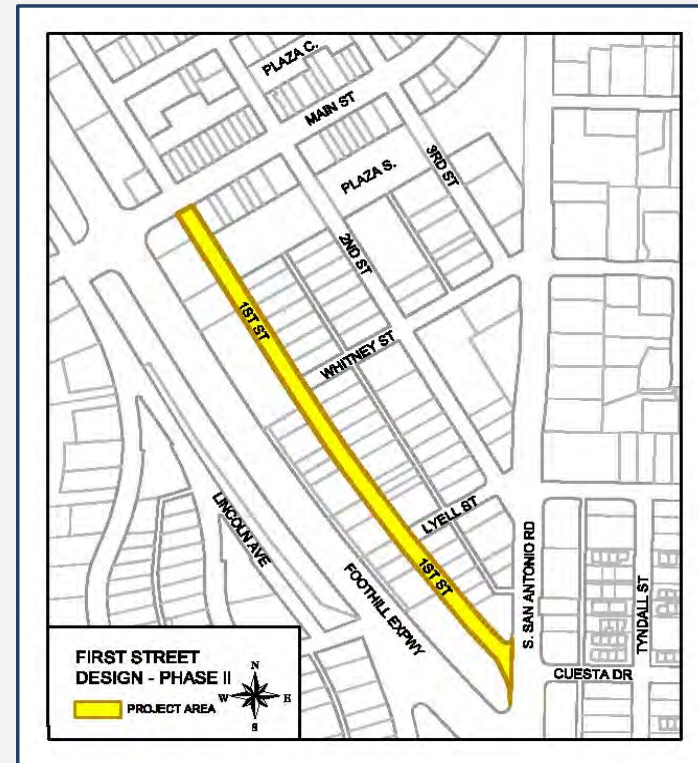
PROJECT #: TS- 01011

PRIORITY: Asset Preservation

PROJECT LEAD: J. Gustafson

	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
<b>PROJECT ESTIMATES</b>							
FIRST STREET SOUTH PLAN LINE	0	50,000	0	0	0	0	50,000
<b>FUNDING SOURCES</b>							
CIP	0	50,000	0	0	0	0	50,000
GAS TAX	0	0	0	0	0	0	0
<b>Total</b>	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

**Project Description:** The design will establish a plan line along the street frontage that will facilitate consistent development and defined utility locations in a base map format with underground utility connection points identified. The project will identify the location for future sidewalk along the street, design street light system, and identify possible location for a storm drain main along First Street where none exists today. It presumes the existing curb line will remain in place and street tree planting will occur at the back of existing/new sidewalks and/or on private property. The project will also identify a routing of a new utility trench to hold undergrounded utilities and determine if existing water and gas utilities must be relocated. The project provides design development drawings that will support the planned Rule 20A utility undergrounding project and expected redevelopment of First Street private parcels over the next five to ten years.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	In planned year
Target Completion Date	TBD
Project Status	Not started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%



# Wastewater Systems

# Sewer

## Repair Maintenance Problem Areas

PROJECT #: WW-01001

PRIORITY: Health & Safety

PROJECT LEAD: A. Fairman

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
REPAIR MAINTENANCE PROBLEM AREAS	0	599,302	417,281	435,800	523,652	0	1,976,035
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
SEWER	0	599,302	417,281	435,800	523,652	0	1,976,035
<b>Total</b>	\$ -	\$ 599,302	\$ 417,281	\$ 435,800	\$ 523,652	\$ -	\$ 1,976,035

**Project Description:** The 2013 Sanitary Sewer Master Plan Update recommended replacement of segments of pipes located at various locations throughout the City that are included in the 30-day focused cleaning schedule that have severe sags. Such sags can cause accumulation of debris and grease which necessitates frequent cleaning. This project includes four phases to replace all pipes that are currently receiving 30-day focused cleaning.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	9/30/2013
Target Completion Date	Five year plan
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	Lessen emergency repairs
Inflationary Factor Applied	0%

# Wastewater Systems

# Sewer

## Structural Reach Replacement, PCR (a)

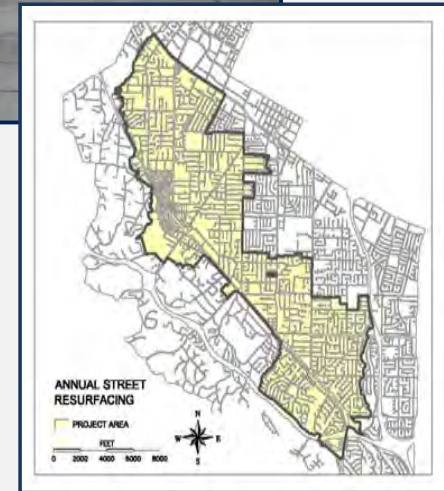
PROJECT #: WW-01002

PRIORITY: Health & Safety

PROJECT LEAD: A. Fairman

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
STRUCTURAL REACH REPLACEMENT, PCR (a)	0	540,741	556,963	573,672	590,882	629,948	2,892,206
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
SEWER	0	540,741	556,963	573,672	590,882	629,948	2,892,206
<b>Total</b>	\$ -	\$ 540,741	\$ 556,963	\$ 573,672	\$ 590,882	\$ 629,948	\$ 2,892,206

**Project Description:** The 2013 Sanitary Sewer Master Plan Update recommended replacement of segments of pipes at various locations throughout the City that typically have multiple moderate-to-severe structural defects (Pipe Condition Rating A). Costs are based on the open-trench method of repair because defects include sags which are difficult to correct using trenchless repair methods. The areas selected for replacement were identified in closed circuit video inspections accomplished from 2007 through 2010. This project has five phases beginning in FY 2013/14 to repair these segments.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	9/30/2013
Target Completion Date	Five year plan
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Wastewater Systems

# Sewer

## Root Foaming

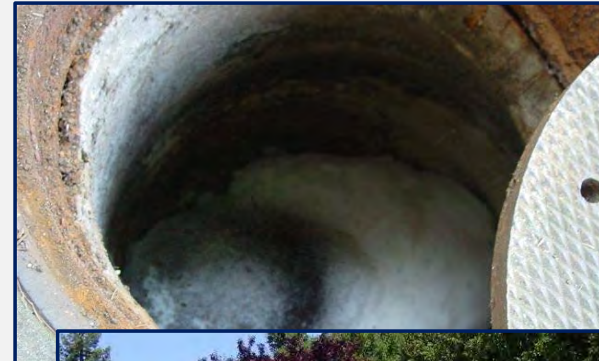
PROJECT #: WW-01003

PRIORITY: Health & Safety

PROJECT LEAD: M. Bocalan

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
ROOT FOAMING	332,000	212,180	227,507	225,102	231,855	238,810	1,467,454
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
SEWER	332,000	212,180	227,507	225,102	231,855	238,810	1,467,454
<b>Total</b>	<b>\$ 332,000</b>	<b>\$ 212,180</b>	<b>\$ 227,507</b>	<b>\$ 225,102</b>	<b>\$ 231,855</b>	<b>\$ 238,810</b>	<b>\$ 1,467,454</b>

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



### Project Details

Initial Funding Year	2013/14
Planned Start Date	9/30/2013
Target Completion Date	Five year plan
Project Status	Not Started
Expended as of March 31, 2013	\$535
Expected impact on the operating budget	Lessen emergency repairs
Inflationary Factor Applied	0%



# Wastewater Systems

# Sewer

## South Sewer Replacement

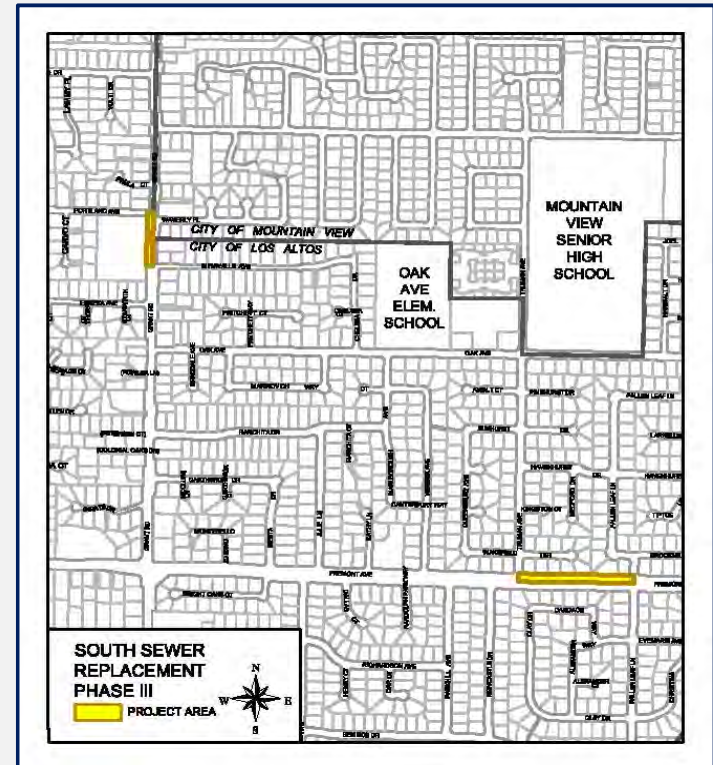
PROJECT #: WW-01004

PRIORITY: Health & Safety

PROJECT LEAD: M. Bocalan

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
SOUTH SWER REPLACEMENT	0	214,514	333,226	0	0	0	547,740
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
SEWER	0	214,514	333,226	0	0	0	547,740
<b>Total</b>	\$ -	\$ 214,514	\$ 333,226	\$ -	\$ -	\$ -	\$ 547,740

**Project Description:** The 2005 Sewer Master Plan identified approximately 8400 linear feet of sewer pipe that needed to be upsized. During the initial construction of this project in 2012 a portion had to be deferred to a future phase due to several utility conflicts. This project completes replacement of the pipe sections identified in the 2005 Sewer Master Plan described as “South Sewer Replacement Phase 1” which is capacity-related work and South Sewer Main Replacement Phase 2 following completion of Phase 1.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	TBD
Target Completion Date	2014/15
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Wastewater Systems

# Sewer

## CIPP Corrosion Rehabilitation

PROJECT #: WW-01005

PRIORITY: Health & Safety

PROJECT LEAD: A. Fairman

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
CIPP CORROSION REHABILITATION	0	145,502	18,085	276,045	276,045	292,856	1,008,533
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
SEWER	0	145,502	18,085	276,045	276,045	292,856	1,008,533
<b>Total</b>	\$ -	\$ 145,502	\$ 18,085	\$ 276,045	\$ 276,045	\$ 292,856	\$ 1,008,533

**Project Description:** This project consists of several phases of work to repair pipe corrosion using the cured-in-place pipe (CIPP) repair method for the trunk sewer. Phases 2 and 3 are identified in this project. The total length to be rehabilitated is approximately 20,000 lineal feet and pipe sizes range from 24-inch to 42-inch. The work is in the largest pipe diameter sections in the system that deliver sewage to the Palo Alto Regional Water Quality Control Plant. The trunk sewer rehabilitation is divided into several phases to be more manageable and provide flexibility to rehabilitate the reaches that are most corroded as determined from future, more in-depth inspections of the trunk sewer pipe.



### Project Details

Initial Funding Year	2013/14
Planned Start Date	10/1/2013
Target Completion Date	2017/18
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	Lessen emergency repairs
Inflationary Factor Applied	0%

# Wastewater Systems

# Sewer

## Fats, Oils and Grease (FOG) Program

PROJECT #: WW-01006

PRIORITY: Health & Safety

PROJECT LEAD: M. Bocalan

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
FATS,OILS and GREASE (FOG) PROGRAM	0	53,045	54,636	56,275	57,964	59,703	281,623
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
SEWER	0	53,045	54,636	56,275	57,964	59,703	281,623
<b>Total</b>	\$ -	\$ 53,045	\$ 54,636	\$ 56,275	\$ 57,964	\$ 59,703	\$ 281,623

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



### Project Details

Initial Funding Year	2013/14
Planned Start Date	2/1/2014
Target Completion Date	Ongoing
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Wastewater Systems

# Sewer

## Structural Reach Replacement PCR ( b)

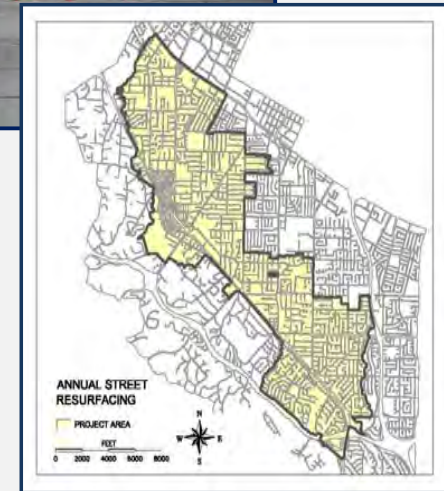
PROJECT #: WW-01007

PRIORITY: Health & Safety

PROJECT LEAD: A. Fairman

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
STRUCTURAL REACH REPLACEMENT, PCR (b)	0	0	0	0	206,658	619,313	825,971
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
SEWER	0	0	0	0	206,658	619,313	825,971
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ 206,658	\$ 619,313	\$ 825,971

**Project Description:** The 2013 Sanitary Sewer Master Plan Update recommended replacement of segments of pipes at various locations throughout the City that typically have multiple moderate to severe structural defects, but the number of defects in the pipe segments in this project were found to be more scattered than those sections identified as Pipe Condition Rating (PCR) (a). Initiating this project is planned after structural reaches of PCR (a) have been completed. This project is one of several phased contracts to required repair these segments.



### Project Details

Initial Funding Year	2016/17
Planned Start Date	2/1/2017
Target Completion Date	Ongoing
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Wastewater Systems

# Sewer / Stormwater

## Geographic Information Systems (GIS) Update

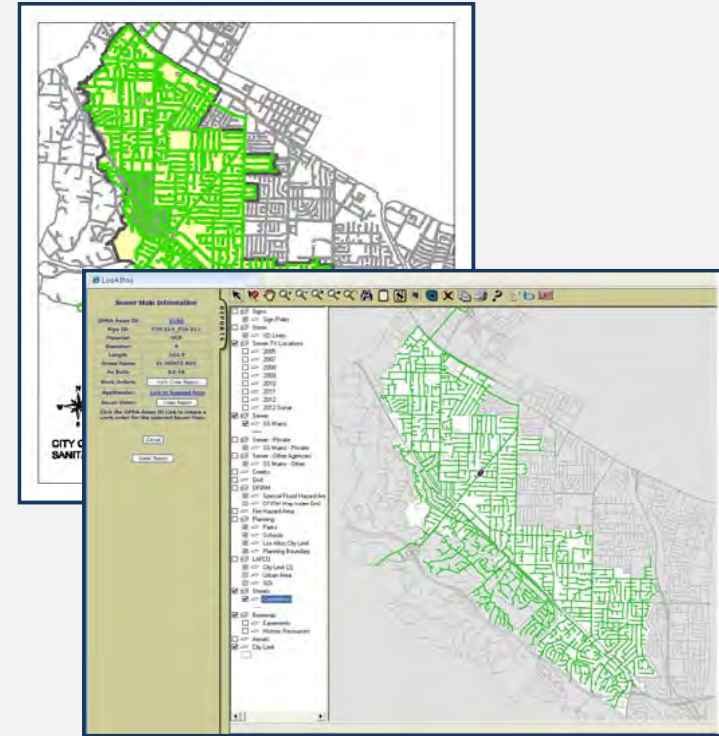
PROJECT #: WW-01008

PRIORITY: Efficiency/Cost savings

PROJECT LEAD: K. Small

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
GEOGRAPHIC INFORMATION SYSTEMS (GIS) UPDATE	0	53,045	54,636	56,275	57,964	59,703	281,623
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
SEWER	0	53,045	54,636	56,275	57,964	59,703	281,623
<b>Total</b>	\$ -	\$ 53,045	\$ 54,636	\$ 56,275	\$ 57,964	\$ 59,703	\$ 281,623

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



### Project Details

Initial Funding Year	2013/14
Planned Start Date	10/1/2013
Target Completion Date	Ongoing
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

# Wastewater Systems

# Sewer

## Sewer System Management Plan Update

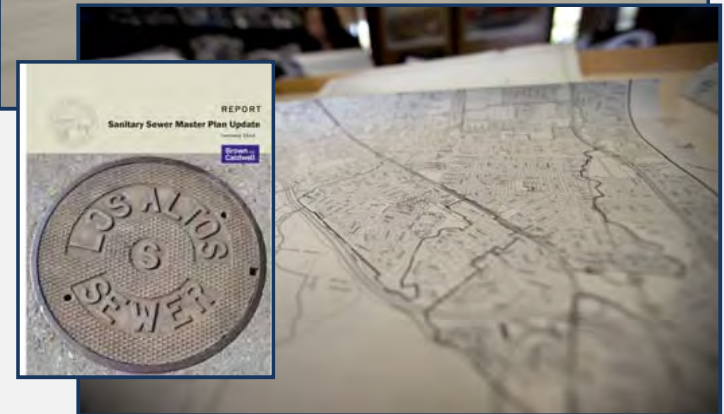
PROJECT #: WW-01009

PRIORITY: Health and Safety

PROJECT LEAD: A. Fairman

PROJECT ESTIMATES	Prior Appropriations	2013/14 Proposed	2014/15 Proposed	2015/16 Planned	2016/17 Planned	2017/18 Planned	Total
BIENNIAL SEWER SYSTEM MANAGEMENT PLAN UPDATE	0	0	21,885	0	23,185	0	45,070
<b>FUNDING SOURCES</b>							
CIP	0	0	0	0	0	0	0
SEWER	0	0	21,885	0	23,185	0	45,070
<b>Total</b>	\$ -	\$ -	\$ 21,885	\$ -	\$ 23,185	\$ -	\$ 45,070

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



### Project Details

Initial Funding Year	2014/16
Planned Start Date	3/1/2014
Target Completion Date	12/31/2014
Project Status	Not Started
Expended as of March 31, 2013	\$0
Expected impact on the operating budget	N/A
Inflationary Factor Applied	0%

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# Appendices





## Personnel Allocation Summary

Legislative & Administration	09-10	10-11	11-12	12-13	13-14	14-15
City Manager	1	1	1	1	1	1
Special Projects Mgr	1	1	1	-	-	-
Public Information Coordinator	-	-	-	1	1	1
City Clerk	1	1	1	1	1	1
Deputy City Clerk	-	1	1	1	1	1
Executive Assistant	1	0	0	1	1	1
Office Assistant II	0.75	0.75	0.75	0	-	-
<b>Total FTE</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>5</b>	<b>5</b>	<b>5</b>

Finance & Technology	09-10	10-11	11-12	12-13	13-14	14-15
Finance Director	1	1	1	1	1	1
Financial Services Mgr	1	1	1	1	1	1
Accounting Technician	1	0	0	0	0	0
Accounting Technician I	-	1	1	1	1	1
Accounting Technician II	-	2	2	2	2	2
Acct Office Asst I	2	1	1	1	1	1
Acct Office Asst II	1	0	0	0	0	0
Info Technology Mgr	1	1	1	1	1	1
Info Technology Analyst	1	1	1	1	1	1
<b>Total FTE</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

Human Resources	09-10	10-11	11-12	12-13	13-14	14-15
Assistant City Mgr	-	1	1	1	1	1
Human Resources Mgr (Senior)	1	0	0	0	0	0
Human Resources Mgr	0	0	1	1	1	1
Human Resources Tech	1	1	0	0	0	0
<b>Total FTE</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Personnel Allocation Summary

Public Safety	09-10	10-11	11-12	12-13	13-14	14-15
Police Chief	1	1	1	1	1	1
Police Captain	1	1	1	1	1	1
Police Service Mgr	1	1	1	1	1	1
Executive Assistant	1	1	1	1	1	1
Police Sergeant	6	6	6	6	6	6
Police Agent	5	6	6	6	6	6
Police Officer	17	16	16	16	16	16
Community Serv Offer	5	5	5	5	5	5
Lead Communications Offer	1	1	1	1	1	1
Communications Offer	5	5	5	5	5	5
Lead Record Specialist	1	1	1	1	1	1
Records Specialists	3	3	3	3	3	3
Transportation Engineer	1	1	1	0	0	0
<b>Total FTE</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>47</b>	<b>47</b>	<b>47</b>

## Personnel Allocation Summary

Community Development	09-10	10-11	11-12	12-13	13-14	14-15
Assistant City Manager	1	1	1	1	1	1
Special Projects Mgr	-	-	-	1	1	1
Public Works Dir	-	-	-	-	-	-
Asst Public Works Dir	-	-	-	-	-	-
Engineering Srv Mgr	1	1	1	1	0	0
Planning Services Mgr	1	1	1	1	1	1
Senior Planner	-	-	1	1	1	1
Associate Planner	1	1	0	0	0	0
Assistant Planner	2	2	2	2	2	2
Executive Assistant	3	3	3	3	2	2
Building Official	1	1	1	1	1	1
Building Inspector	4	4	4	4	4	4
Building Technician	1	1	1	1	1	1
Economic Development Manager	1	1	1	1	1	1
Assoc Civil Engineer	2	2	2	2	0	0
Asst Civil Engineer	2	2	2	2	0	0
Engineering Tech	2	2	2	2	0	0
Senior Engineer	1	1	1	1	0	0
Junior Civil Engineer	1	1	1	1	0	0
Transportation Projects Manager	-	1	1	1	0	0
<b>Total FTE</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>26</b>	<b>15</b>	<b>15</b>

## Personnel Allocation Summary

<b>Public Works</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>
Engineering Srv Mgr	0	0	0	0	1	1
Executive Assistant	0	0	1	1	2	2
Assoc Civil Engineer	0	0	0	0	2	2
Asst Civil Engineer	0	0	0	0	2	2
Engineering Tech	0	0	0	0	2	2
Senior Engineer	0	0	0	0	1	1
Junior Civil Engineer	0	0	0	0	1	1
Transportation Projects Manager	-	0	0	0	1	1
Maint Services Mgr	1	1	1	1	1	1
Maint Supervisor	3	3	4	4	4	4
Office Assistant II	1	1	0	0	0	0
Equipment Mechanic	1	1	1	1	1	1
Fleet Facilitator	1	1	1	1	1	1
Maint Lead Worker	6	6	5	5	5	5
Maint Worker I	9	9	9	9	9	9
Maint Worker II	11	11	11	11	11	11
Maint Tech	2	2	2	2	2	2
<b>Total FTE</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>46</b>	<b>46</b>

<b>Recreation</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>
Recreation Director	1	1	1	1	1	1
Recreation Supervisor	1	1	1	1	1	1
Sr. Recreation Supervisor	1	1	1	1	1	1
Office Assistant II	1	1	1	1	1	1
Recreation Coordinator	3	3	3	3	3	3
<b>Total Full Time</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<b>Grand Total - All Funds</b>	<b>128.75</b>	<b>129.75</b>	<b>129.75</b>	<b>130</b>	<b>130</b>	<b>130</b>
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# Operating & CIP Budgets

## Glossary of Terms

**Accrual Basis of Accounting** - the method of accounting under which transactions are recognized when they occur regardless of the timing of related cash flows.

**ADA** - Americans with Disabilities Act

**Administrative Charge** - a transfer of monies to the General Fund to reimburse the General Fund for work performed in other funds by an employee whose salary is budgeted in the General Fund.

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

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

**AQMD** - Air Quality Management District

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

**Asset** - resources owned or held that have an economic value.

**Balanced Budget** - a budget in which income (revenue) is equal to expenditures.

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

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

## Glossary of Terms

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

**Budget / Operating** - a fiscal plan detailing current operating programs, including an estimate of adopted expenditures and the means to finance them.

**CARB** - California Air Resources Board

**CalPERS** - California Public Employees' Retirement System

**CalTrans** - California Department of Transportation

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

**Capital Improvement Program (CIP)** - a five-year fiscal plan detailing the amount and timing of anticipated capital expenditures. Council adopts the first year of the CIP and approves the entire five-year plan in concept. It is updated annually with the adoption of the budget.

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

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

**Cash Basis of Accounting** - a basis of accounting under which revenue and expenses are recognized when cash is received and cash is paid.

## Glossary of Terms

**Community Development Block Grant (CDBG)** - a federally funded program, the main objective of which is the development of viable urban communities through the provision of decent housing, a suitable living environment and economic opportunity, principally for low to moderate income persons.

**Comprehensive Annual Financial Report (CAFR)** - the audited annual financial report of a government, which encompasses all funds.

**Consumer Price Index (CPI)** - an index that tracks the prices of a specified set of goods and services purchased by consumers, providing a measure of inflation (often considered a cost-of-living index).

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

**Debt Service** - the repayment of principal and/or interest on borrowed funds.

**Debt Service Funds** - governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

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

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

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

**Encumbrance** - commitment related to unperformed contracts for goods or services.

## Glossary of Terms

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

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

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

**Fiscal Year (FY)** - the fiscal year for the City begins on July 1 of each year and ends on June 30 of the following year. It is designated by the calendar year in which it ends.

**FTE (Full-Time Equivalent)** - the equivalent of a full-time position for one year, based on 1.0 FTE equaling 2,080 hours.

**Function** - an operational grouping of related departments.

**Fund** - an independent fiscal and accounting entity with a self-balancing set of accounts.

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

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

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

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



## Glossary of Terms

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

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

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

**Generally Accepted Accounting Principles (GAAP)** - the conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

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

**Geographic Information System (GIS)** - a computer system capable of integrating, storing, editing, analyzing, sharing, and displaying geographically-referenced information.

**GFOA** - Government Finance Officers Association

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

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

## Glossary of Terms

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

**Infrastructure** - the physical assets of a government (e.g., streets, sewers, public buildings and parks).

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

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

**Objective** - a specific, measurable goal, formally established at the division level of the organization.

**Personnel Services** - a budget category used to capture the costs associated with employing full-time and part-time employees.

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

**Operating Expenditure** - personnel, materials and services, and capital outlay - expenses required for a department to function.

**Operating Reserves** - unrestricted funds, usually accumulated over several years, that are available for appropriation (also see Unreserved Fund Balance).

**Operating Revenues** - funds the government receives as income to pay for ongoing operations, such as taxes, fees from specific services, interest earnings, and grant revenues.

## Glossary of Terms

**Pay-as-you-go Basis** - a term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Revenue** - sources of income financing the operations of government.

**RFP** - Request for Proposal

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

**Structural Deficit** - a fiscal imbalance created when ongoing expenditures exceed ongoing revenues.

**Structural Reductions** - measures that either decrease or eliminate ongoing costs or generate new, ongoing revenues.

**Transient Occupancy Tax (TOT)** - a tax on hotel, motel and timeshare stays of less than 30 days. The rate is currently 11%.

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

**User Charges** - the payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Unreserved Fund Balance** (also known as unrestricted fund balance) - the portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.