City of Saratoga

C A L I F O R N I A

FY 2011/12
Operating & Capital Summary Budget

SARATOGA, CALIFORNIA

Operating & Capital Summary Budget

for

Fiscal Year July 1, 2011 to June 30, 2012

City Council

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Cover Picture:
The Mountain Winery
Located in the foothills of Saratoga, the Mountain Winery is a premier wedding and entertainment venue.

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CITY HALL
13777 FRUITVALE AVENUE
SARATOGA, CALIFORNIA 95070
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May 18, 2011

Honorable Mayor and Council members:

In late 2008, the United States was confronted with a severe economic recession – the worst the world has seen since the Great Depression. Since the start of the recession, we have seen the failure of major business institutions, the collapse of the credit industry, and unprecedented foreclosure rates. In the last year, however, there have been promising signs of economic recovery. In April 2011, the Commerce Department reported that the U.S. economy grew for seven straight quarters. This continued growth suggests that the recession is over and the economy is starting to improve.

Although the downturn appears to be at an end, the rate of economic growth has been slow. It has become clear that it will take many years for the economy to fully recuperate. While it may be some time before the economy reaches pre-recession levels, the economic gains have resulted in a sense of greater stability. Consumer confidence has been steadily trending upwards as the economy appears to be leveling out.

At the same time that the economy is showing moderate signs of growth, prices continue to rise. Consumer prices have been climbing upward, which has a significant impact on government budgets. Increases in consumer prices cause the cost of materials and supplies to go up. Along with growing consumer prices, fuel prices have gone up significantly. These increasing prices translate to a higher cost of living and in turn result in higher salary, consultant, and contract costs. In spite of the City's careful management of expenditures, costs have grown more quickly than revenues.

The economy's slow increase and the upward climb of consumer prices has required many government agencies, including Saratoga, to reevaluate their budgets and develop long term measures to reconcile revenues that are moving forward at a slower pace than expenses. A number of local governments, including the City of San Jose and County of Santa Clara, have announced plans to reduce their workforce to address long term budget shortfalls.

Economic Impacts in Saratoga

Historically, swings in the economy have a less severe impact on the City of Saratoga's budget than other local government entities. This is largely due to the City's stable tax base. The City's primary revenue source is property tax income, which has been relatively steady over the past few years. While property tax has been a reliable revenue source for the City, declining property values, delayed real estate sales, and foreclosures in Santa Clara County have caused some decreases in property tax revenues since Fiscal Year (FY) 2008/09.

Since last year, the median sales price for homes in Saratoga has gone down by approximately 1.3 percent. Declines in sales prices cause declines in property taxes collections. Additionally, declining property values have caused many property owners to keep their properties until values increase. When the title of a property is passed from one person to another, a documentary transfer tax is charged. The City receives a portion of this tax. With a number of property owners waiting to sell until the housing market improves, the City's revenues from documentary transfer tax have been reduced.

Along with property tax, sales tax income has been a reliable revenue stream. This small, but steady source of income has remained relatively unchanged since the 2008/09 fiscal year. Every year, the City receives approximately $1 million in sales tax revenues.

Saratoga has also been able to avoid the worst of the recession, because residents in Saratoga enjoy a more stable and higher paying job market than residents in other Silicon Valley communities. According to the U.S. Census Bureau, the median household income for Saratoga is more than $139,000. As of March 2011, Saratoga's unemployment rate was 5.2 percent. The unemployment rate for Santa Clara County was 10.3%, almost twice that of Saratoga. The high income levels and low unemployment rates in Saratoga means that the City has seen fewer demands for social services than other cities in the County. Consequently, the City can spend its limited resources on essential functions such as infrastructure maintenance.

While Saratoga may have fared better during the recession than neighboring communities, the downturn has touched the City. The City's Community Development Department, which guides the physical growth of Saratoga, saw a significant decline in development activity since late 2008. This department, which is largely funded by fees collected for building and planning services provided by the City, is very sensitive to changes in the economy. Building permits and fees collected by the City fell $500,000 in two years: from almost $1,420,000 in 2007/08 to just over $915,000 in 2009/10. Planning services follow a similar pattern, with a drop of more than $200,000 in revenues between the 2007/08 amount of almost $730,000 in services and the estimated $525,000 in 2009/10. The 2010/11 planning fees are continuing to decline, however building fees increased slightly due to the 20 unit townhome project permit issued during the fiscal year.

In the year ahead, Community Development Department revenues are expected to begin stabilizing. In FY 2010/11, an estimated 1,270 building permits were issued. This is just under the 1,300 building permits issued in 2009/10. The City expects that the number of building permits issued in 2011/12 will go up. In addition to the number of building permits, the value of construction projects permitted by the City is projected to increase from $34 million in 2010/11 to $50 million in 2011/12.

The decline in interest income has been one of the most dramatic losses for the City. The City's savings are held in a Local Agency Investment Fund (LAIF). This investment fund traditionally serves as a stable source of income for the City. However, in FY 2010/11 LAIF interest rates reached historic lows when they fell to .46%. During FY 2007/08, interest income was just over $615,700; in 2008/09, it dropped to $362,500. The interest income for 2009/10 fell to $97,000 and interest income for the 2010/11 budget is estimated at $60,000. Rates are not expected to meaningfully improve in 2011/12.

Cities are constrained by law to make prudent, low risk investments with the primary focus on preservation of principal. This prohibits the City from making higher yield investments, since these typically allow for losses on market investments.

As noted earlier, consumer and fuel prices have been increasing. This has significantly impacted the City, because Saratoga operates on a contract services model. The City contracts for a wide range of services, from public safety to landscape maintenance, traffic engineering, street sweeping, and information technology support. Consequently, Saratoga is able to maintain a small workforce and still provide essential services. While contracting out services creates savings on employee and equipment expenses,

the price of contract services is directly tied to changes in fuel and consumer prices. Therefore, increases in consumer and fuel prices also increase contract service prices, over which the City has limited control. Each year, the City sees increased costs associated with employee benefits. Medical insurance premiums and California Public Retirement System (CALPERS) costs rise incrementally every year. Notably, costs for unfunded mandates have been steadily increasing. For example, the City participates in joint powers authority that ensures Saratoga meets federal and state Clean Water Act requirements and contracts with the County to meet household hazardous waste disposal regulations. The dues for the Nonpoint Source Pollution Control Program that manages Clean Water Act requirements for the City will increase from $170,000 in 2010/11 to $190,000 in 2011/12. The Household Hazardous Waste Program fees will go up from $40,000 in FY 2010/11to $50,000 in FY 2011/12.

The City is also preparing for potential State takeaways that will affect Saratoga's budget. Looking for ways to bridge the State's estimated $25.4 billion budget gap, the Governor has proposed several changes that will directly impact Saratoga. Namely, the Governor's proposal once again calls for the end of the Supplemental Law Enforcement Services Funds/Citizens' Option for Public Safety grant (SLESF/COPS) and the reinstatement of booking fees. The State provides a minimum $100,000 SLESF/COPS grants to eligible jurisdictions for the purpose of enhancing public safety. Saratoga has used this grant to fund a School Resource Officer for many years. To offset this possible loss and new fee, the City designated $135,000 of year-end savings to the Carryforward Reserve, to be held available for a budget adjustment at mid-year if in fact, SLESF/COPS grant funds are revoked and booking fees reinstated in FY 2011/12.

On a more positive note, the City has seen some improvements. For example, the Recreation and Facilities Department has seen an increase in class enrollment. The number of people enrolled in recreation programs rose from 4,175 in 2009/10 to 4,922 in 2010/11. Many of the City's facilities and parks are also regularly rented by the public for a wide range of events and activities. Rental income stayed consistent from fiscal year 2009/10 to 2010/11. However, the City's rental income is expected to increase from $443,461 in 2010/11 to $455,302 in 2011/12.

The City is also actively engaged in pursuing its full measure of Tax Equity Allocation (TEA). After passage of Proposition 13 in 1978, a special tax code referred to as TEA was adopted to ensure cities that had low or no property tax rates before adoption of Proposition 13 received at least 7% of the property taxes collected in the respective cities. Saratoga, Los Altos Hills, Cupertino, and Monte Sereno were the four cities in Santa Clara County eligible for TEA. The City received a portion of its TEA allocation in 2006 and in December 2010 new TEA legislation (Assembly Bill 68) was introduced by Assembly member Jim Beall in an effort to garner the remaining allocation. Because of the State's financial difficulties, the legislation was placed in a suspense file and made into a 2 year bill.

Preparing the Budget

In light of the uncertainty of the economy, the City has been closely monitoring its finances. Quarterly reports are given to the City Council to ensure the City's decision makers are aware of the City's fiscal conditions at all times and have the information they need to decide on changes when adjustments are necessary.

A City Council subcommittee, the Finance Committee has provided an additional measure of fiscal oversight. The Finance Committee consists of two Councilmembers which review and provide guidance and recommendations to the City Manager and Finance Director on budgetary issues before they are heard by the City Council.

Additionally, special attention has been paid to the Recreation and Facilities and Community Development Departments. Both departments charge fees for certain services, such as recreation classes and building permits. Consequently, both departments are particularly sensitive to fluctuations in the economy. Each month, revenue and expenditure reports for these departments are prepared and reviewed at the department level as well as by the City Manager and Finance Director.

To compliment efforts to track internal finances, the City has also taken advantage of other resources. Information from Quarterly Sales Tax Reports from the State and County, City sales tax reports from the sales tax auditor, communications from the League of California Cities, and a variety of news reports are used to gauge changes in the economy and make projections about City finances.

As was done in the prior year, the City used a team-based approach to prepare the budget. Two budget teams work together on the operating and capital budgets. The teams met on a regular basis to assess the City's financial status, evaluate cost saving opportunities, and develop budget recommendations for the Council to review. Using a more collaborative approach has increased communication within the City's executive team on budgetary matters, making it easier to account for changes in the budget.

Performance measures and the Capital Improvement Plan (CIP) document introduced in the last budget will also be part of the City's 2011/12 budget. Performance measures provide the public with an added understanding of the functions of the City's departments and the services they offer. Furthermore, performance measures allow both the City and its residents to track progress towards goals and objectives. The CIP document is a summary of all the City's capital projects and includes detailed project descriptions, costs, and timelines. The information contained in the performance measures and the CIP document helps to increase the transparency of City operations.

Continuing Austerity

In FY 2010/11, the City adopted a number of short term initiatives to balance the budget and get through the remainder of the recession without significantly impacting services. This included employee concessions, such as voluntary salary/time reductions, furlough days, elimination of the City Manager's raise, and elimination of City Manager and Director auto allowances. The City also made an effort to reduce expenses wherever possible from credit card fees to office supplies and meeting expenses. Most of the reductions made in the 2010/11 budget will be carried forward in the 2011/12 budget. The 2011/12 budget also includes a 5% reduction in full-time staff hours which equates to 13 furlough days. This will serve as a placeholder for savings that may be realized during labor negotiations. Furlough days are expected to impact workload in the department and citywide, and adjustments will be made to continue service levels as efficiently as possible.

In essence, all but the most basic and necessary expenses have been eliminated from the budget. While the austere 2011/12 budget balances revenues and expenditures, many of the cuts cannot be permanently sustained without impacting future services. A large portion of the budget reductions were made through adoption of furlough days. As a result of furlough days, employees will have less time to perform their primary duties and this will affect services if continued on a long term basis. Although the economy is showing signs of improvement, it is clear that it will be quite some time before the economy fully recovers and structural changes will be needed to keep the City's budget out of the red in future years. The memoranda of understanding for all three of the City's employee negotiating groups, including the Saratoga Employees' Association, Saratoga Management Organization, and Union representing streets, fleets, and parks employees and management, expire in September 2011. The new agreements that take

effect in September may include provisions that allow for a more sustainable City budget in the long term. If structural changes are adopted in labor negotiations, the modifications may produce enough cost savings to allow the City to eliminate any remaining furlough days scheduled for FY 2011/12 and restore service hours.

In addition to long term savings resulting from amendments to employee contracts, the City is also expecting to save taxpayers $1.4 million over the next 20 years in debt payment on its General Obligation (GO) bonds. In 2001, the City of Saratoga issued $15,000,000 of voter-approved GO Bonds to improve, renovate, and expand the Saratoga Library. GO Bonds are tax-exempt debt obligations secured by the City's power and statutory authority to levy ad valorem taxes on real and personal property located within city boundaries, for payment of the principal and interest due. The City administers the payments on the bond debt, but does not receive revenue or expend any City funds for this obligation.

The 30 year GO Bonds were issued at competitive interest rates in 2001 (ranging between 5 - 6%); however, with current interest rates at historic lows, the outstanding bond debt could be reissued at far lower rates. Moreover, the City's GO Bonds should be sold at competitive rates due to the City's stable tax base and its Standard & Poor's AAA bond rating – the highest Standard & Poor's rating available. Consequently, Council authorized staff to contract with a firm for financial bond services to reissue the City's GO Bonds. The refunded bonds are expected to be issued on August 1, 2011.

The City is also working with the Santa Clara County Sheriff's Office to constrain law enforcement costs. The City's 10 year contract for Public Safety services with the Sheriff's Office calls for annual increases based on a service formula, but limited to CPI plus 2%. Automatic annual increases and decreasing revenues due to the economic downturn have resulted in the City's inability to continue funding the contract at the same level. By strategically reducing enforcement and restructuring billing, the annual contract expenses will remain at approximately $4.1 million for FY 2011/12 only.

In FY 2011/12, a structural reorganization will eliminate the Assistant City Manager position. The Administrative Analyst position will return to full-time from .90 FTE to assist with the additional workload presented with the elimination of the Assistant City Manager position. The Executive Assistant position will increase from .75 FTE to .90 FTE to provide staff coverage for the office, with the Executive Assistant's time allocated evenly between the City Manager's Office and the City Clerk's Office to more accurately reflect the assigned duties of the Executive Assistant.

In addition to the savings noted above, the City will also generate some additional revenues through nominal increases in fees. Every year, the Council reviews the City's Fee Schedule during a public hearing and makes changes as needed. The Fee Schedule lists all the services for which the City charges fees, from development permits to fines and building rentals. Updates to the fee schedule are based on the cost to provide a service. This year, the Fee Schedule update was vetted to ensure new fees comply with Proposition 26 – passed in November 2010. Several fee revisions, including raising tree removal permit fees from $100 to $125 and increasing some park and facility rentals, were adopted by the City Council in April 20, 2011.

Capital Budget Highlights

For this fiscal year, a total of seven new projects are proposed to be added to the CIP budget. Five projects were added to the CIP after the adoption of the 2010/11 budget. The CIP budget is used for construction, acquisition, rehabilitation, or non-routine maintenance projects that generally cost more than

$25,000 and have a lifespan of at least 5 years at a fixed location. CIP projects are broken down into four categories: administrative improvements program; facility improvements program; park and trail program; and street program. Funding for the CIP budget comes from grants, previous budget surpluses, and general fund transfers. New projects and those added after adoption of the 2010/11 budget are listed below.

Administrative Improvements Program

Network Cabling Replacement — This project will replace existing Category 5 network cables with Category 6 cables to accommodate the increased network traffic created when the City updated its Toshiba Strata DK 280 private branch exchange (PBX) system with a ShoreTel Voice over Internet Protocol (VoIP) telecommunications system that operates over the existing network infrastructure. The project will help ensure the City's network stays operational.

Secondhand Smoke Prevention Program — This project is funded by a Santa Clara County Public Health Department tobacco prevention and control program grant. The City will use the grant to: purchase and install signage in recreation areas to inform the public that use of tobacco products in recreational areas is prohibited; develop informational materials on the City's ban on tobacco products in recreational areas and the dangers of secondhand smoke; and conduct research on, analyze, and draft (if authorized by the Council) new policies that further reduce potential exposure to secondhand smoke.

Facility Improvements Program

Electric Vehicle Charging Stations — In July 2010, the City Council amended the CIP budget to include installation of electric vehicle charging stations in the Village and City Hall parking lot. The charging stations will be purchased from Coulomb Technologies, which manufactures ChargePoint vehicle charging stations. The City plans to purchase a total of 10 charging stations. Coulomb Technologies will be paying for half of the cost to purchase the charging stations with a federal grant the company received.

ADA Compliant Signage — In 2010, an Association of Bay Area Governments (ABAG) consultant conducted an accessibility assessment of Saratoga facilities. The ABAG consultant suggested that the City install improved signage that uses internationally recognizable symbols; includes brail lettering; uses larger lettering; is placed on and next to doors; and is positioned at specified elevations. This project will be funded with Community Development Block Grant (CDBG) monies.

ADA Compliant Public Counters — A 2010 accessibility assessment of Saratoga facilities conducted by ABAG recommended that the City make improvements to customer service counters in City Hall lobbies. This includes the lobbies in

the City Manager's Office, Joan Pisani Community Center, Senior Center, and Building and Planning Division. Suggested improvements include lowering counter heights and increasing the amount of space in paths of travel. This project will be funded with CDBG monies.

Park & Trails Program

Tree Dedication Program

The City of Saratoga's Tree and Bench Dedication program allows members of the public to purchase trees or benches for dedication purposes. Trees dedicated through this program are planted on City property, either in City parks, along Saratoga trails, or on City medians. The cost to purchase a 15 gallon tree through the dedication program is $500. In July 2010, the City Council set aside $25,000 to pay for half the cost of trees purchased through the dedication program.

Park Restroom Improvements

This project will fund improvements to restrooms at Congress Springs, El Quito, and Wildwood Parks. The restrooms at these parks need a variety of improvements beyond regular maintenance work. Improvements include exterior and interior paint; flooring repairs; new roofing at Congress Springs and El Quito; upgraded fixtures (mirrors, faucets, and sinks); and waterless urinals at Wildwood and El Quito.

Village Creek Trail Design

In March 2011, the City applied for a Santa Clara Valley Water District Watershed Stewardship grant to design the Village Creek Trail. If the grant application is approved, it will allow the City to design and plan a .45 mile trail that will run next to Saratoga Creek from Saratoga-Sunnyvale Road to approximately 6th Street.

Saratoga Village Creek Overlook

In early 2011, the City applied for a Santa Clara Valley Water District Trails & Open Space grant to build a small trail and overlook area next to Saratoga Creek in the Village. The proposed trail and overlook are located behind the property at 14435 Big Basin Way on the eastern bank of Saratoga Creek. The 150 foot trail would begin at a City owned parking lot in the Village and end at a 60 square foot seating area overlooking Saratoga Creek.

Street Projects

VTA Grant for Street Resurfacing

This project will resurface approximately 1.5 miles of roadway in Saratoga, including sections of Bucknall Road, Cox Avenue, Thelma Avenue, Kirkmont Drive, Scotland Drive, and Dagmar Drive. Funding for this project comes from the Surface Transportation Program (STP), which is administered locally by the Valley Transportation Authority (VTA).

Highway 9 Safety Improvements Phase 4

This project will be the fourth phase of bicycle and pedestrian safety improvements to the Highway 9 corridor from Saratoga to

Los Gatos. In this fourth phase, pedestrian pathways, retaining walls, and pedestrian safety improvements will be constructed on Highway 9 from Fruitvale Avenue in Saratoga to Grand View Avenue in Monte Sereno. Funding for the project comes primarily from a Highway Safety Improvement Program (HSIP) grant and partly from the City's capital budget.

Village Sidewalk/Pedestrian Enhancements Phase 2

In 2008, the City entered into a contract with Gates and Associates to design improvements to the Village that would increase pedestrian safety and the beauty of the City's downtown area. The first phase of construction started in June 2010. The second phase of construction will continue improvements along Big Basin Way. The project will add more pedestrian bulb-outs, enhanced crosswalks, and other safety improvements in the Village. Funding for this project comes from a Federal Congestion Mitigation and Air Quality (CMAQ) grant, the State, and the City.

Budget Priorities

While the primary objective of this budget is to address the revenue shortfall without unduly affecting services, City Council priorities are still reflected in the 2011/12 budget. These priorities include:

- Fiscal responsibility
- Maintaining a high level of public safety
- Community building
- Fostering relationships with community partners
- Sustaining the City through environmentally friendly practices
- Promoting business in the City
- Preserving the City's small-town semi-rural ambience
- Keeping neighborhoods beautiful
- Helping residents improve their health

Fiscal Responsibility

As in years past, the City has prioritized fiscal responsibility and ever increasing operational efficiencies. With the fluidity of the economy, this priority has been especially critical. Following adoption of the 2009/10 budget, the City Council started receiving quarterly reports on the budget. This additional information, along with changes in the budgeting process, has helped the City to effectively respond to changes. The Finance Committee, which has two City Councilmembers, reviews financial matters with the City Manager and Finance Director in preparation for City Council Meetings. The Committee has added another layer of oversight of City finances and provides a Council perspective and guidance to staff before financial matters are brought to the Council.

In addition to following the economy closely and providing regular fiscal oversight on the City budget, the City Council also authorized staff to seek a financial firm to reissue the City's GO Bonds. Reissuing this bond will reduce interest rates on the bond and consequently save taxpayers approximately $1.4 million in current dollars over the next 20 years. Furthermore, labor negotiations may lead to structural changes that reduce the City's expenses on an ongoing basis.

Secure and Safe City

Maintaining a high level of public safety has also remained a top concern for the City. The City has a contract with the Santa Clara County Sheriff's Office to provide law enforcement services. In 2010/11, the Sheriff's Office received 13,200 radio calls for service in Saratoga. Despite the large volume of calls, response times for Priority I calls (serious emergencies and public hazards) is just 4:83 minutes. Additionally, the number of crimes reported has dropped down to 2,000 in 2010/11 from 2,288 in 2008/09.

Through the contract with the Sheriff's Office, the City has also been able to fund a School Resource Officer, whose primary function is to establish and maintain a positive relationship with schools in Saratoga by engaging faculty and staff, providing periodic traffic enforcement around schools, and interacting with students.

In addition to providing high quality services to the residents of Saratoga, the Sheriff's Office has been actively working with the City to reduce public safety expenses. The Sheriff's Office will be implementing strategic enforcement changes to constrain public safety costs while still addressing the City's law enforcement needs. As a result, funding for public safety will not significantly change in the 2011/12 budget.

Another critical aspect of the City's efforts to keep Saratoga safe is the City's Traffic Safety Commission. This Commission actively identifies traffic issues, reviews potential problems, and recommends solutions that will increase the safety of Saratoga's roadways. The City has a Roadway Safety & Traffic Calming fund in the CIP budget to cover the cost of safety and traffic calming projects. Typical traffic calming projects requested by residents and approved by the Traffic Safety Commission have included speed bumps, bulb outs, and medians to slow traffic and improve pedestrian safety.

Building Community

The budget also reflects continued commitment to community building. A total of $15,000 has been budgeted for community events. A portion of this funding will be made available for community organizers who coordinate events that bring residents together. The City also helps organizers of these events through in-kind support and through the City's online community events calendar that is powered by Artsopolis and features events held in Saratoga. This online tool makes it easier for event organizers in the City to publicize their events. Funding has also been set aside for events coordinated by the City, such as grand openings and groundbreaking ceremonies.

Communication with the public has also been a critical component of building a more connected community in Saratoga. In September 2009, the City launched its new website that now features email subscriptions. Residents can subscribe to a variety of email notifications, including notifications for posting of Council agendas, upcoming events, and more. On the City's website, the public can also find streaming video of live and archived City Council and Planning Commission meetings. Full agenda packets, including staff reports, for both the Council and Planning Commission are made available online as well. These online tools provide one more way in which residents can easily and conveniently find critical information and follow the happenings at City Hall.

The City also maintains more traditional methods of communication. Residents can still expect to receive *The Saratogan*, the City's newsletter that was reinstated in 2008. During FY 2010/11, the City cut production costs by including the newsletter as part of the Recreation Activity Guide and reducing the number of publications from four to three. As a result, the City saved close to $20,000. The City also

provides support for KSAR15, the Saratoga community access television channel. Residents can watch live and recorded City Council and Planning Commission meetings, along with a wide variety of other programs that include community announcements and news coverage of local events.

Community Partnerships

In addition to building relationships between the City and residents, the City also strives to develop strong partnerships with organizations that serve the Saratoga community. Before the start of each City Council meeting, the Council holds joint meetings with community partners like the Saratoga school districts, Commissions, neighborhood associations, Chamber of Commerce, Saratoga Ministerial Association, Saratoga Area Senior Coordinating Council, Historical Foundation, West Valley College, Mountain Winery, Montalvo Arts, Hakone Foundation, and more. The purpose of these meetings is to provide the City with opportunities to interact with community organizations to open lines of communication. The City hopes that this will strengthen connections with community organizations to pool resources and better serve the needs of Saratoga residents.

Sustainable City

The City has long been committed to adopting more environmentally friendly practices. In 2008, the City received Green Business Certification from the Bay Area Green Business Program. The certification is awarded to organizations that demonstrate efforts to reduce water and energy use, minimize waste, invest in renewable energy, and decrease fuel consumption. The City has put in place a number of the best practices recognized by the Green Business Program. This includes no longer purchasing single-use plastic water bottles, implementing an extensive recycling program, using products made of recycled materials, holding paperless City Council meetings, installing energy efficient T-8 lighting, replacing turf and other high maintenance landscaping with drought resistant landscaping or hardscapes, and installing smart irrigation controls at City parks and medians that control watering levels based on weather and moisture content in the air.

The City will continue its efforts to save financial and environmental resources during the 2011/12 fiscal year. Three major sustainability projects will be funded through the 2011/12 capital budget, including addition of a solar array in the Saratoga Corporation Yard that will provide power to the Corporation Yard and the Joan Pisani Community Center; installation of energy efficient Light Emitting Diode (LED) street lights in the Village to replace existing High Pressure Sodium lights; and installation of electric vehicle charging stations in the Village and at City Hall.

Business Friendly

Another critical component of becoming a sustainable City is creating an environment that is friendly to businesses. In 2008, the City commissioned a study to identify retail opportunities in Saratoga. The report provides the business community with information about the retail gaps in the City and offers insights into which areas of retail might be successful. Additionally, the City continues to provide financial support to the Saratoga Chamber of Commerce to promote and assist Saratoga business owners and for visitor information services.

The City also offers a number of incentives to business owners, including the Village Façade Improvement Program that allows business or property owners on Big Basin Way to receive 50% reimbursements up to $5,000 for façade improvement projects. The conditional use permit process was also improved with adoption of an administrative process that has lowered the cost to applicants and decreased permit approval time for businesses. The Council also adopted a conditional use permit fee refund for businesses in targeted categories, which included ice cream/yogurt stores, arts and crafts

instruction studios, and other businesses with Council approval. A total of four businesses have received conditional use permit refunds, including St. Stan's Brewery, Yolatea, Big Basin Vineyards, and Belltower Bistro.

During FY 2011/12, the City will continue making significant streetscape and safety improvements to the Village. Improvements will be partially funded by a Federal Congestion Mitigation and Air Quality grant along with State and City funding. Many of the planned improvements were developed through a public process and are expected to increase pedestrian safety and improve the appearance of the Village, making it a more popular retail and dining destination.

Rural Character of Community

Saratoga is a primarily residential community nestled up against the Santa Cruz Mountains. One of the most distinct and celebrated features of the community is its small-town semi-rural ambience. Many residents consider this trait to be the key component of the City's charm, which is why great care is taken to preserve the small town feel of Saratoga through carefully managed development. The Community Development Department guides applicants through the development and building process to ensure that new and remodeled structures resonate with the character of the City.

Furthermore, the City actively enforces its municipal code to help maintain Saratoga's character and high quality of life. The City responds immediately to code violation complaints and works with property owners to achieve voluntary compliance through education and assistance. This cooperative process helps address code violations in a quick and friendly manner.

Beautiful and Maintained Neighborhoods

The City works to keep its neighborhoods beautiful and well maintained through a variety of methods. First and foremost, the City is committed to keeping infrastructure in excellent condition. This includes the City's 67 acres of developed parkland and 13 miles of walking trails. The City's beautifully manicured parks and trails offer a wide range of amenities and are an attraction for residents and visitors alike.

The landscaped medians play a major role in improving the City's appearance. There are more than four miles of landscaped medians in Saratoga. These medians are located on most arterial roads and on some of the major collector streets, including Saratoga-Sunnyvale Road, Saratoga Avenue, and Prospect Road. In addition to beautifying the City, medians help protect drivers from oncoming traffic.

Well maintained streets affect the City's appearance and facilitate the free flow of traffic. Every two years, the quality of the City's streets are surveyed and rated based on the Pavement Condition Index (PCI). The City is able to maintain the 135 miles of roadway in Saratoga at an average PCI of "Very Good" by focusing resurfacing money in the capital budget on streets that have the lowest PCI rating. Each year the City uses approximately 8,000 tons of asphalt to repave its streets.

While many municipalities are struggling to prevent their roads from deteriorating, Saratoga was able to improve its PCI rating in 2010/11. This is largely a result of the City's policy of dedicating two funding streams totaling approximately $1 million per year for street maintenance. Additional grant funds that the City has obtained over the last two years have also enabled the City to accelerate its street maintenance schedule.

The City also has a total of 24 lighting and landscaping assessment districts that have been an extremely effective method for beautifying Saratoga neighborhoods. Residents in these districts have voted for assessments on their properties that pay for City crews to install upgrades and perform maintenance on landscaping, lighting, and other beautification projects.

Healthy Saratoga

The City Council has made promotion of health and wellness a priority for the City. Residents in Saratoga have many health and wellness opportunities available to them. The City maintains 13 miles of walking trails and 67 acres of developed parkland that feature par courses, tennis courts, basketball courts, baseball diamonds, soccer fields, and more. Residents can also take advantage of classes offered by the Recreation and Facilities Department, including zumba, yoga, jazzercise, ice skating, tai chi, and healthy cooking classes.

In February 2011, the City Council adopted a resolution to join the "Let's Move Cities and Towns" initiative. This campaign, led by First Lady Michelle Obama, is intended to engage local governments in the effort to prevent childhood obesity. Cities participating in the "Let's Move" initiative are asked to take significant action towards improving the health of children. The Parks and Recreation Commission will likely play a key role in this effort. Last year, the Commission encouraged residents to become more active through the MOVE-IT challenge. Participants in the program were asked to walk/run a marathon (26 miles) or bike a century (100 miles) between Memorial Day and Labor Day. Those who achieved their goal were recognized at a City Council meeting. The program proved to be a no-cost method for increasing physical activity and is expected to take place again in 2011.

Conclusion

The past few years have been a challenging and uncertain time for many of us. The slow recovery of the economy has provided a measure of stability, but it is clear that it will be some time before our economy is fully restored. As we gain a better understanding of what the years ahead will look like, it is starting to become clear that more serious structural changes are needed. In the next year, we will be taking a close look at the structural adjustments needed to bring the City budget into balance over the long term and prevent serious service reductions in the future.

Until then, another year of austere budgeting and short term sacrifices has allowed us to get through the worst of the recession and maintain high quality essential services to the residents of Saratoga. Despite the difficulties we have faced, the City is able to present a balanced 2011/12 budget to the City Council for adoption.

Respectfully submitted,

Dave Anderson
City Manager

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Saratoga

California

For the Fiscal Year Beginning

July 1, 2010

President | Executive Director

HISTORY AND CULTURE OF SARATOGA

Located in the foothills of the Santa Cruz Mountains, approximately 26 miles east of the Pacific Coast, 10 miles southwest of San Jose, and 50 miles south of San Francisco, the City of Saratoga runs along the western edge of Santa Clara County. Although the incorporated City of Saratoga dates back only to 1956, the town had its beginning more than a century earlier when William Campbell built a sawmill here in 1848, about two and one-half miles above the present downtown village, along what is now State Highway 9. Having spent the winter of 1846/47 in the abandoned adobe buildings of Mission Santa Clara, Campbell correctly surmised that the settlers who were beginning to come to the Santa Clara Valley would want to build sturdy wood houses, reminiscent of the homes they had left in the East.

With this belief, William Campbell started a sawmill operation along the stream here in 1847. It was delayed however after another millwright constructing a sawmill at the western base of the Sierra mountains a hundred and fifty miles northeast found gold flakes in the American River, touching off the 1849 California Gold Rush. While no such discovery occurred here, there were later reports of copper and silver deposits in the region. Instead, for more than half a century, the wealth of the local mountains was in timber, mostly redwood, and the settlement that later became Saratoga owes its start and early development to that wealth.

In 1850, Martin McCarty leased the sawmill Campbell had started, and set about to improve its access by building a road to the site. To recoup his investment, McCarty erected a tollgate near the present intersection of Third Street and Big Basin Way, and charged a fee for the use of the road. It was common practice in those early days for roads to be built on a private-enterprise basis, then after a period of time, the counties would take them over and maintain them as public thoroughfares. In McCarty's case, although the tollgate was used for only about a year, it was sufficient for the settlement to be known as Tollgate for some years afterward.

Due to the natural resources in the area, the town had a brief industrial era. With the abundance of lumber products, a tannery and paper mills were built along the stream, as well as several flour mills, and a furniture factory in town. Due to the collection of mills, the settlement's post office was given the name of Bank Mills in 1863. Shortly thereafter, the discovery of local mineral springs with a chemical content similar to that of Congress Spring at Saratoga Springs, New York, led to the renaming of the settlement to Saratoga in 1865.

In the latter part of the 1800's, the area's fertile soil and available land saw the emergence of another industry - agriculture. Apricots, cherries and French prunes were particularly well-suited to Saratoga's soil and climate. During the late 1880's, the hillsides were found to be conducive to viticulture and many wineries were established. In 1890, Saratoga became the home of the world-renowned Paul Masson Winery. Convinced that the rich California soil could produce grapes for champagnes comparable to those of France, the French immigrant Masson brought grape cuttings from his native land to plant on the hillsides.

Saratoga developed into a pleasant village as it became the trading center for the surrounding fruit-growing farms. The mountain setting and mild climate also made Saratoga a popular resort area. The elaborate resort hotel Pacific Congress Springs, flourished for almost forty years about two miles above the village, until it was destroyed by fire in 1903. The resort image lingered through succeeding years, even as agriculture became the dominant industry in Saratoga and the Santa Clara Valley.

During the early 1900's, Saratoga had an enviable reputation as a highly desirable place to live. The Interurban Rapid Transit of the day began service which connected Saratoga with the rest of the Santa Clara Valley and beyond. Saratoga soon became a haven for wealthy San Franciscans who came to build elegant hillside homes overlooking the lush valley. One of these was the palatial Mediterranean-style home of the United States Senator James Phelan. His Villa Montalvo is now a center for the cultural arts.

After World War II, the valley's rapid urbanization changed the character of Saratoga from agricultural to suburban. As space technology and the defense and electronics industries were established in nearby communities, Saratoga's open land soon became more valuable for homes for the rapidly growing population, than it was for fruit orchards, although some vineyards and a few scattered orchards do remain as a reminder of the bygone era. The City of Saratoga strives to maintain these elements of its natural beauty and colorful past through careful zoning policies and historic preservation.

Public interest was stirred to new heights in the mid-1950s when, with orchards giving way to subdivisions, the annexation designs of the City of San Jose became obvious. As a result of this concern, Saratogans voted to incorporate in 1956 and to establish their own city government.

Saratoga Today

The City of Saratoga, as it exists today, is an attractive residential community of 30,195 (January 1, 2011) known for its excellent schools and prestigious neighborhoods. The community's historic downtown district, known as "The Village", has distinctive dining, unique shops, and numerous buildings dating back to the late 1800's and early 1900's. Saratoga residents place an emphasis on historical preservation, and on retaining the quality of the city's semi-rural ambiance. The City also is home to Villa Montalvo, the former home of Senator James Duval Phelan which hosts an art gallery, an artist in residence program, concert performances, park trails and grounds. Additionally, the former Paul Masson homestead and winery in the Saratoga foothills, now known as the "Mountain Winery", features world-class concerts each spring and summer. And Hakone Gardens, the oldest Japanese-style residential garden in the Western Hemisphere, maintained and run by the Hakone Foundation, lies just outside of the Village offering classes, festivals, and Japanese culture.

City Government

The City of Saratoga was incorporated in 1956 and operates under a Council/Manager form of government. The City government receives most of its revenue from property tax, although the City's share of property tax receipts is only about 5.45% of the 1% assessment Saratoga property owners pay. This "low tax" status limits the City to providing minimal services to its residents. Staffing is low for a city this size (53.85 FTE) with many services provided on contract.

In addition, with the relatively late incorporation of the city after the community had developed, many school districts and utility districts were already in place, meaning more than one pre-existing district may serve within City of Saratoga boundaries. Public safety services are provided by other governmental organizations, including the Saratoga Fire Protection District and the Santa Clara County Fire Department through property tax allocation agreements, and by the Santa Clara County Sheriff's Office by city contract. Animal control services are contracted with the City of San Jose.

The City's departments are structured by function, and include Public Works – which oversees city infrastructure maintenance and projects, Community Development – which guides the physical growth of the City through planning, zoning, and code compliance, Recreation and Facilities – which provides recreation programs and maintains city facilities, Administrative Services – which provides oversight and support for the City's financial, administrative, and technology operations, and the City Manager's Department – which provides oversight and guidance for City functions, as well as legislative and administrative support for the City Council and Commissions.

Transportation

Saratoga is part of a comprehensive transportation network that links the City to other Silicon Valley cities and beyond through roadways, bikeways, and mass transit systems, including the bus and light rail systems, the Caltrain system, and to the Mineta International Airport in San Jose. Bus routes provide

inter-city transportation needs with access to the Village, schools, the community college, and local office and shopping markets. Highway 85 runs through Saratoga, providing linkage to other area freeways and major cities. San Francisco is 47 miles north, and Santa Cruz is about 26 miles southwest. The tourist havens of Monterey and Carmel are approximately 65 and 73 miles south of Saratoga, respectively.

Schools

The City of Saratoga is served by 6 different schools districts, which include Saratoga Union School District, Cupertino Union School District, Campbell Union School District, Los Gatos-Saratoga High School District, Campbell Union High School District, and Fremont Union High School District.

The schools in these districts that serve Saratoga residents are among the best in the nation. Saratoga High School and Monte Vista High School have been ranked by U.S. News & World Report within the top 100 schools in the country.

City of Saratoga Vision

The City of Saratoga strives to maintain a high quality of life for its residents through careful planning and infrastructure maintenance, through activities to build community, and by providing opportunities for extensive citizen participation in community issues. Succinctly, the vision for our City is that:

Saratoga is a Community

- Where the common good prevails;
- Where the natural beauty of the City and its hillsides is preserved;
- Where historic assets are preserved and promoted;
- Where local commerce provides a vibrant presence in the Village and the other commercial areas;
- Where the orientation is toward the family;
- Where homes and neighborhoods are safe and peaceful;
- Where government is inclusive and values community involvement;
- Where desirable recreational and leisure opportunities are provided;
- Where quality education is provided and valued;
- Where value is placed on an attractive, well maintained and well planned community;
- Where government provides high quality, basic services in a cost effective manner;
- Where a small town, picturesque, residential atmosphere is retained;
- Where the arts and cultural activities which serve the community and the region are promoted;
- Where neighbors work together for the common good;
- Where leadership reflects community goals; and
- Where, because of the forgoing, the citizens and the families of Saratoga can genuinely enjoy being a part of and proud of this special community.

CITY COMMISSIONS

Finance Committee
The Finance Committee (previously termed the Finance Advisory Committee and the Finance Commission) was originally formed in 1981 to advise the City Council on financial matters pertaining to the governing of the City, as well as on the use of fiscal resources and the development of technology for the City. In 2007, the Council reconstituted the Finance Commission as a Finance Committee to review financial matters with the City's Finance and Administrative Services Director in preparation for the City Council meetings. The Committee consists of two Council members who each serve one year terms of office, and will meet monthly or on as as-needed basis.

Heritage Preservation Commission
The Heritage Preservation Commission functions as a liaison working in conjunction with the Council, the Planning Commission, and the agencies and departments of the City to implement the City's Heritage Preservation Ordinance. The Commission's scope includes property surveys within the boundaries of the City of Saratoga for the purpose of establishing an official inventory of heritage resources and recommending to the City council specific proposals for designation as a historic landmark, heritage lane or historic district. One member is nominated by the Saratoga Historical Foundation and two members must be trained and experienced in the field of construction and structural rehabilitation, such as a licensed architect, engineer, contractor or urban planner.

Library Commission
The Library Commission provides counsel and recommendations on library policies, budgets, plans and procedures to the City Council, City staff, the Santa Clara County Library staff, and the Saratoga Library Supervisor. The Library Commission has no administrative authority over the library's operations but does participate in the general planning of the library operation and library-related programs and policies. One member is nominated by the City of Monte Sereno.

Parks and Recreation Commission
The Parks and Recreation Commission advises the Council on a variety of matters as they relate to parks and recreation. Principally, the commission serves as a conduit between the public and the Council, assesses public input, collects information, and makes recommendations to the Saratoga City Council. After being suspended for several years, the Parks and Recreation Commission was reinstated by the Council on May 16, 2007.

Pedestrian, Equestrian, and Bicycle Trails Advisory Committee
It is the mission of the Pedestrian, Equestrian, and Bicycle Trails Advisory Committee to advise the city regarding the planning, acquisition, and development of trails and sidewalks and to maintain the trails network to enhance the quality of life in Saratoga.

Planning Commission
The Planning Commission advises the City Council on land use matters such as the General Plan and specific plans, zoning and subdivisions. The Commission plans for the future orderly physical development of the City and informs and educates the public on current land use and urban planning issues. In many areas the Planning Commission also acts as a legislative body in making determinations within the framework of applicable State laws and City ordinances. Ultimate decisions on land use reside with the City Council. Members are required by State law to file an annual statement of economic interests.

Traffic Safety Commission
The Traffic Safety Commission investigates reviews and analyzes traffic safety issues raised by the Community members and Public Safety Agencies. It provides a venue for the public to express concerns regarding traffic safety issues. The Traffic Safety Commission makes recommendations to the City regarding traffic safety.

Village Ad Hoc Committee
The Village Ad Hoc Committee was established at the June 18, 2008 City Council Meeting. The Council has charged the Committee with investigating economic development issues in Saratoga Village. The Committee consists of two City Council members.

Youth Commission
The Youth Commission is comprised of middle and high school students appointed by the City Council in two-year terms. Youth Commissioners serve as a liaison between the teen community and the City Council.

BUDGET & FINANCIAL POLICY INFORMATION

BUDGET PROCESS OVERVIEW

The City of Saratoga adopts an annual Operating and Capital Budget and an annual budget update of the five-year Capital Improvement Plan. The budgets contain summary level information for revenue and expenditure appropriations for the fiscal year beginning July 1st and ending June 30th. The budget documents are prepared on the same basis as the City's financial statements, and in accordance with generally accepted accounting principles (GAAP).

BUDGET PURPOSE

The Operating and Capital Summary Budget and the Capital Improvement Plan serve as the City's financial plan, as well as a policy document, a communications tool, and an operations guide. Developed with an emphasis on long range planning, service delivery, and program management, a fundamental purpose of these documents is to provide a linkage between the services and projects the City intends to accomplish, and the resources committed to get the work done.

The format of the budget facilitates this linkage by clearly identifying program purpose, key projects, and workplan goals, in relation to revenue and expenditures appropriations.

BASIS OF BUDGETING AND ACCOUNTING

Developed on a program basis with fund level authority, the operating and capital budgets represent services and functions provided by the City in alignment with the resources allocated during the fiscal year.

Basis of Accounting and Budget refers to the timing factor concept in recognizing transactions. This basis is a key component of the overall financial system because the budget determines the accounting system. For example, if the budget anticipates revenues on a cash basis, the accounting system must record only cash revenues as receipts. If the budget uses an accrual basis, accounting must do likewise. The City's budgeting and accounting systems both use a combination of modified accrual and full accrual basis in the accounting and budget systems.

The City's Governmental Funds consist of the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds. Governmental Fund budgets are developed using the modified accrual basis of accounting. Under this basis, revenues are estimated for the period if they are susceptible to accrual, e.g. amounts can be determined and will be collected within the current period. Principal and interest on general long-term debt are budgeted as expenditures when due, whereas other expenditures are budgeted for liabilities expected to be incurred during the current period.

Proprietary fund budgets are adopted using the full accrual basis of accounting whereby revenue budget projections are developed recognizing revenues expected to be earned during the period, and expenditures are developed for expenses anticipated to be incurred in the fiscal year. The City maintains one type of proprietary fund: Internal Service Funds.

Fiduciary funds are also budgeted under the modified accrual basis. Trust funds are subject to trust agreement guidelines, and Agency Funds are held in a custodial capacity involving only the receipt, temporary investment, and remittance of resources. Saratoga administers two agency funds.

SUMMARY OF BUDGET DEVELOPMENT

The City develops it budgets with a team-based budgeting approach. City Management and the Finance Department guide the process through budget development; however program budgets and workplans are developed with each department's director or program manager's oversight and expertise. This approach allows for hands-on planning and creates a clear understanding for both management and staff of

a program's goals and functions to be accomplished in the next budget year.

THE DEVELOPMENT PROCESS

Typically both the Operating and Capital Budget and Capital Improvement Plan (CIP) processes begin in early January with the City Council and City Manager's development and refinement of initiatives and directives for the upcoming budget year. The Five-Year financial forecast is developed and brought to the annual Council Retreat to review. This forecast provides an overview of service level operations as it ties to fiscal resources, and guides the discussion for the upcoming budget direction. The CIP is also reviewed during this time to determine funding capabilities, project priorities, and to refine project workplans. Although the CIP Budget is a stand-alone body of work, CIP projects impact the City's ongoing operations and are therefore incorporated into the Operating and Capital Summary Budget document through the resulting financial appropriations and service level requirements.

In February, the budget preparation process begins officially for staff. Budget assumptions, directives and initiatives are provided to set the City's overall objectives and goals. Over several months, staff identifies and analyzes program revenue and expenditure projections in coordination with Finance/Budget staff and City management. Capital improvement projects are assessed and refined, and CIP funding and appropriation requirements are finalized.

Through rounds of budget briefings and revisions, staff's final program budget and workplans are developed by the end of April; operational and capital workplans are finalized, and the Finance/Budget staff prepares financial summary information for City Council review in addition to departmental budgets and workplans.

BUDGET ADOPTION

During the month of May, the City Council reviews the proposed Operating and Capital Summary Budget, and the Capital Improvement Plan for the five year period in a public hearing. Notice of the hearing is published in a local newspaper at least ten days prior to the Council's public hearing date. The public is invited to participate and copies of the proposed budgets are available for review in the City Clerk's office and at the budget hearing.

Under requirements established in Section 65401 of the State Government Code, the City's Planning Commission also reviews the proposed Capital Improvement Plan and reports back to the City Council as to the conformity of the plan with the City's Adopted General Plan .

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

Section 2-20.050(i) of Saratoga's City Code requires the City Manager to prepare and submit an annual budget to the City Council. This is accomplished in June, when the final proposed budget is formally submitted to the Council in the subsequent public hearing.

The approved resolutions to adopt the CIP and operating budgets and the appropriation limitation (Gann Limit) follow this section.

BUDGET AMENDMENTS

During the course of the fiscal year, workplan changes and unanticipated needs will necessitate adjustments to the adopted budgets. The City Manager is authorized to transfer appropriations between categories, departments, projects, and programs within a fund in the adopted budget, whereas the City Council holds the authority for budget increases and decreases and transfers between funds.

BUDGET CALENDAR

December

Budget Office to begin development of financial forecast and budgets for following fiscal year, including:

- Draft operating budget revenue and expenditure projections
- Prior fiscal year-end fund balance available for CIP

January

Budget Office to prepare Mid-Year Budget Report and Five-Year Financial Forecast for Council review at annual retreat

For Operating Budget:

- Budget Office to provide budget information to staff on budget assumptions, directives, initiatives, and goals
- Budget Office and Program Managers to prepare Internal Service and Equipment Replacement Fund analyses and schedules, finalize internal service rates
- Budget Office to prepare operating budget worksheets for updates, including departmental/program narratives, staffing and financial worksheets, asset and staffing requests.

For Capital Budget:

- Budget Office to prepare updated five-year CIP project projections

February

Budget Office and departments to review current User Fee Schedule for appropriate changes in preparation of annual updates process

For Operating Budget:

- Budget Office to finalize Internal Service Fund program workplans
- Budget Office to prepare budget worksheets for departments, including staffing and internal service program costs
- Departments to prepare draft revenue expenditure workplans

For Capital Budget:

- Project Managers to prepare funding and cost estimates for new projects

March

City Council to hold Public Hearing for Annual User Fee Update

City Council to hold Annual CDBG and Community Grant Public Hearing for review and direction for following fiscal year grant appropriations

	For Operating Budget: • Departments to finalize budget workplans and program narratives • Budget Office to compile program narratives, financial and supplemental schedules, and financial budget summaries and charts • Proposed budget briefing with City Manager For Capital Budget: • Project Managers to finalize projects for CIP submittal
April	For Operating & Capital Budgets: • CIP Budget Team to assemble final list of recommended projects and funding requirements • Final budget briefing with City Manager
May	For Operating & Capital Budgets: • Budget revisions finalized, proposed budgets assembled and distributed to City Council and posted on website • Public Hearing held for proposed Operating and Capital Budgets
June	For Operating & Capital Budgets: • City Council revisions incorporated into budget documents • City Council adoption of Operating and Capital Budget • City Council adoption of Gann Appropriation Limit
July/ August/ September	Final document preparation of financial and supplemental schedules, charts, reference materials, etc Adopted Operating and CIP Budget documents finalized, printed and distributed

FINANCIAL POLICIES

The City of Saratoga manages its financial, operational, and budgetary affairs in accordance with the following general policy statements. These policies represent long-standing accounting, budgeting, debt, investment, and reserve principles and practices, and are the foundation which guides the City in maintaining its financial stability.

GENERAL FINANCIAL POLICIES:

- The City Council's financial based goals, objectives, and policies will be incorporated into and implemented with the City's Operating and Capital Budgets.

- Efforts will be coordinated with other governmental agencies and joint power associations to achieve common policy objectives, share the cost of providing governmental services, and support legislation favorable to cities at the state and federal level.

- The City will seek out, apply for, and effectively administer federal, state, local, and foundation grants which address the City's current priorities and policy objectives.

AUDITING AND FINANCIAL REPORTING:

- California State statute requires an annual financial audit of the City's financial records and transactions by independent Certified Public Accountants. The city will comply with Generally Accepted Accounting Principles (GAAP) and produce annual financial reports pursuant to Governmental Accounting, Auditing, and Financial Reporting (GAAFR) guidelines.

- Weekly check registers and monthly Cash and Investment Reports will be submitted for review and approval at City Council meetings. A mid-year budget status report will be presented at the City Council retreat.

APPROPRIATIONS AND BUDGETARY CONTROL:

- The City Council will adopt an annual balanced operating budget and the first year of an integrated five-year capital improvement plan budget, to be effective for the fiscal year running from July 1st through June 30th. Balanced budgets present budgeted sources in excess of budgeted uses. Operating and capital budgets are to align with the City's long-term financial goals.

- Each year the Finance Department will provide an updated five year (or longer) financial forecast to the City Council prior to Council's review of the proposed annual budgets to provide a long-range fiscal perspective to the City's economic status.

- Budgets are prepared on the same basis used for financial accounting and reporting: governmental fund types (General, Special Revenue, and Debt Service) are budgeted according to the modified accrual basis of accounting; proprietary funds (Internal Service Funds) and fiduciary funds are budgeted under the accrual basis of accounting.

- The City Council maintains budgetary control at the fund level; any changes in total fund appropriations during the fiscal year must be submitted to the City Council for review and Council

majority approval. Operating Budget appropriations lapse at the end of each fiscal year unless specifically re-appropriated by the City Council in the following fiscal year. Capital Budget appropriations are structured as a multi-year workplan; therefore project expenditure balances are carried forward to the following fiscal year as part of the annual budget adoption until funding is exhausted or the project is completed.

- The City Manager is authorized to implement the City's workplan as approved in the adopted budget. Within a specific fund, the City Manager may transfer appropriations between categories, departments, programs, and projects as needed to implement the adopted budget, provided no change is made to the total appropriation amount provided for any one fund.

- Recurring expenditures are to be funded with recurring revenues, or funds specifically designated for operational use. One time expenditures may be funded with one-time revenues or fund balances. Fund balance reserves are to be used for non-recurring one-time and capital projects.

- The CIP Streets/Pavement Management program has an established minimum annual funding goal of $1,000,000, with Gas Tax Revenues and Road Impact Fees as designated funding sources. The $300,000 of designated TEA proceeds previously transferred to the CIP Streets/Pavement Management program was reverted back to the General Fund effective with the FY 2008/09 budget.

- $100,000 of TEA General Fund property tax revenues are designated for CIP Facility Improvements.

- The Recreation Department cost recovery rate is to exceed the California Parks & Recreation Society's (CPRS) average cost recovery rate for all California recreation departments as established in the current CPRS benchmarking report (approximately 65%).

REVENUE POLICIES:

- The City will encourage a diversified and stable revenue system to offset short-run fluctuations in any one revenue source.

- Designated and legally restricted tax and revenue funding sources will be accounted for in the appropriate funds. General taxes and revenues not allocated by law or some other contractual agreement to other funds are accounted for in the General Fund. Capital project revenues are to be directly accounted for in the appropriate capital project fund.

- The City establishes user charges and fees at a level that recovers the direct and indirect activity cost of providing a service or product. The City will consider market rates and charges levied by other municipalities of similar size for like services in establishing rates, fees, and charges. For services having partial cost recovery objectives, cost recovery ratios may vary according to policy objectives. A master schedule of User Fees is reviewed and updated each year to adjust fees to the established level.

- The City will follow an aggressive policy of collecting local taxes and revenues due to the City through persistent follow-up procedures, and external resources as necessary.

- Unrestricted donations, gifts, and bequests to the City in excess of $5,000 must be brought to Council for approval and acceptance. All restricted donations, gifts and bequests must be submitted to the Council for approval prior to acceptance.

EXPENDITURE POLICIES:

- All expenditures shall be in accordance with the City's purchasing policy, travel policy, credit card policy, or any other applicable guidelines.

- Expenditures are managed at the program level. Program managers are to ensure expenditures do not exceed the budgeted workplan and must take immediate action if at any time during the fiscal year an operating deficit is projected at year-end. Corrective actions may include expenditure reductions, or with Council approval, budget adjustments, service reductions, or service fee increases.

PURCHASING POLICY:

- The City's current purchasing policy, with an effective date of 4/23/2007, establishes purchasing authority levels, purchasing procedures, and requirements, for the procurement of supplies, equipment, and services, in conformance with Federal and State codes and regulations, and City Ordinance No. 2-45.

- Public Work projects which are governed by the State's Public Contract Code are excluded from provisions of the City's purchasing policy.

- Guidelines established by the City's Purchasing Policy directs the City's departments to purchase the best value obtainable, securing the maximum benefit for funds expended, while giving all qualified vendors an equal opportunity to do business with the City.

- All purchases exceeding $5,000, up to $25,000 require written quotes and must be approved by the Purchasing Officer or designee. All purchases exceeding $25,000 must be authorized by the City Council.

FIXED ASSETS AND INFRASTRUCTURE:

- All assets with a cost equal to or greater than $10,000 and a useful life of more than one year will be capitalized. Repairs and maintenance of infrastructure assets will generally not be subject to capitalization unless the repair extends the useful life of the asset.

- The City will sustain a long-range fiscal perspective through the use of a five-year Capital Improvement Plan designed to maintain the quality of City infrastructure, including streets, sidewalks, curbs and storm drains, lighting, building, parks, and trees.

- Asset information is to provide information for preparation of financial statements in accordance with GAAP, with emphasis placed on completion of GASB 34 requirements.

INTERNAL SERVICE FUNDS:

- Asset replacement and maintenance Internal Service Funds are to provide a consistent level of funding for asset replacement and building maintenance projects, and ensure sufficient funding is available for the regular maintenance and repair of the City's vehicles, equipment, and buildings.

- Internal Services Funds are established to both allocate operating costs to departments for support and maintenance services in the effort to distribute costs appropriately, and to stabilize the City's replacement and operational costs for the purpose of providing an accurate and balanced long-range fiscal perspective of the use of services and assets.

- Technology and Office Equipment replacement and maintenance Internal Service Funds are to provide a consistent level of funding for the replacement of technology assets and projects, and appropriately distribute support and maintenance costs to departments.

- The Liability and Workers Compensation Insurance Internal Service Funds are to maintain adequate reserves to pay all valid self-insured claims and insurance deductibles, including those incurred but not reported, in order to keep the insurance funds actuarially sound.

- Each Internal Service Fund will set recovery charges at rates sufficient to meet all operating expenses, depreciation, and cash reserve policy objectives.

FUND BALANCE RESERVES:

- Fund balance reserves in a governmental fund are classified as either Reserved or Unreserved Fund Balances, depending on purpose. Reserved Fund Balances represent funding set aside for established legal obligations and liabilities, and are not available for appropriation. Unreserved Fund Balances are comprised of both designated and undesignated fund balances, and are not legally obligated for a specific use.

  Unreserved Designated Fund Balance Reserves represents funds identified by Council for an intended use; however as there is no legal obligation, the funds may be re-designated and utilized for another purpose if Council chooses. Unreserved Undesignated Fund Balance represents funds not yet identified for a specific use by Council, and is available for designation or appropriation.

- Adequate reserves are to be maintained for all known liabilities and established City Council and community directed initiatives.

- At year-end, after the City's financial records are finalized and audited, revenues in excess of expenditures and funding obligations close out to Unreserved Undesignated Fund Balance. Council established $500,000 as the base amount for Undesignated Fund Balance. Any accumulated available funding in excess of $500,000 is to be held for appropriation to Capital Improvement and Cost Efficiency projects in the following budget process.

- Year–end undesignated fund balance distribution is to be prioritized as follows:
  1. Funding of legal obligation and liability reserves
  2. Repayment of borrowing from Fund Balance Reserve to established levels
  3. Replenishment of Unreserved Undesignated Fund Balance to $500,000
  4. Designation of remaining funds for Capital Improvement and Cost Efficiency Projects

- Reserved Fund Balance reserves are to be maintained on an on-going basis for the following legal obligations and liabilities:
  1. Petty cash
  2. Retiree Medical (liability amount determined at year-end)
  3. Development Deposits (liability amount determined at year-end)

- Unreserved Designated Fund Balance reserves are to be maintained on an on-going basis for the following Council established purposes:
  1. Operations Reserve (Established on July 1, 1999 at $2,000,000 to provide working capital cash flow for the General Fund. Interest earnings are applied at fiscal year-end at LAIF interest rate.)
  2. Economic Uncertainty established at $1,500,000
  3. Development Services Fund Balance
  4. Environmental Services Fund Balance

TREASURY MANAGEMENT:

- California Government Code Section 53600; City of Saratoga Municipal Code Section 2-20.035; and Section 16.0 of the City of Saratoga Investment Policy require the City Council to annually review and approve the City's Investment Policy.

- It is the policy of the City of Saratoga to invest public funds in a manner which will provide the maximum security with the highest investment return, while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of funds.

- The Finance & Administrative Services Department shall prepare and present to the City Council in sufficient detail to show the financial condition of the City at month end, the cash and investments balance by fund, and fund balances by fund type.

LONG-TERM DEBT:

- Long-term Financing Debt will be confined to capital improvements or special projects that cannot be financed from current revenues, and is to be used only if the debt service requirements do not negatively impact the City's ability to meet future operating, capital, and cash reserve policy requirements.

- The term for repayment of long-term financing will not exceed the expected useful life of the project.

RISK MANAGEMENT POLICY:

- The City is insured for up to $25 million of general liability, auto, and property damage claims through the Association of Bay Area Government's (ABAG) Pooled Liability Assurance Network (PLAN) Corporation. The City is self-insured for the first $25,000 for general liability and auto claims; property damage after $5,000 and third party auto claims after $10,000.

- Workers Compensation claims are insured after the first $250,000 through ABAG and an excess coverage policy. The coverage provides an employer liability limit of $5,000,000 per occurrence, and workers' comp per occurrence limit of $100,000,000. The City participates in a Workers Compensation risk pool for the first $250,000 of coverage, known as SHARP (Shared Agency Risk Pool). Workers' Compensation claims are managed by a third party administrator.

- The City's role in managing its risk management program is to be preventative in nature which will be accomplished through careful monitoring of losses, working closely with the third party administrator, and designing and implementing programs to minimize risk and reduce losses.

DEVELOPMENT RELATED FINANCIAL POLICIES

- The Development Reserve was established to provide stability for multi-year project services. The reserve is funded from an excess of development revenues over development expenses at fiscal year-end, and used to offset those years where a shortfall occurs; when development revenues fall below development expenses. Use of the reserve is limited to a maximum of 1/3 of the reserve balance in any given fiscal year; however budgeted use of the Development Reserve is to be rescinded if and to the point where development revenues are sufficient to cover General Fund net operations

- The Williamson Act, also known as the California Land Conservation Act, was passed by our California Legislature in 1965 in order to encourage rural & agricultural lands to remain undeveloped longer. When land owners enter into a contract under the act, they benefit from lower property taxes, which are based on the property's current use, rather than paying *market value based tax rates*. In exchange, the property is to remain undeveloped and continue to function the same way for the duration of that contract. The contracts run for 10 years and are automatically renewed unless the farmer or rancher cancels it. The City does not limit the number of Williamson Act contracts entered into each year.

- The Mills Act is state sponsored legislation granting local governments the authority to enter into an agreement with individual property owners to allow reduced property tax payments in return for the restoration and continued maintenance of their historic property. Since the agreement reduces property tax assessment, the City receives a smaller share of property tax revenue in comparison to a property that is assessed at market value. The City is allowed to approve three Mills Act Contracts per year.

GANN APPROPRIATION LIMIT

On November 6, 1979 California voters approved Proposition 4, commonly known as the Gann Spending Limitation Initiative, establishing Article XIIIB of the State Constitution. This proposition, which became effective in Fiscal Year 1980/81, mandated an appropriations (spending) limit on the amount of tax revenues that the State and most local government jurisdictions may appropriate within a fiscal year. This limit grows annually by a population and cost-of-living factor.

The State Appropriation Limit was since modified by two subsequent initiatives – Proposition 98 in 1988 and Proposition 111 in 1990. Proposition 98 established the return of tax revenues exceeding appropriation limit levels to the State or citizens through a process of refunds, rebates, or other means. Proposition 111 allowed more flexibility in the appropriation calculation factors.

Only tax proceeds are subject to this limit. Charges for services, fees, grants, loans, donations and other non-tax proceeds are excluded. Exemptions are also made for voter-approved debt, debt which existed prior to January 1, 1979, and for the cost of compliance with court or Federal government mandates.

The City Council adopts an annual resolution establishing an appropriations limit for the following fiscal year using population and per capita personal income data provided by the State of California's Department of Finance. Each year's limit is based on the amount of tax proceeds that were authorized to be spent in fiscal year 1978/79, with inflationary adjustments made annually to reflect increases in population and the cost of living. This State Appropriation Limit is therefore established as the amount of funds that can be appropriated from tax proceeds for that fiscal year.

APPROPRIATION LIMIT CALCULATION

With per capital income expected to increase slightly next year coupled with minimal population increases, the appropriation factor is positive for FY 2011/12. The following schedule reflects historical appropriations for the prior ten years, and the calculation for FY 2011/12:

APPROPRIATION LIMIT FACTORS

For YE June 30	Beginning Appropriation Limit	County Population Factor	City Population Factor	California Per Capita Income Δ	Ending Appropriation Limit	% Limit Increase
2002	20,977,606	1.0147	1.0055	1.0782	22,950,540	9.40%
2003	22,950,540	1.0125	1.0191	0.9873	23,092,833	0.62%
2004	23,092,833	1.0079	1.0029	1.0231	23,694,794	2.61%
2005	23,694,794	1.0072	1.0000	1.0328	24,471,983	3.28%
2006	24,471,983	1.0112	1.0124	1.0526	26,078,624	6.57%
2007	26,078,624	1.0118	1.0034	1.0396	27,203,516	4.31%
2008	27,203,516	1.0152	1.0138	1.0442	28,837,681	6.01%
2009	28,837,681	1.0172	1.0077	1.0429	30,592,104	6.08%
2010	30,592,104	1.0156	1.0070	1.0062	31,261,971	2.19%
2011	31,261,971	1.0126	1.0100	0.9746	30,851,813	-1.31%
2012	30,851,813	1.0089	1.0091	1.0251	31,907,666	3.42%

The City of Saratoga's appropriation limit for fiscal year 2011/12 is calculated as follows:

FY 2011/12 Calculation

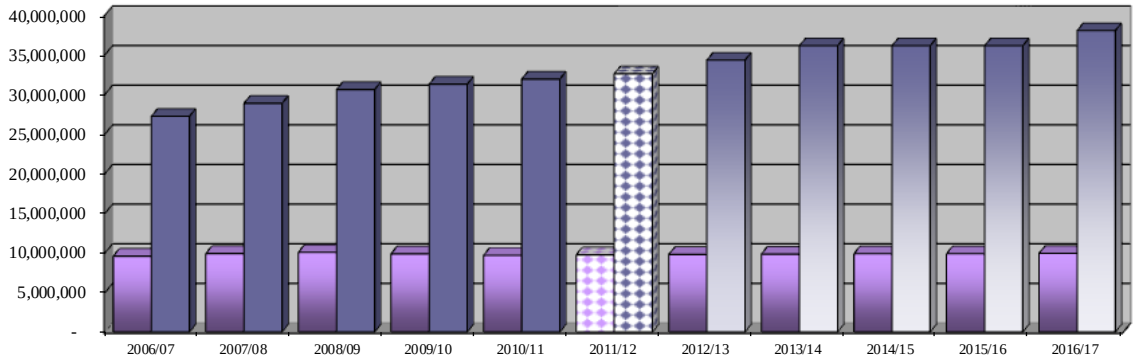
% Increase in County Population		California Per Capita Income Δ		Appropriation Factor		2010/11 Appropriation Limit		2011/12 Appropriation Limit
1.0089	X	1.0251	=	1.0342	X	$ 30,851,813	=	$ 31,907,666

As illustrated above, the total amount of tax revenues appropriated to the City in FY 2011/12 is not to exceed $31,907,666. The FY 2011/12 budget anticipates $9,672,504 in Gann designated tax revenues which equates to $22,235,162 less than, or approximately 32% of, the appropriation limit for FY 2011/12. Therefore, the City's tax revenues fall substantially below the appropriation limit.

APPROPRIATION TREND

The City of Saratoga is an affluent suburb community, known for its excellent schools and beautiful neighborhoods, and home to many Silicon Valley executives and professionals. As a highly desirable place to live comprised of high-value homes, property values grew significantly during the economic booms experienced over the past few decades. However, the City was established as a low-tax city, therefore City's share of property tax dollar growth has increased at a slower pace than population and the per capita personal income growth rate since the Gann calculation was established in 1979. Together, these factors contribute to a large margin between tax revenues received and the revenue limitation established under the Gann Proposition With a conservative forecast for a flat revenue growth in the near future and a 5.3% appropriation growth trends (based on a 33 year average) there is a strong expectation for a wide margin in future year's appropriation margins.

Tax Revenues to Appropriation Limit
10 Year Trend



	Actuals 2006/07	Actuals 2007/08	Actuals 2008/09	Actuals 2009/10	Estimated 2010/11	Budgeted 2011/12	Projected 2012/13	Projected 2013/14	Projected 2014/15	Projected 2015/16	Projected 2016/17
Tax Revenues	9,559,152	9,887,504	10,050,407	9,860,645	9,672,504	9,720,867	9,769,471	9,818,318	9,867,410	9,867,410	9,916,747
Appropriation Limit	27,203,516	28,837,681	30,592,104	31,261,971	31,907,666	32,566,698	34,292,733	36,110,248	36,110,248	36,110,248	38,024,091
Revenue to Limit %	33%	35%	34%	33%	32%	32%	32%	30%	28%	28%	27%

* Saratoga's share of property tax increased by approximatly 5% in FY 2006/07 forward as a result of Tax Equity Allocation legistlation

APPROPRIATION LIMIT ADOPTION

The resolution to revise the appropriation limit to $31,907,666 for FY 2011/12 was adopted by Council via Resolution 11-033 on June 1, 2011.

GANN APPROPRIATION LIMIT RESOLUTION

RESOLUTION NO. 11 - 033

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SARATOGA ESTABLISHING THE FISCAL YEAR 2011/12 GANN LIMIT APPROPRIATION FOR THE CITY OF SARATOGA

WHEREAS, the City of Saratoga has established its Base Year Appropriation Limit as $5,961,747 in Fiscal Year 1978/79; and

WHEREAS, the cumulative changes to population and to the California per capita personal income since the Base Year established the revised Proposition 111 Fiscal Year 1996/97 Appropriation Limit as $16,153,314, and

WHEREAS, to the best of the City's knowledge and belief, the State Department of Finance figures provided to the City in response to Proposition 111 passed by the voters in June 1990, reflects the appropriate statistics relevant to the calculation of the Fiscal Year 2011/12 Appropriation Limit, which includes:

- County population adjustments for the year ended December 31, 2010 equal to .89%, and
- City population adjustment for the year ended December 31, 2010 equal to .91%, and
- Change in California per capita cost of living for fiscal year 2011/12 equal to 1.0251%

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of Saratoga hereby resolves that, based on the foregoing figures and the provisions of the Article XIIIB of the Constitution of the State of California, the following figure accurately represents the Fiscal Year 2011/12 Appropriation Limit for the City of Saratoga at: $31,907,666

The above and foregoing resolution was passed and adopted at a regular meeting of the Saratoga City Council held on the 1st day of June 2011 by the following vote:

AYES: Councilmember Manny Cappello, Emily Lo, Jill Hunter, Vice Mayor Chuck Page, Mayor Howard Miller

NOES: None

ABSENT: None

ABSTAIN: None

Howard A. Miller, Mayor

ATTEST:

Ann Sullivan, City Clerk

DATE: 6/2/2011

ANNUAL BUDGET RESOLUTION

RESOLUTION NO. 11 - 034

**A RESOLUTION OF THE CITY COUNCIL
OF THE CITY OF SARATOGA
ADOPTING THE FISCAL YEAR 2011/12 OPERATING & CAPITAL BUDGET**

WHEREAS, the City Council held a public hearing on the Proposed Operating & Capital Budget for Fiscal Year 2011/12 on May 18, 2011;

WHEREAS, Section 2-20.050(i) of the Code of the City of Saratoga requires the City Manager to prepare and submit the proposed annual budget to the City Council for its approval;

WHEREAS, the Planning Commission has conducted an annual review of proposed new capital projects for consistency with the City's general plan; and

WHEREAS, after the Planning Commission's approval of the proposed new projects the City Manager did submit a proposed budget for FY 2011/12 to the City Council; and

WHEREAS, the City Council has considered and, upon consensus may provide direction for modifications to the proposed budget during a public hearing; and

WHEREAS, the City Council gave staff direction
operating and capital budgets as proposed;

NOW THEREFORE, BE IT RESOLVED, that
Saratoga hereby adopts the Fiscal Year 2011/12 Operating
Total Fund Activity Summary schedule in the budget adoptio

AND BE IT FURTHER RESOLVED, that the fi
forward appropriations for prior year capital projects,
expenditures, grants, and pass-through balances; that capital
General Plan; that there be carried forward from the prior
sufficient to cover approved outstanding encumbrances as of

AND BE IT FURTHER RESOLVED, that the Ci
any changes or impacts resulting from: Council approval
management compensation plan; from classification adjust

from changes due to more refined estimates, grant approvals, or claim reimbursements; from development fee based pass-through budget appropriations; or from further City Council consensus direction received on June 1, 2011 be incorporated within the final Fiscal Year 2011/12 Operating & Capital Budgets;

AND BE IT FURTHER RESOLVED, that the Finance and Administrative Services Director is directed to record these changes into the City's accounting records in accordance with appropriate accounting practices.

The above and foregoing resolution was passed and adopted at a regular meeting of the Saratoga City Council held on the 1st day of June, 2011, by the following vote:

AYES: Councilmember Manny Cappello, Emily Lo, Jill Hunter, Vice Mayor Chuck Page, Mayor Howard Miller

NOES: None

ABSENT: None

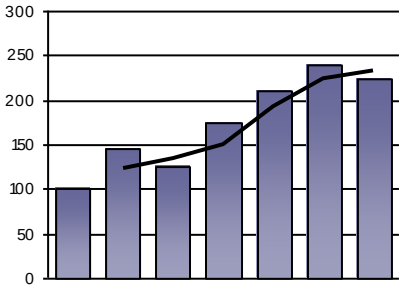
ABSTAIN: None

Howard A. Miller, Mayor
City of Saratoga

ATTEST:

Ann Sullivan,
City Clerk of the City of Saratoga

DATE: 6-2-2011



FINANCIAL SUMMARIES

TOTAL REVENUES AND EXPENDITURES

Summary schedules which provide a high level overview of the entire operating budget, in a fund-type summary, as well as by fund-specific and category-specific summary levels.

Total Fund Activity Summary ..... B – 3
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Total Expenditures – by Fund ..... B – 6
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Total Expenditures – by Category ..... B – 9

GENERAL FUND REVENUES AND EXPENDITURES

Summary schedules which identify the General Fund operating sources and uses at the department and category levels. The Fund Balance Activity summarizes the General Fund sources and uses which impact the ending fund balance.

General Fund Revenues – by Department ..... B – 10
General Fund Expenditures – by Department ..... B – 11
General Fund Revenues – by Category ..... B – 12
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General Fund Tax Revenues – 10 Year History of Key Tax Revenues ..... B – 15
General Fund – Fund Balance Activity ..... B – 16

OPERATING TRANSFERS

A schedule summarizing activity by fund, of estimated fund transfers for the prior year and budgeted for the adopted fiscal year.

Schedule of Interfund Transfers ..... B – 17

FUND BALANCE

Fund Balance schedules, one which summarizes activity and ending fund balances to provide a quick look at the ongoing status of the individual funds, and another which provides a 5 year trend.

Total Fund Balance Activity Summary – by Fund ..... B – 18
Fund Balance Reserve – 5 Year Comparative History ..... B – 20

DEPARTMENTAL BUDGETS

Department level schedules which provide an overview of funding source and expenditure use by each program within the department.

Department Revenues – by Program ..... B – 22
Department Expenditures – by Program ..... B – 24

STAFFING

Staffing schedules which provide a summary level view of operational staffing assignments, funding, and trend over the prior five years.

Summary of Employee Salary & Benefits ..... B - 27
Positions by Department ..... B – 30
Staffing by Department ..... B – 32
Staffing by Fund ..... B – 33

TOTAL FUND ACTIVITY SUMMARY
FY 2011/12

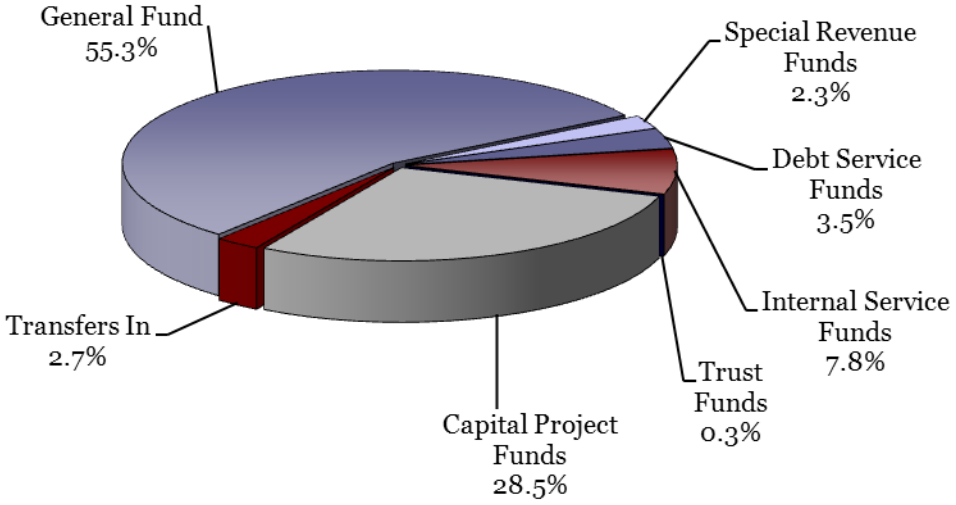
Fund Category	Estimated Fund Balance July 1, 2011	Revenues & Transfers In	Expenditures & Transfers Out	Source (Use) of Fund Balance	Estimated Fund Balance June 30, 2012
Operating Funds					
General Fund					
Designated for Operations	2,903,522	-	-	18,000	2,921,522
Economic Uncertainty	1,500,000	-	-	-	1,500,000
Environmental Reserve	513,182	-	-	(50,000)	463,182
Development Reserve	632,380	-	-	(210,000)	422,380
Uncollected Deposits	44,791	-	-	-	44,791
Carryforward Reserve	326,900	-	-	(31,900)	295,000
Capital Projects Reserve	500,000	-	-	(160,000)	340,000
Hillside Stability Reserve	500,000	-	-	-	500,000
Undesignated Fund Balance	563,290	15,249,398	(15,652,347)	433,900	594,240
Total General Fund	7,484,065	15,249,398	(15,652,347)	-	7,081,116
Special Revenue Funds					
CDBG Program Fund	-	155,256	(155,256)	-	-
Landscape & Lighting Districts	504,122	486,394	(641,518)	-	348,998
Internal Service Funds					
Liability/Risk Management	134,906	377,000	(403,631)	-	108,275
Workers Compensation	224,105	225,000	(233,035)	-	216,070
Office Support Services	15,831	52,000	(52,250)	-	15,581
IT Services	231,064	400,000	(429,723)	-	201,340
Vehicle & Equipment Maintenance	42,817	200,000	(217,321)	-	25,496
Building Maintenance	208,517	725,000	(712,761)	-	220,756
Vehicle & Equipment Replacement	331,374	100,000	-	-	431,374
IT Equipment Replacement	185,567	50,000	(79,200)	-	156,367
Total Operating Funds	**$ 9,362,367**	**$ 18,020,048**	**$ (18,577,043)**	**$ -**	**$ 8,805,371**
Debt Service					
2001 Series GO Bonds	850,657	953,600	(1,047,556)	-	756,701
Total Debt Service	**$ 850,657**	**$ 953,600**	**$ (1,047,556)**	**$ -**	**$ 756,701**
Trust & Agency Funds					
Library Capital Improvement	-	-	-	-	-
KSAR	-	-	-	-	-
Total Trust & Agency Funds	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL OPERATING BUDGET	**$ 10,213,024**	**$ 18,973,648**	**$ (19,624,599)**	**$ -**	**$ 9,562,072**
Capital Funds					
Street Projects	2,192,401	6,748,759	(8,842,416)	-	98,743
Park & Trail Projects	843,806	1,295,633	(2,139,439)	-	-
Facility Projects	942,052	282,127	(1,194,178)	-	30,001
Administrative Projects	148,139	52,102	(200,241)	-	-
Total Capital Funds	**$ 4,126,397**	**$ 8,378,621**	**$ (12,376,274)**	**$ -**	**$ 128,744**
TOTAL ALL FUNDS	**$ 14,339,421**	**$ 27,352,269**	**$ (32,000,873)**	**$ -**	**$ 9,690,816**

Capital Project funding incorporates remaining funds from the prior year, new revenue, grants to be received, and transfers in. Prior year budgeted funds are shown as beginning fund balance carryforward amounts that are added to new funding to produce total available project budgets. All available funds are appropriated as expenditures and transfer outs to allow for project encumbrances and completion. As most projects will not be fully expended in a fiscal year, remaining project balances will carry forward into the next fiscal year.

TOTAL REVENUES & TRANSFERS IN
BY FUND

Fund	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted
General Fund					
General Fund	$ 15,874,200	15,245,050	15,085,454	15,742,117	$ 15,114,848
Total General Fund	**15,874,200**	**15,245,050**	**15,085,454**	**15,742,117**	**15,114,848**
Special Revenue Funds					
CDBG Program Fund	55,702	123,812	341,702	300,692	155,256
SHARP Program Fund	2,517	858	1,000	714	-
Landscape & Lighting Districts	478,535	456,092	455,193	460,113	486,394
Total Special Revenue Funds	**536,755**	**580,762**	**797,895**	**761,520**	**641,650**
Internal Service Funds					
Liability / Risk Management Ins	304,232	259,056	281,500	275,014	377,000
Workers Compensation Ins	270,920	277,694	225,000	221,966	225,000
Office Support Services	65,391	34,694	42,000	38,535	52,000
Information Technology Services	403,976	400,961	400,000	400,000	400,000
Vehicle & Equipment Maintenance	250,000	208,000	200,000	200,000	200,000
Building Maintenance	807,687	709,214	725,000	732,601	725,000
Vehicle & Equipment Replacement	213,569	110,000	100,000	100,000	100,000
IT Equipment Replacement	53,283	58,009	50,000	50,000	50,000
Total Internal Service Funds	**2,369,059**	**2,057,628**	**2,023,500**	**2,018,116**	**2,129,000**
Debt Service Funds					
2001 Series GO Bond	1,092,291	976,509	955,000	972,940	953,600
Total Debt Service Funds	**1,092,291**	**976,509**	**955,000**	**972,940**	**953,600**
Trust Funds					
Library Capital Improvement Fund	9,358	2,828	-	-	-
KSAR Community Access Trust	45,942	72,704	68,500	18,573	-
Total Trust Funds	**55,300**	**75,533**	**68,500**	**18,573**	**-**
Capital Project Funds					
Street Projects	1,202,795	1,705,779	6,654,454	1,986,926	6,475,359
Park & Trail Projects	446,652	408,048	2,760,105	765,120	1,254,625
Facility Projects	43,471	46,640	45,000	47,111	35,000
Administrative Projects	-	-	22,174	5,072	17,102
Total Capital Improvement Projects	**1,692,918**	**2,160,467**	**9,481,733**	**2,804,229**	**7,782,086**
Total Revenues	**$ 21,620,523**	**21,095,948**	**28,412,083**	**22,317,495**	**$ 26,621,184**
Operating Transfers In					
General Fund	153,732	325,842	224,550	224,550	134,550
Landscape & Lighting Fund	46,740	-	-	-	-
Street Capital Project Funds	830,599	502,786	778,905	781,272	273,400
Park & Trail Capital Project Funds	227,667	318,217	239,800	198,791	41,009
Facility Capital Project Fund	1,003,704	540,776	809,108	810,418	247,127
Admin Capital Project Fund	119,000	113,887	-	-	35,000
Total Operating Transfers In	**2,381,442**	**1,801,508**	**2,052,363**	**2,015,031**	**731,086**
Total Revenues & Transfers In	**$ 24,001,964**	**22,897,456**	**30,464,445**	**24,332,525**	**$ 27,352,270**

TOTAL REVENUES & TRANSFERS IN
BY FUND TYPE



FY 2011/12 REVENUES BY FUND

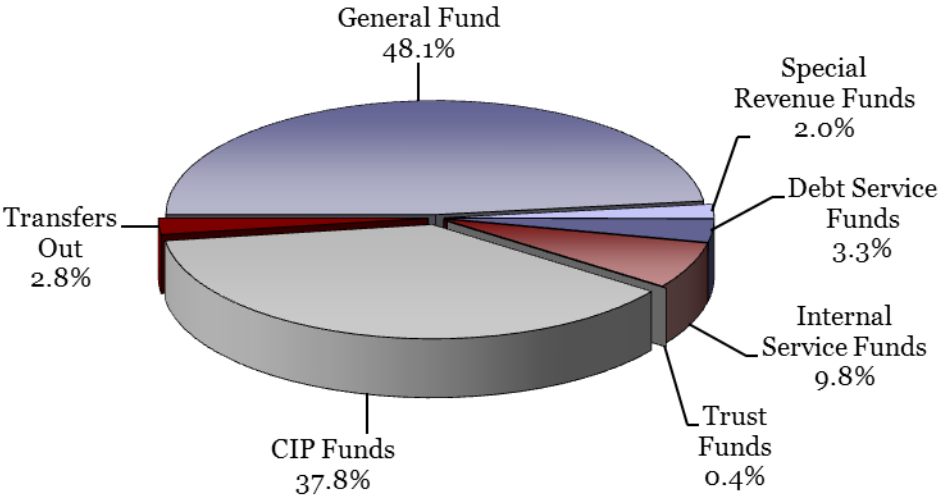
Fund	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted
General Fund	$ 15,874,200	$ 15,245,050	$ 15,085,454	$ 15,742,117	$ 15,114,848
Special Revenue Funds	536,755	580,762	797,895	761,520	641,650
Internal Service Funds	2,369,059	2,057,628	2,023,500	2,018,116	2,129,000
Debt Service Funds	1,092,291	976,509	955,000	972,940	953,600
Trust Funds	55,300	75,533	68,500	18,573	-
Capital Project Funds	1,692,918	2,160,467	9,481,733	2,804,229	7,782,086
Total Revenues by Fund	**$ 21,620,523**	**$ 21,095,948**	**$ 28,412,083**	**$ 22,317,495**	**$ 26,621,184**
Operating Fund Transfers	200,472	325,842	224,550	224,550	134,550
CIP Fund Transfers	2,180,970	1,475,666	1,827,813	1,790,481	596,536
Total Revenues & Transfers In	**$ 24,001,964**	**$ 22,897,456**	**$ 30,464,445**	**$ 24,332,525**	**$ 27,352,270**

Note:
Capital Budgets *– Revenues and expenditures amounts show full receipt and expense of capital activities, whereas this high level of activity is not expected, full appropriation provides a view of the full potential impact of adopted capital projects.*

TOTAL EXPENDITURES & TRANSFERS OUT
BY FUND

Fund	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted
General Fund					
General Fund	$ 15,763,360	$ 15,138,898	$ 15,633,065	$ 15,616,298	15,392,347
Total General Fund	**15,763,360**	**15,138,898**	**15,633,065**	**15,616,298**	**15,392,347**
Special Revenue Funds					
SHARP Program Fund	-	-	-	210,748	-
Landscape & Lighting Districts	347,000	375,619	625,406	396,379	641,518
Total Special Revenue Funds	**347,000**	**375,619**	**625,406**	**607,127**	**641,518**
Internal Service Funds					
Liability / Risk Management Ins	230,050	217,366	418,464	359,670	403,631
Workers Compensation Ins	195,622	202,136	222,791	196,454	233,035
Office Support Services	58,374	47,496	48,050	49,534	52,250
Information Technology Services	351,680	361,859	439,952	382,877	429,723
Vehicle & Equipment Maintenance	206,758	210,396	210,623	211,441	217,321
Building Maintenance	700,207	715,486	742,761	726,653	712,761
Vehicle & Equipment Replacement	158,465	26,985	20,000	4,856	-
IT Equipment Replacement	54,303	31,614	52,500	51,119	54,200
Total Internal Service Funds	**1,955,459**	**1,813,338**	**2,155,142**	**1,982,604**	**2,102,922**
Debt Service Funds					
2001 Series GO Bond	1,014,550	1,015,276	1,019,656	1,014,876	1,047,556
Total Debt Service Funds	**1,014,550**	**1,015,276**	**1,019,656**	**1,014,876**	**1,047,556**
Trust Funds					
Library Capital Improvement Fund	38,893	5,458	-	-	-
KSAR Community Access Trust	-	47,465	174,977	128,416	-
Total Trust Funds	**38,893**	**52,923**	**174,977**	**128,416**	**-**
Capital Project Funds					
Street Projects	1,800,383	1,374,181	9,351,478	2,590,294	8,613,016
Park & Trail Projects	1,587,747	544,168	3,529,759	649,959	2,139,439
Facility Projects	577,563	616,015	1,283,267	381,677	1,169,178
Administrative Projects	55,931	44,136	246,947	81,707	163,810
Total Capital Project Funds	**4,021,624**	**2,578,501**	**14,411,452**	**3,703,637**	**12,085,443**
Total Expenditures	**$ 23,140,886**	**$ 20,974,555**	**$ 34,019,698**	**$ 23,052,958**	**31,269,786**
Operating Transfers Out					
General Fund	1,571,727	650,000	876,983	876,983	260,000
Liability/Risk Mgmt Fund	-	-	25,000	25,000	-
IT Equipment Replacement to CIP	-	155,000	-	-	25,000
Landscape & Lighting Districts	28,180	-	-	-	-
CDBG Fund	55,702	133,432	332,081	291,071	155,256
Library Capital Trust Fund to CIP	310,000	405	351,360	351,360	-
Street Capital Project Funds	282,074	410,589	314,191	316,558	229,400
Park & Trail Capital Project Funds	102,667	43,217	95,000	95,000	-
Facility Capital Projects Fund	31,092	399,978	57,748	59,058	25,000
Admin Capital Projects Fund	-	8,887	-	-	36,430
Total Operating Transfers Out	**2,381,442**	**1,801,508**	**2,052,363**	**2,015,031**	**731,086**
Total Expenditures & Transfers Out	**$ 25,522,328**	**$ 22,776,063**	**$ 36,072,061**	**$ 25,067,989**	**32,000,872**

TOTAL EXPENDITURES & TRANSFERS OUT
BY FUND TYPE



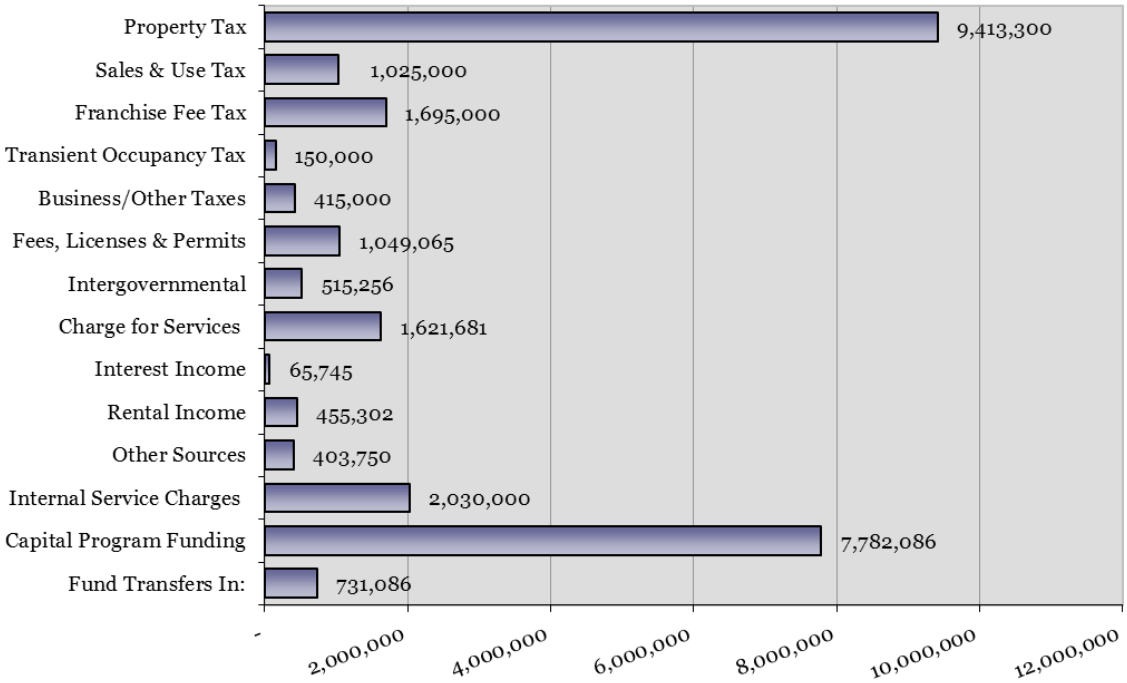
FY 2011/12 EXPENDITURES BY FUND

Fund	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted
General Fund	$ 15,763,360	$ 15,138,898	$ 15,633,065	$ 15,616,298	$ 15,392,347
Special Revenue Funds	347,000	375,619	625,406	607,127	641,518
Internal Service Funds	1,955,459	1,813,338	2,155,142	1,982,604	2,102,922
Debt Service Funds	1,014,550	1,015,276	1,019,656	1,014,876	1,047,556
Trust Funds	38,893	52,923	174,977	128,416	-
Capital Project Funds	4,021,624	2,578,501	14,411,452	3,703,637	12,085,443
Total Expenditures by Fund	**$ 23,140,886**	**$ 20,974,555**	**$ 34,019,698**	**$ 23,052,958**	**$ 31,269,786**
Operating Fund Transfers	1,965,609	938,837	1,585,424	1,544,415	440,256
CIP Fund Transfers Out	415,833	862,671	466,939	470,617	290,830
Total Expenditures & Transfers	**$ 25,522,328**	**$ 22,776,063**	**$ 36,072,061**	**$ 25,067,989**	**$ 32,000,872**

Note:
Capital Budgets *– Revenues and expenditures amounts in the current year budget reflect full receipt and expense of capital funding to indicate the potential impact of capital projects. Most projects however are complete over multiple years and will carryover revenue and expenditure funding.*

TOTAL REVENUES & TRANSFERS IN
BY CATEGORY

FY 2011/12 Revenues by Category



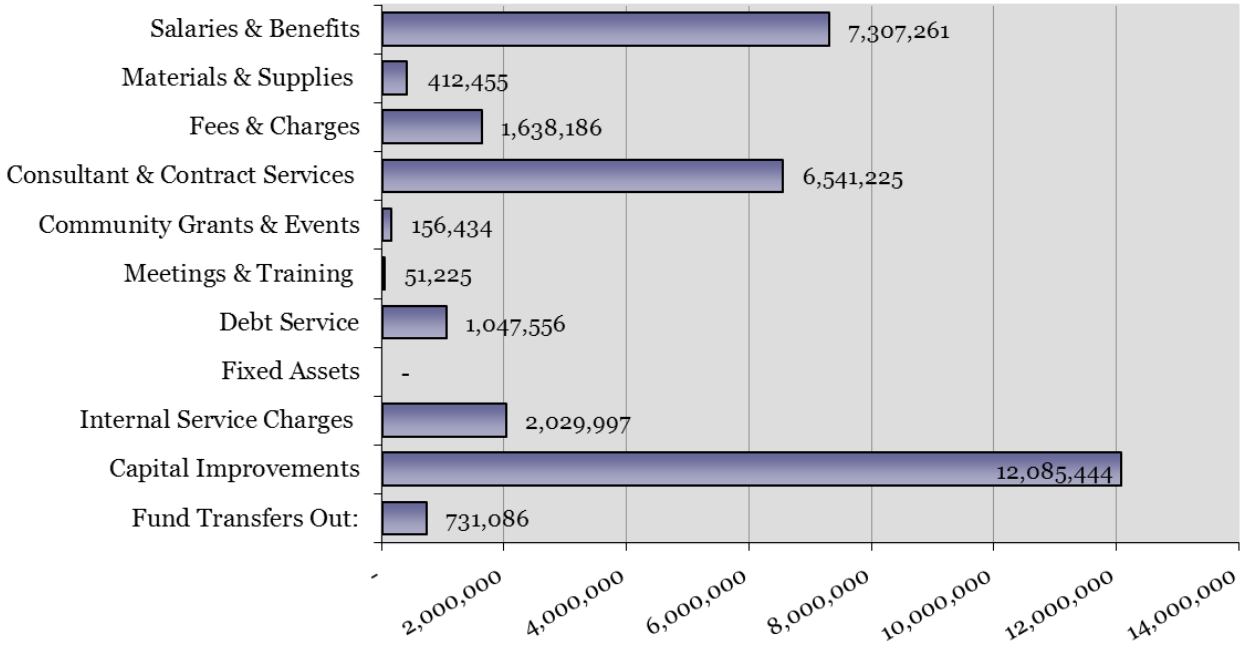
Revenue Category	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted	% of Total
Property Tax	9,703,536	9,618,177	9,425,793	9,453,877	9,413,300	34.4%
Sales Tax	1,043,034	954,574	910,000	990,579	1,025,000	3.7%
Franchise Fee Tax	1,701,663	1,735,896	1,720,000	1,839,568	1,695,000	6.2%
Transient Occupancy Tax	151,378	144,151	120,000	184,362	150,000	0.5%
Business/Other Taxes	511,675	415,889	425,000	448,138	415,000	1.5%
Fees, Licenses & Permits	1,186,402	1,112,132	1,045,800	1,156,486	1,049,065	3.8%
Intergovernmental	385,705	491,276	672,702	726,312	515,256	1.9%
Charge for Services	1,675,566	1,511,227	1,544,035	1,749,826	1,621,681	5.9%
Interest Income	388,700	109,895	68,500	69,861	65,745	0.2%
Rental Income	366,619	444,262	436,320	438,458	455,302	1.7%
Other Sources	493,806	394,993	642,200	535,801	403,750	1.5%
Operational Revenues	**$ 17,608,083**	**$ 16,932,470**	**$ 17,010,349**	**$ 17,593,268**	**$ 16,809,099**	61.5%
Internal Service Charges	2,319,522	2,003,009	1,920,000	1,920,000	2,030,000	7.4%
Capital Program Funding	1,692,919	2,160,467	9,481,733	2,804,229	7,782,086	28.5%
Total Revenues	**$ 21,620,523**	**$ 21,095,947**	**$ 28,412,083**	**$ 22,317,497**	**$ 26,621,185**	97.3%
Fund Transfers In:	2,381,440	1,801,508	2,052,363	2,015,031	731,086	2.7%
Total Revenues & Transfers	**$ 24,001,964**	**$ 22,897,455**	**$ 30,464,445**	**$ 24,332,528**	**$ 27,352,271**	**100.0%**

Note:

Saratoga is a minimum services contract city meaning consultants and contract services are utilized extensively to provide services to the community. Examples include: Sheriff's services, animal control services, street sweeping, and landscape maintenance services.

TOTAL EXPENDITURES & TRANSFERS OUT
BY CATEGORY

FY 2011/12 Expenditures by Category

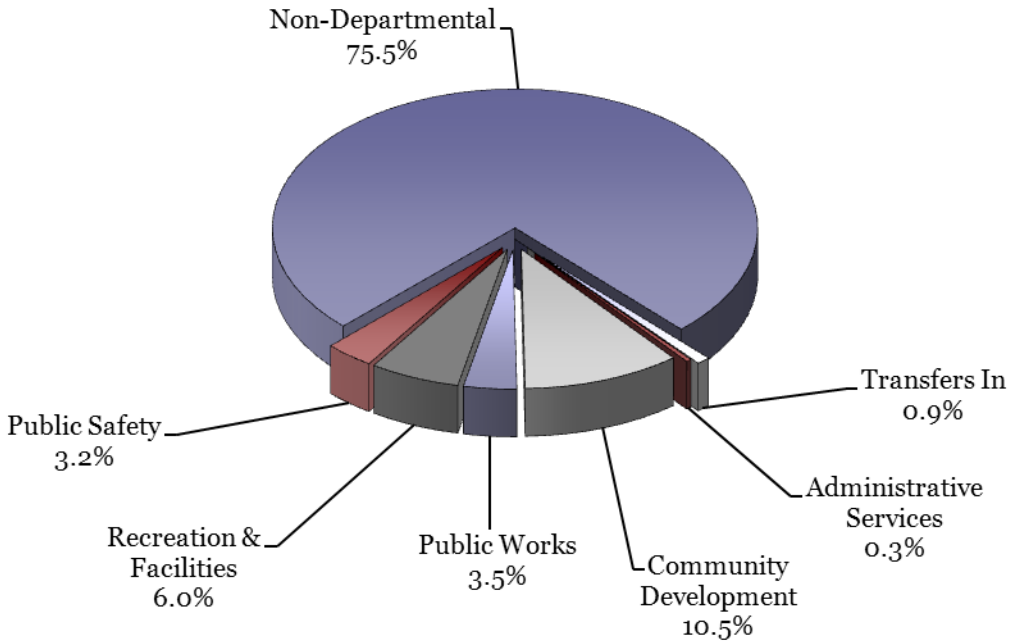


Expenditure Category	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted	% of Total
Salaries & Benefits	7,125,280	7,018,518	7,430,552	7,488,036	7,307,261	30.8%
Materials & Supplies	419,969	329,160	414,148	370,868	412,455	1.4%
Fees & Charges	1,423,020	1,499,005	1,912,874	1,947,920	1,638,186	6.6%
Consultant & Contract Serv	6,339,997	6,245,993	6,635,464	6,373,050	6,541,225	27.4%
Meetings & Training	78,517	48,892	74,175	63,799	51,225	0.2%
Community Grants & Events	162,669	203,758	181,376	165,915	156,434	0.9%
Debt Service	1,014,550	1,015,276	1,019,656	1,014,876	1,047,556	4.5%
Fixed Assets	235,735	32,443	20,000	4,856	-	0.1%
Operational Expenditures	**16,799,737**	**16,393,045**	**17,688,245**	**17,429,320**	**17,154,342**	72.0%
Internal Service Charges	2,319,522	2,003,009	1,920,001	1,920,001	2,029,997	8.8%
Capital Improvements	4,021,624	2,578,501	14,411,452	3,703,637	12,085,444	11.3%
Total Expenditures	**$ 23,140,883**	**$ 20,974,555**	**$ 34,019,698**	**$ 23,052,958**	**$ 31,269,783**	92.1%
Fund Transfers Out	2,381,442	1,801,508	2,052,363	2,015,031	731,086	7.9%
Total Exp & Transfers Out	**$ 25,522,325**	**$ 22,776,063**	**$ 36,072,061**	**$ 25,067,989**	**$ 32,000,869**	**100.0%**

Note:

Saratoga is a minimum services contract city meaning consultants and contract services are utilized extensively to provide services to the community. Examples include: Sheriff's services, animal control services, street sweeping, and landscape maintenance services.

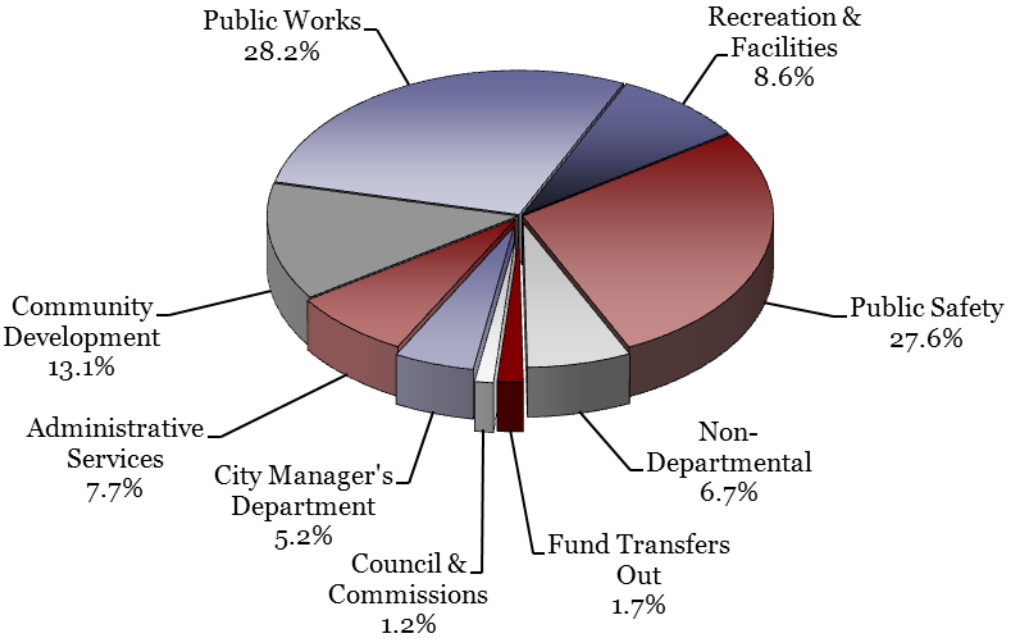
GENERAL FUND REVENUES
BY DEPARTMENT



FY 2011/12 REVENUES BY DEPARTMENT

Departments	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted	% of Total
Council & Commissions	$ 1,800	$ 1,200	$ 1,200	$ 600	$ 1,200	0.0%
City Manager's Department	12,012	2,005	14,250	20,820	50	0.0%
Administrative Services	83,879	72,471	40,000	58,574	52,000	0.3%
Community Development	1,802,286	1,586,565	1,562,360	1,734,095	1,601,425	10.5%
Public Works	516,954	503,584	578,152	589,929	538,063	3.5%
Recreation & Facilities	787,813	844,176	871,942	882,355	913,510	6.0%
Public Safety	575,999	569,552	682,950	661,253	495,550	3.2%
Non-Departmental	12,093,457	11,665,496	11,334,600	11,794,492	11,513,050	75.5%
Total General Fund Revenues	**$ 15,874,200**	**$ 15,245,049**	**$ 15,085,454**	**$ 15,742,117**	**$ 15,114,848**	**99.1%**
Fund Transfers In:	153,732	325,842	224,550	224,550	134,550	0.9%
Total Operating Revenues	**$ 16,027,932**	**$ 15,570,891**	**$ 15,310,004**	**$ 15,966,667**	**$ 15,249,398**	**100.0%**
Funding from Use of Deposits/Carryforwards/Designated Funds						
Theater Surcharge Deposit	53,167	-	-	-	-	
Funding Carryforward	58,386	22,000	68,600	68,600	31,900	
Development Reserve	75,000	75,000	210,000	-	210,000	
Environmental Reserve	66,735	50,000	50,000	50,000	50,000	
CIP Reserve	1,400,000	550,000	726,983	726,983	160,000	
Hillside Reserve	-	-	50,000	50,000	-	
Use of Undesignated Funds	-	25,000	95,000	95,000	-	
Total Operating Sources	**17,681,220**	**16,292,891**	**16,510,587**	**16,957,250**	**15,701,298**	

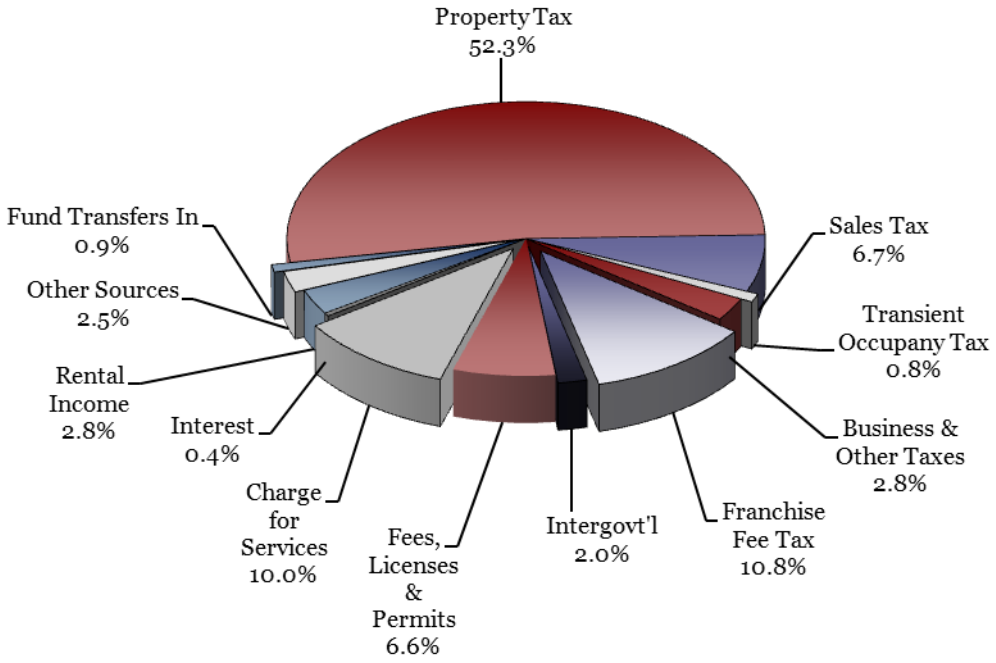
GENERAL FUND EXPENDITURES
BY DEPARTMENT



FY 2011/12 EXPENDITURES BY DEPARTMENT

Departments	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted	% of Total
Council & Commissions	$ 171,894	$ 149,646	166,931	$ 154,340	$ 187,719	1.2%
City Manager's Department	961,178	875,397	1,318,848	1,455,993	809,336	5.2%
Administrative Services	1,230,591	1,196,643	849,934	795,490	1,212,738	7.7%
Community Development	2,450,548	2,111,172	2,067,881	1,981,762	2,057,418	13.1%
Public Works	4,352,644	4,353,903	4,297,380	4,320,463	4,410,346	28.2%
Recreation & Facilities	1,424,421	1,222,649	1,327,039	1,322,152	1,340,872	8.6%
Public Safety	4,205,672	4,348,778	4,523,431	4,467,738	4,326,360	27.6%
Non-Departmental	966,411	880,712	1,081,623	1,118,359	1,047,558	6.7%
Total General Fund Exp	**$ 15,763,360**	**$ 15,138,898**	**$ 15,633,065**	**$ 15,616,298**	**$ 15,392,347**	**98.3%**
Fund Transfers Out	1,571,727	650,000	876,983	876,983	260,000	1.7%
Total Exp & Transfers Out	**$ 17,335,086**	**$ 15,788,898**	**$ 16,510,048**	**$ 16,493,281**	**$ 15,652,347**	**100.0%**

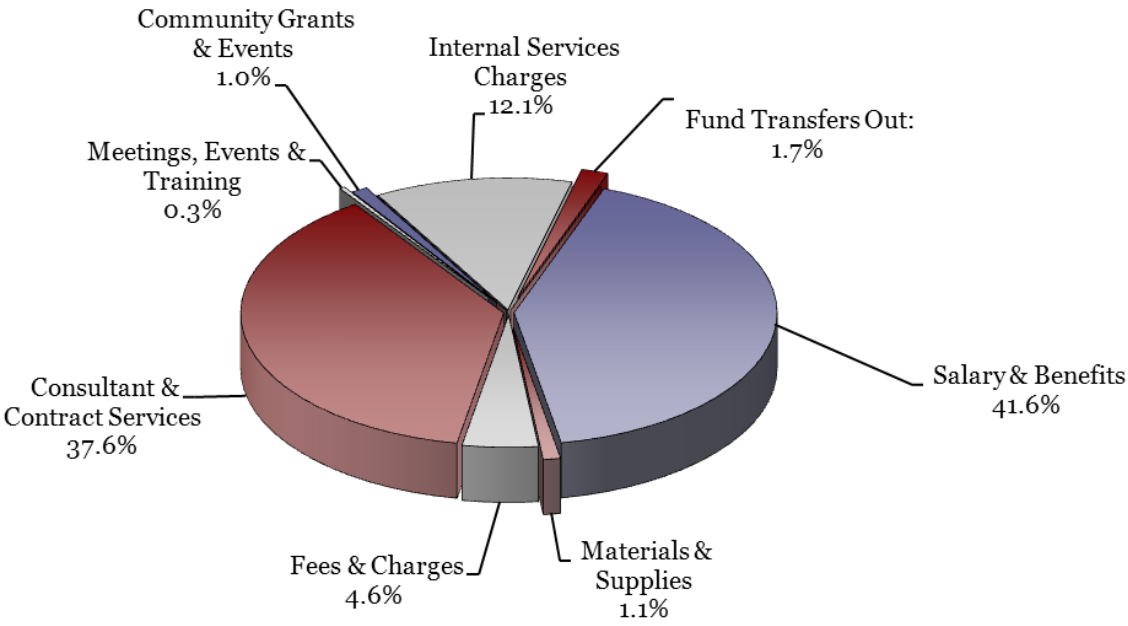
GENERAL FUND REVENUES
BY CATEGORY



FY 2011/12 REVENUES BY CATEGORY

Revenue Category	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted	% of Total
Property Tax	$ 8,155,362	$ 8,194,364	$ 8,022,600	$ 8,026,659	$ 7,979,050	52.3%
Sales Tax	1,043,034	954,574	910,000	990,579	1,025,000	6.7%
Transient Occupancy Tax	151,378	144,151	120,000	184,362	150,000	1.0%
Business & Other Taxes	511,675	415,889	425,000	448,137	415,000	2.7%
Franchise Fee Tax	1,656,716	1,663,657	1,652,000	1,821,131	1,695,000	11.1%
Intergovernmental	303,212	357,887	267,000	384,746	298,000	2.0%
Fees, Licenses & Permits	1,186,319	1,111,879	1,043,300	1,156,486	1,049,065	6.9%
Charge for Services	1,670,175	1,499,533	1,532,035	1,741,291	1,609,681	10.6%
Interest	362,588	97,044	60,000	63,883	60,000	0.4%
Rental Income	366,619	444,262	436,320	438,901	455,302	3.0%
Other Sources	467,124	361,808	617,200	485,940	378,750	2.5%
Total Revenues	**$ 15,874,201**	**$ 15,245,049**	**$ 15,085,454**	**$ 15,742,117**	**$ 15,114,848**	99.1%
Fund Transfers In	153,732	325,842	224,550	224,550	134,550	0.9%
Total Revenues & Transfers	**$ 16,027,933**	**$ 15,570,891**	**$ 15,310,004**	**$ 15,966,667**	**$ 15,249,398**	**100.0%**
Funding from Use of Designated Funds						
Theater Surcharge Deposit	53,167	-	-	-	-	
Funding Carryforward	58,386	22,000	68,600	68,600	31,900	
Development Reserve	75,000	75,000	210,000	-	210,000	
Environmental Reserve	66,735	50,000	50,000	50,000	50,000	
CIP Reserve	1,400,000	550,000	726,983	726,983	160,000	
Hillside Reserve	-	-	50,000	50,000	-	
Use of Undesignated Funds	-	25,000	95,000	95,000	-	
Total Operating Sources	**17,681,221**	**16,292,891**	**16,510,587**	**16,957,250**	**15,701,298**	

GENERAL FUND EXPENDITURES
BY CATEGORY

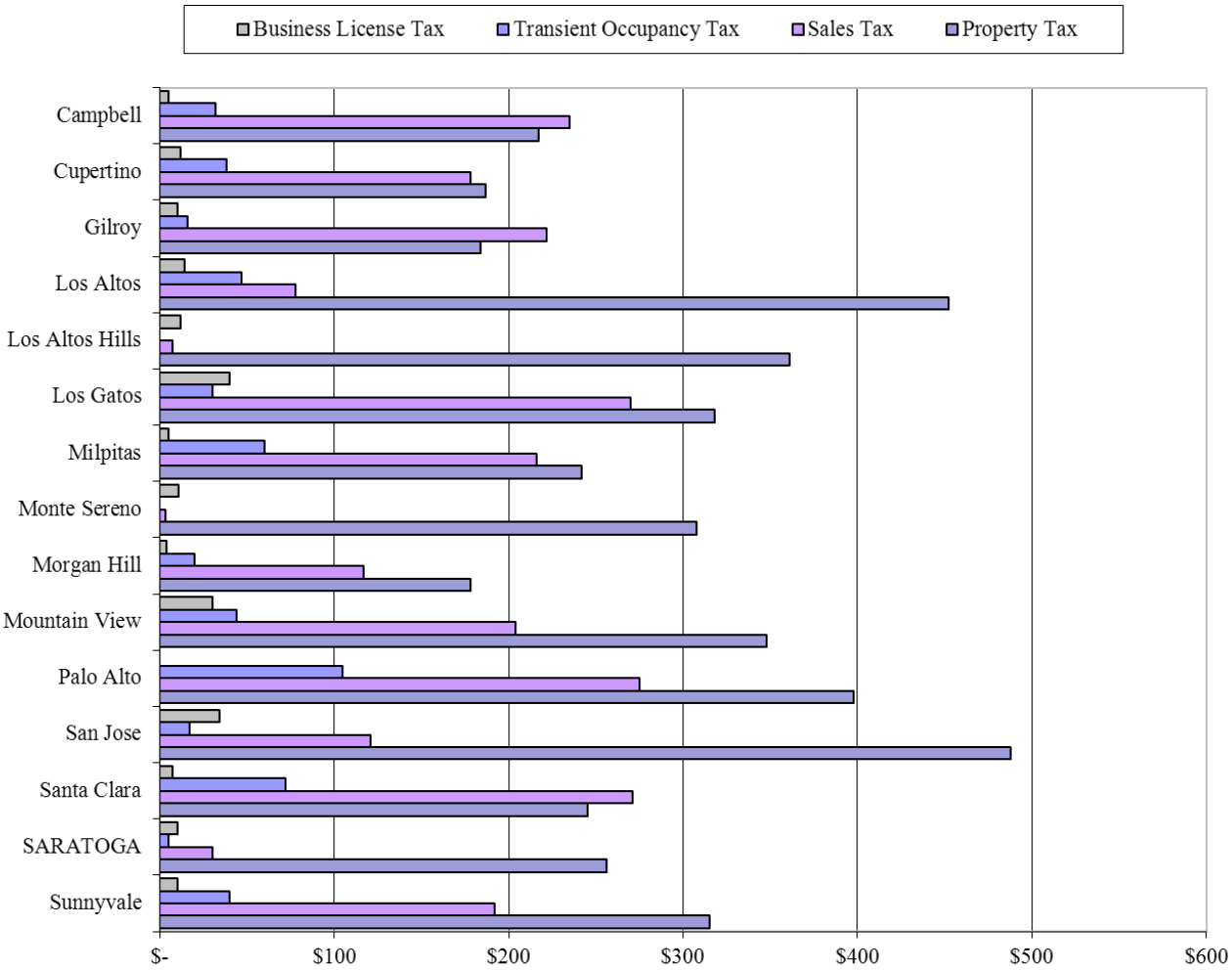


FY 2011/12 EXPENDITURES BY CATEGORY

Expenditure Category	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted	% of Total
Salary & Benefits	$ 6,485,451	$ 6,303,927	$ 6,639,680	$ 6,710,412	6,507,796	41.6%
Materials & Supplies	216,062	154,010	174,858	150,910	166,015	1.1%
Fees & Charges	619,648	671,493	754,069	734,205	727,336	4.6%
Consultant & Contract Services	5,985,878	5,884,326	6,012,896	5,992,977	5,884,392	37.6%
Meetings, Events & Training	74,204	47,808	71,975	63,668	50,625	0.3%
Community Grants & Events	162,669	203,758	181,376	165,915	156,434	1.0%
Fixed Assets	30,105	-	-	-	-	0.0%
Internal Services Charges	2,189,343	1,873,576	1,798,211	1,798,212	1,899,749	12.1%
Total Expenditures	**$ 15,763,360**	**$ 15,138,898**	**$ 15,633,065**	**$ 15,616,298**	**$ 15,392,347**	**98.3%**
Fund Transfers Out:	1,571,727	650,000	876,983	876,983	260,000	1.7%
Total Expenditures & Transfers	**$ 17,335,086**	**$ 15,788,898**	**$ 16,510,048**	**$ 16,493,281**	**$ 15,652,347**	**100.0%**

GENERAL FUND TAX REVENUES

CITIES OF SANTA CLARA COUNTY – TAX REVENUES PER CAPITA



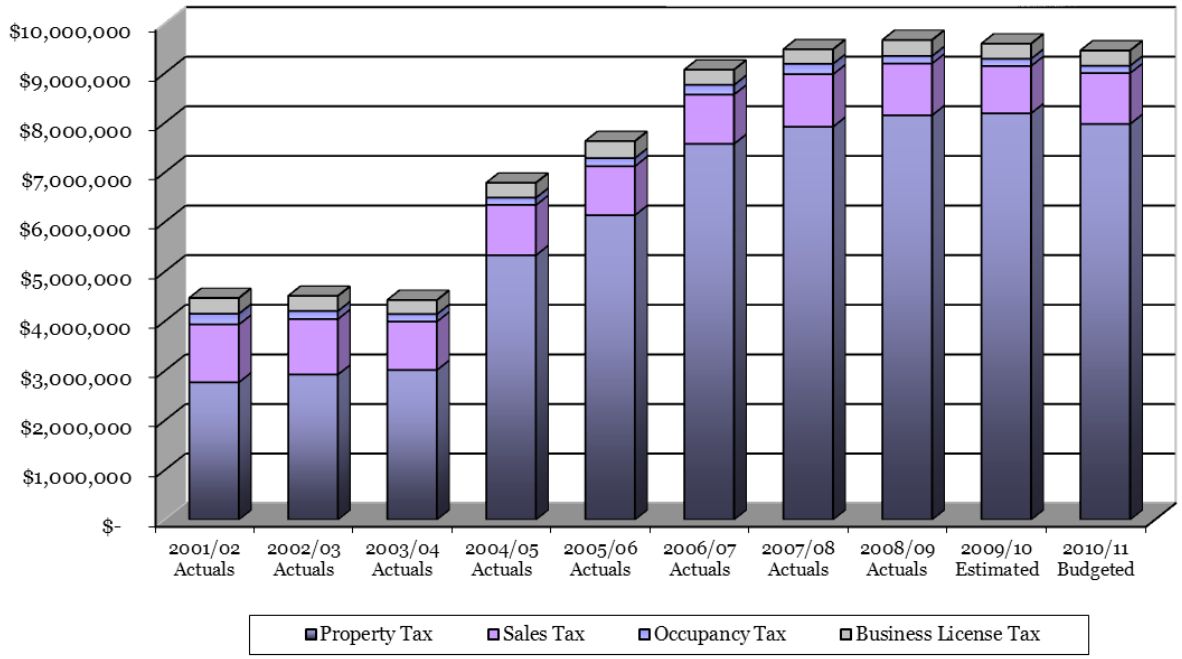
FY 2009/10 TAX REVENUE AMOUNTS AND PER CAPITA

		Property Tax		Sales Tax		Transient Occupancy		Business License	
City	Population	Amount	Per capita	Amount	Per capita	Amount	Per capita	Amount	Per capita
Campbell	40,420	8,761,390	217	9,494,403	235	1,297,573	32	214,198	5
Cupertino	55,840	10,439,000	187	9,931,000	178	2,142,000	38	694,000	12
Gilroy	52,027	9,553,656	184	11,539,468	222	829,901	16	525,020	10
Los Altos	28,863	13,051,308	452	2,255,526	78	1,345,854	47	413,053	14
Los Altos Hills	8,889	3,205,734	361	58,593	7	-	-	108,152	12
Los Gatos	30,802	9,809,365	318	8,317,217	270	923,783	30	1,220,802	40
Milpitas	70,817	17,146,082	242	15,267,613	216	4,234,489	60	389,025	5
Monte Sereno	3,800	1,171,038	308	11,146	3	-	-	41,925	11
Morgan Hill	38,547	6,865,673	178	4,514,936	117	772,864	20	157,651	4
Mountain View	74,762	26,017,000	348	15,242,000	204	3,267,000	44	2,206,000	30
Palo Alto	65,408	26,004,000	398	17,991,000	275	6,858,000	105	-	-
San Jose	1,023,000	498,973,000	488	123,312,000	121	17,250,000	17	34,952,000	34
Santa Clara	118,830	29,110,000	245	32,232,000	271	8,514,000	72	856,000	7
SARATOGA	**31,997**	**8,194,364**	**256**	**954,574**	**30**	**144,151**	**5**	**303,990**	**10**
Sunnyvale	138,826	43,699,859	315	26,590,337	192	5,578,196	40	1,363,638	10
Average	118,855	47,466,765	399	18,514,121	156	3,543,854	30	2,896,364	24

NOTES:

Property Tax *– includes VLF in Lieu revenues permanently received as Property Tax*
Sales Tax *– includes Sales Tax portion temporarily received as Property Tax effective with the Triple Flip*

GENERAL FUND REVENUES
10 YEAR HISTORY OF KEY TAX REVENUES



Fiscal Year		Property Tax	Sales Tax	Occupancy Tax	Business License Tax	Summary of Tax Revenues	Change from Prior Year
2002/03	Actuals	$ 2,929,208	$ 1,118,394	$ 160,639	$ 304,081	4,512,322	0.9%
2003/04	Actuals	$ 3,020,516	$ 976,899	$ 149,316	$ 282,553	4,429,284	(1.8%)
2004/05	Actuals	$ 5,334,406	$ 1,011,721	$ 146,607	$ 298,823	6,791,557	53.3%
2005/06	Actuals	$ 6,141,365	$ 988,132	$ 163,222	$ 339,648	7,632,367	12.4%
2006/07	Actuals	$ 7,577,444	$ 994,680	$ 195,261	$ 303,787	9,071,172	18.9%
2007/08	Actuals	$ 7,922,815	$ 1,057,977	$ 211,532	$ 290,996	9,483,320	4.5%
2008/09	Actuals	$ 8,155,362	$ 1,043,034	$ 151,378	$ 321,347	9,671,121	2.0%
2009/10	Actuals	$ 8,194,364	$ 954,574	$ 144,151	$ 303,990	9,597,079	(0.8%)
2010/11	Actuals	$ 8,026,659	$ 990,579	$ 184,362	$ 310,273	9,511,873	(0.9%)
2011/12	Budgeted	$ 7,979,050	$ 1,025,000	$ 150,000	$ 305,000	9,459,050	(0.6%)

NOTES:

FY 2004/05 Property Tax Revenues *– reflects the ongoing permanent addition of approximately $2 million plus of VLF in Lieu Fees received as Property Tax resulting from the State's Prop 1A Triple Flip Legislation*

FY 2006/07 Property Tax Revenues *– reflects the ongoing permanent addition of Property Tax revenues due to the increased City allocation share from TEA Legislation. (Approximately $760,000 in FY 2006/07)*

GENERAL FUND
FUND BALANCE ACTIVITY

Use of / Addition to GF Reserves:	Estimated 7/1/2011 Balance	Revenues	Plus Transfers In	Expenditures	Less Transfers Out	Sources (Uses) of Fund Balance	Estimated 6/30/2012 Balance
Reserved Fund Balance							
Reserve for Petty Cash	-	-	-	-	-	-	-
Unreserved Fund Balance							
Designated Reserves							
Operations Reserve	2,903,522	-	-	-	-	18,000	2,921,522
Economic Uncertainty Reserve	1,500,000	-	-	-	-	-	1,500,000
Environmental Services Reserv	513,182	-	-	-	-	(50,000)	463,182
Development Services Reserve	632,380	-	-	-	-	(210,000)	422,380
Uncollected Deposits	44,791	-	-	-	-	-	44,791
Carryforward Reserve	326,900	-	-	-	-	(31,900)	295,000
Capital Projects Reserve	500,000	-	-	-	-	(160,000)	340,000
Hillside Stability Reserve	500,000	-	-	-	-	-	500,000
Undesignated Reserves							
Undesignated Fund Balance	563,290	15,114,848	134,550	15,392,347	260,000	433,900	594,240
Total Fund Balance Reserves	**$ 7,484,065**						**$ 7,081,116**

GENERAL FUND Reserve Activity includes:

Fund Balance Reserves reflect the cumulative effect of revenues and other financing sources over expenditures and other financing uses. ***Reserved Fund Balance*** *are legal obligations, whereas* ***Unreserved Fund Balance*** *includes 'Designated Reserves': and 'Undesignated Fund Balance reseves. Designated Reserves are funding held for a specific purpose or use. 'Undesignated Fund Balance' is estimated year-end fund balance not previously identified for a specific purpose, and is therefore available to buffer unplanned financial situations during the fiscal year.*

As year-end fund balance reflects an estimate, sound finanical practices suggest retaining a sufficient amount of undesignated fund balance to offset unexpected revenue shortfalls and operational expenditures.

The General Fund Operating Reserve was established July 1, 1999 at $2,000,000 to provide operational cash flow funding for the General Fund. The reserve is adjusted at the end of each fiscal year by the amount of interest income earned on the balance in the reserve. FY 2011/12 revenue for this reserve includes earnings at an estimated .6.% average interest rate.

The Economic Uncertainty Reserve of $1,500,000 is to be used in the case of fiscal uncertainty or disaster. Upon approval from the City Council, this reserve may provide relief in the case of State takeaways, unanticipated revenue shortfalls, unexpected expenses or natural disasters. This reserve is not adjusted for interest earnings.

The Development and Environmental Services reserves reflect established funding sources for future years operating services. These reserve balances were established at FY 2006/07 year end with the closing of the individual special revenue funds. To provide a nexus between the funding source and use, these funds are appropriated as supplemental support for use in development and environmental programs.

The Hillside Stability Reserve reflects funding set aside for emergency roadway and retaining wall support projects.

The Capital Project Reserve reflects funding designated to fund capital projects in the current or future fiscal years as of budget adoption.

Prior Year Carryforward Reserves reflects an estimate of funding to be set-aside for encumbered or designated obligations that are to be paid for in the following fiscal year.

SCHEDULE OF INTERFUND TRANSFERS

Fund Description	Actuals 2010/11 Transfers In	Actuals 2010/11 Transfers Out	Budgeted 2011/12 Transfers In	Budgeted 2011/12 Transfers Out
General Funds				
General Fund	224,550	876,983	134,550	260,000
Special Revenue Funds				
CDBG Program Fund	-	291,071	-	155,256
Internal Service Funds				
Risk Management/Liability Ins	-	25,000	-	-
Workers Compensation	-	-	-	-
Office Support Services	-	-	-	-
Information Technology Services	-	-	-	-
Equipment Maintenance	-	-	-	-
Building Maintenance	-	-	-	-
Vehicle & Equipment Replacement	-	-	-	-
IT Equipment Replacement	-	-	-	25,000
Trust Funds				
Library Capital Projects	-	351,360	-	-
Capital Project Funds				
Street Projects	781,272	316,558	273,400	229,400
Parks & Trail Projects	198,791	95,000	-	-
Facility Projects	810,418	59,058	288,136	25,000
Administrative Projects	-	-	35,000	36,430
Total Interfund Transfers	**$ 2,015,031**	**$ 2,015,031**	**$ 731,086**	**$ 731,086**

FY 2011/12 Interfund Transfers In

General Fund Transfer In of $134,550 is comprised of:

1. $28,550 for public service grant funding from the CDBG program

2. $106,000 from the CIP Gas Tax Fund to reimburse Engineering and Administrative Services

Capital Project Funds Transfer In of $596,536 is comprised of :

1. $150,000 from GF Reserve for Capital to CIP Street projects and $123,400 from Streets Resurfacing to Highway 9 Safety Project.

2. $100,000 from GF Operations to the CIP Facilities Fund, plus $25,000 from Annual Facilities and $36,430 from a CIP Admin project, and $126,706 from CDBG for ADA projects.

3. $10,000 from GF and $25,000 from IT Fund for CIP Admin projects

FY 2011/12 Interfund Transfers Out

$260,000 transfer from the General Fund is comprised of:

1. $100,000 annual transfer to the CIP Facilitiies Fund for projects

2. $150,000 to CIP Streets for projects

3. $10,000 to CIP Facilities for various other projects

$155,256 transfer from CDBG Fund is comprised of:

1. $28,550 transfer to the General Fund for public service grants

2. $41,009 transfer to CIP Parks for CDBG ADA Hakone Lower House Grant

3. $85,697 transfer to CIP Facilities for CDBG ADA Facility Improvements

$25,000 transfer from the Buliding Maintenance Internal Service Funds for the Emergency Power Backup project

$229,400 transfer from CIP Streets is comprised of $106,000 from Gas Tax back to General Fund, and $123,400 from Streets Resurfacing to Highway 9 Safety project.

$25,000 transfer from CIP Annual Facility project to Emergency Power Project

$36,430 transfer from CIP Admin is to move funding to the CIP Facility for the Emergency Power Project.

FUND BALANCE ACTIVITY
FY 2011/12

	7/1/2011 Estimated Balance	Plus Revenues & Carryfwds	Plus Transfers In	Less Exp & Carryfwds	Less Transfers Out	Sources (Uses) of Fund Bal	6/30/2012 Estimated Balance
General Fund							
Reserved Fund Balance							
Reserved for Petty Cash	-	-	-	-	-	-	-
Unreserved Fund Balance							
Designated							
Operations Reserve	2,903,522	-	-	-	-	18,000	2,921,522
Economic Uncertainty Reserve	1,500,000	-	-	-	-	-	1,500,000
Environmental Services Reserve	513,182	-	-	-	-	(50,000)	463,182
Development Services Reserve	632,380	-	-	-	-	(210,000)	422,380
Uncollected Deposits Reserve	44,791	-	-	-	-	-	44,791
Carryforward Reserve	326,900	-	-	-	-	(31,900)	295,000
Capital Improvement Reserve	500,000	-	-	-	-	(160,000)	340,000
Grant Matching Capital Reserve	-	-	-	-	-	-	-
Hillside Reserve	500,000	-	-	-	-	-	500,000
Undesignated							
Undesignated Fund Balance	563,290	15,114,848	134,550	15,392,347	260,000	(433,900)	594,240
Total General Fund	**$ 7,484,065**	**$ 15,114,848**	**$ 134,550**	**$ 15,392,347**	**$ 260,000**	**$ -**	**$ 7,081,116**

Undesignated Fund Balance reflects the operating budget's ongoing revenues, expenditures, carryforwards, transfers in and out, and the use of fund balance reserves. Designated Fund Balance reflects both legal requirements and Council directed reserves. The Operations Reserve grows by the annual investment rate earned by the City each year, and ensures cash availability for operations. The Economic Uncertainty Reserve was established at $1.5 million for dire economic situations.

Special Revenue Funds							
CDBG Program Fund	-	155,256	-	-	155,256	-	-
SHARP Program Fund	-	-	-	-	-	-	-
Landscape & Lighting Districts	504,122	486,394	-	641,518	-	-	348,998
Total Special Revenue Funds	**$ 504,122**	**$ 641,650**	**$ -**	**$ 641,518**	**$ 155,256**	**$ -**	**$ 348,998**

Special Revenue Funds are reserved for legally restricted revenues and obilgations. The CDBG Fund reflects grant funding which is tracked through this fund and transferred to the appropriate fund. The Saratoga Housing and Rehabilitation Fund (SHARP) closed at the end of FY 2010/11. The Landscape & Lighting Fund budgeted expenditures include all available funds to allow use for unplanned repairs if necessary, but are not anticipated to be used.

Internal Service Funds							
Liability / Risk Management	134,906	377,000	-	403,631	-	-	108,275
Workers Compensation	224,105	225,000	-	233,035	-	-	216,070
Office Stores Fund	15,831	52,000	-	52,250	-	-	15,581
IT Services	231,064	400,000	-	429,723	-	-	201,340
Vehicle & Equip Maintenance	42,817	200,000	-	217,321	-	-	25,496
Building Maintenance	208,517	725,000	-	712,761	-	-	220,756
Vehicle & Equip Replacement	331,374	100,000	-	-	-	-	431,374
IT Equipment Replacement	185,567	50,000	-	54,200	25,000	-	156,367
Total Internal Service Funds	**$ 1,374,179**	**$ 2,129,000**	**$ -**	**$ 2,102,922**	**$ 25,000**	**$ -**	**$ 1,375,257**

The City maintains Internal Service Funds to provide full operational costing for services. Two of these funds are equipment replacement sinking funds which charge back to departments the cost of the assets, to ensure funding is set aside and to charge an appropriate annual cost for the asset. Replacement Fund balances reflect the funding accumulated to date for asset replacement. The remaining Internal Service Funds provide for the cost of services and insurance in a fair, allocated manner.

FUND BALANCE ACTIVITY
FY 2011/12

	7/1/2011 Estimated Balance	Plus Revenues & Carryforwards	Plus Transfers In	Less Expenditures & Carryforwards	Less Transfers Out	Source & (Use) of Fund Bal	6/30/2012 Estimated Balance
Debt Service Funds							
2001 Series GO Bonds	850,657	953,600	-	1,047,556	-	-	756,701
Total Debt Service Funds	**$ 850,657**	**$ 953,600**	**$ -**	**$ 1,047,556**	**$ -**	**$ -**	**$ 756,701**

Debt Service Funds reflects City debt. The City issued General Obligation Bonds in 2001 for the library expansion project. The Fund reflects the property tax assessment receipts, and the debt principal & interest payments made during the fiscal year. Fund Balance reflects the City's reserve for this debt issuance. Assessment revenues are intentionally set less than expenditures to reduce Fund Balance to appropriate debt level.

Trust Funds							
Library Capital Improvement	-	-	-	-	-	-	-
KSAR Trust Fund	-	-	-	-	-	-	-
Total Trust Funds	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

The City holds two trust funds in a fiduciary capacity: The Library Bond's Capital Project Reserve, and the KSAR Community Access Television Foundation Investment Funds. Both funds earn interest on their fund balance at the City's investment rates.The Leonard Road Fund was closed with it's termination in the FY 2006/07 Year End.

Capital Improvement Plan Funds							
Street Projects	2,192,401	6,475,359	273,400	8,613,016	229,400	-	98,744
Parks & Trails Projects	843,806	1,254,625	41,008	2,139,439	-	-	-
Facility Projects	942,051	35,000	247,127	1,169,178	25,000	-	30,000
Administrative Projects	148,139	17,102	35,000	163,811	36,430	-	-
Total Capital Improvement Funds	**$ 4,126,397**	**$ 7,782,086**	**$ 596,535**	**$ 12,085,444**	**$ 290,830**	**$ -**	**$ 128,744**

The above CIP funds are included at a summary level. Capital revenues include all outstanding funding sources identified as a source of funds for projects, however not all funding is expected to become available in the fiscal year. Similarly, appropriated expenditures are not expected to be expended as most are multi-year projects. Funds will be reduced to actuals at year-end and the remaining project balance will be rolled forward.

FUND BALANCE TOTALS	**$ 14,339,420**	**$ 26,621,184**	**$ 731,085**	**$ 31,269,787**	**$ 731,086**	**$ -**	**$ 9,690,815**

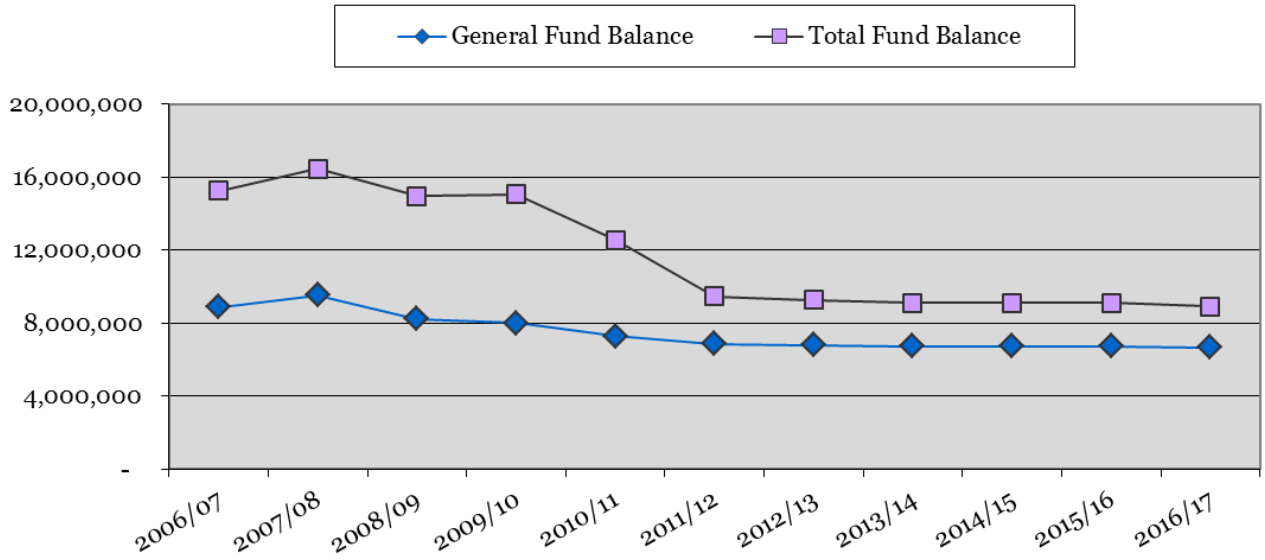
FUND BALANCE RESERVES
5 YEAR COMPARATIVE HISTORY

Fund Balance Reserves	6/30/2008 Actual YE Balance	6/30/2009 Actual YE Balance	6/30/2010 Actual YE Balance	6/30/2011 Estimated YE Balance	6/30/2012 Budgeted YE Balance
General Fund					
Reserved					
Reserved for Petty Cash	1,300	1,300	1,300	-	-
Designated					
Operations Reserve	2,808,164	2,870,139	2,889,077	2,903,522	2,921,522
Economic Uncertainty	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Economic Stability Reserve	-	25,000	-	-	-
Environmental Services Reserve	679,917	613,182	563,182	513,182	463,182
Development Services Reserve	782,380	707,380	632,380	632,380	422,380
Uncollected Deposits Reserve	289,454	182,159	44,791	44,791	44,791
Carryforward Reserve	58,386	22,000	68,600	326,900	295,000
Capital Project Reserve	1,200,000	300,000	126,983	500,000	340,000
Grant Matching Reserve	-	600,000	600,000	-	-
Hillside Stability Reserve	-	300,000	300,000	500,000	500,000
Open Space Land Reserve	-	250,000	-	-	-
Undesignated					
Undesignated Fund Balance	2,216,238	857,525	1,284,366	563,289	594,240
Total General Fund Reserves	**9,535,839**	**8,228,686**	**8,010,679**	**7,484,065**	**7,081,116**
Special Revenue Funds					
CDBG Program Fund	-	-	(9,621)	-	-
SHARP Program Fund	206,658	209,175	210,033	-	-
Landscape & Lighting Districts	209,821	359,916	440,389	504,122	348,998
Total Special Revenue Funds	**416,479**	**569,091**	**640,802**	**504,122**	**348,998**
Internal Service					
Liability / Risk Management	128,689	202,871	244,562	134,906	108,275
Workers Compensation	47,735	123,033	198,592	224,105	216,070
Office Support Services	32,616	39,633	26,830	15,831	15,581
IT Services	122,541	174,837	213,940	231,063	201,340
Vehicle & Equipment Maintenance	13,412	56,654	54,258	42,817	25,496
Building Maintenance	101,361	208,841	202,569	208,517	220,756
Vehicle & Equipment Replacement	98,110	153,214	236,230	331,374	431,374
IT Equipment Replacement	316,309	315,289	186,686	185,567	156,367
Total Internal Service Reserves	**860,774**	**1,274,373**	**1,363,667**	**1,374,179**	**1,375,258**

FUND BALANCE RESERVES
5 YEAR COMPARATIVE HISTORY

Fund Balance Reserves	6/30/2008 Actual YE Balance	6/30/2009 Actual YE Balance	6/30/2010 Actual YE Balance	6/30/2011 Estimated YE Balance	6/30/2012 Budgeted YE Balance
Debt Service					
2001 Series Library GO Bonds	853,619	931,360	892,593	850,657	756,701
Total Debt Service	**853,619**	**931,360**	**892,593**	**850,657**	**756,701**
Trust & Agency					
Library Capital Improvement	693,929	354,395	351,360	-	-
KSAR Trust Fund	38,661	84,603	109,842	-	-
Total Trust & Agency Reserves	**732,590**	**438,997**	**461,202**	**-**	**-**
OPERATING BUDGET RESERVES	**$ 12,399,301**	**$ 11,442,508**	**$ 11,368,943**	**$ 10,213,023**	**$ 9,562,072**
Capital Project Funds					
Street Project Funds	1,955,994	1,907,261	2,331,056	2,192,401	98,744
Park & Trail Project Funds	1,502,397	486,302	624,854	843,806	-
Facility Improvement Funds	515,317	953,835	525,258	942,051	29,999
Administrative Project Funds	100,841	163,910	224,773	148,139	-
Total Capital Projects Funds	**4,074,549**	**3,511,308**	**3,705,940**	**4,126,397**	**128,743**
TOTAL RESERVES	**$ 16,473,850**	**$ 14,953,815**	**$ 15,074,883**	**$ 14,339,420**	**$ 9,690,815**

GRAPHIC REPRESENTATION OF
GENERAL FUND AND TOTAL OF ALL FUNDS
5 YEAR FUND BALANCE HISTORY, BUDGET YEAR, AND 5 YEAR TREND PROJECTION



Note - *FY 2011/12 fund balance and five years forward reflect the full expenditure of the Capital Budget in the first year, thereby causing a steep drop and a continued zero balance from that point forward in the graph above. The full appropriation of the capital project budget is to allow for full encumbrance and completion of the projects during the fiscal year, however in most cases this will not occur and project balances will roll forward into the following fiscal year.*

DEPARTMENT REVENUES
BY PROGRAM

	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted
Council & Commissions					
General Fund Program:					
City Council	1,800	1,200	1,200	600	1,200
City Commissions	-	-	-	-	-
Total Council & Commissions	**$ 1,800**	**$ 1,200**	**$ 1,200**	**$ 600**	**1,200**
City Manager's Department					
General Fund Program:					
City Manager's Office	1,000	1,419	-	-	-
City Clerk	11,012	586	14,250	20,820	50
Total City Manager's Department	**$ 12,012**	**$ 2,005**	**$ 14,250**	**$ 20,820**	**50**
Finance & Administrative Services Department					
General Fund Program:					
Finance Services	83,879	72,471	40,000	58,574	52,000
Human Resources	-	-	-	-	-
Internal Service Funds:					
Office Support Services	65,391	34,694	42,000	38,535	52,000
Information Technology Services	403,976	400,961	400,000	400,000	400,000
IT Equipment Replacement	53,283	58,009	50,000	50,000	50,000
Total Finance & Administrative Services	**$ 606,529**	**$ 566,135**	**$ 532,000**	**$ 547,108**	**554,000**
Community Development					
General Fund Program:					
Development Services	609,876	525,204	450,960	521,545	506,560
Advanced Planning	131,563	127,260	130,000	149,563	130,000
Code Compliance	22,263	18,942	19,100	12,491	9,265
Building & Inspection Services	1,038,584	915,159	962,300	1,050,497	955,600
Special Revenue Funds:					
CDBG Program Fund	55,702	123,812	341,702	300,692	155,256
SHARP Program Fund	2,517	858	1,000	714	-
Total Community Development	**$ 1,860,505**	**$ 1,711,235**	**$ 1,905,062**	**$ 2,035,502**	**1,756,681**
Public Works Department					
General Fund Program:					
General Engineering	122,414	100,804	190,000	98,294	160,000
Development Engineering	114,809	77,370	54,500	177,166	66,500
Environmental Services	24,412	22,101	23,000	24,110	21,000
Streets & Storm Drains	18,833	47,450	25,000	11,560	-
Parks & Landscape Maintenance	236,487	255,858	285,652	278,799	290,563
Internal Service Funds:					
Vehicle & Equipment Maintenance	250,000	208,000	200,000	200,000	200,000
Vehicle & Equipment Replacement	213,569	110,000	100,000	100,000	100,000
Special Revenue Fund:					
Landscape & Lighting Districts	478,535	456,092	455,193	460,113	486,394
Total Public Works Department	**$ 1,459,058**	**$ 1,277,675**	**$ 1,333,345**	**$ 1,350,042**	**1,324,457**

DEPARTMENT REVENUES
BY PROGRAM

	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted
Recreation & Facilities Department					
General Fund Program:					
Recreation Services	602,175	603,037	637,642	652,281	670,150
Teen Services	3,108	5,294	5,400	4,287	5,400
Facility Rentals	182,531	235,846	228,900	225,787	237,960
Internal Service Funds:					
Building Maintenance	807,687	709,214	725,000	732,601	725,000
Total Recreation Department	**$ 1,595,500**	**$ 1,553,390**	**$ 1,596,942**	**$ 1,614,956**	**1,638,510**
Public Safety					
General Fund Program:					
Public Safety Services	575,823	569,552	682,950	661,253	495,550
Emergency Preparedness	176	-	-	-	-
Total Public Safety	**$ 575,999**	**$ 569,552**	**$ 682,950**	**$ 661,253**	**495,550**
Non-Departmental					
General Fund Program:					
General Administration	12,089,017	11,665,496	11,334,600	11,794,462	11,513,050
Legal Services	4,441	-	-	30	-
Community Grants	-	-	-	-	-
Community Events	-	-	-	-	-
Internal Service Funds:					
Risk Management/Liability Ins	304,232	259,056	281,500	275,014	377,000
Workers Compensation Ins	270,920	277,694	225,000	221,966	225,000
Debt Service Funds					
2001 Series Bond Debt Service Fund	1,092,291	976,509	955,000	972,940	953,600
Trust & Agency Funds					
Library Capital Improvement Fund	9,358	2,828	-	-	-
KSAR Community Access	45,942	72,704	68,500	18,573	-
Total Non-Departmental	**$ 13,816,201**	**$ 13,254,287**	**$ 12,864,600**	**$ 13,282,985**	**13,068,650**
Capital Improvement Projects					
Capital Improvement Funds					
Street Projects	1,202,795	1,705,779	6,654,454	1,986,926	6,475,359
Park & Trail Projects	446,652	408,048	2,760,105	765,120	1,254,625
Facility Projects	43,471	46,640	45,000	47,111	35,000
Administrative Projects	-	-	22,174	5,072	17,102
Total Capital Improvement Projects	**$ 1,692,918**	**$ 2,160,467**	**$ 9,481,733**	**$ 2,804,229**	**7,782,086**
Operating Transfers In					
General Fund	153,732	325,842	224,550	224,550	134,550
L&L Funds	46,740	-	-	-	-
Capital Projects - Streets	830,599	502,786	778,905	781,272	273,400
Capital Projects - Parks & Trails	227,667	318,217	239,800	198,791	41,009
Capital Projects - Facilities	1,003,704	540,776	809,108	810,418	247,127
Capital Projects - Administrative	119,000	113,887	-	-	35,000
Total Operating Transfers In	**$ 2,381,442**	**$ 1,801,508**	**$ 2,052,363**	**$ 2,015,031**	**731,086**
Total Revenues and Transfers In	**24,001,964**	**$ 22,897,456**	**$ 30,464,445**	**$ 24,332,525**	**27,352,270**

DEPARTMENT EXPENDITURES
BY PROGRAM

	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted
Council & Commissions					
General Fund Programs:					
City Council	147,678	129,954	141,317	130,898	161,168
City Commissions	24,216	19,691	25,614	23,442	26,551
Total Council & Commissions	**$ 171,894**	**149,645**	**166,931**	**154,340**	**187,719**
City Manager's Department					
General Fund Programs:					
City Manager's Office	623,246	624,836	628,099	695,114	509,032
City Clerk	337,932	250,560	333,459	323,836	300,303
Human Resources*	337,459	357,365	357,291	437,043	-
Total City Manager's Department	**$ 1,298,638**	**$ 1,232,762**	**$ 1,318,848**	**$ 1,455,993**	**809,336**
Administrative Services Department					
General Fund Programs:					
Finance Services	893,132	839,278	849,934	795,490	862,090
Human Resources *	-	-	-	-	350,648
Internal Service Funds:					
Office Stores Fund	58,374	47,496	48,050	49,534	52,250
Information Technology Services	351,680	361,859	439,952	382,877	429,723
IT Equipment Replacement	54,303	31,614	52,500	51,119	54,200
Total Administrative Services Dept	**$ 1,357,489**	**$ 1,280,247**	**$ 1,390,436**	**$ 1,279,019**	**1,748,911**
Community Development					
General Fund Programs:					
Development Services	993,349	895,626	877,417	821,240	878,345
Advanced Planning	211,313	162,900	162,128	148,916	158,191
Code Compliance	224,583	190,904	188,235	184,066	185,383
Building & Inspection Services	1,021,304	861,742	840,100	827,540	835,500
Special Revenue Funds					
CDBG Program Fund	-	-	-	-	-
SHARP Program Fund	-	-	-	210,748	-
Total Community Development	**$ 2,450,548**	**2,111,172**	**2,067,881**	**2,192,510**	**2,057,418**
Public Works Department					
General Fund Programs:					
General Engineering	568,312	475,622	461,911	465,610	474,951
Development Engineering	179,226	238,737	190,785	187,417	195,900
Environmental Services	424,750	479,250	500,599	496,370	543,586
Streets & Storm Drains	1,299,945	1,240,174	1,179,540	1,182,999	1,208,251
Parks & Landscape Maintenance	1,880,411	1,920,118	1,964,545	1,988,066	1,987,658
Internal Service Funds:					
Equipment Maintenance	206,758	210,396	210,623	211,441	217,321
Vehicle & Equipment Replacement	158,465	26,985	20,000	4,856	-
Special Revenue Funds					
Landscape & Lighting Districts	347,000	375,619	625,406	396,379	641,518
Total Public Works Department	**$ 5,064,867**	**4,966,903**	**5,153,409**	**4,933,139**	**5,269,185**

**Human Resources moved from City Manager to Administrative Services Department effective FY 2011/12*

DEPARTMENT EXPENDITURES
BY PROGRAM

	FY 2008/09 Actuals	FY 2009/10 Actuals	FY 2010/11 Adjusted	FY 2010/11 Actuals	FY 2011/12 Adopted
Recreation & Facilities Department					
General Fund Programs:					
Recreation Services	981,619	882,491	929,173	945,962	937,113
Teen Services	121,343	58,496	67,227	66,461	67,785
Facility Rentals	321,459	281,662	330,640	309,728	335,974
Internal Service Funds:					
Building Maintenance	700,207	715,486	742,761	726,653	712,761
Total Recreation Department	**$ 2,124,628**	**1,938,135**	**2,069,800**	**2,048,805**	**2,053,634**
Public Safety					
General Fund Programs:					
Public Safety Services	4,174,584	4,313,632	4,480,266	4,423,899	4,278,195
Emergency Preparedness	31,088	35,146	43,165	43,840	48,165
Total Public Safety	**$ 4,205,672**	**4,348,778**	**4,523,431**	**4,467,738**	**4,326,360**
Non-Departmental					
General Fund Programs:					
General Administration	482,787	441,285	550,667	593,948	586,809
Legal Services	320,955	235,669	349,580	358,496	304,315
Community Grants	149,803	188,356	160,676	156,476	141,434
Community Events	12,866	15,402	20,700	9,439	15,000
Internal Service Funds:					
Liability / Risk Management	230,050	217,366	418,464	359,670	403,631
Workers Compensation	195,622	202,136	222,791	196,454	233,035
Debt Service Fund:					
2001 Series Bond Debt Service Fund	1,014,550	1,015,276	1,019,656	1,014,876	1,047,556
Trust & Agency Funds:					
Library Capital Improvement Fund	38,893	5,458	-	-	-
KSAR Community Access	-	47,465	174,977	128,416	-
Total Non-Departmental	**$ 2,445,526**	**2,368,413**	**2,917,511**	**2,817,775**	**2,731,781**
Capital Improvement Projects					
Capital Improvement Funds:					
Street Projects	1,800,383	1,374,181	9,351,478	2,590,294	8,613,016
Park & Trail Projects	1,587,747	544,168	3,529,759	649,959	2,139,439
Facility Projects	577,563	616,015	1,283,267	381,677	1,169,178
Administrative Projects	55,931	44,136	246,947	81,707	163,810
Total Capital Improvement Projects	**$ 4,021,624**	**2,578,501**	**14,411,452**	**3,703,637**	**12,085,443**
Operating Transfers Out					
General Fund	1,571,727	650,000	876,983	876,983	260,000
CDBG Fund to GF & CIP	55,702	133,432	332,081	291,071	155,256
Liability/Risk Mgmt Fund	-	-	25,000	25,000	-
IT Equipment Replacement to CIP	-	155,000	-	-	25,000
Library Capital Trust Fund to CIP	310,000	405	351,360	351,360	-
Capital Projects - Streets	282,074	410,589	314,191	316,558	229,400
Capital Projects - Parks & Trails	102,667	43,217	95,000	95,000	-
Capital Projects - Facilities	31,092	399,978	57,748	59,058	25,000
Capital Projects - Administrative	-	8,887	-	-	36,430
Total Operating Transfers Out	**$ 2,381,442**	**1,801,508**	**2,052,363**	**2,015,031**	**731,086**
Total Expenditures and Transfers Out	**$ 25,522,327**	**22,776,063**	**36,072,061**	**25,067,989**	**32,000,872**

SUMMARY OF EMPLOYEE SALARY & BENEFITS

The City of Saratoga's total budgeted salary and benefit expenditures are projected to total $7.3 million dollars in FY 2011/12, representing approximately 30.8% of total budgeted expenditures. Just over $6.5 million (89.0%) of labor costs are funded in the General Fund and represent 41.6% of the General Fund's budget.

Salary and benefit amounts reflect a decrease from last year due to a 5% reduction in budgeted salary for full-time benefitted staff as a result of budget constraints. This reduction equates to 104 hours, (13 eight hour furlough days), as compared to 27 hours of furlough in FY 2010/11's budgeted salary. The furlough days are place holders for alternative salary reductions or structural reorganizations which may occur as a result of labor negotiations. FY 2011/12 salary and benefit amounts also reflect the elimination of the Assistant City Manager position due to lack of work and lack of funds.

Salary and budget projections are prepared using known data on current employees, current MOU provisions, and California Public Employees' Retirement System (CalPERS), medical, dental, vision, long-term disability, and life insurance premiums. In some years, these projections are very stable and in others there is more fluctuation, as in the case of years in which MOUs expire and new MOU provisions are scheduled to be put into place. The City does not use a vacancy factor for salary projections as there is very little turnover due both to the economic recession, and to the necessity in most cases to re-fill a position quickly due to the City's limited staffing. Most positions are budgeted at top step, and health insurance benefits are budgeted at the employee's current status (Single/Double/Family) under their chosen health insurance plan.

Employee Compensation and Benefits

Personnel costs are comprised of salaries for full and part-time personnel, inclusive of holidays and paid time off and benefits which includes health, life and disability insurances, and retirement contributions. Annual wage increases and benefit adjustments are negotiated under each bargaining unit's Memorandum of Understanding (MOU) contracts.

Memorandums of Understanding

Each of the three bargaining units have an MOU: 1) the Saratoga Management Association for the four Department Directors; 2) the Northern California Carpenter's Regional Council, Carpenters Forty Six Counties Conference Board and Their Affiliated Local Unions (UNION) for the sixteen Public Work's Corporation Yard staff, and; 3) the Saratoga Employees Association (SEA) for all other represented staff, which is the City's largest bargaining group with 33 full and part-time employees. The City Manager, the Human Resources Manager, and hourly (un-benefited) staff are not represented by associations. All three bargaining units entered into a four year MOU agreement effective from July 1, 2007 through September 30, 2011. The City entered into negotiations in May of 2011 to establish new contracts.

Wages

Effective July 1, 2011 approximately 94% of employees will be at Step 5 (top step) of their salary ranges. Salary ranges adjust each July 1 by the cost of living increase as defined by the MOUs. In addition, the City conducts salary surveys with its comparable cities every two years and pay range adjustments are implemented automatically and administratively, based on the salary survey results. In the event a salary range is adjusted in order to maintain Saratoga's comparable position, those incumbents impacted by the newly established range will receive an increase in salary.

Employee Benefits
The City provides medical, dental, life insurance, and long-term disability insurance to its benefitted employees and CalPERS retirement to eligible employees. Currently, the City self-funds short-term disability coverage for 75% of wages after an employee's paid time off is exhausted, up until long-term coverage activates at six months. Employees have the option to enhance their long-term disability and life insurance plans, and to obtain vision care coverage through a group plan.

The City contracts for health insurance through CalPERS, offering employees a choice between Kaiser, Blue Cross, or Blue Shield medical plans. Although CalPERS has substantial negotiating powers, health insurance premiums continue to increase each year.

For October 1, 2008 through January 1, 2010, the City was able to negotiate an enhanced dental benefit plan through a new provider – Ameritas, for the same premium paid to Delta Dental in calendar year 2008. Unfortunately, the unexpected result of this enhanced benefit was a significant spike in employees' use of their dental benefits, resulting in actual claims submitted to the provider exceeding the premium the City paid Ameritas as a participant in their group plan. As a result, Ameritas increased the City's premium rates by 33.80% in January 2010 and by another 9.30% in January 2011. Staff is currently working with the City's broker to lower premium costs either through a different provider or through changes in the plan.

The Principal Life and AD&D Insurance premium increases are a result of demographic changes (age/gender/salary level are all part of the risk factor analysis). The City's broker negotiated these rates down by 20% effective April, 2011.

Pension Plan
The City of Saratoga's 2% at 55 defined benefit plan is part of CalPERS "Miscellaneous 2% at 55 Risk Pool", a cost sharing multiple-employer defined benefit plan. The City's payment of CalPERS Contribution Rates is comprised of Employee and Employer contributions. The Employee Contribution Rate under the 2% at 55 benefit plan is constant at 7%, while the Employer Contribution Rate is determined each year through an actuarial valuation of the plan.

Employer rates are based on CalPERS' principle assumptions, including but not limited to an Investment Rate of Return of 7.75% (net of administrative expenses), and an annual payroll growth of 3.25%. Various agency-based factors such as number and age of employees, increases and decreases in employee FTEs and employee wages, as well as impacts from other agencies in the benefit plan pool are all contributing factors in the calculation. Since 2003, CalPERS has utilized the assumption that the value of its stock, bonds and other holdings would increase by 7.75% a year, and in fact, CalPERS annualized investment rate of return over the past 20 years is slightly higher than the 7.75% target. With the recent economic turmoil, CalPERS reassessed its basic assumptions and methodologies in early 2011, and determined the 7.75% return rate is still valid.

The "Miscellaneous 2% at 55 Risk Pool" has been able to sustain the plan long-term because the plan design is based on actuarially sound principles. Other enhanced plans (2.5@55, 2.7@55 for miscellaneous, and the further enhanced plans such as 3% @ 50 or 55 for Public Safety) were built based on short term assumptions that, at least at this point in time, have not been realized and may ultimately prove to be financially unsustainable.

A five year history of Saratoga's employer contribution rates is provided below, along with the new PERS employer contribution rate for FY 2011/12, and the projected PERS employer contribution rate for FY 2012/13.

Fiscal Year	Employer Contribution Rate
FY 2006/07	11.412%
FY 2007/08	11.390%
FY 2008/09	11.070%
FY 2009/10	11.276%
FY 2010/11	11.863%
FY 2011/12	12.856%
FY 2012/13	13.300%

As shown in the schedule above, the City of Saratoga pension plan Employer Contribution Rate for FY 2010/11 is 11.863% of payroll; the expected rate for FY 2011/12 is slightly higher at 12.856% of payroll; and the projected rate for FY 2012/13 is 13.3% of payroll. CalPERS' estimate for FY 2012/13 assumes there are no amendments and no liability gains or losses (such as larger than expected pay increases, or more retirements than expected). As gains and losses cannot be predicted in advance; the projected FY 2012/13 employer contribution rate is just an estimate. CalPERS will provide the City its actual rate for the following fiscal year in the annual valuation report to be issued in October, 2011.

PEMHCA

Section 22892 of the Public Employees' Medical and Hospital Care Act (PEMHCA), establishes contract agencies minimum monthly health premium contribution for their participating active membership. The employer contribution is adjusted annually by the board to reflect any changes in the medical care component of the CPI-U. The CPI-Medical Component is $108 for calendar year 2011. The board has not yet released 2012 rates. The City includes this amount in the budget as an ongoing retiree cost, which currently amounts to approximately $15.000 per year.

TOTAL FUNDED STAFF BY DEPARTMENT

Full Time Equivalents (FTE)	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
City Manager's Department				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	0.90	-
Executive Assistant to CM	1.00	0.75	0.75	0.90
City Clerk	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	-
Administrative Analyst I/II	1.00	1.00	0.90	1.00
Total FTEs	**6.00**	**5.75**	**5.55**	**3.90**
Finance & Administrative Services Department				
Finance & Administrative Services Director	1.00	1.00	1.00	1.00
Supervising Accountant	1.00	-	-	-
Accountant I/II	1.00	1.00	0.90	0.90
Accounting Technicians	2.00	3.00	3.00	3.00
Information Technology Administrator	1.00	1.00	1.00	1.00
Human Reources Manager	-	-	-	1.00
Total FTEs	**6.00**	**6.00**	**5.90**	**6.90**
Community Development Department				
Community Development Director	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
Assistant/Associate Planner	3.00	2.00	2.00	2.00
Plan Check Examiner/Engineer	1.00	1.00	1.00	1.00
Senior Arborist	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	1.00	1.00
Building Inspector	3.00	2.00	2.00	2.00
Office Specialist II/III	2.00	2.00	2.00	2.00
Code Compliance Specialist	1.00	1.00	1.00	1.00
Total FTEs	**14.00**	**12.00**	**12.00**	**12.00**
Public Works Department				
Public Works Director	1.00	1.00	1.00	1.00
Senior Civil Engineer	1.00	1.00	1.00	1.00
Assistant/Associate Engineer	1.00	1.00	1.00	1.00
Administrative Analyst I/II	1.00	1.00	0.90	0.90
Office Specialist II/III	1.75	1.75	1.75	1.75
Parks Maintenance Manager	1.00	1.00	1.00	1.00
Parks Maintenance Lead	1.00	1.00	1.00	1.00
Parks Maintenance Specialist	1.00	1.00	1.00	1.00
Parks Maintenance Worker I/II/III	6.00	6.00	6.00	5.90
Street Maintenance Manager	1.00	1.00	1.00	1.00
Street Maintenance Lead	1.00	1.00	1.00	1.00
Street Maintenance Specialist	1.00	1.00	1.00	1.00
Street Maintenance Worker I/II/III	4.00	4.00	4.00	4.00
Total FTEs	**21.75**	**21.75**	**21.65**	**21.55**

TOTAL FUNDED STAFF BY DEPARTMENT

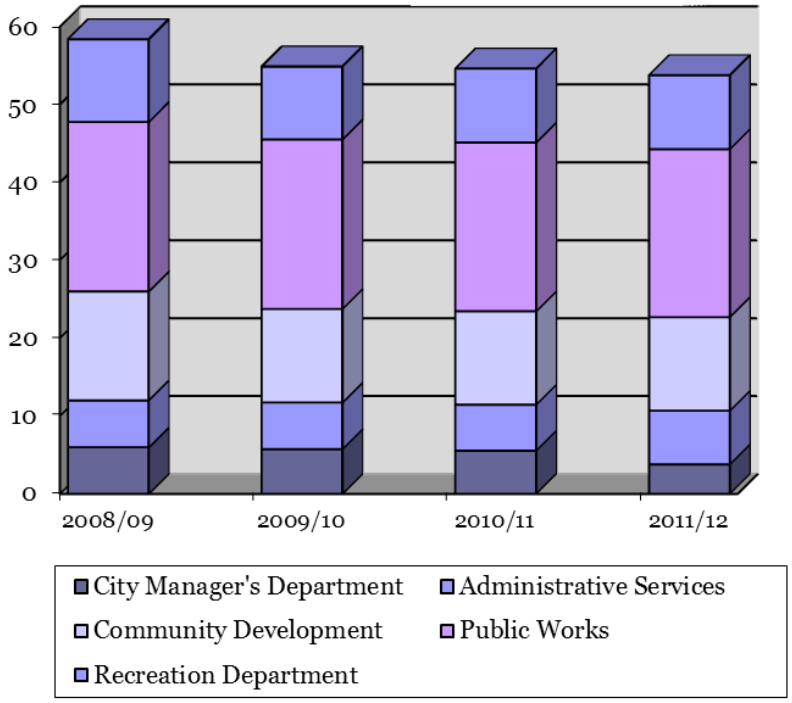
	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Recreation & Facilities Department				
Recreation Department Director	1.00	1.00	1.00	1.00
Senior Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	-	-	-
Facility Coordinator	0.60	0.60	0.60	0.60
Office Specialist II/III	2.00	1.75	1.90	1.90
Facility Maintenance Supervisor	1.00	1.00	1.00	1.00
Facility Maintenance Lead	1.00	1.00	1.00	1.00
Facility Maintenance Worker I/II/III	2.00	2.00	2.00	2.00
Total FTEs	**10.60**	**9.35**	**9.50**	**9.50**
TOTAL STAFF FTEs	**58.35**	**54.85**	**54.60**	**53.85**

FUNDED HOURLY STAFFING BY DEPARTMENT

	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
City Manager's Department				
HR Specialists	1,600	1,600	1,768	-
Student Interns	-	900	-	-
Executive Assistant	800	-	-	-
Administrative Services Department				
Senior Accountant	960	960	960	1,200
Accounting Technician	2,000	-	-	-
IT Specialist	2,000	2,080	2,040	2,000
HR Specialists	-	-	-	1,568
Community Development Department				
GIS/Forestry Intern	940	940	940	940
Planning Intern	450	-	-	-
Office Specialist II/III	1,200	1,200	800	800
Public Works Department				
Engineering Inspectors	1,840	1,840	1,840	1,840
Maintenance Workers	2,080	2,080	2,040	2,000
Recreation & Facilities Department				
Facility Attendents	1,700	1,200	1,362	1,500
Recreation Leaders	4,300	2,034	2,667	500
Total Annual Hours	**19,870**	**14,834**	**14,417**	**12,348**
Temporary Hours converted to FTEs	9.55	7.13	6.93	5.94
Total FTEs	**67.90**	**61.98**	**61.53**	**59.79**

STAFFING BY DEPARTMENT

Four Year Staffing Trend

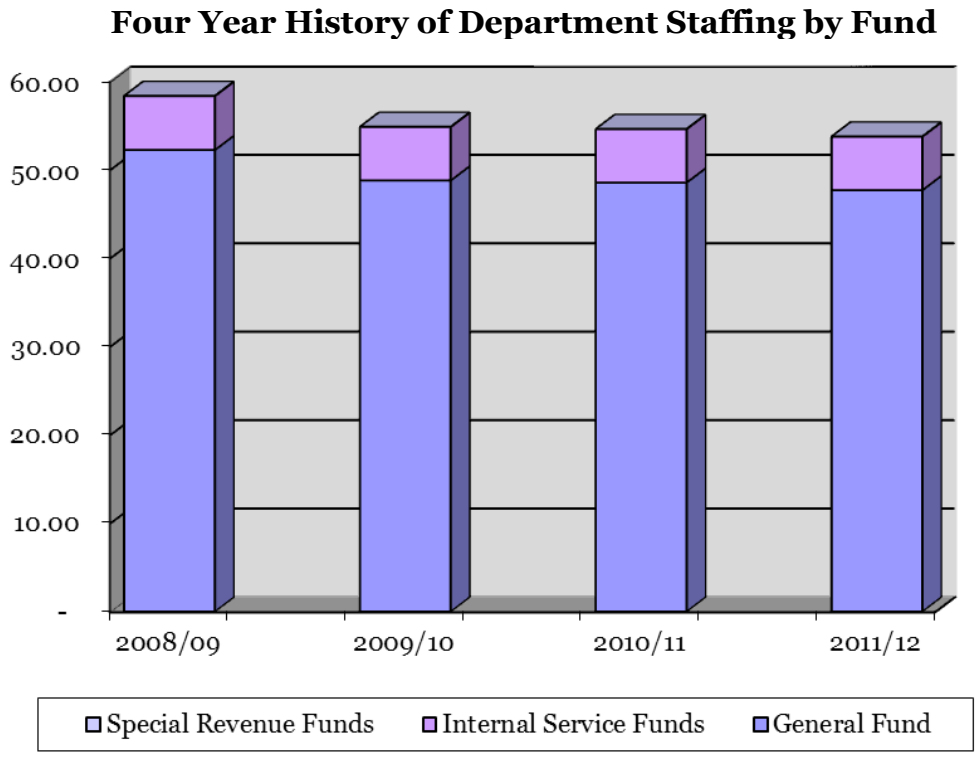


TOTAL STAFF BY DEPARTMENT

Full Time Equivalents (FTE)

	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
City Manager's Department	6.00	5.75	5.55	3.90
Administrative Services	6.00	6.00	5.90	6.90
Community Development	14.00	12.00	12.00	12.00
Public Works	21.75	21.75	21.65	21.55
Recreation Department	10.60	9.35	9.50	9.50
Total Staff by Department	**58.35**	**54.85**	**54.60**	**53.85**

STAFFING SUMMARIES



TOTAL DEPARTMENTAL STAFF BY FUND

Full Time Equivalents (FTE)

	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
General Fund				
City Manager's Department	5.70	5.70	5.50	3.90
Administrative Services	4.85	4.85	4.75	5.70
Community Development	14.00	12.00	12.00	12.00
Public Works	21.05	21.05	20.95	20.85
Recreation Department	6.65	5.20	5.35	5.35
Total General Fund FTEs	**52.25**	**48.80**	**48.55**	**47.80**
Internal Service Funds				
City Manager's Department	0.30	0.05	0.05	-
Administrative Services	1.15	1.15	1.15	1.20
Public Works	0.70	0.70	0.70	0.70
Recreation Department	3.95	4.15	4.15	4.15
Total Internal Service Funds	**6.10**	**6.05**	**6.05**	**6.05**
Total FTEs	**58.35**	**54.85**	**54.60**	**53.85**

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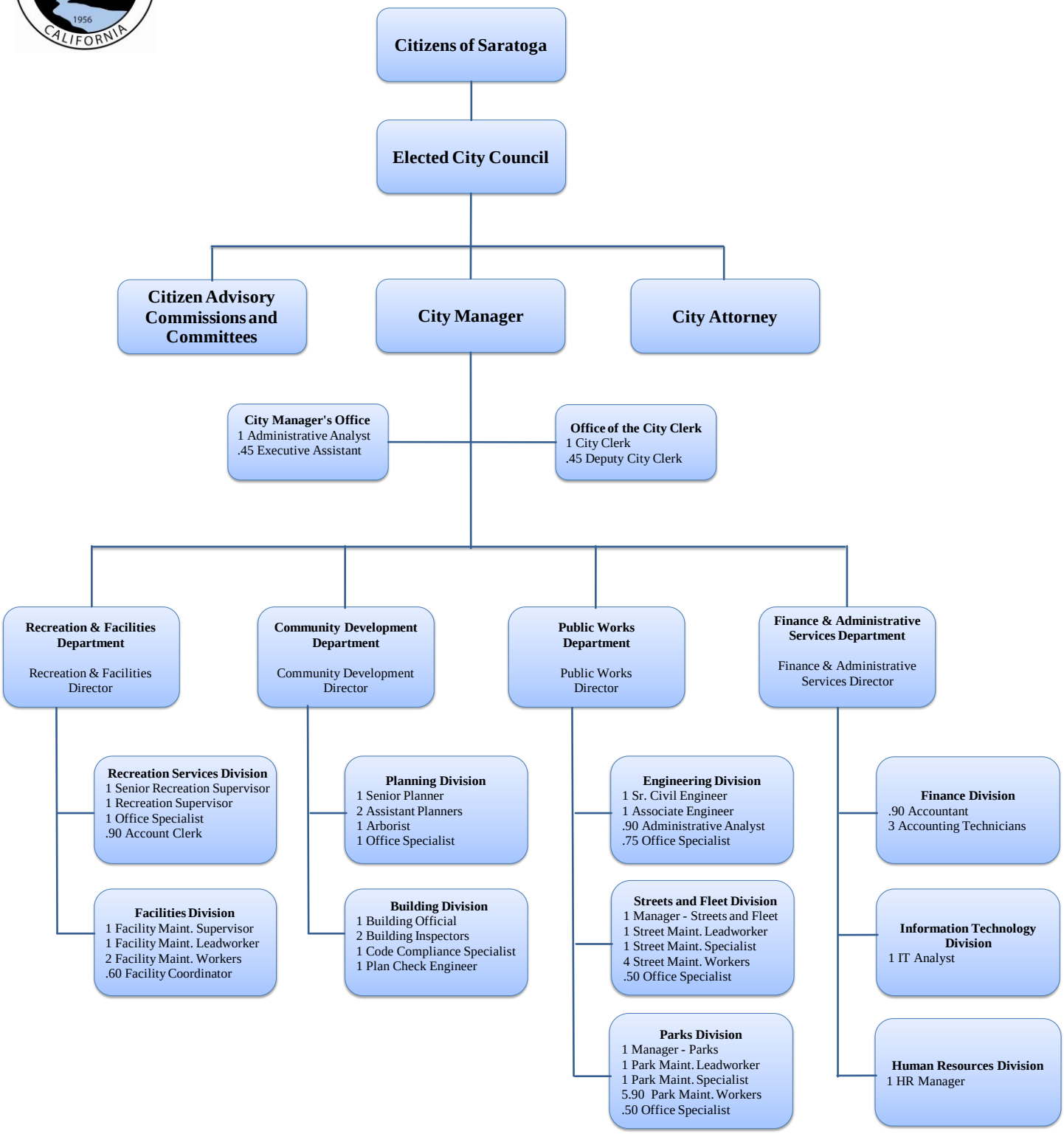
City of Saratoga - Organization Chart



FY 2011/12 FTE = 53.85

COUNCIL & COMMISSIONS DEPARTMENT

The Council & Commissions Department, which represents the elected and appointed officials of Saratoga, consists of the City Council and City Commissions programs.

The City Council has five publicly elected members who act as the legislative body representing the residents and community of the City of Saratoga. Council Members serve four year terms, with elections for either two or three of the seats every two years. Each December, the Mayor and Vice-Mayor are elected by their fellow Council Members to one year terms. If a council seat is vacated during a council term, a Council Member may be appointed to fill the vacant seat for the remainder of the term, rather than hold a special election to fill the council seat.

City Commissions are advisory bodies whose members are appointed by the Council. These Commissions are established to encourage residents to become involved in their community and to broaden the City's decision-making processes. City Committees are also included in this program and differ from Commissions in that these represent a smaller advisory body with more narrowly defined duties. Active Commissions and Committees as of FY 2011/12 are as follows:

- Heritage Preservation Commission
- Library Commission
- Parks & Recreation Commission
- Planning Commission
- Traffic Safety Commission
- Youth Commission
- Council Finance Committee
- Pedestrian, Equestrian, Bicycle, Trails Advisory Committee

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	1,800	1,200	1,200	600	1,200
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**1,800**	**1,200**	**1,200**	**600**	**1,200**
EXPENDITURES					
Salaries and Benefits	29,599	27,865	30,473	28,855	27,711
Operating Expenditures					
Materials & Supplies	7,989	4,119	5,950	4,862	6,250
Fees & Charges	27,798	71,768	76,608	63,917	76,754
Consultant & Contract Services	50,732	-	-	-	20,920
Meetings, Events, & Training	18,561	14,272	17,000	19,806	15,500
Total Operating Expenditures	105,079	90,160	99,558	88,586	119,424
Fixed Assets	-	-	-	-	-
Internal Service Charges	37,216	31,621	36,900	36,900	40,584
TOTAL EXPENDITURES	**$ 171,894**	**149,646**	**166,931**	**154,340**	**$ 187,719**

DEPARTMENTAL EXPENDITURES BY PROGRAM

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
GENERAL FUND					
City Council	$ 147,678	$ 129,954	$ 141,317	$ 130,898	$ 161,168
City Commissions	24,216	19,691	25,614	23,442	26,551
TOTAL GENERAL FUND	**$ 171,894**	**$ 149,646**	**$ 166,931**	**$ 154,340**	**$ 187,719**
TOTAL EXPENDITURES	**$ 171,894**	**$ 149,646**	**$ 166,931**	**$ 154,340**	**$ 187,719**

CITY COUNCIL

The City Council is a five-member legislative body that represents the residents and community of Saratoga. The City Council operates under a Council/Manager form of government that combines the policy leadership of elected officials with the managerial expertise of an appointed City Manager.

The City Council holds public Council meetings on the first and third Wednesday of the month and actively seeks input in its decision-making process from Saratoga residents. The City Council establishes direction on City policy, legislative, and community matters, which are then carried out by City staff under the guidance of the City Manager.

The City Council conducts meetings at least annually with all City Commissions, and community organizations that are closely affiliated with the City, including the Saratoga Chamber of Commerce, the Saratoga Area Senior Coordinating Council (SASCC), the Hakone Foundation, neighborhood associations, and the Saratoga Ministerial Association. These meetings serve to strengthen the Council's relationships with its partners in the community.

The Council also forms Ad Hoc subcommittees to work on specific items or meet with groups on emergent issues. An example is the Council's School Ad Hoc Subcommittee, which meets annually with the school districts that serve Saratoga. Additionally, Council Members serve as voting members on other governmental boards and Joint Power Authorities (JPAs), including the West Valley Solid Waste Management Authority and the West Valley Sanitation District.

BUDGET OVERVIEW

Revenues in the City Council Program are limited to City Council appeal fees—the City typically receives two or three per year. Expenditures include $250 monthly stipends for each of the five Council Members, funding for special events, meeting expenses, conferences, and operational supplies. Another $50,000 is budgeted for Council discretionary funds to account for unanticipated expenditures that occur during the year. Membership dues for Regional Agencies such as the Association of Bay Area Governments, the Santa Clara County Cities Association, and the West Valley Mayors and Managers Association are also included in this program budget.

Also included in this program is a contract for a pro-rata share of legislative consultant services shared with Cupertino, Monte Sereno, and Los Altos Hills to regain the City's full share of its Tax Equity Allocation (TEA). TEA is a special tax code passed by the legislature to ensure that cities with low-or-no property tax rates prior to the passage of Proposition 13 in 1978 would receive at least 7% of the property taxes collected in their city. The City received a portion of its TEA allocation in 2006 and in December 2010 new TEA legislation (Assembly Bill 68) was introduced by Assembly member Jim Beall in an effort to garner the remaining allocation.

CITY COUNCIL

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	1,800	1,200	1,200	600	1,200
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**1,800**	**1,200**	**1,200**	**600**	**1,200**
EXPENDITURES					
Salaries and Benefits	16,497	15,556	16,908	15,408	14,147
Operating Expenditures					
Materials & Supplies	2,739	2,114	1,900	2,611	2,200
Fees & Charges	27,798	71,768	76,608	63,917	76,754
Consultant & Contract Services	50,732	-	-	-	20,920
Meetings,Events & Training	12,696	8,896	11,000	14,061	9,500
Total Operating Expenditures	93,965	82,777	89,508	80,589	109,374
Fixed Assets	-	-	-	-	-
Internal Service Charges	37,216	31,621	34,901	34,901	37,647
TOTAL EXPENDITURES	**$ 147,678**	**$ 129,954**	**$ 141,317**	**$ 130,898**	**$ 161,168**

FY 2011/12 OBJECTIVES

Fiscal Responsibility – Monitor the economy to ensure the City's operations are in sync with market trends, adjust City finances as needed, and adopt financial policies that will keep the City financially sound.

Community Engagement – Encourage a greater sense of community among residents and strengthen civic engagement efforts by strengthening relationships between the City and residents and providing residents with opportunities for participation in local government.

Investing in the Local Economy – Support the local economy and business development by creating an environment that supports the City's business community.

Sustainable Saratoga – Monitor current greenhouse gas emissions, water consumption, and energy use to identify and realize opportunities to advance the City's efforts to make Saratoga a sustainable community.

City Ordinance Updates – Initiate the City's planning process to revise and update key City ordinances to ensure the City Code reflects Saratoga's regulatory needs and can be easily enforced.

CITY COUNCIL

KEY SERVICES

- Represents the residents and community of Saratoga
- Provides community leadership as the legislative and policy-making body
- Effectively represents the City of Saratoga in coordination with other local, county, state, and federal agencies
- Oversees the City's Commissions and provides support to community organizations on emergent issues
- Works with the community to identify needs and issues in the City

CITY COMMISSIONS

City Commissions and City Committees are designated bodies that provide specialized advice or other assistance to the City Council and staff. Commissioners apply for and are appointed by the City Council to serve four-year terms, except the Youth Commission, which has one-year terms. At least one City staff member is assigned to provide support to each commission or committee, and to ensure agenda preparation, posting, minutes, and other meeting elements are fulfilled as required under the Brown Act. Currently, there are six active commissions and two committees to advise the Council on commission specific issues. These include:

Heritage Preservation Commission **–** the primary function of this seven-member Commission is to implement the City's Heritage Preservation Ordinance by working with the Council, the Planning Commission, and City staff. The Commission is responsible for considering proposed modifications to designated historic landmarks, historic lanes, and historic districts, advising the Community Development Department about projects that may affect heritage resources, conducting property surveys to establish an official inventory of heritage resources within the City of Saratoga, recommending names for new streets to the City's building official, and recommending designation proposals to the City Council for historic landmarks, historic lanes, historic districts, and heritage trees. The Commission meets the second Tuesday of each month.

Library Commission **–** a five-member Commission that serves as an advisory body on library policies, budgets, plans, and procedures to the City Council, City staff, and the Santa Clara County Library staff. The Library Commission has no administrative authority over the Library's operations, but does participate in the general planning of library operations and related programs and policies, including overseeing the Library's capital maintenance fund. The Commission meets the fourth Wednesday, every other month.

Parks & Recreation Commission **–** this five-member Commission advises the Council on a variety of matters as they relate to parks and recreation. Principally, the Commission serves as a conduit between the public and the Council by receiving public input, collecting information, and making recommendations to the City Council. The Commission meets the second Tuesday, every other month.

Planning Commission – a seven-member Commission that works to maintain the unique character of Saratoga by ensuring that the physical development of the City is consistent with the environmental, social, and economic goals set forth in the City's General Plan. The Planning Commission is also responsible for considering appeals of decisions made by the Community Development Department and acting on applications for use permits, design review, and other planning approvals. The Commission meets on the second and fourth Wednesday of the month.

Traffic Safety Commission **–** the Traffic Safety Commission investigates, reviews, analyzes, and makes recommendations to the Council on traffic safety issues raised by the community and Public Safety Agencies. The seven-member Commission provides a venue for the public to express concerns regarding traffic safety issues. This Commission meets the second Thursday of every other month.

Youth Commission **–** this eleven-member Commission works to enhance the wellbeing of local youth, offer positive influences to teens, and provide opportunities for youth involvement in the community. Youth Commissioners serve as teen leaders, communicate with the City Council on current youth issues, and plan, promote, and participate in community events, fundraisers, social, and educational activities. The Commission is comprised of middle and high school students appointed by the City Council for two-year terms. The Commission meets the second Tuesday of each month.

Finance Committee – this standing Council Committee comprised of two Council members and staff support meets monthly, or as needed, to review City financial reports and budgets and to provide feedback to both staff and Council on financial matters.

Pedestrian, Equestrian, Bicycle, Trails Advisory Committee (PEBTAC) – the PEBTAC's mission is to advise the City regarding the planning, acquisition, and development of trails and sidewalks and to maintain the trails network to enhance the quality of life in Saratoga. The Committee meets the third Tuesday of each month.

BUDGET OVERVIEW

The Commission Program budget includes revenue and expenses for all the Commissions and Committees. Revenues in the Commission budget are limited to Planning Commission appeal fees. The City receives only a handful of Planning Commission appeals each year, as most issues are resolved at the staff level. Appeal fees occur when an applicant or opponent of a development project files an appeal of the Community Development Department's decision, which brings it to the Planning Commission for review.

As Planning Commissioners expend a great deal of time in providing this community service, a small stipend of $150 per month for each of the seven Commissioners is included in the annual budget expenditures. The remaining expenditures for this program are limited to training, meeting costs, and Commission specific expenditures, such as historical plaques the Heritage Preservation Commission provides for historical landmarks. Other expenses associated with City Commissions may include memberships to commissioner associations that provide training or resources. Funding for the City's annual Commissioner Recognition Dinner to honor the service of the City's Commissioners is also included in this program.

City staffing costs which support the various commissions are not included in the Commission budgets, as activities are primarily limited to support functions.

CITY COMMISSIONS

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Salaries and Benefits	13,101	12,309	13,565	13,447	13,564
Operating Expenditures					
Materials & Supplies	5,250	2,006	4,050	2,251	4,050
Fees & Charges	-	-	-	-	-
Consultants & Contract Services	-	-	-	-	-
Meetings, Events & Training	5,865	5,377	6,000	5,746	6,000
Total Operating Expenditures	11,115	7,383	10,050	7,997	10,050
Fixed Assets	-	-	-	-	-
Internal Service Charges	-	-	1,999	1,999	2,937
TOTAL EXPENDITURES	**$ 24,216**	**$ 19,691**	**$ 25,614**	**$ 23,442**	**$ 26,551**

KEY SERVICES

- Provides specialized advice and assistance to Council
- Broadens policy and decision making by providing additional forums for the public to provide input and testify at public hearings
- Works with City staff in researching issues, collecting information, and providing recommendations to the Council

CITY MANAGER'S DEPARTMENT

The City Manager's Department is comprised of the offices of the City Manager and City Clerk. The City Manager's Department supports the Council's legislative and policy interests, provides management, leadership, and direction for the City organization, supports commissions, interacts with community groups, fosters community relationships and provides public awareness of municipal programs, services, and goals through effective community outreach, using avenues including the City website, media relations, and the Saratogan. In addition, the City Manager's Department provides oversight and coordination with Public Safety, Animal Control, Solid Waste/Recycling and Cable Television services, and Emergency Preparedness agencies.

The Department is responsible for presenting an annual balanced fiscal year budget to City Council that reflects the most accurate revenue estimates and economic conditions at the time, assuring that City services are performed in accordance with City Council priorities and within the capabilities of the City's resources, keeping the City Council advised of the City's financial condition and the future needs of the City on an ongoing basis, providing policy analysis, and overseeing numerous contract negotiations.

The Department values its relationships with the community and fosters its partnerships with the Chamber of Commerce, Saratoga Area Senior Coordinating Council, Hakone Foundation, community access television station KSAR, and the administrators of other agencies and service districts in the city, including Santa Clara County Fire, local school districts, and West Valley College.

BUDGET OVERVIEW

Since FY 2009/10, staffing levels have undergone several changes due to budget constraints. In FY 2009/10, the Executive Assistant position was reduced from 1.0 FTE to .75 FTE and the Administrative Analyst II position was reduced from 1.0 FTE to .90 FTE through voluntary reductions; and the City Clerk position was realigned solely to focus on Clerk Administration duties. The Clerk's Risk Management-related duties were reassigned, resulting in an increased staffing allocation from .75 FTE to 1.0 FTE in the Clerk's Division. At the start of FY 2010/11, the Assistant City Manager was reduced from 1.0 FTE to .90 FTE, and several short-time intern positions (300 hours each) were eliminated.

In FY 2011/12, a structural reorganization eliminates the Assistant City Manager position. The Administrative Analyst position will return to full-time from .90 FTE to assist with additional workload presented with the elimination of the Assistant City Manager position and the Executive Assistant position will increase from .75 FTE to .90 FTE to provide staff coverage for the office. Additionally, the Executive Assistant's time will be allocated evenly between the City Manager's Office and the City Clerk's Office to more accurately reflect the assigned duties of the Executive Assistant.

Also effective with the FY 2011/12 budget, the Human Resources Division is reassigned to the Administrative Services Department. As the Human Resources Division routinely works on critical

issues with the Financial Services Division, a shift back into the Administrative Services Department will allow for more effective and efficient citywide administrative operations. The division's prior year financial activities and staffing will be reflected in the City Manager's Department until the fiscal years phase out of the departmental schedules.

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	10,519	586	13,050	17,673	50
Charge for Services	-	-	-	-	-
Other Sources	1,493	1,418	1,200	3,147	-
TOTAL REVENUES	**$ 12,012**	**$ 2,005**	**$ 14,250**	**$ 20,820**	**$ 50**
EXPENDITURES					
Salaries and Benefits	961,903	998,511	1,006,519	1,109,973	660,022
Operating Expenditures					
Materials & Supplies	10,248	6,782	8,075	7,283	4,400
Fees & Charges	66,347	24,052	98,521	96,080	16,835
Consultant & Contract Services	73,886	59,420	47,990	90,589	26,500
Meetings, Events & Training	31,417	19,745	37,375	31,700	5,450
Total Operating Expenditures	181,898	109,998	191,961	225,652	53,185
Fixed Assets	21,371	-	-	-	-
Internal Service Charges	133,466	124,253	120,368	120,368	96,129
TOTAL EXPENDITURES	**$1,298,637**	**$1,232,762**	**$1,318,848**	**$1,455,993**	**$ 809,336**

DEPARTMENTAL EXPENDITURES BY PROGRAM

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
GENERAL FUND					
City Manager's Office	$ 623,246	$ 624,836	$ 628,099	$ 695,114	509,032
City Clerk	337,932	250,560	333,459	323,836	300,303
Human Resources	337,459	357,365	357,291	437,043	-
TOTAL GENERAL FUND	**$1,298,637**	**$1,232,762**	**$1,318,848**	**$1,455,993**	**$ 809,336**
TOTAL DEPT EXPENDITURES	**$1,298,637**	**$1,232,762**	**$1,318,848**	**$1,455,993**	**$ 809,336**

CITY MANAGER'S DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	0.90	-
Executive Assistant to CM	1.00	0.75	0.75	0.90
City Clerk	0.75	1.00	1.00	1.00
Human Resources Manager	0.95	0.95	0.95	-
Administrative Analyst I/II	1.00	1.00	0.90	1.00
Total FTEs	**5.70**	**5.70**	**5.50**	**3.90**

Temporary Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
HR Specialists	1,600	1,600	1,568	-
Student Interns	-	900	-	-
Executive Assistant	800	-	-	-
Total Annual Hours	**2,400**	**2,500**	**1,568**	**-**

CITY MANAGER'S OFFICE

The core services of the City Manager's Office are to:

- Provide leadership, oversight, and direction for City functions
- Provide comprehensive information, policy analysis, and support to the City Council
- Provide support and guidance to the City's Commissions
- Nurture community and intergovernmental relations
- Cultivate public awareness of municipal services, programs, and activities

The City Manager's Office has direct oversight responsibility for the City Clerk and coordinates with external agencies that provide Public Safety, Animal Control, Solid Waste/Recycling and Cable Television Services, and Emergency Preparedness services to the City.

BUDGET OVERVIEW

The City Manager's Office provides a managerial oversight and coordination role, and thus does not generate revenues. Budget expenditures are comprised of staffing costs and a minor amount of operational costs. Due to budget constraints, staffing levels have undergone several changes since FY 2009/10. The Executive Assistant position was reduced from 1.0 FTE to .75 FTE, and the Administrative Analyst II position was reduced from 1.0 FTE to .90 FTE through voluntary reductions in FY 2009/10. At the start of the FY 2010/11, the Assistant City Manager was reduced from 1.0 FTE to .90 FTE, and several short-time intern positions (300 hours each) were eliminated.

In FY 2011/12, a structural reorganization eliminates the Assistant City Manager position, and the Administrative Analyst position returns to full-time, from .90 FTE, to assist with the additional workload presented with the elimination of the Assistant City Manager position. The Executive Assistant position increases from .75 FTE to .90 FTE to provide staff coverage for the office, with the Executive Assistant's time allocated evenly between the City Manager's Office and the City Clerk's Office to more accurately reflect the assigned duties of the Executive Assistant. Other operational expenses were also further reduced where possible.

CITY MANAGER'S OFFICE

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	1,000	1,418	-	-	-
TOTAL REVENUES	**$ 1,000**	**$ 1,418**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Salaries and Benefits	552,197	565,225	571,580	642,199	453,067
Operating Expenditures					
Materials & Supplies	4,625	3,915	4,075	3,400	3,500
Fees & Charges	4,150	4,635	3,400	3,228	3,580
Consultants & Contract Services	-	-	-	-	-
Meetings, Events & Training	14,301	7,270	5,800	3,044	3,600
Total Operating Expenditures	23,075	15,820	13,275	9,671	$ 10,680
Fixed Assets	-	-	-	-	-
Internal Service Charges	47,974	43,792	43,244	43,244	45,285
TOTAL EXPENDITURES	**$ 623,246**	**$ 624,836**	**$ 628,099**	**$ 695,114**	**$ 509,032**

FY 2011/12 OBJECTIVES

Annual Budget **–** The City Manager's Office will continue to oversee the development of the City's annual Operating and Capital budgets for presentation to the City Council and the community, ensuring City finances, services, and projects are properly presented and budgeted.

Management and Council Retreats **–** Organize and facilitate an annual management retreat to address organizational development and administrative policies, and to prepare for the annual City Council retreat. Organize an annual City Council retreat to facilitate policy and issue development, resulting in the generation of the City's annual work plan and, subsequently, the operating and capital budgets.

Organizational Support – Collaborate with other departments to achieve City objectives and priorities through grant writing and reporting, capital project management, policy development, research, and other activities as needed.

CITY MANAGER'S OFFICE

KEY SERVICES

- Provide comprehensive information, policy analysis, and support to the City Council
- Provide oversight, leadership, and direction to City functions
- Monitor state and federal legislation and effectively communicate the City's position on legislative proposals affecting Saratoga
- Nurture community and intergovernmental relations
- Cultivate public awareness of municipal services, programs, and activities
- Present a balanced budget to City Council each fiscal year which reflects the most accurate revenue estimates and economic conditions at the time
- Assure that City services are performed in accordance with City Council priorities and within the capabilities of the City's resources
- Keep the City Council advised of the City's financial condition and the future needs of the City on an ongoing basis

CITY MANAGER'S OFFICE STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.75	0.75	0.75	-
Executive Assistant to CM	0.75	0.60	0.60	0.45
City Clerk	-	-	-	-
Human Resources Manager	-	-	-	-
Administrative Analyst I/II	1.00	1.00	0.90	1.00
Total FTE's	**3.50**	**3.35**	**3.25**	**2.45**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
HR Specialists	-	-	-	-
Student Interns	-	300	-	-
Executive Assistant	800	-	-	-
Total Annual Hours	**800**	**300**	**-**	**-**

CITY MANAGER'S OFFICE

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Provide administrative leadership and coordination to City departments; provide policy recommendations to the City Council; represent City interests in local and regional issues to ensure efficient and effective governnmental operations.*				
a. Review and approve City Council reports no later than 12-hours in advance of creating agenda packet:	*Information not available*	*Information not available*	75%	80%
b. Meet with each Department Director on a weekly basis to provide strategic direction on priority projects and problems:	*Information not available*	*Information not available*	90%	90%
c. Actively participate in SCCCMA, West Valley Mayors/Managers and Asst. City Manager meetings:	*Information not available*	*Information not available*	90%	90%
2. *Communicate important information to residents through a variety of mediums, including the City website, Saratogan, KSAR and public meetings.*				
a. Send e-mail notifications for Council agendas, Commission meeting agenda/minutes, publication of Saratogan, weekly Sheriff's Office updates and community events updates:	*Information not available*	75%	95%	95%
b. Seek input from City Council on a quarterly basis for Saratogan; publish and distribute on a quarterly basis:	*Information not available*	100%	100%	100%
c. Format weekly statistical report from Sheriff's Office and upload on City website:	*Information not available*	*Information not available*	90%	95%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 West Valley Waste Management JPA meetings:	*Information not available*	3	3	4
2 Parks & Recreation Commission meetings:	9	6	6	6
3 Library Commission meetings:	*Information not available*	6	5	6
4 Prepare and distribute Quarterly Council Priorities Update:	*Information not available*	4	4	4

CITY CLERK'S OFFICE

The City Clerk is responsible for meeting the legal requirements related to maintaining City records and conducting City business, as set forth in the State of California Government Code and City Municipal Code. The City Clerk is responsible for the timely indexing of resolutions, ordinances, and agreements, preparing City Council agendas and minutes, and maintaining an accurate record of all Council proceedings. Additional duties include: maintaining custody of the City Seal; administering oaths and affirmations; preparing and publishing legal notices; maintaining the Saratoga Municipal Code; processing board and commission recruitment applications; working with the Santa Clara County Registrar of Voters to conduct local elections in a fair and impartial manner; and receiving petitions and subpoenas on behalf of the City.

BUDGET OVERVIEW

The City Clerk oversees the City's municipal elections program. Council elections are held on even years and the next election will be in November 2012, with two of the five City Council seats up for election. Revenues for this department reflect the receipt of Council candidate filing fees, and expenditures reflect costs for consolidation of the election with the County of Santa Clara.

Notable program costs include: $12,000 for public noticing expenses over the year; $19,000 for streaming video service for City Council meetings; and another $6,000 for codification services (maintaining the City's Municipal Code). The remaining expenditures are ongoing costs for salary, supplies, training, and operational expenses.

CITY CLERK'S OFFICE

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	10,519	586	13,050	17,673	50
Charge for Services	-	-	-	-	-
Other Sources	493	-	1,200	3,147	-
TOTAL REVENUES	**$ 11,012**	**$ 586**	**$ 14,250**	**$ 20,820**	**$ 50**
EXPENDITURES					
Salaries and Benefits	156,034	159,800	167,485	165,744	206,955
Operating Expenditures					
Materials & Supplies	3,694	815	2,400	2,991	900
Fees & Charges	52,531	9,407	86,340	84,288	13,255
Consultants & Contract Services	46,995	27,552	26,000	21,358	26,500
Meetings, Events & Training	782	1,911	2,000	223	1,850
Total Operating Expenditures	104,003	39,685	116,740	108,859	42,505
Fixed Assets	21,371	-	-	-	-
Internal Service Charges	56,525	51,076	49,234	49,234	50,843
TOTAL EXPENDITURES	**$ 337,932**	**$ 250,560**	**$ 333,459**	**$ 323,836**	**$ 300,303**

FY 2011/12 OBJECTIVES

Records Management – The City Clerk's Office will continue to manage the City's records, including converting paper documents into electronic format, adding electronic documents to the City's document management system, identifying records for final disposition, and preparing documents to be archived.

Council Election Preparation – Council elections are held every two years and the next election is scheduled for November 2012. Before the election, the City Clerk's Office develops Council candidate informational materials and candidate orientations. This includes individual binders containing information about the City, Santa Clara County Registrar of Voters Office requirements, and candidacy filing documents related to running for City Council. During Fiscal Year 2011/12, the City Clerk will be attending training on new election laws and regulations to prepare for the upcoming election.

CITY CLERK'S OFFICE

KEY SERVICES

- Meet legal requirements as set forth in the State of California Government Code and City Municipal Code
- Maintain City records through timely indexing of resolutions, ordinances, and agreements
- Prepare City Council agendas and minutes
- Maintain an accurate record of Council proceedings
- Maintain custody of the City Seal
- Administer Oaths and Affirmations
- Prepare and publish legal notices
- Maintain the Saratoga Municipal Code
- Work with the Santa Clara County Registrar of Voters to conduct local elections in a fair and impartial manner
- Ensure Fair Political Practices Commission filings are made on a timely basis
- Ensure that all elected officials, appointed officials, and required staff meet mandatory AB 1234 biennial training requirements
- Administer recruitment process for Commission and Outside Agency Council appointments

CITY CLERK STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
City Manager	-	-	-	-
Assistant City Manager	-	-	-	-
Executive Assistant to CM	0.25	0.15	0.15	0.45
City Clerk	0.75	1.00	1.00	1.00
Human Resources Manager	-	-	-	-
Administrative Analyst I/II	-	-	-	-
Total FTE's	**1.00**	**1.15**	**1.15**	**1.45**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
HR Specialists	-	-	-	-
Student Interns	-	300	-	-
Executive Assistant	-	-	-	-
Total Annual Hours	**-**	**300**	**-**	**-**

CITY CLERK'S OFFICE

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Efficient and effective indexing of key documents to ensure adequate tracking of and accessibility to the City's legislative history.*				
a. Percentage of resolutions prepared and signed within three business days:	*Information not available*	98%	100%	100%
b. Percentage of ordinances prepared and signed within three business days:	*Information not available*	100%	100%	100%
c. Percentage of Regular City Council Meeting Minutes prepared and submitted to City Manager in time to be scheduled for approval on next Council agenda:	*Information not available*	98%	100%	100%
d. Percentage of approved City Council Minutes posted to City Website within three business days after approval:	*Information not available*	99%	100%	100%
2. *Provide efficient and effective Records Management.*				
a. Annually review documents for retention and preparation for destruction:	*Information not available*	*Information not available*	100%	100%
b. Prepare boxes for digital scanning:	*Information not available*	15	15	10

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of Commission recruitments and appointments processed:	*Information not available*	18	25	16
2 Number of Fair Political Practices Form 700's distributed:	*Information not available*	61	67	67
3 Number of boxes of City records processed for retention/destruction:	*Information not available*	167	132	99
4 Number of documents recorded:	*Information not available*	25	28	30
5 Number of public records requests:	*Information not available*	44	36	35

HUMAN RESOURCES

Effective with the FY 2011/12 budget, the Human Resources Division is assigned to the Administrative Services Department. The division's prior year financial activities and staffing schedules will be included in the City Manager's Department until the fiscal years move out the schedules. Comprehensive budget information for FY 2011/12 and forward will be included in the Administrative Services Department.

HUMAN RESOURCES

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Salaries and Benefits	253,672	273,486	267,454	302,031	-
Operating Expenditures					
Materials & Supplies	1,929	2,052	1,600	893	-
Fees & Charges	9,666	10,010	8,781	8,564	-
Consultants & Contract Services	26,891	31,868	21,990	69,231	-
Meetings, Events & Training	16,334	10,564	29,575	28,433	-
Total Operating Expenditures	54,820	54,494	61,946	107,121	-
Fixed Assets	-	-	-	-	-
Internal Service Charges	28,967	29,385	27,891	27,891	-
TOTAL EXPENDITURES	**$ 337,459**	**$ 357,365**	**$ 357,291**	**$ 437,043**	**$ -**

HUMAN RESOURCES STAFF

Full Time Equivalents (FTE)

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
City Manager	-	-	-	-
Assistant City Manager	0.25	0.25	0.15	-
Executive Assistant to CM	-	-	-	-
City Clerk	-	-	-	-
Human Resources Manager	0.95	0.95	0.95	-
Administrative Analyst I/II	-	-	-	-
Total FTE's	**1.20**	**1.20**	**1.10**	**-**

Temporary Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
HR Specialists	1,600	1,600	1,568	-
Student Interns	-	300	-	-
Total Annual Hours	**1,600**	**1,900**	**1,568**	**-**

This schedule reflects FTEs as funded in the Human Resources Program. Portions of FTEs assigned to Internal Service Funds or other programs, are reflected in the appropriate FTE schedules.

ADMINISTRATIVE SERVICES DEPARTMENT

The Administrative Services Department provides oversight and support for the City's financial, human resources, general administrative, and technology operations. As the department's Financial Services and Human Resources divisions are centralized administrative functions for the City providing citywide comprehensive services, they are programs within the General Fund. The department's Information Technology Services program provides interdepartmental technology support at various levels for City departments and is therefore an Internal Service program, along with the City's two equipment use and replacement funds: Information Technology Equipment Replacement; and Office Support Services. These Internal Service Fund programs can be proportionately allocated for specific usage of equipment and supplies, and on a support basis for services to departments.

BUDGET OVERVIEW

The department's staffing reflects a change for FY 2011/12. The Human Resources Division (HR) was previously assigned to the City Manager's Department; however, as HR and Finance staff routinely works closely on critical issues, the HR Division was transitioned into the department in March 2011. In effect, this reassigns the Human Resources Manager and two part-time hourly Human Resources Technicians to the Administrative Service Department. For accurate history, prior year financial and FTE schedules will remain in the City Manager's Department and data for FY 2011/12 and forward will appear in the Administrative Services Department.

As the department's focus is primarily administrative and support functions, General Fund revenues are limited to Business License processing fees in the Financial Services program; no revenues are generated in the Human Resources program. Internal Service Fund revenues are primarily comprised of service chargebacks to other city programs for allocated support of IT services, equipment, and office machine expenses. General Fund expenditures reflect staffing costs, operational supplies, financial service expenses, and internal service fund charges. Internal Service Fund expenses consist of staffing, supplies, leases, and contract services.

Due to budget constraints, and in order to reduce salary and benefit costs without layoffs, full time benefitted staff is scheduled for 13 unpaid furlough days for FY 2011/12, unless alternative options are implemented. Furlough days are expected to impact workload in the department and citywide, and adjustments will be made to continue service levels as efficiently as possible.

Performance Measures are included in Financial Services, Human Resources, and Information Technology Services programs. The Office Support Services and IT Equipment Replacement programs do not include staff services, therefore measurements are not included.

ADMINISTRATIVE SERVICES DEPARTMENT

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	44,492	42,618	35,000	42,457	40,000
Charge for Services	-	-	-	-	-
Other Sources	39,387	29,854	5,000	16,117	12,000
TOTAL REVENUES	**$ 83,879**	**$ 72,471**	**$ 40,000**	**$ 58,574**	**$ 52,000**
EXPENDITURES					
Salaries and Benefits	636,780	651,817	667,362	619,498	906,946
Operating Expenditures					
Materials & Supplies	18,444	11,057	10,600	11,130	11,700
Fees & Charges	16,905	12,433	13,400	9,558	23,751
Consultants & Contract Services	92,867	52,017	49,000	48,299	116,462
Meetings, Events & Training	2,336	2,525	3,150	584	14,025
Total Operating Expenditures	130,553	78,032	76,150	69,570	165,938
Fixed Assets	8,735	-	-	-	-
Internal Service Charges	117,065	109,429	106,422	106,422	139,854
TOTAL EXPENDITURES	**$ 893,132**	**$ 839,278**	**$ 849,934**	**$ 795,490**	**$ 1,212,738**

DEPARTMENTAL EXPENDITURES BY PROGRAM

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
GENERAL FUND					
Financial Services	893,132	839,278	849,934	795,490	862,090
Human Resources	-	-	-	-	350,648
TOTAL GENERAL FUND	**$ 893,132**	**$ 839,278**	**$ 849,934**	**$ 795,490**	**$ 1,212,738**
INTERNAL SERVICE FUNDS					
Office Support Services	58,374	47,496	48,050	49,534	52,250
Information Technology Services	351,680	361,859	439,952	382,877	429,723
IT Replacement Fund	54,303	31,614	52,500	51,119	54,200
TOTAL INTERNAL SERVICES	**$ 464,357**	**$ 440,969**	**$ 540,502**	**$ 483,530**	**$ 536,173**
TOTAL DEPT EXPENDITURES	**$ 1,357,489**	**$ 1,280,247**	**$ 1,390,436**	**$ 1,279,019**	**$ 1,748,911**
TRANSFERS OUT					
Internal Service Funds	-	155,000	-	-	25,000
TOTAL TRANSFERS OUT	**$ -**	**$ 155,000**	**$ -**	**$ -**	**$ 25,000**
TOTAL EXP & TRANSFERS OUT	**$ -**	**$ 155,000**	**$ -**	**$ -**	**$ 25,000**

ADMINISTRATIVE SERVICES DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Administrative Services Director	1.00	1.00	1.00	1.00
Supervising Accountant	1.00	-	-	-
Accountant I/II	1.00	1.00	0.90	0.90
Accounting Technicians	2.00	3.00	3.00	3.00
Information Technology Administrator	1.00	1.00	1.00	1.00
Human Resources Manager	-	-	-	0.95
Total FTEs	**6.00**	**6.00**	**5.90**	**6.85**

Temporary Staff Hours	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Sr. Accountant	960	960	960	1,200
Accounting Technician	2,000	-	-	-
IT Specialist	2,000	2,080	2,040	2,000
HR Specialist	-	-	-	1,568
Total Annual Hours	**4,960**	**3,040**	**3,000**	**4,768**

The departmental FTE above includes both General Fund and Internal Fund staffing. FTE schedules in the department's following program sections reflect the staff assigned in that specific program. Five percent of the Human Resources Manager FTE is funded and assigned to the Workers Compensation program in the Non-Departmental section, and is therefore not reflected in the department total above.

FINANCIAL SERVICES

The Financial Services program functions to assure both legal and fiscal accountability to the public. The Finance program's core services are to: provide financial oversight and administer accounting functions for all the City's funds and accounts; prepare the Annual Operating and Capital Budgets for fiscal and service accountability; coordinate the annual financial audit and preparation of the Comprehensive Annual Financial Report (CAFR) to verify proper fiscal practices are maintained; ensure all Federal, State, and County fiscal reporting requirements are fulfilled; administer the City's Accounts Payable, Accounts Receivable, Payroll, and Business License functions; and oversee the City's purchasing functions, ensuring proper practices are in place, and that fiscal and operational responsibility is upheld.

BUDGET OVERVIEW

The FY 2011/12 Financial Services program budget reflects budgeted revenues and expenditures to account for financial operations and services. Revenues in this program are comprised of processing and service fees collected from providing Business License program services, whereas the tax revenue collected under this licensing process flows to the General Administration program in the Non-Departmental Section. Processing fee revenue is expected to remain steady due to the city's ongoing business license compliance audit which began in January, 2009.

The Financial Services expenditure budget reflects the restructuring of the department's staffing levels in FY 2008/09 by defunding the vacant Accounting Supervisor position and backfilling the position with an hourly part-time Sr. Accountant, and replacing the ongoing hourly full-time Accounts Payable position with a benefited Accounting Technician position. This change provided stability for an essential and ongoing technical level need in the department's Account's Payable function. The impact from understaffing the department's technical positions in the past had created operational inefficiencies within the Finance Division, and resulted in a backlog of work, inaccurate tracking of financial information, and the inability to provide assistance to other City departments. The regular staffing of this position has greatly improved financial operations, accuracy, and workload timeliness. With the addition of the Human Resources Division to the Administrative Services Department, 5% of the Director's position was allocated for oversight functions as of FY 2011/12, and backfilled with additional hourly Sr. Accountant time to assist with financial duties.

The remainder of the program's expenditures reflect continued reductions in operational expenses including the elimination of bank courier services, the continued delay of a planned Transient Occupancy Tax audit, and the reduction or elimination of operating supplies and services in order to reduce overall operational costs. Funding for the renewal of the Business License Tax Compliance Audit was included in the program budget in anticipation that the Council would choose to continue the program due to its success in identifying non-compliant businesses.

FINANCIAL SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	44,492	42,618	35,000	42,457	40,000
Charge for Services	-	-	-	-	-
Other Sources	39,387	29,854	5,000	16,117	12,000
TOTAL REVENUES	**$ 83,879**	**$ 72,471**	**$ 40,000**	**$ 58,574**	**$ 52,000**
EXPENDITURES					
Salaries and Benefits	636,780	651,817	667,362	619,498	665,474
Operating Expenditures					
Materials & Supplies	18,444	11,057	10,600	11,130	10,100
Fees & Charges	16,905	12,433	13,400	9,558	13,285
Consultants & Contract Service	92,867	52,017	49,000	48,299	60,950
Meetings, Events & Training	2,336	2,525	3,150	584	1,750
Total Operating Expenditures	130,553	78,032	76,150	69,570	86,085
Fixed Assets	8,735	-	-	-	-
Internal Service Charges	117,065	109,429	106,422	106,422	110,531
TOTAL EXPENDITURES	**$ 893,132**	**$ 839,278**	**$ 849,934**	**$ 795,490**	**$ 862,090**

FY 2011/12 OBJECTIVES

***Contract Negotiations* –** Staff will assist the City Council's negotiation team in the preparation of salary and benefit information as needed for contract negotiations, and implement changes as directed.

Financial System – The final phase of the Financial Information System implementation is to include improvements to the budgeting and HR processes through the planned addition of a Personnel Budgeting module. This implementation has been delayed due to workload limitations; however staff continues to plan for eventual implementation of this module in the information system.

***Business License Audit* –** Staff continues to provide customer service and research for business license information requests and appeals as the compliance audit moves into its third full year. Staff will bring forward a request to renew the compliance audit contract for the next three year period so as to make best use of the effort to date.

***GASB Implementation* –** Staff will consult with the City's auditors to determine the City's responsibility and obligations for reporting requirements established by the Governmental Accounting Standards Board.

Utility Audit – Staff will research and pursue options for a citywide utility audit to determine energy savings and best practices.

KEY SERVICES

- Prepare and monitor the City's annual operating and capital budgets in accordance with best practices and standards
- Coordinate the annual audit of the City's financial statements and preparation of the Comprehensive Annual Financial Report (CAFR)
- Maintain the City's financial information system for record-keeping and reporting of all financial transactions
- Provide Accounts Payable and Payroll disbursement and reporting services; Accounts Receivable invoicing, revenue collection, and cash reconcilement; and Business License Tax processing and auditing services
- Provide accounting, arbitrage reporting, and claim reimbursement services for bond issues
- Provide oversight of procurement functions including Purchase Order processing, financial tracking of contracts, vendor resolution issues, and proper accounting allocations

FINANCIAL SERVICES STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Administrative Services Director	0.85	0.85	0.85	0.80
Supervising Accountant	1.00	-	-	-
Accountant I/II	1.00	1.00	0.90	0.90
Accounting Technicians	2.00	3.00	3.00	3.00
Information Technology Administrator	-	-	-	-
Human Resources Manager	-	-	-	-
Total FTEs	**4.85**	**4.85**	**4.75**	**4.70**

Temporary Staff Hours	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Sr. Accountant	960	960	960	1,200
Accounting Technician	2,000	-	-	-
IT Specialist	-	-	-	-
HR Specialist	-	-	-	-
Total Annual Hours	**2,960**	**960**	**960**	**1,200**

FINANCIAL SERVICES

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Assure legal and fiscal accountability to the public, in compliance with established accounting standards.*				
a. Annual Financial Statements receive an 'Unqualified Opinion' from the City's independent auditor:	Yes	Yes	Yes	Yes
b. Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Financial Reporting' awarded to the City:	Yes	Yes	Yes	Yes
2. *Prepare accurate budget forecasts and workplans in compliance with standard budgeting practices.*				
a. Percent of time actual expenditures do not exceed a fund's approved budget appropriations:	95%	100%	100%	100%
b. Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Budgeting' awarded to the City:	Not submitted	Not submitted	Yes	Yes
3. *Provide timely and accurate financial reporting within specified deadlines.*				
a. Percent of time bank statements are reconciled to general ledger within 30 days of month-end:	92%	100%	100%	100%
b. Percent of State Controller's annual financial reports completed and filed by deadlines:	100%	100%	100%	100%
c. Percent of County annual financial reports completed and filed by deadlines:	100%	100%	100%	100%
d. Percent of time revenue analyses are completed within 30 days of month-end:	*Information not available*	75%	83%	83%
4. *Provide financial oversight and administer accounting functions for City funds and accounts.*				
a. Percentage of Accounts Payable invoices paid accurately and on-time:	99%	99%	97%	100%
b. Percentage of Payroll checks paid accurately and on-time:	99.98%	100%	99.80%	100%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of corrections resulting from annual financial audit:	0	0	0	0
2 Number of Cash Receipt batches processed annually:	1,200	1,264	1,188	1,200
3. Number of Business Licenses issued annually:	2,300	2,121	2,112	2,100
4. Number of invoices entered into Accounts Payable system:	4,683	4,827	6,072	6,000
5. Average number of Accounts Payable checks issued weekly:	58	60	56	56
6. Number of payroll checks, paycheck vouchers, and stipends issued annually:	2,130	2,090	1,970	1,900

HUMAN RESOURCES

The Human Resources Division provides the full scope of professional, technical, and support services to attract, retain, and develop a professional and committed workforce that provides excellent internal and external customer services and promotes a safe workplace; supports the use of best practices to reduce workers compensation claims, and; ensures that the City complies with laws and regulations regarding employment and labor relations, including establishing and monitoring the City's personnel practices and policies consistent with employment law updates.

Human Resources core services include: employee recruitment and selection; position classification and analysis; salary administration; employee relations and conflict resolution; labor contract negotiations; health and safety – including the management of the Association of Bay Area Governments' wellness grant and workers compensation programs and administration of various employee benefit programs; coordination of the City's "Volunteer Saratoga" program, and professional development – including coordinating the tuition reimbursement program when funded, and a variety of professional trainings, (both legally mandated and discretionary).

BUDGET OVERVIEW

In March, 2011, the Human Resources Division was assigned to the Administrative Services Department to enhance employee administration and work process efficiencies. The FY 2011/12 budget year and forward will reflect this change, with prior year financial and staffing reflected in the City Manager's Department.

The HR Division is minimally staffed with .95 FTE of the Human Resources Manager (the remaining .05 FTE is included in the internal service fund for Workers Compensation Administration under the Non-Departmental Section). The budget includes funding for part-time, hourly (non-benefited) staff to provide administrative support in a variety of areas related to human resources administration, and .05 FTE of the Administrative Services Director.

As the Human Resources program functions purely for citywide employment related administration and support, no services or other activities are provided which generate revenues.

Ongoing expenditures include: membership with the Santa Clara County Bay Area Employee Relations Services (BAERS), a joint powers agency which provides classification, benefits and compensation data, and related policies; membership with CalOpps, a public sector job board for recruiting regular, temporary, and volunteer positions. Included in the FY 2011/12 budget is funding for recruitment of two vacant positions critical to the success of the City. Additional expenditures include consultant and contract services including legal services in the area of employment law, negotiations, and training. The Human Resources Division administers and expenses the City's Employee Recognition Event each year.

HUMAN RESOURCES

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Salaries and Benefits	-	-	-	-	241,472
Operating Expenditures					
Materials & Supplies	-	-	-	-	1,600
Fees & Charges	-	-	-	-	10,466
Consultants & Contract Services	-	-	-	-	55,512
Meetings, Events & Training	-	-	-	-	12,275
Total Operating Expenditures	-	-	-	-	**$ 79,853**
Internal Service Charges	-	-	-	-	29,323
TOTAL EXPENDITURES	**$ -**	**$ -**	**$ -**	**$ -**	**$ 350,648**

FY 2011/12 OBJECTIVES

Negotiations/Collective Bargaining Agreements – In collaboration with the City's Chief Negotiator, complete negotiations for successor MOU's by September 30, 2011. Provide labor and compensation research and analysis for collective bargaining negotiations with the City's collective bargaining units.

Personnel Policies and Procedures – Obtain legal review of current policies and procedures, and update as required by any changes in law.

Staff Training – Coordinate on-site AB1825 mandatory harassment training for employees, supervisors, and management.

Benefit Administration – Work in collaboration with the City's insurance broker and negotiate reduced premium rates with third party benefit administrators including disability, life, dental, and vision insurance. Research a short-term disability option to improve claim management and lower costs.

Temporary, Non-benefited Employees – Create an administrative procedure for temporary, non-benefited employees.

Recruitment – Conduct recruitment and selection processes in accordance with agreed upon scheduled target dates for two critical vacant positions.

KEY SERVICES

- Develop, implement, and monitor compliance with human resources policies, monitor and maintain performance management and personnel recordkeeping systems, provide conflict resolution and performance management support services to managers and employees
- Administer employment agreements with the City's three collective bargaining units: Saratoga Employees Association, the Public Work field staff's Millman's Union, and the Saratoga Manager's Organization; labor and compensation research and analysis; staff negotiations; conflict resolution; fostering positive communication; and investigating complaints
- Maintain the City's classification and compensation systems, administer benefits and benefit recordkeeping systems, provide customer service, and manage benefit contract with third party administrators, including the City's wellness and workers compensation programs
- Provide recruitment and selection services, complying with state and federal non-discrimination laws in the hiring process, including Equal Employment Opportunity (EEO), the American's with Disability Act (ADA), and similar California statutes
- Oversee employee educational goals through training and professional development programs, including tuition reimbursement for eligible full-time employees and legally mandated training such as harassment in the workplace
- Manage the Employee Recognition Programs, including special employee commendations, annual employee recognition luncheon, service awards, and individual and team awards
- Administer the "Volunteer Saratoga" program, promoting volunteerism as an important part of providing excellent services to City residents

HUMAN RESOURCES STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Administrative Services Director	-	-	-	0.05
Accountant I/II	-	-	-	-
Accounting Technicians	-	-	-	-
Information Technology Administrator	-	-	-	-
Human Resources Manager	-	-	-	0.95
Total FTE's	**-**	**-**	**-**	**1.00**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Sr. Accountant	-	-	-	-
Accounting Technician	-	-	-	-
IT Specialist	-	-	-	-
HR Specialists	-	-	-	1,568
Total Annual Hours	**-**	**-**	**-**	**1,568**

HUMAN RESOURCES

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Provide timely reporting and/or responses to outside agencies including CAlPERS, insurance vendors, Employment Development Department, City, State and Federal Agencies.*				
a. Percent of time the Human Resources Division provides reports to outside agencies on or before the deadline.	100%	100%	100%	100%
2. *Provide effective and efficient employee benefit contract administration.*				
a. Manage contracts to ensure compliance with current laws, memoranda of understanding, and City policies and procedures.	100%	100%	100%	100%
b. Regularly reviewing contracts to ensure theat the most cost-effective method of providing required insurances is maintained.	100%	100%	100%	100%
c. Regularly reviewing contracts to ensure that they meet the needs of the organization.	100%	100%	100%	100%
d. Providing contract interpretation, and acting as a liaison between the provider and the customer employee.	100%	100%	100%	100%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of recruitments conducted for regular, benefited positions.	4	0	0	2
2 Number of employment applications received and processed:	738	56	0	300
3 Total number of employees (benefited, non-benefited, and temporary, part-time and full-time):	80	77	78	68
4 Number of participants in Volunteer Saratoga program:	*Information not available*	*Information not available*	302	280
5 Value of volunteer hours:	*Information not available*	*Information not available*	134,000	90,000
6 Number of meet and confer process hours:	*Information not available*	*Information not available*	700	700
7 Number of training hours offered to employees:	*Information not available*	*Information not available*	36	36

OFFICE SUPPORT SERVICES

The Office Support program accounts for the photocopy equipment leases, copy supplies, postage machine lease, and postage and related fees on a centralized basis. Usage expenses are allocated back to the appropriate department for services and supplies utilized, on a quarterly basis. As this program functions primarily as a funding mechanism, personnel are not assigned to this fund, therefore fiscal year objectives, a staffing schedule, and performance measures are not included in this program.

BUDGET OVERVIEW

Photocopiers are typically leased rather than purchased by the City based on the cost effectiveness of service contracts versus the cost of purchasing equipment. Although leasing does include built-in financing costs, with the heavy usage photocopiers sustain on a daily basis, as well as rapidly advancing technology improvements and cost reductions seen with these types of machines, leasing provides the City with cost efficiency and better ongoing quality. Additionally, the potential for repeated breakdowns, the cost of service contracts and quality issues with older machines makes "*lease and replace*" a better option than "*purchase and retain*". After an extensive RFP and equipment testing exercise, a five-year lease agreement was entered into in July, 2008 for four small color copiers and one large black & white copier. Maintenance and support services are included in the lease agreements.

Conversely, the City's postage machine was purchased rather than leased due to a different set of circumstances. The postage machine is a lower cost piece of equipment with less technology than photocopiers, and typically is a more stable and reliable piece of equipment. The postage machine was purchased in June, 2009, with free maintenance service for the first year, and a service contract for subsequent years.

For FY 2011/12, service chargebacks to the departments were increased to approximate expected operational costs in order to establish sustainable fund levels. Underfunding in past years has dropped the fund balance to a low level and should not be decreased further. If operational savings are not realized, chargebacks may be increased further in future years to provide ongoing funding for future equipment replacements.

KEY SERVICES

- Provide postage and photocopy equipment, supplies, and fees for the City's departments
- Monitor service levels and performance of copier and postage machines, maintaining and replacing equipment as needed

OFFICE SUPPORT SERVICES

SOURCE & USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Undesignated	32,616	39,633	26,830	26,830	15,831
Total Beginning Fund Balance	**$ 32,616**	**$ 39,633**	**$ 26,830**	**$ 26,830**	**$ 15,831**
Revenues					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	5,391	11,694	12,000	8,535	12,000
Other Sources	-	-	-	-	-
Internal Service Charges	60,000	23,000	30,000	30,000	40,000
Total Revenues	**$ 65,391**	**$ 34,694**	**$ 42,000**	**$ 38,535**	**$ 52,000**
TOTAL SOURCE OF FUNDS	**$ 98,007**	**$ 74,326**	**$ 68,830**	**$ 65,365**	**$ 67,831**
USE OF FUNDS					
Expenditures					
Operating Expenditures					
Materials & Supplies	13,827	19,252	20,000	17,161	19,200
Fees & Charges	33,981	27,900	26,050	29,232	30,050
Consultants & Contract Services	2,294	344	2,000	3,142	3,000
Meetings, Events & Training	-	-	-	-	-
Total Operating Expenditures	**$ 50,102**	**$ 47,496**	**$ 48,050**	**$ 49,534**	**$ 52,250**
Fixed Assets	8,272	-	-	-	-
Internal Service Charges	-	-	-	-	-
Total Expenditures	**$ 58,374**	**$ 47,496**	**$ 48,050**	**$ 49,534**	**$ 52,250**
Operating Transfers					
Transfer Out	-	-	-	-	-
Total Operating Transfers	-	-	-	-	-
Ending Fund Balance					
Undesignated	39,633	26,830	20,780	15,831	15,581
Total Ending Fund Balance	**$ 39,633**	**$ 26,830**	**$ 20,780**	**$ 15,831**	**$ 15,581**
TOTAL USE OF FUNDS	**$ 98,007**	**$ 74,326**	**$ 68,830**	**$ 65,365**	**$ 67,831**

INFORMATION TECHNOLOGY SERVICES

Information Technology Services supports the delivery of technology based services throughout the City's operations. Core services include the maintenance and support for the City's information systems, including all aspects associated with desktop computers, network maintenance and support, infrastructure, and program implementation and upgrade support, as well as the City's various types of communication systems, including support for the streaming video technology system, and the internet, landline, and wireless communication systems, including voicemail, email, and the archiving of communication records. The IT Services program supports the upgrade of existing information technology, as well as new technology initiatives. In meeting the City's information technology needs, the IT Services program strives to continuously enhance and improve IT services, and to maintain and ensure a sound, secure, and reliable IT infrastructure.

BUDGET OVERVIEW

The IT Services program is funded through service chargebacks for operational support to the City's programs. FY 2011/12 chargebacks will again be funded at $400,000 as sufficient fund balance remains to offset a slight underfunding of program operations.

Operational expenditures continue to increase in this program as both annual license and support fees increase in cost each year, and additional or enhanced services are requested. With the ongoing workload in IT services for new technology initiatives, a technology consultant is retained to provide high-level assistance for more complex or specialized projects as needed, and for emergency operations backup. The vacant IT Technician position continues to be frozen and under-filled with an hourly IT Specialist in FY 2011/12 to provide essential backup and desk-top support.

INFORMATION TECHNOLOGY SERVICES

SOURCE & USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Designated	-	-	-	-	-
Undesignated	122,542	174,838	213,941	213,941	231,064
Total Beginning Fund Balance	**$ 122,542**	**$ 174,838**	**$ 213,941**	**$ 213,941**	**$ 231,064**
Revenues					
Intergovernmental Revenues	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	30	961	-	-	-
Internal Service Charges	403,946	400,000	400,000	400,000	400,000
Total Revenues	**$ 403,976**	**$ 400,961**	**$ 400,000**	**$ 400,000**	**$ 400,000**
TOTAL SOURCE OF FUNDS	**$ 526,518**	**$ 575,799**	**$ 613,941**	**$ 613,941**	**$ 631,064**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	184,504	189,437	218,642	200,448	221,989
Operating Expenditures					
Materials & Supplies	11,089	8,705	10,250	11,957	8,750
Fees & Charges	9,256	10,437	10,810	10,230	13,410
Consultants & Contract Services	118,823	120,842	173,290	134,482	158,805
Meetings, Events & Training	2,501	-	1,200	-	-
Total Operating Expenditures	141,668	139,984	195,550	156,669	180,965
Fixed Assets	-	-	-	-	-
Internal Service Charges	25,508	32,438	25,760	25,760	26,769
Total Expenditures	**$ 351,680**	**$ 361,859**	**$ 439,952**	**$ 382,877**	**$ 429,723**
Ending Fund Balance					
Designated	-	-	-	-	-
Undesignated	174,838	213,941	173,988	231,064	201,341
Total Ending Fund Balance	**$ 174,838**	**$ 213,941**	**$ 173,988**	**$ 231,064**	**$ 201,341**
TOTAL USE OF FUNDS	**$ 526,518**	**$ 575,799**	**$ 613,941**	**$ 613,941**	**$ 631,064**

FY 2011/12 OBJECTIVES

Trak.IT Software Upgrade – Oversee and support technology needs for the new Trak.IT .NET software upgrade through implementation planning, coordinating, and deployment to the new software.

CAT6 Network Cabling Replacement – The City's new telephone system (VoIP) operates over the existing network infrastructure and is connected to the City's computer network. The new CAT6 cables will double the bandwidth of the current CAT3/CAT5 cabling spread throughout City Hall accommodating the increased network traffic.

Network Firewall Upgrade – The current network configuration runs on separate Internet Service Providers (ISP) providing redundant internet access. In the event of a failure, staff manually switches network configurations over to the secondary ISP. Upgraded equipment will allow continuous internet access that will transition from one ISP to another automatically when one ISP fails.

Special Projects - Oversee contract IT consultant on numerous complex technology projects to ensure training and in-house knowledge of project for ongoing management.

Disaster Recovery Project – In an event of a disaster, data recovery is crucial to maintain functionality for our users. IT staff will continue to develop recovery plan procedures for the City.

Emergency Power Backup System – The City currently utilizes Uninterrupted Power Supply (UPS) battery backup to allow staff time to save data and shut down computers to prevent data corruption. During electrical outages, IT Staff must power down servers and office machines to prevent power spikes and maintain data integrity. While these steps are manageable during work hours, power outages during non-working hours will continue to affect IT equipment. This project will install a back-up generator in order to maintain power to the IT Server room and its equipment.

KEY SERVICES

- Maintain and support the City's information systems, including Sungard Pentamation financial system, Trak-IT development system, Rec-Trac, LaserFiche, Agenda Manager, and others
- Maintain and support the City's video streaming, internet, voicemail, and wireless communications systems
- Maintain, support, repair, upgrade, assist, and educate staff on system usage, desktop computers, printers, and technology accessories
- Provide ongoing network maintenance and support
- Maintain and enhance the City's website to effectively provide public access to City information
- Support the upgrade of existing technology, as well as new information technology initiatives

INFORMATION TECHNOLOGY SERVICES

INFORMATION TECHNOLOGY SERVICES STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Administrative Services Director	0.15	0.15	0.15	0.15
Supervising Accountant	-	-	-	-
Accountant I/II	-	-	-	-
Accounting Technicians	-	-	-	-
Information Technology Administrator	1.00	1.00	1.00	1.00
Human Resources Manager	-	-	-	-
Technology Coordinator	-	-	-	-
Information Technology Technician *	-	-	-	-
Administrative Assistant I/II	-	-	-	-
	-	-	-	-
Total FTEs	**1.15**	**1.15**	**1.15**	**1.15**

Temporary Staff Hours	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Sr. Accountant	-	-	-	-
Accounting Technician	-	-	-	-
IT Specialist	2,000	2,080	2,040	2,000
HR Specialist	-	-	-	-
Total Annual Hours	**2,000**	**2,080**	**2,040**	**2,000**

INFORMATION TECHNOLOGY SERVICES

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Support the delivery of technology services to citizens, residents, businesses, other governmental agencies, and internal City departments.*				
a. Percent of time online services are available to the public through the City's website and resource links:	*Information not available*	99%	99%	99%
b. Percent of time network remains available during normal business hours:	*Information not available*	96%	98%	98%
c. Percent of time IT responds/resolves support requests within one working day:	*Information not available*	95%	98%	98%
d. Percent of time IT responds to technology system emergency events:	*Information not available*	100%	100%	100%
e. Number of telephone system failures restored during normal business hours:	*Information not available*	5	2	0
2. *Provide technology solution oversight and project management support to improve citywide functions.*				
a. Number of system upgrades or modifications for which IT staff provided project management support:	2	4	4	3
b. Number of new technology sytems or equipment for which oversight and support was provided by IT staff:	*Information not available*	3	4	5

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. Number of users supported:	*Information not available*	63	72	72
2. Number of IT software applications monitored and maintained:	16	19	22	24
3. Number of network servers maintained:	16	14	16	18
4. Number of desktop systems maintained:	58	56	59	59
5. Number of laptop systems maintained:	17	17	17	17
6. Number of network copiers, printers, plotters, scanners, fax machines, and postage machines maintained:	*Information not available*	32	25	25
7. Number of landlines serviced and maintained:	*Information not available*	67	70	70
8. Number of cell phones and PDAs serviced and maintained:	34	35	33	33

INFORMATION TECHNOLOGY EQUIPMENT REPLACEMENT FUND

The Information Technology Equipment Replacement Fund program provides for a consistent level of funding for the replacement of desktop computers and monitors, servers, laptops, and various types of printers, on an ongoing basis. Staff prepared a replacement schedule for the City IT equipment, with estimated life plans and calculated replacement costs to determine funding needs each year, and determined an annual funding level which will result in a smoothing of operating expenses over the years, as well as providing a more accurate cost of operations on an ongoing basis.

Initially, IT equipment is purchased by the requesting department. If the equipment will be replaced on an ongoing basis, the new equipment is added to the department's replacement schedule list, and replacement charges would be adjusted for outgoing years. With the ongoing rapid changes in technology, replacement equipment may vary considerably from original equipment. Historically however, IT equipment costs have remained fairly consistent in price with improved technology. As a result, ongoing replacement costs are not expected to increase significantly in future years.

BUDGET OVERVIEW

The funding schedule on the following page illustrates the annual IT Equipment Replacement charges, as calculated by tracking citywide equipment costs and lifespan to determine how much is to be set aside each year in order to have funding available for replacements at the time the equipment's lifespan is over. The charge back to the appropriate departments is reflected in this fund as revenue, and the IT equipment scheduled for replacement for this one fiscal year is shown as expenditures.

Over the years, funding amounts will adjust slightly as equipment replacement needs are revised and projected costs are more finely determined. In addition, replacement schedules may extend into the following fiscal year if equipment which was to be replaced is delayed due to continued functionality. For FY 2011/12, chargeback funding will again be charged at levels under full replacement funding needs due to budget constraints.

Planned replacements for the budget year total $75,700 and include: $15,400 for 11 desktop computer replacements, $21,000 for 3 network server replacements, $1,500 for a specialty printer replacement, and $10,500 for network and UPS equipment. Another $5,000 is set aside for communication equipment and $3,300 for software. This year's IT Equipment budget also includes a planned transfer of $25,000 to the Capital Improvement Fund to provide funding for a cabling replacement and upgrade project.

INFORMATION TECHNOLOGY EQUIPMENT REPLACEMENT FUND

SOURCE & USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Undesignated	316,310	315,290	186,686	186,686	185,567
Total Beginning Fund Balance	**$ 316,310**	**$ 315,290**	**$ 186,686**	**$ 186,686**	**$ 185,567**
Revenues					
Charge for Services	-	-	-	-	-
Other Sources	1,979	-	-	-	-
Internal Service Charges	51,304	58,009	50,000	50,000	50,000
Total Revenues	**$ 53,283**	**$ 58,009**	**$ 50,000**	**$ 50,000**	**$ 50,000**
Operating Transfers In					
Transfer In from General Fund	-	-	-	-	-
Total Operating Transfers In	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 369,593**	**$ 373,299**	**$ 236,686**	**$ 236,686**	**$ 235,567**
USE OF FUNDS					
Expenditures					
Operating Expenditures					
Materials & Supplies	54,303	31,614	52,500	51,119	54,200
Total Operating Expenditures	54,303	31,614	52,500	51,119	54,200
Fixed Assets	-	-	-	-	-
Internal Service Charges	-	-	-	-	-
Total Expenditures	**$ 54,303**	**$ 31,614**	**$ 52,500**	**$ 51,119**	**$ 54,200**
Operating Transfers					
Transfer Out to General Fund	-	50,000	-	-	-
Transfer Out to CIP	-	105,000	-	-	25,000
Total Operating Transfers	**$ -**	**$ 155,000**	**$ -**	**$ -**	**$ 25,000**
Ending Fund Balance					
Undesignated	315,290	186,686	184,186	185,567	156,367
Total Ending Fund Balance	**$ 315,290**	**$ 186,686**	**$ 184,186**	**$ 185,567**	**$ 156,367**
TOTAL USE OF FUNDS	**$ 369,593**	**$ 373,299**	**$ 236,686**	**$ 236,686**	**$ 235,567**

KEY SERVICES

- Accumulate and provide annual funding for technology asset replacement
- Assess IT equipment for proper replacement timing
- Identify and procure best solution equipment

INFORMATION TECHNOLOGY EQUIPMENT REPLACEMENT FUND

IT EQUIPMENT REPLACEMENT SCHEDULE

IT Equipment	Units	Per Unit	Total Cost	Total Lifespan	Per Year
Computer Systems					
Desktop PC	49	1,200	58,800	4	14,700
Monitors	57	200	11,400	7	1,629
Laptops					
Laptops	16	1,500	24,000	7	3,429
Software					
Operating System	65	300	19,500	5	3,900
Printers					
Check Printer	1	1,500	1,500	5	300
Counter Printers	2	1,500	3,000	5	600
UPS Battery Backups					
Desktop Battery	49	100	4,900	3	1,633
Server Battery	4	500	2,000	3	667
IT System Servers					
Exchange Server	1	10,000	10,000	5	2,000
Virtual Server	1	10,000	10,000	5	2,000
File/Print Server	1	7,000	7,000	5	1,400
Backup Server	1	7,000	7,000	5	1,400
Voicemail Server	1	7,000	7,000	5	1,400
Laserfiche Server	1	7,000	7,000	5	1,400
Granicus Servers	2	7,000	14,000	5	2,800
TrakIT Server	1	7,000	7,000	5	1,400
GIS Server	1	7,000	7,000	5	1,400
Vermont Server	1	5,000	5,000	5	1,000
Domain Controller 1	1	5,000	5,000	5	1,000
SQL Server	1	5,000	5,000	5	1,000
Domain Controller 2	1	1,000	1,000	5	200
Security Door Access Server	1	1,000	1,000	5	200
Blackberry Server	1	1,000	1,000	5	200
Sharepoint Server	1	1,000	1,000	5	200
Network Equipment					
Switch - Admin. Services / CMO	1	1,500	1,500	5	300
Switch - Community Development	1	1,500	1,500	5	300
Switch - Public Works	1	1,500	1,500	5	300
Switch - Recreation	1	1,500	1,500	5	300
Switch - Corporation Yard	1	1,500	1,500	5	300
Switch - Saratoga Prospect Center	2	1,500	3,000	5	600
Firewall - Primary	1	3,500	3,500	5	700
SPAM firewall	1	3,000	3,000	5	600
Total Annual Funding Requirement			**237,100**		**49,257**

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department guides the physical growth of the City, preserving the quality of Saratoga's semi-rural residential character through the administration of planning services and zoning regulations, code compliance, building and inspection services, City Arborist services, and through the ongoing advanced planning activities that develop the City's General Plan.

The Saratoga community provides input to the Department through the Planning Commission and Heritage Preservation Commission, and by citizen involvement in Commission and Council reviews of the General Plan and various specific plans. The Department's staff supports community participation through development review services, commission meeting preparation and support, and public hearings.

BUDGET OVERVIEW

In FY 2010/11, the Community Development Department continued a downward trend in the number of development reviews and permits; however revenues were higher than expected, mainly due to development review and plan check fees for a 20 townhome subdivision project, with permits for 5 of the 20 townhomes. Leading economic indicators and professional journals indicate that the previous decline in building permit applications is expected to stabilize or increase slightly in FY 2011/12. There was also a reduction in planning review applications in FY 2010/11 for the second year in a row, reflecting a 34% decrease from two years ago. This trend is also expected to stabilize or increase slightly in line with the expected rise in building permit activity for FY 2011/12.

Given the current economic climate and the expectation that building activity would continue below previous years, the City Council adopted a policy that provides for the use of up to one-third of the Development Reserve to offset a fiscal year in which development revenues fall significantly below expenditures. The City did not need to utilize Development Reserves for FY 2010/11 as General Fund net operations were sufficient. This allows for the planned use of the $210,000 of reserves for the FY 2011/12 budget as again development revenues are expected to fall significantly below expenditures. Close review of revenues will continue throughout the year, and adjustments made as needed.

In FY 2009/10, at the beginning of the decline in development activity, two (2.0) FTE positions (Building Inspector and Associate Planner) were defunded. These positions will remain defunded in FY 2011/12, however the vacant Community Development Director position is expected to be recruited for and filled in FY 2011/12.

All non-essential contract services and operational supplies were removed from the Department's budget. With the reduction in departmental staff, internal service charges also reflect a decrease from prior years.

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actual	2011/12 Adopted
REVENUES					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	981,881	938,697	932,400	1,000,388	906,665
Charge for Services	817,780	645,349	629,960	732,096	694,760
Interest Income	-	-	-	-	-
Other Sources	2,625	2,519	-	1,612	-
TOTAL REVENUES	**$1,802,286**	**$1,586,565**	**$1,562,360**	**$1,734,095**	**$1,601,425**
EXPENDITURES					
Salaries and Benefits	1,701,361	1,577,364	1,635,074	1,591,214	1,610,089
Operating Expenditures					
Materials & Supplies	12,850	8,310	11,900	10,009	10,650
Fees & Charges	62,142	49,423	62,180	30,677	40,247
Consultant & Contract Services	228,462	103,212	43,950	34,071	56,315
Meetings, Events & Training	9,214	2,472	3,700	4,715	4,900
Total Operating Expenditures	312,668	163,416	121,730	79,472	112,112
Fixed Assets	-	-	-	-	-
Internal Service Charges	436,520	370,391	311,077	311,077	335,217
TOTAL EXPENDITURES	**$2,450,548**	**$2,111,172**	**$2,067,881**	**$1,981,762**	**$2,057,418**

TOTAL DEPARTMENTAL EXPENDITURES BY PROGRAM

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actual	2011/12 Adopted
GENERAL FUND					
Development Services	993,349	895,626	877,417	821,240	878,345
Advanced Planning	211,313	162,900	162,128	148,916	158,191
Code Compliance	224,583	190,904	188,235	184,066	185,383
Building Inspection Services	1,021,304	861,742	840,100	827,540	835,500
TOTAL GENERAL FUND	**$2,450,548**	**$2,111,172**	**$2,067,881**	**$1,981,762**	**$2,057,418**
SPECIAL REVENUE FUNDS					
CDBG Fund	55,702	133,432	332,081	291,071	155,256
Housing & Rehabilitation Program	-	-	-	210,748	-
TOTAL SPECIAL REV FUNDS	**$ 55,702**	**$ 133,432**	**$ 332,081**	**$ 501,819**	**$ 155,256**
TOTAL EXPENDITURES	**$2,506,250**	**$2,244,604**	**$2,399,962**	**$2,483,582**	**$2,212,674**

COMMUNITY DEVELOPMENT DEPARTMENT STAFFING

Full Time Equivalents (FTE)

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Community Development Director	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
Assistant/Associate Planner	3.00	2.00	2.00	2.00
Plan Check Examiner/Engineer	1.00	1.00	1.00	1.00
Senior Arborist	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	1.00	1.00
Building Inspector	3.00	2.00	2.00	2.00
Code Compliance Specialist	1.00	1.00	1.00	1.00
Office Specialist II/III	2.00	2.00	2.00	2.00
Total FTEs	**14.00**	**12.00**	**12.00**	**12.00**

Temporary Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
GIS/Forestry Intern	940	940	940	940
Planning Intern	450	-	-	-
Office Specialist II/III	1,200	1,200	800	800
Total Annual Hours	**2,590**	**2,140**	**1,740**	**1,740**

DEVELOPMENT SERVICES

Applicants for building and other development permits are required to comply with City codes, plans, and policies, in order to obtain the Planning Department's approval of their projects. To help facilitate development projects, Development Services assists applicants by reviewing, analyzing, and processing their applications. The process involves an assessment of a project's consistency and compliance with the City's Municipal Code, General Plan, and regulations, followed by plan checks and inspections. Depending on the project, more extensive historical, arboricultural, environmental, or geological reviews and assessments may also be required.

BUDGET OVERVIEW

A downturn in the economy was reflected in FY 2009/10 and 2010/11 Development Services revenues. It was increasingly more common for a homeowner to remodel an existing home than to build a new home. With fewer development applications to process, Development Services reduced operational expenditures and de-funded an Associate Planner position, which will not be restored in FY 2011/112. Counter hours for walk-in service will continue to be reduced to Monday through Thursday, resulting in closure of the Planning and Building counters every Friday. The reduction in time City planners are available for questions and over-the-counter reviews is necessary to allow development staff sufficient time for project and advanced planning work. These operational changes will continue in FY 2011/12.

Additional reductions undertaken in FY 2009/10 to meet budget constraints – including eliminating the Assistant City Attorney's attendance at Planning Commission meetings; transcription services to provide detailed minutes of the meetings; contract planner services; and public noticing services (now provided in-house by staff) – will remain in place for FY 2011/12.

DEVELOPMENT SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actual	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	63,848	129,786	81,000	92,765	71,800
Charge for Services	543,923	393,149	369,960	427,188	434,760
Other Sources	2,105	2,269	-	1,592	-
TOTAL REVENUES	**$ 609,876**	**$ 525,204**	**$ 450,960**	**$ 521,545**	**$ 506,560**
EXPENDITURES					
Salaries and Benefits	710,505	629,238	661,181	625,276	648,521
Operating Expenditures					
Materials & Supplies	5,624	7,497	8,200	7,443	7,700
Fees & Charges	11,338	7,183	21,240	10,401	11,276
Consultant & Contract Services	69,437	89,863	32,250	23,759	47,300
Meetings, Events & Training	5,309	2,023	3,700	3,515	3,700
Total Operating Expenditures	91,708	106,567	65,390	45,118	69,976
Fixed Assets	-	-	-	-	-
Internal Service Charges	191,136	159,822	150,846	150,847	159,848
TOTAL EXPENDITURES	**$ 993,349**	**$ 895,626**	**$ 877,417**	**$ 821,240**	**$ 878,345**

FY 2011/12 OBJECTIVES

Tree Inventory Project – The City's Arborist will continue to work with student interns to create an inventory and map of all trees on City property. This information is input into the City's Geographic Information System as part of the Forestry Management Plan.

On-line Applicant Services – The Trak-IT Planning and Building software has e-government features that allow project applicants the ability to view the status of their projects on-line, and allows for on-line applications of basic permits such as water heater installation, and minor electrical and plumbing projects. Implementation of these on-line features is planned for FY 2011/12 to enhance customer service and offset reduced counter hours.

Sign Ordinance – The Sign Ordinance controls the type, size, and location of signs. The current Sign Ordinance is out of date and difficult to interpret and enforce. A comprehensive update of the Sign Ordinance is scheduled for FY 2011/12.

Annexations – Staff is processing an annexation request for a 68 acre Mount Eden Road property and is in discussion with another resident regarding future annexations. Santa Clara County is encouraging cities to process annexations for land that is within their Urban Service Area. The annexations will require City Council approval.

KEY SERVICES

Planning Services

- Provide on-demand services at front counter, via telephone, and through email requests
- Provide support to the Planning Commission, Heritage Preservation Commission, and City Council
- Provide staff support to Public Works Department for City construction projects

Review and process the following types of applications:

- General Plan and Code Amendments
- Architecture and Site, Residential Development, and Subdivisions
- Environmental, Variances, Rezoning, and Planned Developments
- Certificates of Use and Occupancy
- Sign, Banner, and Conditional Use Permits
- Tree removal and "After the Fact" tree removal permits

Arborist Services

- Assist planners with review of project designs with respect to trees
- Provide specifications to residents and contractors so that trees are protected during construction
- Inspect projects prior to, during, and following construction to ensure adequate protection of trees
- Provide information to the public through phone and email for general information on tree pruning, selection, care, protection, and tree removal criteria

DEVELOPMENT SERVICES STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Community Development Director	0.60	0.60	0.60	0.60
Senior Planner	0.70	0.70	0.70	0.70
Assistant/Associate Planner	2.80	1.40	1.40	1.40
Plan Check Examiner/Engineer	-	-	-	-
Senior Arborist	0.90	0.90	0.90	0.90
Building Official	-	-	-	-
Building Inspector	-	-	-	-
Code Compliance Specialist	-	-	-	-
Office Specialist II/III	0.90	0.90	0.90	0.90
Total FTE's	**5.90**	**4.50**	**4.50**	**4.50**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
GIS/Forestry Intern	940	940	940	940
Planning Intern	450	-	-	-
Office Specialist II/III	1,200	1,200	800	800
Total Annual Hours	**2,590**	**2,140**	**1,740**	**1,740**

DEVELOPMENT SERVICES

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Facilitate the development of land and structures consistent with City codes, plans, and policies.*				
a. Review planning applications and provide written comment within 30 days deeming them complete or incomplete:	*Information not available*	*Information not available*	100%	100%
b. Review all zone clearances from the Building Division within 2 weeks:	*Information not available*	*Information not available*	95%	95%
2. *Analyze and process development applications efficiently and effectively.*				
a. Process applications to Planning Commission within an average of 4 weeks of deeming the application complete:	*Information not available*	*Information not available*	*Information not available*	90%
b. Return all phone calls within 24 hours from the time received:	*Information not available*	*Information not available*	95%	95%
c. Percentage of applications continued by Planning Commission:	*Information not available*	*Information not available*	*Information not available*	5%
d. Percentage of applications appealed to the Planning Commission or City Council:	*Information not available*	*Information not available*	5%	5%
e. Percentage of applications upheld by the City Council:	*Information not available*	*Information not available*	*Information not available*	95%
3. *Effectively administer HUD funding of projects and programs targeted at households of low and moderate income.*				
a. Number of low and moderate income households assisted through public service grants:	34	32	18	32
b. Number of public service projects:	1	1	1	1
c. Funds allocated to public service projects:	32,732	27,057	28,550	28,550
d. Number of capital projects:	2	4	2	2
e. Funds allocated to capital projects:	85,482	74,010	89,066	102,066
4. *Enhance community awareness of land use projects.*				
a. Percent of notices sent within 10 days of Planning Commission meetings:	*Information not available*	*Information not available*	*Information not available*	100%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of planning projects processed:	*Information not available*	147	195	200
2. Number of tree removal permits processed:	*Information not available*	292	353	350
3. Number of Arborist plan reviews:	*Information not available*	47	60	30
4. Number of Planning Commission Hearings:	*Information not available*	*Information not available*	*Information not available*	24
5. Number of Plannning Commission Study Sessions:	*Information not available*	*Information not available*	*Information not available*	6
6. Number of Heritage Preservation Commission Meetings:	*Information not available*	*Information not available*	*Information not available*	12
7. Number of public input meetings for citywide programs:	*Information not available*	*Information not available*	*Information not available*	2
8. Number of complex projects (General Plan, amendments/ rezonings, planned developments, environmental review):	*Information not available*	*Information not available*	*Information not available*	2

ADVANCED PLANNING

The purpose of the Advanced Planning program is to guide the physical development of the City by developing and updating the City's standards, regulations, Specific Plans, and General Plan. The City's General Plan is an adopted statement of policy for the physical development of the community. As such, it includes the following elements: Land Use, Housing, Circulation, Safety, Noise, Open Space, and Conservation. The City also establishes specific plans to provide additional guidance for future land use development in the plan area, with aspects such as detailed land use, design guidelines, and implementation strategy. As an example, the City of Saratoga has established a Specific Plan for the hillside areas. In order to keep the plans current, at a minimum, one element of the General Plan and/or a Specific Plan is to be updated each year.

BUDGET OVERVIEW

Construction activity continues to be below historical norms as a result of the slow economic recovery. Therefore, due to the decline in building permits, budgeted General Plan Update fee revenues for FY 2011/12 have been set near FY 2010/11 actual receipts. To offset the revenue reduction, advanced planning work will be completed in-house thereby eliminating paid consultants. Beginning in FY 2009/10 and continuing through FY2011/12, this change is reflected through an increase in staffing from .25 FTEs of review and oversight duties, to .95 FTEs for in-house production work. The budget reflects this shift in operational expenses with a reduction in Consultant & Contract Services expense and an increase in staffing costs.

In FY 2009/10, staff completed the Housing Element update for the General Plan and in FY 2010/11 the Circulation Element was updated. The Noise Element is planned for FY2011/12. Advanced Planning work will primarily involve ongoing and anticipated annexations as well as Zoning Ordinance updates.

ADVANCED PLANNING

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actual	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	131,563	127,260	130,000	149,563	130,000
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ 131,563**	**$ 127,260**	**$ 130,000**	**$ 149,563**	**$ 130,000**
EXPENDITURES					
Salaries and Benefits	59,085	137,971	146,195	134,608	141,421
Operating Expenditures					
Materials & Supplies	438	437	-	132	-
Fees & Charges	2,686	2,001	2,000	625	2,000
Consultant & Contract Services	141,546	8,641	1,000	619	500
Meetings, Events & Training	356	-	-	-	-
Total Operating Expenditures	145,026	11,079	3,000	1,375	2,500
Fixed Assets	-	-	-	-	-
Internal Service Charges	7,202	13,850	12,933	12,933	14,270
TOTAL EXPENDITURES	**$ 211,313**	**$ 162,900**	**$ 162,128**	**$ 148,916**	**$ 158,191**

FY 2011/12 OBJECTIVES

General Plan Update – State law requires the City's General Plan elements to be updated within an established number of years. With the Housing Element completed in FY 2009/10 and the Circulation Element in FY 2010/11, staff will begin preparations for updating the Noise Element in FY 2011/12.

Zoning Code Updates – The Department sets a goal to complete a minimum of two ordinance updates each year. Staff plans on updating the Sign Ordinance and one other, as yet undetermined, ordinance.

ADVANCED PLANNING

KEY SERVICES

- Maintain and apply General Plan and Specific Plan updates to development processes
- Develop administrative policies, plans, and ordinances in coordination with advance planning updates
- Prepare Department of Housing and Community Development annual report on General Plan

ADVANCED PLANNING STAFF

Full Time Equivalents (FTE)

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Community Development Director	0.10	0.25	0.25	0.25
Senior Planner	0.15	0.20	0.20	0.20
Assistant/Associate Planner	-	0.50	0.50	0.50
Plan Check Examiner/Engineer	-	-	-	-
Senior Arborist	-	-	-	-
Building Official	-	-	-	-
Building Inspector	-	-	-	-
Code Compliance Specialist	-	-	-	-
Office Specialist II/III	-	-	-	-
Total FTE's	**0.25**	**0.95**	**0.95**	**0.95**

Temporary Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
GIS/Forestry Intern	-	-	-	-
Planning Intern	-	-	-	-
Total Annual Hours	**-**	**-**	**-**	**-**

ADVANCED PLANNING

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Ensure the City's General Plan is in compliance with State of California requirements.*				
a. General Plan complies with State's mandatory requirement to revise 5 of 7 elements within last eight years:	No	No	Yes	Yes
2 *Mandatory General Plan Elements updated within last eight years.*				
a. Housing Element:	Yes	Yes	Yes	No
b. Land Use Element:	Yes	Yes	Yes	No
c. Circulation and Transportation Element:	No	No	Yes	No
d. Conservation Element:	Yes	Yes	Yes	No
e. Open Space Element:	Yes	Yes	Yes	No
f. Noise Element:	No	No	No	Yes
g. Safety Element:	No	No	No	No

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of ordinances completed (multiple section updates):	9	7	7	4
2 General Plan Elements updated:	0	1	1	1
3 Number of General Plan amendments requested:	*Information not available*	*Information not available*	*Information not available*	1
4 Annexation applications in process:	*Information not available*	*Information not available*	*Information not available*	3
5 Number of CDBG projects:	3	5	3	3
6 General Plan annual reports prepared:	*Information not available*	*Information not available*	*Information not available*	1
7 General Plan conformity reports prepared:	*Information not available*	*Information not available*	*Information not available*	1
8 Community and committee workshops:	*Information not available*	*Information not available*	*Information not available*	2

CODE COMPLIANCE

The purpose of the City's Code Compliance program is to support community health, safety, and welfare with zoning, planning, business license, traffic, and other codes as reflected in the City's Municipal Ordinance. The program achieves compliance through education, assistance, and enforcement, maintaining the safety and livability of neighborhoods for the citizens and business community of Saratoga. The program staff works closely with other City departments and various public agencies, including the Santa Clara County Sherriff's Office, which handles all law enforcement for the City.

BUDGET OVERVIEW

Budgeted revenues include fees from the administration of the City's Special Event Permits, Noise Exception Permits, Alcohol Permits, Field Rental Permits, Massage, and Solicitor Ordinances. As of FY 2010/11, the Code Compliance Officer is permitted to issue Administrative Citations for non-compliance of City ordinances. Citation revenue is expected to be nominal in FY 2011/12.

In 2008, SB 731 was chaptered into State law. It establishes a voluntary, statewide certification program for individuals engaged in the practice of massage therapy. Individuals may choose to pursue State certification, or City certification. As a result, it is possible that City revenues for massage therapy certification will decline in future years. If an insufficient number of practitioners pursue City certification, the City may choose to discontinue certification, since it will no longer be cost-effective for staff to provide this service. The City intends to continue to issue permits to establishments in FY 2011/12, but over the last year, the numbers of practitioners has dropped.

Ongoing expenditures include staffing, operational supplies and services, annual software license fee for legal research, and internal services charges. Attorney services expenditures were eliminated from the Code Compliance budget, and are now accounted for in the Legal budget.

CODE COMPLIANCE

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actual	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	21,743	18,692	19,100	12,471	9,265
Charge for Services	-	-	-	-	-
Other Sources	520	250	-	20	-
TOTAL REVENUES	**$ 22,263**	**$ 18,942**	**$ 19,100**	**$ 12,491**	**$ 9,265**
EXPENDITURES					
Salaries and Benefits	179,711	155,396	157,367	155,717	153,476
Operating Expenditures					
Materials & Supplies	984	141	200	154	200
Fees & Charges	1,806	1,118	525	528	800
Consultant & Contract Services	3,292	2,568	4,900	2,425	2,715
Meetings, Events & Training	888	79	-	-	-
Total Operating Expenditures	6,971	3,906	5,625	3,107	3,715
Fixed Assets	-	-	-	-	-
Internal Service Charges	37,901	31,602	25,243	25,243	28,192
TOTAL EXPENDITURES	**$ 224,583**	**$ 190,904**	**$ 188,235**	**$ 184,066**	**$ 185,383**

FY 2011/12 OBJECTIVES

Administrative Fines – In FY 2009/10, the City Council approved new Administrative Fines to provide the Code Compliance Officer with a tool to enforce compliance with City ordinances. The new fines went into effect July 1, 2010, and will be utilized as necessary.

CODE COMPLIANCE

KEY SERVICES

- Issue Temporary Users Permits, Special Event Permits, and Block Party Permits
- Administer masseuse and solicitor permit programs
- Enforce City regulations while educating and increasing the awareness of residents, businesses, and property owners about the City's regulations
- Assist City Arborist with non-permitted tree removals
- Receive and maintain status on all violation complaints; respond to, investigate, and abate legitimate complaints
- Resolve complex code and zoning violations; and administer citation appeals
- Identify, research, and assist City Attorney with legal research, appeal hearings, lawsuits, and preparation of ordinance information for code section updates
- In cooperation with the Public Works Department, assist in the monitoring of City Parks and respond to community complaints of illegal use of City Parks by enforcing compliance

CODE COMPLIANCE STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Community Development Director	0.10	0.10	0.10	0.10
Senior Planner	-	-	-	-
Assistant/Associate Planner	0.10	-	-	-
Plan Check Examiner/Engineer	-	-	-	-
Senior Arborist	0.05	0.05	0.05	0.05
Building Official	-	-	-	-
Building Inspector	-	-	-	-
Code Compliance Specialist	1.00	1.00	1.00	1.00
Office Specialist II/III	0.10	0.10	0.10	0.10
Total FTE's	**1.35**	**1.25**	**1.25**	**1.25**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
GIS/Forestry Intern	-	-	-	-
Planning Intern	-	-	-	-
Total Annual Hours	**-**	**-**	**-**	**-**

CODE COMPLIANCE

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Ensure properties in the City of Saratoga are used safely and are consistent with City zoning regulations.*				
a. Percentage of complaints receiving a response within 48 hours of receipt:	*Information not available*	95%	98%	98%
2 *Ensure compliance with City regulations for permitted activities.*				
a. Annual number of Solicitor Permits issued:	*Information not available*	70	75	80
b. Annual number of Massage Permits issued:	*Information not available*	25	20	20
c. Annual number of Special Event Permits issued:	12	13	16	15
d. Annual number of Noise Permits issued:	16	11	20	20

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of complaints reported (not resulting in a case):	*Information not available*	*Information not available*	750	1,000
2 Annual number of new code enforcement cases :	*Information not available*	500	550	600
3 Annual number of Code Enforcement cases investigated or mitigated/closed:	*Information not available*	775	750	800
4 Annual number of Notices & Orders issued:	*Information not available*	300	250	350
5 Annual number of False Alarm appeals:	*Information not available*	5	3	5
6 Annual number of Parking Citation appeals:	*Information not available*	75	100	150
7 Total number of Administrative Citations:	*Information not available*	*Information not available*	5	10
8 Total number of Administrative Citations resulting in fines:	*Information not available*	*Information not available*	0	10
9 Cases requiring City Attorney review:	*Information not available*	*Information not available*	4	2
10 Percentage of time spent on paralegal duties:	25%	25%	25%	25%

BUILDING & INSPECTION SERVICES

The Building & Inspection Services program is a regulatory function that protects the community's safety, health, and property rights by ensuring minimum building and zoning standards are met. The City's development ordinances and standards regulate the design, construction, quality of materials, use and occupancy of buildings, as well as the location and maintenance of all buildings within the City of Saratoga. Staff assists applicants with information concerning building regulations, disability access regulations, and other State and local ordinances, and provides plan check services in compliance with Uniform Building Codes. Staff also maintains permit tracking and plan check systems, inspects commercial and residential buildings under construction, and reviews grading plans and performs grading inspections for construction projects with significant earthwork activity.

BUDGET OVERVIEW

The Building & Inspection Services FY 2011/12 budget includes revenues from a variety of permits (building, electrical, plumbing, mechanical, and grading), plan checking services, and document fees (used for the conversion of paper documents to digital format). Building Permit fees are calculated based on the valuation of a project. For example, the valuation for a new house or habitable space addition is determined by multiplying the square footage by a cost per square foot valuation factor. Budgeted amounts are derived from an expected level of activity, based on recent activity, with adjustments for additional funding if large projects are in process.

As noted in the Community Development Department's Budget Overview, beginning in FY 2008/09, development activity significantly stalled, leading to a decrease in inspection work levels and permit revenues. While the economy appears to be showing some signs of recovery, building activity has not rebounded to pre-recession levels. As the economy weakened, leading to a harsh impact on construction activity, the Building & Inspection Services program's operational expenditures were considerably reduced, including the de-funding of a 1.0 FTE Building Inspector position in FY 2009/10, which will continue in FY 2011/12. As a result of this cutback, Building Inspection requests have been extended from the department's previous 24-hour period response time, to a 48-hour response time.

BUILDING & INSPECTION SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actual	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	764,727	662,958	702,300	745,589	695,600
Charge for Services	273,857	252,201	260,000	304,908	260,000
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$1,038,584**	**$ 915,159**	**$ 962,300**	**$1,050,497**	**$ 955,600**
EXPENDITURES					
Salaries and Benefits	752,061	654,760	670,331	675,613	666,671
Operating Expenditures					
Materials & Supplies	5,804	235	3,500	2,281	2,750
Fees & Charges	46,312	39,120	38,415	19,123	26,171
Consultant & Contract Services	14,187	2,139	5,800	7,269	5,800
Meetings & Events	2,660	370	-	1,200	1,200
Total Operating Expenditures	68,962	41,864	47,715	29,872	35,921
Fixed Assets	-	-	-	-	-
Internal Service Charges	200,281	165,117	122,054	122,054	132,908
TOTAL EXPENDITURES	**$1,021,304**	**$ 861,742**	**$ 840,100**	**$ 827,540**	**$ 835,500**

FY 2011/12 OBJECTIVES

Trak IT Building and Permit System **–** Continued training and efficiency building on the new Trak-IT system which links the Building program with Planning and Code Compliance functions.

Summerhill Townhome Subdivision Project – A 20 townhome subdivision project that was approved in FY 2010/11 will be constructed in phases, beginning in the summer of 2011. Ongoing inspections and reviews will consume many hours of the Building Inspector's time during FY 2011/12.

KEY SERVICES

Counter Services

- Provide construction and zoning code information to developers, contractors, architects, engineers, homeowners, and the general public
- Maintain permit tracking and building permit system information

Plan Check Services

- Perform residential and commercial building, structural, and site plan reviews under California Building Code guidelines, State regulations, and City ordinances
- Provide building code information to applicants

Inspection Services

- Perform on-site inspections of buildings and structures under construction
- Investigate housing code violations
- Coordinate building permit applications with other departments and agencies

BUILDING & INSPECTION SERVICES STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Community Development Director	0.20	0.05	0.05	0.05
Senior Planner	0.15	0.10	0.10	0.10
Assistant/Associate Planner	0.10	0.10	0.10	0.10
Plan Check Examiner/Engineer	1.00	1.00	1.00	1.00
Senior Arborist	0.05	0.05	0.05	0.05
Building Official	1.00	1.00	1.00	1.00
Building Inspector	3.00	2.00	2.00	2.00
Code Compliance Specialist	-	-	-	-
Office Specialist II/III	1.00	1.00	1.00	1.00
Total FTE's	**6.50**	**5.30**	**5.30**	**5.30**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
GIS/Forestry Intern	-	-	-	-
Planning Intern	-	-	-	-
Total Annual Hours	**-**	**-**	**-**	**-**

BUILDING & INSPECTION SERVICES

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Ensure property improvements comply with City Building Codes.*				
a. Percentage of inspections delivered within 48 hours of request:	*Information not available*	*Information not available*	95%	95%
b. Percentage of plan checks completed within 45 days of receipt:	*Information not available*	*Information not available*	95%	95%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of Building Division permits issued:	1,258	1,300	1,270	1,400
2. Number of Over-the-Counter Plan Checks for Remodels:	204	205	240	250
3. Number of inspections performed:	4,939	3,776	3,950	4,000
4 Number of building plan checks completed:	270	251	250	270
5 Dollar value of construction permitted (in $Millions):	67.8	46.0	34.0	50.0

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

The Department of Housing and Urban Development (HUD) makes annual disbursements of Housing and Community Development Act (HCDA) funds for eligible projects and activities. Saratoga receives federal HCDA funds through the Community Development Block Grant (CDBG) program. The Federal Government's CDBG program seeks to improve the quality of life for low income residents, with emphasis in the areas of affordable housing, human services, and access for the disabled. Santa Clara County administers this grant program, providing allocations to the Cities in compliance with Title I of the Federal Housing and Community Development Act of 1974.

The availability of CDBG funds is advertised in local publications, and the City subsequently receives grant applications from community and non-profit groups. A portion of the funds may be spent for social or human service activities; however, the majority of the funding is reserved for 'brick and mortar' housing or accessibility projects. Another portion of the funding is reserved for program administration. The Santa Clara County Housing and Community Development Department (HCD) administers the component of the HCDA that designates a portion of the funding to be used for low-interest loans to income-eligible homeowners, including home repairs such as new roofs and electrical upgrades. HCD charges the CDBG Fund $13,000 per year to administer the low income loan program. The City may charge the CDBG Fund up to $15,000 per year to reimburse itself for costs associated with City administration of the grant program.

BUDGET OVERVIEW

For FY 2011/12, the City is slated to receive $130,616 in CDBG funding; however the City will no longer receive the allotted $15,000 for administrative oversight. The funds available for housing or accessibility projects are $102,066. The Saratoga City Council appropriated accessibility grant funding in the amount of $95,866 for the City of Saratoga's ADA Public Counters and Signage and $6,200 for the Saratoga Historical Foundation Museum Storage Building project. These projects comply with the Americans with Disabilities Act (ADA) which requires access to the public right-of-way for people with disabilities. The public services component of the grant, which is limited to $28,550, will be distributed to the Saratoga Area Senior Coordinating Council (SASCC) in four equal installments on a quarterly basis.

The CDBG program functions solely as a funding mechanism to track approved grants and transfer funding reimbursements to the appropriate program or CIP project when received. As such, staffing, fiscal year objectives, and key services are not included in this program.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

STATEMENT OF SOURCE & USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actual	2011/12 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Undesignated	-	-	(9,621)	(9,621)	-
Total Beginning Fund Balance	**$ -**	**$ -**	**$ (9,621)**	**$ (9,621)**	**$ -**
Revenues					
Intergovernmental Revenues	55,702	123,812	341,702	300,692	155,256
Total Revenues	**$ 55,702**	**$ 123,812**	**$ 341,702**	**$ 300,692**	**$ 155,256**
Operating Transfers In					
Transfer In	-	-	-	-	-
Total Operating Transfers In	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 55,702**	**$ 123,812**	**$ 332,081**	**$ 291,072**	**$ 155,256**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	-	-	-	-	-
Operating Expenditures	-	-	-	-	-
Fixed Assets	-	-	-	-	-
Internal Service Charges	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Operating Transfers					
Transfer Out - GF Admin Fee	15,000	15,000	15,000	15,000	-
Transfer Out - GF Service Grants	32,732	27,859	28,550	28,550	28,550
Transfer Out - SSR Curb Ramps	2,525	585	105,040	105,040	-
Transfer Out - ADA Signal Grant	-	49,595	138,691	138,691	-
Transfer Out - Museum Ramps	-	40,393	-	-	85,697
Transfer Out - ADA Hakone	-	-	44,800	3,791	41,009
Transfer Out - ADA Theater Seat	5,445	-	-	-	-
Total Operating Transfers	**$ 55,702**	**$ 133,432**	**$ 332,081**	**$ 291,071**	**$ 155,256**
Ending Fund Balance					
Undesignated	-	(9,621)	-	-	-
Total Ending Fund Balance	**$ -**	**$ (9,621)**	**$ -**	**$ -**	**$ -**
TOTAL USE OF FUNDS	**$ 55,702**	**$ 123,812**	**$ 332,081**	**$ 291,071**	**$ 155,256**

SARATOGA HOUSING AND REHABILITATION PROGRAM

In previous years, Saratoga's Housing and Rehabilitation Program, known as SHARP, offered low interest housing rehabilitation loans exclusively for Saratoga low-income residents. The program was established to provide low-interest loans to income-eligible homeowners for home repairs such as new roofs and electrical upgrades. The City transferred the administration of the Housing Program to the JPA numerous years ago; however, the JPA did not assume the administration of the loans issued by the City until FY 2005/06. At that time, the County assumed all of the outstanding loans with the exception of the eight no-interest Mid-Peninsula Housing Coalition loans. Since then, the Mid-Peninsula loan payments have added to the fund balance in the Housing Conservation Fund.

For several years, the City pursued numerous marketing programs to promote the availability of SHARP loans to Saratoga residents. It had become apparent that the City was not equipped to be successful in this pursuit as staff had not received any applications for the program in several years. The impact of this lack of new loans was an increasing balance of unspent CDBG funds, thereby putting the City in jeopardy of losing the CDBG capital and non-public service project funding due to a limitation on the amount of overall CDBG funds that could be carried over from year to year.

BUDGET OVERVIEW

In FY 2010/11, Santa Clara County agreed to absorb the remaining available housing funds and outstanding loans into their broader countywide program for future distribution, with the understanding that Saratoga residents would be given priority on a first-come, first-serve basis if no other County-wide persons applied for the funds. The program is now integrated into the Santa Clara County Rehabilitation Program under the Housing and Community Development Act.

The City's SHARP fund was closed at year end, to reflect the agreed remittance of the remaining funds and the transfer of all outstanding Mid-Peninsula Housing loans to the County. The fund schedules will remain in the budget until prior year activity phases out of the budget.

SARATOGA HOUSING AND REHABILITATION PROGRAM

STATEMENT OF SOURCE & USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actual	2011/12 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Designated	-	-	-	-	-
Undesignated	206,658	209,175	210,033	210,033	-
Total Beginning Fund Balance	**$ 206,658**	**$ 209,175**	**$ 210,033**	**$ 210,033**	**$ -**
Revenues					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	2,517	858	1,000	714	-
Internal Service Charges	-	-	-	-	-
Total Revenues	**$ 2,517**	**$ 858**	**$ 1,000**	**$ 714**	**$ -**
Operating Transfers In					
Transfer In (from CDBG)	-	-	-	-	-
Total Operating Transfers In	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 209,175**	**$ 210,033**	**$ 211,033**	**$ 210,748**	**$ -**
USE OF FUNDS					
Expenditures					
Operating Expenditures	-	-	-	-	-
Materials & Supplies	-	-	-	-	-
Fees & Charges	-	-	-	210,748	-
Consultant & Contract Services	-	-	-	-	-
Meetings,Events & Training	-	-	-	-	-
Total Operating Expenditures	-	-	-	210,748	-
Grants	-	-	-	-	-
Fixed Assets	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ 210,748**	**$ -**
Operating Transfers					
Transfer Out	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Designated	-	-	-	-	-
Undesignated	209,175	210,033	211,033	-	-
Total Ending Fund Balance	**209,175**	**210,033**	**211,033**	**-**	**-**
TOTAL USE OF FUNDS	**$ 209,175**	**$ 210,033**	**$ 211,033**	**$ 210,748**	**$ -**

PUBLIC WORKS DEPARTMENT

The Public Works Department oversees engineering and capital project functions; reviews the public's development plans for engineering and geological oversight; maintains the City's parks, trails, medians, right-of-ways, and landscape districts; repairs and maintains the roadway systems, including streets, traffic and pedestrian signals, lighting, and storm drains; provides vehicle maintenance oversight and minor maintenance; and ensures the City's environmental responsibilities are fulfilled. Public Works also provides information and outreach to the City's residents, businesses, and the public concerning the department's programs and activities that are available to them and the infrastructure projects that may affect them.

The Department provides these services under five main operational programs: General Engineering, Development Engineering, Environmental Services, Streets and Storm Drains, Parks and Landscape Maintenance; two internal support programs: Equipment Maintenance and Equipment Replacement; and 24 separate Landscape and Lighting Assessment Districts. The Public Works Department provides many of the City's services that maintain the quality rural, neighborhood, and business community for which Saratoga is known.

BUDGET OVERVIEW

Beginning in FY 2007/08, and ongoing into the future, the Public Works Department budget was restructured to separate operating from capital improvement expenditures. The restructuring included shifting staff positions to operational programs within the General Fund, moving Gas Tax revenues and street improvement projects to the Capital Improvement Budget, and consolidating support expenditures and equipment costs into Internal Service Funds so these activities are properly charged back to departments.

The FY 2011/12 budget holds most operational expenditures at or below prior year levels. The Parks & Landscape Maintenance Program budget does reflect some increases in contract services linked to the completion in FY 2009/10 of Kevin Moran Park; the anticipated completion of Joe's trail, and the Village Pedestrian Enhancement Project during FY 2011/12.

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Intergovernmental Revenues	32,650	22,101	23,000	24,110	21,000
Fees, Licenses and Permits	137,476	119,179	51,500	88,839	91,000
Charge for Services	230,238	237,629	241,233	337,219	231,521
Rental Income	98,421	120,801	122,420	118,120	123,342
Other Sources	18,169	3,874	140,000	21,641	71,200
TOTAL REVENUES	**$ 516,954**	**$ 503,584**	**$ 578,152**	**$ 589,929**	**$ 538,063**
EXPENDITURES					
Salaries and Benefits	2,388,261	2,430,541	2,498,211	2,500,288	2,513,614
Operating Expenditures					
Materials & Supplies	77,815	68,558	73,620	77,773	74,870
Fees & Charges	380,982	456,846	441,180	467,448	460,079
Consultants & Contract Service	699,379	723,175	629,560	622,426	653,460
Meetings, Events & Training	6,934	7,483	7,350	5,069	7,350
Total Operating Expenditures	1,165,110	1,256,062	1,151,710	1,172,716	1,195,759
Internal Service Charges	799,273	667,299	647,459	647,459	700,973
TOTAL EXPENDITURES	**$4,352,644**	**$4,353,903**	**$4,297,380**	**$4,320,463**	**$4,410,346**

DEPARTMENTAL EXPENDITURES BY FUND/PROGRAM

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
GENERAL FUND					
General Engineering	$ 568,312	$ 475,622	$ 461,911	$ 465,610	474,951
Development Engineering	179,226	238,737	190,785	187,417	195,900
Environmental Services	424,750	479,250	500,599	496,370	543,586
Streets & Storm Drains	1,299,945	1,240,174	1,179,540	1,182,999	1,208,251
Parks & Landscape Maint	1,880,411	1,920,118	1,964,545	1,988,066	1,987,658
TOTAL GENERAL FUND	**$4,352,644**	**$4,353,903**	**$4,297,380**	**$4,320,463**	**$4,410,346**
INTERNAL SERVICE FUNDS					
Equipment Maintenance	206,758	210,398	210,623	211,441	217,321
Equipment Replacement	158,465	26,985	20,000	4,856	-
TOTAL INTERNAL SERVICES	**$ 365,222**	**$ 237,383**	**$ 230,623**	**$ 216,297**	**$ 217,321**
SPECIAL REVENUE FUNDS					
Landscape & Lighting Districts	347,000	375,619	625,406	396,379	641,518
TOTAL SPECIAL REVENUE	**$ 347,000**	**$ 375,619**	**$ 625,406**	**$ 396,379**	**$ 641,518**
TOTAL DEPT EXPENDITURES	**$5,064,867**	**$4,966,905**	**$5,153,408**	**$4,933,139**	**$5,269,185**

PUBLIC WORKS DEPARTMENT STAFFING

Full Time Equivalents (FTE)

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Public Works Director	1.00	1.00	1.00	1.00
Senior Civil Engineer	1.00	1.00	1.00	1.00
Assistant/Associate Engineer	1.00	1.00	1.00	1.00
Administrative Analyst I/II	1.00	1.00	0.90	0.90
Office Specialist II/III	1.75	1.75	1.75	1.75
Parks Maintenance Manager	1.00	1.00	1.00	1.00
Parks Maintenance Lead	1.00	1.00	1.00	1.00
Parks Maintenance Specialist	1.00	1.00	1.00	1.00
Parks Maintenance Worker I/II/III	6.00	6.00	6.00	5.90
Street Maintenance Manager	1.00	1.00	1.00	1.00
Street Maintenance Lead	1.00	1.00	1.00	1.00
Street Maintenance Specialist	1.00	1.00	1.00	1.00
Street Maintenance Worker I/II/III	4.00	4.00	4.00	4.00
Total FTEs	**21.75**	**21.75**	**21.65**	**21.55**

Temporary Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Engineering Inspectors	1,840	92	92	92
Maintenance Workers	2,080	2,080	2,040	2,000
Total Annual Hours	**3,920**	**2,172**	**2,132**	**2,092**

GENERAL ENGINEERING

The General Engineering program provides oversight for the City's engineering activities not related to private development. This includes the design, management, and administration of the Capital Improvement Plan to improve the City's public infrastructure (e.g. streets, storm drains, sidewalks, signalized intersections, parks, and medians) with an emphasis on delivering capital projects within planned schedules and budgets. General Engineering operations also include traffic management, the development of Geographic Information System (GIS) data to manage the City's infrastructure, and processing annexation requests, right-of-way, and property boundary issues.

BUDGET OVERVIEW

The General Engineering budget is consistent with the prior year's budget and continues the reallocation of 1.4 FTEs to General Engineering from the Gas Tax, Environmental Funds, and the Commission program, and additional operating expenses shifted to this program from the Gas Tax program.

Ongoing General Engineering operating expenditures reflect consistent service levels through most of the program. Beginning in FY 2008/09, the Traffic Safety Commission met every month, and cleared a backlog of traffic safety requests. As a consequence, in FY 2009/10, and continuing into FY 2011/12, the Commission meets every other month. This reduction has led to a reduced need to engage the services of the City Traffic Engineer consultant connected with the Neighborhood Traffic Safety Task Force requests.

General Engineering anticipates approximately $90,000 will be received for encroachment permits this fiscal year. Public Works has seen an increase in utility companies choosing to undertake capital improvement projects due to favorable construction costs, which resulted in an increase in encroachment permit revenue in FY 2010/11, and is projected to continue for the FY 2011/12 budget.

The $140,000 of projected CIP reimbursements originally budgeted for FY 2010/11 has been revised to approximately $70,000 received in FY 2010/11 and the other $70,000 to be received in FY 2011/12. The reimbursements reflect General Engineering staff time associated with grant funded capital improvement projects.

GENERAL ENGINEERING

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	122,414	100,804	50,000	86,057	90,000
Charge for Services	-	-	-	-	-
Other Sources	-	-	140,000	12,237	70,000
Pass-Through Accounts	-	-	-	-	-
TOTAL REVENUES	**$ 122,414**	**$ 100,804**	**$ 190,000**	**$ 98,294**	**$ 160,000**
EXPENDITURES					
Salaries and Benefits	362,357	291,555	294,898	293,376	299,498
Operating Expenditures					
Materials & Supplies	5,635	2,170	2,000	1,992	2,000
Fees & Charges	24,529	24,098	23,980	23,146	25,104
Consultants & Contract Services	73,179	68,908	54,500	60,565	54,500
Meetings, Events & Training	636	31	250	249	250
Total Operating Expenditures	103,979	95,208	80,730	85,952	81,854
Fixed Assets	-	-	-	-	-
Internal Service Charges	101,975	88,859	86,283	86,283	93,599
TOTAL EXPENDITURES	**$ 568,312**	**$ 475,622**	**$ 461,911**	**$ 465,610**	**$ 474,951**

FY 2011/12 OBJECTIVES

Document Imaging Project – General Engineering staff will continue to facilitate this CIP project to transfer hard copy documents, maps, and project files into electronic imaging format which will better serve the public and City by enhancing access to City information.

KEY SERVICES

Capital Improvement Projects

- Provide plans, specifications, estimates and right-of-way plans, coordinate consultants, and administer contracts
- Design and manage Capital Improvement Plan projects, including street repaving and resurfacing: curb, gutter, sidewalk, and drainage improvements
- Provide administrative and engineering support services for park improvement projects

Traffic Engineering

- Perform traffic engineering analyses and manage traffic concerns
- Maintain current statistics on traffic accidents, traffic volumes, speeds, and street mileage, and prepare annual reports to state and local agencies, as required

Infrastructure Oversight and Outreach

- Provide assistance and information to the public regarding engineering services
- Review requests and issue encroachment permits to residents and utility companies
- Review requests and issue heavy load permits

GENERAL ENGINEERING STAFF

Full Time Equivalents (FTE)

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Public Works Director	0.35	0.35	0.35	0.35
Senior Civil Engineer	0.25	0.25	0.25	0.25
Assistant/Associate Engineer	0.75	0.75	0.75	0.75
Administrative Analyst I/II	0.50	0.50	0.45	0.45
Office Specialist II/III	0.25	0.25	0.25	0.25
Parks Maintenance Manager	-	-	-	-
Parks Maintenance Lead	-	-	-	-
Parks Maintenance Specialist	-	-	-	-
Parks Maintenance Worker I/II/III	-	-	-	-
Street Maintenance Manager	-	-	-	-
Street Maintenance Lead	-	-	-	-
Street Maintenance Specialist	-	-	-	-
Street Maintenance Worker I/II/III	-	-	-	-
Total FTE's	**2.10**	**2.10**	**2.05**	**2.05**

Temporary Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Engineering Inspectors	520	-	-	-
Maintenance Workers	-	-	-	-
Total Annual Hours	**520**	**-**	**-**	**-**

GENERAL ENGINEERING

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *To effectively manage City traffic issues.*				
a. Resolve traffic issues within one year of notification:	*Information not available*	*Information not available*	90%	90%
2. *To effectively manage encroachments within the City's right-of-way.*				
a. Issue encroachment permits for residential projects within 3 weeks of receipt of application:	*Information not available*	*Information not available*	100%	95%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of traffic calming projects completed:	*Information not available*	*Information not available*	10	15
2 Number of encroachment permits issued:	*Information not available*	*Information not available*	150	150
3 Number of oversize permits issued:	*Information not available*	*Information not available*	12	12
3 Number of contracts executed:	*Information not available*	16	12	12

DEVELOPMENT ENGINEERING

The Development Engineering Program, in coordination with the City's Community Development Department, provides services for private development projects to ensure they are constructed in accordance with City standards. Services include reviewing plans and specifications, subdivision maps, lot line adjustments, certificates of compliance, and controlling encroachments in the public right-of-way connected to private developments. This program seeks to fully recover the costs of providing development services.

BUDGET OVERVIEW

The Development Engineering process requires applicants to provide a deposit of funds to be utilized for engineering work on their development applications. The deposits pay for the portion of engineering work that is outsourced to City consultants and for in-house engineering and review work. Budgeted program revenues and expenditures reflect the in-house portion of engineering work. The portion that is outsourced flows through the deposit accounts, and is not recognized in the Development Engineering budget as a revenue or expense.

The downturn in the economy has impacted private development, and is reflected in projected revenues for FY 2011/12. Budgeted expenses for FY 2011/12 are consistent with prior years and limited to office supplies, GIS services, and internal service charges.

DEVELOPMENT ENGINEERING

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	15,062	18,374	1,500	2,782	1,000
Charge for Services	99,746	58,996	53,000	174,384	65,500
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ 114,809**	**$ 77,370**	**$ 54,500**	**$ 177,166**	**$ 66,500**
EXPENDITURES					
Salaries and Benefits	135,096	141,012	151,306	151,072	154,476
Operating Expenditures					
Materials & Supplies	623	344	250	335	250
Fees & Charges	348	58	1,025	7	25
Consultants & Contract Services	175	65,241	4,700	2,500	4,700
Meetings, Events & Training	-	-	-	-	-
Total Operating Expenditures	1,146	65,643	5,975	2,842	4,975
Fixed Assets	-	-	-	-	-
Internal Service Charges	42,984	32,082	33,504	33,504	36,449
TOTAL EXPENDITURES	**$ 179,226**	**$ 238,737**	**$ 190,785**	**$ 187,417**	**$ 195,900**

FY 2011/12 OBJECTIVES

GIS Development Interface – Staff will continue to implement this project during FY 2011/12 to transfer development information and history to electronic format with graphical user interface. The resumption in contracting with Santa Clara County for GIS services will allow for updates to the City's GIS base map for the first time in four years.

KEY SERVICES

- Process all final map, lot line adjustments, and Certificates of Compliance applications
- Review and comment on Design Reviews and Tentative Map applications
- Review initial improvement plan submittals
- Process initial submittals for Geotechnical Clearance
- Perform daily inspections and reporting on all land development projects

DEVELOPMENT ENGINEERING STAFF

Full Time Equivalents (FTE)

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Public Works Director	0.10	0.10	0.10	0.10
Senior Civil Engineer	0.60	0.60	0.60	0.60
Assistant/Associate Engineer	-	-	-	-
Administrative Analyst I/II	-	-	-	-
Office Specialist II/III	0.25	0.25	0.25	0.25
Parks Maintenance Manager	-	-	-	-
Parks Maintenance Lead	-	-	-	-
Parks Maintenance Specialist	-	-	-	-
Parks Maintenance Worker I/II/III	-	-	-	-
Street Maintenance Manager	-	-	-	-
Street Maintenance Lead	-	-	-	-
Street Maintenance Specialist	-	-	-	-
Street Maintenance Worker I/II/III	-	-	-	-
Total FTE's	**0.95**	**0.95**	**0.95**	**0.95**

Temporary Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Engineering Inspectors	400	92	92	92
Maintenance Workers	-	-	-	-
Total Annual Hours	**400**	**92**	**92**	**92**

DEVELOPMENT ENGINEERING

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *To ensure private development projects are constructed according to City standards.*				
a. Percentage of development applications reviewed within 30 days:	*Information not available*	*Information not available*	90%	90%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. Number of development applications processed:	*Information not available*	*Information not available*	15	20
2. Number of lot line adjustments processed:	*Information not available*	2	2	2

ENVIRONMENTAL SERVICES

The Environmental Services program was established effective FY 2007/08 with the closure of the Environmental Services Special Revenue Fund, which was closed as a result of the elimination of solid waste surcharge revenues under the new waste management franchise agreement that went into effect in March 2007. With this new agreement, the Environmental Fund no longer had specific funding for these activities; however, the loss of the revenue surcharge was offset by an increase in franchise fees, which is accounted for in the General Fund. Therefore, this Environmental Services program was opened in the General Fund to account for the staff positions, activities, and expenses related to administering the City's Solid Waste program, promoting environmental services available to City of Saratoga residents, advocating Green Business practices, and ensuring the City complies with the State's environmental requirements.

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BUDGET OVERVIEW

The Environmental Services program funds expenses associated with environmental programs and regulatory requirements. Notable expenditures for FY 2011/12 include $190,000 for the Santa Clara Valley Non-Point Source and West Valley Non-Point Source program fees, $34,000 for West Valley Solid Waste Joint Powers Agreement (JPA) dues, $25,000 for West Valley Sanitation District's storm drain cleaning, and $100,000 for Street Sweeping.

Revenues for this program include AB939 Refuse Surcharge Fees, collected by Santa Clara County for waste disposed at local landfills that is attributed to Saratoga addresses. The fee is used to fund County Household Hazardous Waste programs, with a portion allocated to the City for its solid waste management programs.

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	24,412	22,101	23,000	24,110	21,000
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
Pass-Through Accounts	-	-	-	-	-
TOTAL REVENUES	**$ 24,412**	**$ 22,101**	**$ 23,000**	**$ 24,110**	**$ 21,000**
EXPENDITURES					
Salaries and Benefits	79,741	120,929	122,408	118,915	126,674
Operating Expenditures					
Materials & Supplies	-	-	-	-	-
Fees & Charges	172,378	183,262	202,555	203,185	224,000
Consultants & Contract Services	153,144	158,543	160,100	158,734	175,400
Meetings, Events & Training	-	-	-	-	-
Total Operating Expenditures	325,523	341,805	362,655	361,919	399,400
Fixed Assets	-	-	-	-	-
Internal Service Charges	19,487	16,517	15,536	15,536	17,512
TOTAL EXPENDITURES	**$ 424,750**	**$ 479,250**	**$ 500,599**	**$ 496,370**	**$ 543,586**

FY 2011/12 OBJECTIVES

City Recycling – This project will work to increase outreach to the public to provide greater awareness about recycling and continue the installation of recycling containers at key locations throughout the City.

Clean Water Program – The Cities of Saratoga, Campbell, Monte Sereno, and the Town of Los Gatos work collectively through this program which assists with compliance and implementation of the Regional NPDES (National Pollution Discharge Elimination System) Stormwater Permit. This includes permit administration, public outreach, code compliance, attendance at local Stormwater meetings, and assistance with the City's Annual Report submitted to the Regional Water Board.

KEY SERVICES

- Provide street sweeping services for the City's streets and parking lots
- Coordinate Non-Point Source activities with the City's and Joint Powers Associations' programs
- Participate in the West Valley Solid Waste Joint Powers Authority to provide waste management collection service to the community
- Assist the community in resolving any issues or problems that arise with the City's contract waste hauler
- Participate in community "Greening" programs, such as e-waste recycling and household hazardous waste programs
- Provide storm drain cleaning

ENVIRONMENTAL SERVICES STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Public Works Director	0.10	0.10	0.10	0.10
Senior Civil Engineer	0.15	0.15	0.15	0.15
Assistant/Associate Engineer	-	-	-	-
Administrative Analyst I/II	0.50	0.50	0.45	0.45
Office Specialist II/III	0.25	0.25	0.25	0.25
Parks Maintenance Manager	-	-	-	-
Parks Maintenance Lead	-	-	-	-
Parks Maintenance Specialist	-	-	-	-
Parks Maintenance Worker I/II/III	-	-	-	-
Street Maintenance Manager	-	-	-	-
Street Maintenance Lead	-	-	-	-
Street Maintenance Specialist	-	-	-	-
Street Maintenance Worker I/II/III	-	-	-	-
Total FTE's	**1.00**	**1.00**	**0.95**	**0.95**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Engineering Inspectors	-	-	-	-
Maintenance Workers	-	-	-	-
Total Annual Hours	**-**	**-**	**-**	**-**

ENVIRONMENTAL SERVICES

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Provide effective oversight of waste collection and recycling programs*				
a. Percentage of complaints resolved:	*Information not available*	*Information not available*	100%	100%
2. *Meet requirements of the Non-Point Source Pollution Prevention Permit specified for City staff:*				
a. Percentage of regional meetings attended:	*Information not available*	*Information not available*	90%	90%
b. Percentage of required reports completed and submitted by deadline:	*Information not available*	*Information not available*	100%	100%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of solid waste collection service complaints received and resolved:	*Information not available*	*Information not available*	15	9
2 Miles of streets swept per month:	*Information not available*	*Information not available*	275	275
3 Number of individuals participating in creek clean-up event:	*Information not available*	48	48	30

STREETS & STORM DRAINS

The Streets and Storm Drains program provides for ongoing maintenance and minor repairs to the City's roadways, storm drains, curbs, gutters, and sidewalks. Program activities include small street repair projects, filling of potholes, maintenance of roadway signs, traffic markings (paint), signals, streetlights, and debris removal. Streets program staff coordinate program work with the General Engineering Division for traffic and roadway projects, and with the Parks program for weed control and storm drain work.

The Streets and Storm Drains program represents the consolidation of several programs in prior year budgets. With the realignment of capital project expenses to the Capital Improvement Plan, the focus of this program was limited to ongoing street and storm drain related activities effective with the FY 2007/08 budget. This resulted in combining the former Streets Maintenance program with the Flood Control and Storm Drain program and the Gas Tax program for maintenance services, and moving contract pavement management activity to the Capital Improvement Plan.

BUDGET OVERVIEW

In FY 2007/08, the Street budget went through significant structural changes. Many of the expenditures now included in the Streets & Storm Drain budget were previously budgeted in other programs, whereas capital expenditures for street resurfacing that had sometimes appeared in the Streets General Fund budget are now included in the capital improvement budget. Additionally, beginning in FY 2008/09, signage, striping services, and street material supplies directly connected to street resurfacing capital projects are funded through the capital improvement budget.

Approximately 50,000 square feet of paving is planned for FY 2011/12. Resurfacing contracts and related expenses such as traffic signal repairs and weed abatement services were realigned to the Capital Improvement street maintenance budget, however staffing costs for contract oversight remain in the Street and Storm Drain Maintenance. The remainder of the operating budget provides for basic operational expenses and internal service charges.

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	760	43,576	25,000	2,156	-
Other Sources	18,073	3,874	-	9,404	-
TOTAL REVENUES	**$ 18,833**	**$ 47,450**	**$ 25,000**	**$ 11,560**	**$ -**
EXPENDITURES					
Salaries and Benefits	824,820	833,364	843,789	853,213	852,102
Operating Expenditures					
Materials & Supplies	10,519	8,464	8,550	8,435	8,550
Fees & Charges	30,455	24,726	20,500	22,398	17,500
Consultants & Contract Services	123,300	100,398	51,500	45,457	51,500
Meetings, Events & Training	4,191	5,691	5,100	3,396	5,100
Total Operating Expenditures	168,465	139,278	85,650	79,686	82,650
Fixed Assets	-	-	-	-	-
Internal Service Charges	306,660	267,532	250,101	250,101	273,499
TOTAL EXPENDITURES	**$1,299,945**	**$1,240,174**	**$1,179,540**	**$1,182,999**	**$1,208,251**

FY 2011/12 OBJECTIVES

Pavement Management Program Update – Every few years, Public Works receives a grant through the Metropolitan Transportation Commission to update the Pavement Management Program with a real-time assessment of current pavement conditions. The pavement assessment survey is used to establish a priority order for future paving projects. The last survey in 2007 indicated an overall rating of 74 out of 100 for Saratoga streets. In 2011 the pavement assessment survey indicated a rating of 76. Street systems with scores within the 70 – 89 range are considered very good. This ranking places it 4th among cities in Santa Clara County, which the department will strive to continue or improve upon.

KEY SERVICES

- Perform all maintenance work on city roadways (145 miles), storm drains (45 miles), sidewalks (15 miles), and bridges (20)
- Provide springtime roadside weed control, and conduct litter pickup and bicycle lane sweeping along arterial streets and school sites
- Remove illegal signage from public right-of-ways
- Maintain signage replacement program for approximately 15,000 signs within City limits
- Resolve sight distance, obstruction, and encroachment complaints
- Respond to graffiti removal requests
- Inspect open channel drainage facilities to ensure blockages do not impede drainage flows
- Respond to emergencies impacting roadways, drainage, and other City facilities
- Provide assistance with community events, such as the Chamber of Commerce's Art & Wine Festival, the Mustard Faire, the 4th of July event, and the Annual Village Tree Lighting

STREET & STORM DRAIN STAFF

Full Time Equivalents (FTE)*

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Public Works Director	0.25	0.25	0.25	0.25
Senior Civil Engineer	-	-	-	-
Assistant/Associate Engineer	0.25	0.25	0.25	0.25
Administrative Analyst I/II	-	-	-	-
Office Specialist II/III	0.40	0.40	0.40	0.40
Parks Maintenance Manager	-	-	-	-
Parks Maintenance Lead	-	-	-	-
Parks Maintenance Specialist	-	-	-	-
Parks Maintenance Worker I/II/III	-	-	-	-
Street Maintenance Manager	0.95	0.95	0.95	0.95
Street Maintenance Lead	1.00	1.00	1.00	1.00
Street Maintenance Specialist	1.00	1.00	1.00	1.00
Street Maintenance Worker I/II/III	3.75	3.75	3.75	3.75
Total FTE's	**7.60**	**7.60**	**7.60**	**7.60**

Temporary Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Engineering Inspectors	920	-	-	-
Maintenance Workers	-	-	-	-
Total Annual Hours	**920**	**-**	**-**	**-**

STREETS & STORM DRAINS

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *To provide safe and functional roadway systems throughout the City.*				
a. Pavement Condition Index (out of 100 total points):	*Information not available*	*Information not available*	72	76
b. Percentage of potholes repaired within 24 hours of notification:	*Information not available*	*Information not available*	100%	100%
2. *To ensure storm drains operate according to design and function optimally.*				
a. Storm drains cleaned and maintained to function properly and avert damage from major storm events:	*Information not available*	*Information not available*	1,300	1,300

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of signs fabricated in-house and replaced:	*Information not available*	*Information not available*	500	800
2 Tons of asphalt used to pave City streets:	*Information not available*	7,000	8,000	8,000

PARKS & LANDSCAPE MAINTENANCE

With the purpose of realigning functions into consolidated program budgets, the Parks & Landscape Maintenance program under the current structure combines several prior year's programs: Parks and Open Space; Median and Parkways; and portions of the Environmental Funds and Gas Tax Fund budgets. The focus of the Parks & Landscape Maintenance program is to provide attractive, well maintained, and water efficient landscaping through the management and maintenance of the City's parks, trails, open spaces, landscaped medians and islands, and City facilities. This Parks & Landscape Maintenance program manages the City's parks, trails, and open spaces to provide safe, clean, and well-maintained recreation facilities for residents and visitors. The Parks & Landscape Maintenance Division is responsible for maintaining 13 parks and open space areas throughout the City.

BUDGET OVERVIEW

Budgeted revenues for this program include field use fees from sport user groups and administrative fees from Landscape & Lighting Districts for staffing oversight, engineering, legal fees and maintenance. Revenues and expenses from the City's tree replanting project were eliminated from this operating program in FY 2007/08, and moved to a Capital Improvement Plan project as a dedicated funding source for the City's Tree Replanting Program and associated improvements.

FY 2011/12 budgeted operating expenditures remain at approximately the same level as the prior year as no significant operational changes are expected.

PARKS & LANDSCAPE MAINTENANCE

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	8,238	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	129,732	135,057	163,233	160,678	166,021
Other Sources	96	-	-	-	1,200
Rental Income	98,421	120,801	122,420	118,120	123,342
TOTAL REVENUES	**$ 236,487**	**$ 255,858**	**$ 285,652**	**$ 278,799**	**$ 290,563**
EXPENDITURES					
Salaries and Benefits	986,247	1,043,681	1,085,810	1,083,713	1,080,864
Operating Expenditures					
Materials & Supplies	61,038	57,581	62,820	67,011	64,070
Fees & Charges	153,271	224,701	193,120	218,712	193,450
Consultants & Contract Services	349,581	330,086	358,760	355,171	367,360
Meetings, Events & Training	2,106	1,761	2,000	1,423	2,000
Total Operating Expenditures	565,997	614,128	616,700	642,318	626,880
Fixed Assets	-	-	-	-	-
Internal Service Charges	328,167	262,309	262,035	262,035	279,914
TOTAL EXPENDITURES	**$1,880,411**	**$1,920,118**	**$1,964,545**	**$1,988,066**	**$1,987,658**

FY 2011/12 OBJECTIVES

Water Efficiency – The Parks and Landscape Maintenance Division will further its efforts to upgrade the City's irrigation system to increase water efficiency through plant selection, soil management, and irrigation methods.

Tree Replanting – Through the City's Tree Replanting program in the CIP, staff will plant new trees and landscaping throughout the City to re-forest the City's green spaces.

Upgrade Park Playground Equipment – In FY 2009/10, the City, in partnership with the Association of Bay Area Governments, undertook a complete evaluation of all park playground equipment, resulting in a prioritized list of repair and replacement needs that were incorporated into a Capital Improvement Program project with repairs scheduled to be completed this year. Park & Landscape Maintenance staff will oversee this project.

PARKS & LANDSCAPE MAINTENANCE

KEY SERVICES

- Maintain all parks, trails, and open space areas in a safe, useable, and attractive condition
- Foster community awareness and support of the City's parks and open space resources
- Coordinate and assist sport groups with use and care of recreational facilities
- Provide assistance with community events, such as the Chamber of Commerce's Art & Wine Festival, the Mustard Faire, the 4th of July event, and the Annual Village Tree Lighting
- Provide for attractive, well maintained landscaped areas with plant maintenance and functioning irrigation systems
- Maintain trash receptacles throughout the City
- Provide management and oversight of the City's Landscape & Lighting District contract maintenance work

PARKS AND LANDSCAPE MAINTENANCE STAFF

Full Time Equivalents (FTE)*

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Public Works Director	0.20	0.20	0.20	0.20
Assistant/Associate Engineer	-	-	-	-
Administrative Analyst I/II	-	-	-	-
Office Specialist II/III	0.50	0.50	0.50	0.50
Parks Maintenance Manager	0.95	0.95	0.95	0.95
Parks Maintenance Lead	1.00	1.00	1.00	1.00
Parks Maintenance Specialist	1.00	1.00	1.00	1.00
Parks Maintenance Worker I/II/III	5.75	5.75	5.75	5.65
Street Maintenance Manager	-	-	-	-
Street Maintenance Lead	-	-	-	-
Street Maintenance Specialist	-	-	-	-
Street Maintenance Worker I/II/III	-	-	-	-
Total FTE's	**9.40**	**9.40**	**9.40**	**9.30**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Engineering Inspectors	-	-	-	-
Maintenance Workers	2,080	2,080	2,040	2,000
Total Annual Hours	**2,080**	**2,080**	**2,040**	**2,000**

PARKS & LANDSCAPE MAINTENANCE

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Ensure parks playground equipment is functional and in safe operating condition.*				
a. Percentage of parks with playground equipment inspected annually:	*Information not available*	*Information not available*	100%	100%
2. *Ensure the City's park and trail facilities are well maintained and functional.*				
a. Percentage of reports of needed park maintenance receiving response within 48 hours:	*Information not available*	*Information not available*	100%	100%
b. Percentage of reports of needed trail maintenance receiving response within 48 hours:	*Information not available*	*Information not available*	100%	100%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of sport user group agreements:	*Information not available*	12	12	12
2 Total acres of City parks maintained:	*Information not available*	*Information not available*	61	61
3 Total number of new trees planted in City parks:	*Information not available*	*Information not available*	25	30

VEHICLE & EQUIPMENT MAINTENANCE

The Vehicle & Equipment Maintenance Fund was opened as an Internal Service Fund effective with the FY 2007/08 budget, and continues with the same purpose as the prior General Fund Equipment Operations program: to maintain all City vehicles and equipment in accordance with manufacturers' recommendations and requirements and to ensure all vehicles and equipment are safe and function well. Staff provides preventative maintenance and repair services; maintains repair, ownership, warranty, and maintenance records of vehicle and equipment inventory; provides for regular cleaning of all vehicles in accordance with the City's non-point source permit; maintains sufficient fuel supplies at all times; maintains records of fuel usage; and performs monthly operational tests of emergency generators.

BUDGET OVERVIEW

Revenues from this program reflect the allocated charges to departments with assigned vehicles for the cost of providing maintenance and repair services, and fueling vehicles and equipment. The chargeback remains at $200,000, which is slightly under budgeted expenditures. Current year's expenditures are budgeted at the same level as the prior fiscal year, with the exception of a $5,000 increase in vehicle and equipment repairs as a contingency measure.

VEHICLE & EQUIPMENT MAINTENANCE

SOURCE AND USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Undesignated	13,414	56,656	54,258	54,258	42,817
Total Beginning Fund Balance	**$ 13,414**	**$ 56,656**	**$ 54,258**	**$ 54,258**	**$ 42,817**
Revenues					
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
Internal Service Charges	250,000	208,000	200,000	200,000	200,000
TOTAL REVENUES	**$ 250,000**	**$ 208,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**
Operating Transfers In					
Transfer In	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 263,414**	**$ 264,656**	**$ 254,258**	**$ 254,258**	**$ 242,817**
USE OF FUNDS					
EXPENDITURES					
Salaries and Benefits	61,467	73,498	75,739	76,250	76,124
Operating Expenditures					
Materials & Supplies	60,734	57,659	56,500	64,408	56,500
Fees & Charges	5,320	5,494	6,000	5,660	6,000
Consultant & Contract Services	39,229	36,257	35,000	27,739	40,000
Meetings & Training	-	-	-	-	-
Fixed Assets	-	-	-	-	-
Internal Service Charges	40,008	37,491	37,384	37,384	38,697
Total Expenditures	**$ 206,758**	**$ 210,398**	**$ 210,623**	**$ 211,441**	**$ 217,321**
Operating Transfers					
Transfers Out	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Undesignated	56,656	54,258	43,636	42,817	25,496
Total Ending Fund Balance	**$ 56,656**	**$ 54,258**	**$ 43,636**	**$ 42,817**	**$ 25,496**
TOTAL USE OF FUNDS	**$ 263,414**	**$ 264,656**	**$ 254,258**	**$ 254,258**	**$ 242,817**

VEHICLE & EQUIPMENT MAINTENANCE

FY 2011/12 OBJECTIVES

Fleet Maintenance – The Vehicle & Equipment Maintenance program tracks vehicle and equipment repair and maintenance history. Staff will continue to refine maintenance schedules and recordkeeping activities to include all City vehicle & equipment for use in replacement schedules.

KEY SERVICES

- Provide preventative maintenance and repairs for all City owned vehicles and equipment
- Comply with State and County air quality requirements
- Maintain the City's fueling system and equipment

VEHICLE & EQUIPMENT MAINTENANCE STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Public Works Director	-	-	-	-
Senior Civil Engineer	-	-	-	-
Assistant/Associate Engineer	-	-	-	-
Administrative Analyst I/II	-	-	-	-
Office Specialist II/III	0.10	0.10	0.10	0.10
Parks Maintenance Manager	0.05	0.05	0.05	0.05
Parks Maintenance Lead	-	-	-	-
Parks Maintenance Specialist	-	-	-	-
Parks Maintenance Worker I/II/III	0.25	0.25	0.25	0.25
Street Maintenance Manager	0.05	0.05	0.05	0.05
Street Maintenance Lead	-	-	-	-
Street Maintenance Specialist	-	-	-	-
Street Maintenance Worker I/II/III	0.25	0.25	0.25	0.25
Total FTE's	**0.70**	**0.70**	**0.70**	**0.70**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Engineering Inspectors	-	-	-	-
Maintenance Workers	-	-	-	-
Total Annual Hours	**-**	**-**	**-**	**-**

VEHICLE & EQUIPMENT MAINTENANCE

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *To provide safe and functional vehicles and equipment for City use while also reducing overall fleet cost over time.*				
a. Percentage of fleet vehicles receiving annual safety inspections:	*Information not available*	*Information not available*	100%	100%
b. Percentage of fleet vehicles receiving annual preventative maintenance:	*Information not available*	*Information not available*	100%	100%
2. *To reduce the City vehicle fleet's contribution to greenhouse gas emissions by reductions and/or purchase of alternative fuel vehicles.*				
a. Percentage of City vehicle fleet using alternate fuels (including hybrid vehicles):	*Information not available*	*Information not available*	20%	20%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of vehicles maintained	*Information not available*	32	27	27
2 Number of oil changes performed per year:	*Information not available*	*Information not available*	31	50
3 Number of required smog checks performed per year:	*Information not available*	*Information not available*	14	13

EQUIPMENT REPLACEMENT FUND

The Equipment Replacement Fund provides a consistent level of funding for the replacement of vehicle and equipment assets at the end of their life span. Staff prepared a replacement schedule for the City's vehicles and equipment for the next twenty years, with estimated life spans and calculated replacement costs to determine funding needs each year, and determined an annual funding level expected to allow for the scheduled replacement of vehicle and equipment assets as they reach the end of their useful life. The result of this funding structure is a smoothing of operating expenses over the years, and a more accurate reflection of the actual cost of operations.

With the high level of care and maintenance staff puts into the City's vehicles, the replacement schedules reflect a longer than average life span than other agencies use. The City is using eight years for vehicles and trucks, whereas other cities use five years for general purpose vehicles. In some cases a vehicle or equipment's life span could be shorter or longer than expected, but with a replacement fund, adjustments can most often be made without severely impacting the ongoing operating budget.

BUDGET OVERVIEW

The FY 2011/12 revenue budget consists of $100,000 of allocated service chargebacks to department programs with vehicles and equipment on the replacement schedule, however; there are no planned expenditures this year for vehicle and equipment replacement as shown on the FY 2011/12 planned replacement schedule on the following page.

There is no staffing assigned to this function as this program operates purely as a funding set-aside for vehicle and equipment replacements.

EQUIPMENT REPLACEMENT FUND

SOURCE AND USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Undesignated	98,110	153,214	236,229	236,229	331,373
Total Beginning Fund Balance	**$ 98,110**	**$ 153,214**	**$ 236,229**	**$ 236,229**	**$ 331,373**
Revenues					
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	13,568	-	-	-	-
Internal Service Charges	200,001	110,000	100,000	100,000	100,000
Total Revenues	**$ 213,569**	**$ 110,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**
Operating Transfers In					
Transfer In from General Fund	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 311,679**	**$ 263,214**	**$ 336,229**	**$ 336,229**	**$ 431,373**
USE OF FUNDS					
EXPENDITURES					
Operating Expenditures					
Materials & Supplies	-	-	-	-	-
Fees & Charges	-	-	-	-	-
Consultant & Contract Services	-	-	-	-	-
Meetings, Events & Training	-	-	-	-	-
Fixed Assets	158,465	26,985	20,000	4,856	-
Internal Service Charges	-	-	-	-	-
Total Expenditures	**$ 158,465**	**$ 26,985**	**$ 20,000**	**$ 4,856**	**$ -**
Operating Transfers					
Transfers Out	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Undesignated	153,214	236,229	316,229	331,373	431,373
Total Ending Fund Balance	**$ 153,214**	**$ 236,229**	**$ 316,229**	**$ 331,373**	**$ 431,373**
TOTAL USE OF FUNDS	**$ 311,679**	**$ 263,214**	**$ 336,229**	**$ 336,229**	**$ 431,373**

EQUIPMENT REPLACEMENT FUND

FY 2011/12 OBJECTIVES

Vehicle Replacement – Purchase replacement vehicles and equipment in accordance with the FY 2011/12 replacement schedule.

Alternative Vehicle Assessment – Continue program assessment of available fuel alternative vehicles to determine usability, advantages, and cost-effectiveness in city fleet.

KEY SERVICES

- Accumulate and provide annual funding for asset replacement
- Assess vehicles and equipment for proper replacement timing
- Prepare cost effectiveness study for asset replacement program

VEHICLE & EQUIPMENT REPLACEMENT SCHEDULE

Program and Equipment Category	Yr Purch	Current Vehicle / Equipment	Replacement Vehicle / Equipment	Asset Life	2011/12 Replacement Cost
Vehicles					
None					-
Special Use Vehicles					
None					-
Equipment					
None					-
FY 2011/12 TOTAL REPLACEMENT COSTS					**$ -**

LANDSCAPE & LIGHTING DISTRICTS

The City maintains 24 Landscape and Lighting Districts throughout the City through the consent of property owners living along or within the boundaries of the Districts. The Districts are funded through property tax assessments or through property-owner approved benefit assessments.

Four of the City's Districts are funded solely by property taxes, and another three Districts are funded by both property tax and benefit assessments. The remaining seventeen are funded solely by benefit assessments. Districts funded with property tax all existed prior to the passage of Proposition 13 in 1978, which froze district assessment formulas built into the tax rates at the time of passage. As the property tax funding alone was not sufficient, the three Districts that have benefit assessment revenues in addition to property tax revenues approved a benefit assessment to augment funding.

The benefit assessment-based Landscape and Lighting Districts are exempt from Proposition 218 requirements requiring a 2/3 majority approval, unless an increase in the approved assessment rates are requested. Section 5 of Proposition 218 provides that the measure does not apply to assessments existing as of November 1996 if the assessments were "imposed pursuant to a petition signed by the persons owning all of the parcels subject to the assessment at the time the assessment was initially imposed". Consequently, the City is not required to conduct an election of the property owners unless the assessment is increased.

Since the passage of Proposition 218, the City ensures annual increases are built into the assessment agreements to allow for up to 5% of assessment increases. With operational costs continuing to increase each year, an annual increase enables the City to continue to provide the same level of services. Only two of the Districts that were established prior to the passage of Prop 218, do not currently have this allowance for annual increases built into the agreement.

SUMMARY BUDGET OVERVIEW

In FY 2007/08, the Landscape & Lighting District budget was restructured. In prior years, expenses included staffing costs within each District for time spent on operational maintenance and oversight. These costs are now accounted for as part of the administrative service fees and the costs included within the Operating Transfers Out charges from each District. This change eliminated the duplication of total staffing and benefits costs in the City's Total Fund Financial Summaries.

Assessment levels also reflect the continued practice of building fund balance levels for future year's repairs and projects. This will create a level of protection to prevent the City from paying for unplanned costs up front, and waiting to be repaid in following years.

SOURCE AND USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Undesignated	209,821	359,916	440,389	440,389	504,123
Total Beginning Fund Balance	**$209,821**	**$359,916**	**$ 440,389**	**$440,389**	**$ 504,123**
Revenues					
Property Taxes	188,078	186,006	173,295	180,234	176,100
L&L Assessments	283,003	266,609	279,898	276,724	308,149
Other Sources	7,455	3,477	2,000	3,155	2,145
Total Revenues	**$478,535**	**$456,092**	**$ 455,193**	**$460,113**	**$ 486,394**
Operating Transfers In					
Transfer in from General Fund	18,560	-	-	-	-
Transfer in from L&L Funds	28,180	-	-	-	-
Total Operating Transfers In	**$ 46,740**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$735,096**	**$816,008**	**$ 895,582**	**$900,502**	**$ 990,516**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	-	-	-	-	-
Operating Expenditures					
Materials & Supplies	1,210	426	-	-	-
Fees & Charges	240,027	231,497	274,528	259,465	275,390
Consultant & Contract Serv	105,763	143,696	350,878	136,915	366,128
Total Operating Expenditures	347,000	375,619	625,406	396,379	641,518
Total Expenditures	**$347,000**	**$375,619**	**$ 625,406**	**$396,379**	**$ 641,518**
Operating Transfers Out					
Transfers Out to General Fund	8,580	-	-	-	-
Transfers Out to Other Funds	19,600	-	-	-	-
Total Operating Transfers Out	**$ 28,180**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Undesignated	359,916	440,389	270,176	504,123	348,998
Total Ending Fund Balance	**$359,916**	**$440,389**	**$ 270,176**	**$504,123**	**$ 348,998**
TOTAL USE OF FUNDS	**$735,096**	**$816,008**	**$ 895,582**	**$900,502**	**$ 990,516**

FY 2011/12 OBJECTIVES

District Assessments – Staff will continue to closely monitor all Landscaping and Lighting District Zones for appropriate service and funding levels, and will make a determination of whether the City will proceed with a vote on assessment increases for several of the districts that currently have negative fund balances.

FY 2011/12
Annual District Assessments

Zone #	Assessment District	Number of Parcels	Parcel Assessment	Total Assessment	Total Property Tax
Lighting Districts					
231	Village Lighting District	-	-	-	60,350
232	Azule LightingDistrict	120	-	-	24,650
233	Sarahills Lighting District	64	105.33	6,741	-
Landscape Districts					
241	Arroyo de Saratoga Landscape District	250	93.66	23,415	-
242	Bonnet Way Landscape District	41	126.88	5,202	-
243	Carnelian Glen	20	184.04	3,681	-
244	Cunningham/Glasgow Landscape District	31	249.97	7,749	-
245	Fredericksburg Landscape District	85	68.94	5,860	600
246	Greenbriar Landscape District	176	111.47	19,619	5,000
247	Kerwin Ranch Landscape District	16	672.04	10,753	-
248	Leutar Court Landscape District	9	450.88	4,058	-
249	Manor Drive Landscape District	29	97.30	2,822	3,500
251	McCartysville Landscape District	48	306.95	14,734	-
252	Prides Crossing Landscape District	864	54.43	47,028	-
253	Saratoga Legends Landscape District	15	609.48	9,142	-
254	Sunland Park Landscape District	200	101.96	20,392	-
255	Tricia Woods Landscape District	9	283.60	2,552	-
Landscape & Lighting Districts					
271	Beauchamps Landscape District	55	169.02	9,296	-
272	Bellgrove Landscape & Lighting District	94	816.35	76,737	-
273	Gateway Landscape & Lighting District	11	1,225.49	13,480	-
274	Horseshoe Landscape & Lighting District	52	201.54	10,480	-
275	Quito Lighting District	698	-	-	47,000
276	Tollgate Landscape & Lighting District	61	176.75	10,782	-
277	Village Commercial Landscape District	132	-	-	35,000
278	Brookglen Landscape & Lighting Dist	92	78.84	3,627	-
		3,172		**$308,149**	**$176,100**

RECREATION & FACILITIES DEPARTMENT

The Recreation & Facilities Department contributes to the quality of life in Saratoga through a wide variety of diverse activities and programs for people of all ages through both the Recreation and Teen Services divisions. In addition, the Department administers the Facility Rental program for community groups and the public at the City's parks, Community Center, Warner Hutton House, and Prospect Center Buildings, as well as overseeing building maintenance for City facilities (City Hall, Corporation Yard, Theatre, Community Center, Warner Hutton House, and Prospect Center Buildings).

Recreational services provided by the department include classes, camps, trips, programs, and activities. The benefits of these programs include building self-esteem in children and providing them opportunities to build life skills for their future, adding more balance to the lives of residents, promoting physical fitness, providing opportunities for social interaction, helping to reduce stress, enhancing or learning new skills, helping to eliminate loneliness in older citizens, and promoting sensitivity to cultural diversity. By offering a variety of classes, camps, trips, pre-school programs, youth and teen activities, dance programs, and fee-based special events, the Department helps create a sense of community and provides opportunities for residents to get to know their neighbors and live happier, healthier lives.

The Recreation & Facilities Department's goal is to provide safe, high quality recreation services at reasonable costs. While there is a paradox between the two interests, the City continues to make strides toward reducing service costs in relation to revenues. Staff continues to assess program and activity costs in relation to the community's interests and needs. While some programs and activities are not cost effective, it may be determined that community need is of greater importance. This is often the case with teen programs.

BUDGET OVERVIEW

The Department's FY 2011/12 General Fund budget reflects further adjustments to operate at a cost recovery rate which meets or exceeds the Park & Recreation departmental statewide average (of approximately 65%). Recreation revenues grew slightly, with some corresponding expenditure increases for instructor services. The Recreation Coordinator position will remain de-funded in fiscal 2011/12, and an Account Clerk position remains at a reduced schedule; from a 1.0 FTE to a .90 FTE position. Recreation staff time was reviewed and re-allocated to better reflect program support services in line with these reductions.

Building maintenance activities continue to be broken out from the recreation services and facility rental activities and accounted for as an Internal Service Fund program, as these functions provide citywide janitorial and building maintenance services that are now allocated by percentage to all departments. As facility services represent a separate function and purpose from recreation services, the Building Maintenance program is not included in the cost recovery analysis.

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	10,150	9,600	10,150	6,530	10,150
Charge for Services	595,015	598,641	632,892	649,954	665,400
Rental Income	182,531	235,846	228,900	225,787	237,960
Other Sources	117	89	-	84	-
TOTAL REVENUES	**$ 787,813**	**$ 844,176**	**$ 871,942**	**$ 882,355**	**$ 913,510**
EXPENDITURES					
Salaries and Benefits	756,414	603,495	680,841	658,494	669,414
Operating Expenditures					
Materials & Supplies	24,268	18,331	28,613	13,493	20,995
Fees & Charges	22,610	20,957	14,925	16,160	17,265
Consultants & Contract Services	344,137	347,651	370,265	402,084	394,840
Meetings, Events & Training	4,081	1,156	2,100	1,625	2,100
Total Operating Expenditures	395,097	388,094	415,903	433,363	435,200
Fixed Assets	-	-	-	-	-
Internal Service Charges	272,910	231,060	230,295	230,295	236,258
TOTAL EXPENDITURES	**$1,424,421**	**$1,222,649**	**$1,327,039**	**$1,322,152**	**$1,340,872**

TOTAL DEPARTMENTAL EXPENDITURES BY PROGRAM

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
GENERAL FUND					
Recreation Services	981,619	882,491	929,173	945,962	937,113
Teen Services	121,343	58,496	67,227	66,461	67,785
Facility Rentals	321,459	281,662	330,640	309,728	335,974
TOTAL GENERAL FUNDS	**$1,424,421**	**$1,222,649**	**$1,327,039**	**$1,322,152**	**$1,340,872**
INTERNAL SERVICES FUNDS					
Building Maintenance	700,207	715,486	742,761	726,653	712,761
TOTAL INTERNAL SERVICES	**$ 700,207**	**$ 715,486**	**$ 742,761**	**$ 726,653**	**$ 712,761**
TOTAL EXPENDITURES	**$2,124,628**	**$1,938,135**	**$2,069,800**	**$2,048,805**	**$2,053,634**

RECREATION & FACILITIES DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Recreation & Facilities Director	1.00	1.00	1.00	0.80
Senior Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Program Coordinator	1.00	-	-	-
Facility Coordinator	0.60	0.60	0.60	0.60
Office Specialist II/III	2.00	1.75	1.90	1.90
Facility Maintenance Supervisor	1.00	1.00	1.00	1.00
Facility Maintenance Lead	1.00	1.00	1.00	1.00
Facility Maintenance Worker I/II/III	2.00	2.00	2.00	2.00
Total FTEs	**10.60**	**9.35**	**9.50**	**9.30**

Temporary Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Facility Attendents	1,700	1,200	1,362	1,500
Recreation Leaders	4,300	2,034	2,667	500
Total Annual Hours	**6,000**	**3,234**	**4,029**	**2,000**

The departmental FTE schedule above includes both General Fund and Internal Fund staffing. FTE schedules in the department's following program sections reflect the staff assigned in that specific program. Twenty percent of the Recreation & Facilities Director's FTE is funded and assigned to the Risk Liability program in the Non-Departmental section, and is therefore not reflected in the department total above.

RECREATION SERVICES

Recreation Services plans, organizes, schedules, promotes, supervises, and evaluates over 1000 classes and activities per year. This includes managing approximately 100 independent contractors, and offering over 9500 hours of activities at 18 different parks and facilities, holding a holiday camp, planning 12 excursions and trips per year, conducting quarterly e-mail promotional campaigns, and publishing a three-time-per-year recreation program brochure that is mailed to all residents and non-resident users. Recreation Services also provides a preschool program 5 days a week; works cooperatively with Redwood Middle School and Saratoga High School for use of their facilities for Department programs; and provides Health and Wellness and Arts and Enrichment programs with classes, workshops, demonstrations, and activities.

BUDGET OVERVIEW

The Recreation Services budget reflects a slight increase in class revenues and a corresponding expenditure increase for instructor services. A continued reduction in staffing to obtain budget savings remains in effect for FY 2011/12: a Recreation Coordinator position is de-funded, and an Account Clerk position is decreased (through a voluntary reduction) from 1.0 FTE to .90 FTE.

The Recreation Services program has four revenue sources to support services. For FY 2011/12, this includes $8,000 in camp fees, $77,000 in excursion fees, $575,000 from classes and special program fees, and $10,150 from advertisements in the Recreation Guide. The reduction in camp fees is the result of contracting out summer camp services that were previously provided by City staff, which changes the categorization of the fees from camp revenues to class fees. The addition of Saratoga School of Dance program and the availability of the Saratoga Prospect Center Friendship Hall enabled revenue growth for the FY 2009/10 budget and will allow for future increases as class programming develops. The implementation of “convenience fees” for credit card transactions performed online was instituted last fiscal year to partially offset bank fees charged for the processing of credit card transactions.

Notable ongoing expenditures in the Recreation Services budget include $320,000 for instructors, $50,000 for excursions, $3,000 for camp materials and supplies, $17,000 for recreation brochure printing, $13,100 for mailing costs, $15,000 for credit card fees, $1,500 for off-site facility rentals, and $5,500 for the Recreation Department’s RecTrac system support. Class revenue is tied directly to the cost for instructors as each class contract identifies the proportion of class revenue the instructor receives. The remaining ongoing expenditures are minor operational expenses and internal service charges.

RECREATION SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	10,150	9,600	10,150	6,530	10,150
Charge for Services	592,025	593,437	627,492	645,751	660,000
Rental Income	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ 602,175**	**$ 603,037**	**$ 637,642**	**$ 652,281**	**$ 670,150**
EXPENDITURES					
Salaries and Benefits	506,975	423,202	447,870	446,200	431,594
Operating Expenditures					
Materials & Supplies	21,012	17,420	26,713	12,186	19,100
Fees & Charges	22,610	20,957	14,925	16,160	17,265
Consultants & Contract Services	340,346	346,852	369,325	401,449	393,500
Meetings, Events & Training	2,218	1,156	900	527	1,900
Total Operating Expenditures	386,186	386,385	411,863	430,322	431,765
Fixed Assets	-	-	-	-	-
Internal Service Charges	88,458	72,904	69,440	69,440	73,754
TOTAL EXPENDITURES	**$ 981,619**	**$ 882,491**	**$ 929,173**	**$ 945,962**	**$ 937,113**

FY 2011/12 OBJECTIVES

Quality of Life – The Recreation Department strives to improve the quality of Saratoga life by providing high quality, safe, affordable, and enjoyable activities that are convenient for residents and help to create community. Staff plans a continuing audit and assessment of activities in FY 2011/12 to determine the community's desire for class offerings, inadvertent class duplication, and/or gaps in services.

Economic Vitality – Recreation strives to contribute to the economic vitality of the community by creating a desirable environment for businesses to locate and by providing residents an opportunity to conduct revenue generating events, activities, and contract classes. With the goal of "better not bigger," staff plans to: 1) actively recruit service providers, solicit partnerships, and develop collaborations; 2) conduct activities that serve the needs of the residents of Saratoga based on the assessment of services; and 3) encourage economic development by providing facility space and promotional assistance to recreation service providers.

Public Safety Partnerships – The Recreation Department acts as a partner in the public safety of Saratoga residents by offering safe and secure places and positive choice activities for the youth of the community. Staff will seek collaborations to assist in providing increased and improved after-school and school-break activities that contribute to the developmental assets of the youth and middle school students.

RECREATION SERVICES

Saratoga Prospect Center Programs - With the availability of the Prospect Center Friendship Hall and Grace building, staff's goals are to: 1) diversify select Recreation Service activities at the site to increase convenience to the neighborhood; 2) accommodate overflow from the Community Center; and 3) increase exposure to the facility in order to promote rentals.

KEY SERVICES

- Plan, organize, schedule, promote, supervise, and evaluate program classes, activities, and events for all ages
- Publish a recreation activity guide 3 times a year
- Provide approximately 1,000 classes, holiday camps, and 12 excursions per year
- Provide a preschool program 5 days a week
- Provide Health and Fitness and Arts and Enrichment programs with age appropriate activities that build developmental assets for youth and adults that will give them life skills for the future
- Collaborate with local schools and community based organizations to provide activities

RECREATION SERVICES STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Recreation Department Director	0.50	0.40	0.40	0.40
Senior Recreation Supervisor	0.90	0.90	0.90	0.90
Recreation Supervisor	0.80	0.75	0.75	0.75
Recreation Program Coordinator	0.75	-	-	-
Facility Coordinator	-	-	-	-
Office Specialist II/III	1.50	1.50	1.65	1.65
Facility Maintenance Supervisor	-	-	-	-
Facility Maintenance Lead	-	-	-	-
Facility Maintenance Worker I/II/III	-	-	-	-
Total FTE's	**4.45**	**3.55**	**3.70**	**3.70**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Facility Attendents	-	-	-	-
Recreation Leaders	4,180	2,034	2,034	500
Total Annual Hours	**4,180**	**2,034**	**2,034**	**500**

RECREATION SERVICES

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Promote healthy lifestyles and personal growth through organized recreation activities.*				
a. Offer a variety of new and ongoing recreation activities:	460	584	1027	1000
b. Percentage of recreation class participants which agreed recreation activities contribute to healthy lifestyle and personal growth:	*Information not available*	*Information not available*	95%	95%
c. Number of Recreation Activity Guides published each year which include "Healthy Lifestyle" educational information:	4	3	3	3
2. *Partner with the community to improve the quality of life for children, teens, adults, and families.*				
a. Number of independent instructors providing quality recreation activities:	85	108	95	100
b. Saratoga "households" using online registration software to register for recreation activites:	13%	17%	22%	25%
c. Percentage of recreation class participants which agreed activities met or exceeded expectations:	*Information not available*	*Information not available*	95%	95%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of recreation activity hours offered:	10,062	10,519	9,687	10,500
2 Number of participant registrations:	4,070	4,175	4,922	5,000

TEEN SERVICES

The Teen Services program includes the Youth Commission that the City Council established in 1988 to play a key role in all City-sponsored programs for Teens in Saratoga. The Teen Services staff and Youth Commission work together to: sponsor high school-aged concerts; administer the Youth Commission training; provide oversight to the saratogateen.com website; and sponsor three to four special events each year. Teen Services also provides supervision and oversight of teen volunteer opportunities.

The goal of the Teen Services program is to provide education, community involvement, and recreation for all teens in Saratoga, regardless of school or district. The connection with the Youth Commission helps to provide an opportunity and training ground for teens to serve as positive role models in the community: to encourage teens throughout the City to become active, contributing citizens; and to develop leadership skills to train future community leaders.

BUDGET OVERVIEW

Revenues for the Teen Services program comes from the events conducted. The FY 2011/12 Teen Services budget reflects a continued reduced staffing level which de-funded the department's recreation coordinator position and redistributed the Recreation Supervisors and office support staffing assignments. With the shift of recreation class revenues and expenses to the Recreation Services program, Teen Services staffing levels were reduced from a total of .90 FTE to .40 FTE to reflect staff support for Youth Commission activities only. To offset reduced staffing levels, the Youth Commission was reverted back to the original commission level of 11 students from the expanded 18 members. Operating expenses are minimal and remain at prior year levels.

TEEN SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	2,991	5,205	5,400	4,203	5,400
Other Sources	117	89	-	84	-
TOTAL REVENUES	**$ 3,108**	**$ 5,294**	**$ 5,400**	**$ 4,287**	**$ 5,400**
EXPENDITURES					
Salaries and Benefits	97,280	47,069	54,788	54,404	55,965
Operating Expenditures					
Materials & Supplies	1,679	423	775	435	775
Fees & Charges	-	-	-	-	-
Consultants & Contract Services	3,499	-	140	-	140
Meetings, Events & Training	1,863	-	1,000	1,098	-
Total Operating Expenditures	7,040	423	1,915	1,533	$ 915
Fixed Assets	-	-	-	-	-
Internal Service Charges	17,023	11,004	10,524	10,524	10,905
TOTAL EXPENDITURES	**$ 121,343**	**$ 58,496**	**$ 67,227**	**$ 66,461**	**$ 67,785**

FY 2011/12 OBJECTIVES

Collaboration – The Teen Services program will collaborate with the neighboring Monte Sereno and Los Gatos' Youth Commissions during FY 2011/12 in sponsoring special events for local teens.

Expansion in Representation – Teen Services will increase efforts to reach out to young Saratogans; to bring a wider representation of schools to Youth Commission sponsored events.

TEEN SERVICES

KEY SERVICES

- Provide activities and special events for pre-teens and teens in the community
- Provide opportunities and a training ground for teens to learn leadership skills and become contributing citizens to the community
- Liaison with Youth Commission to communicate the interests of the youth population to the City
- Build the developmental assets of the youth of Saratoga
- Evaluate and assess the needs of local teens to determine new programming
- Provide supervision and oversight of teen volunteer opportunities

TEEN SERVICES STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Recreation Department Director	0.10	0.10	0.10	0.10
Senior Recreation Supervisor	0.10	0.05	0.05	0.05
Recreation Supervisor	0.20	0.25	0.25	0.25
Recreation Program Coordinator	0.25	-	-	-
Facility Coordinator	-	-	-	-
Office Specialist II/III	0.25	-	-	-
Facility Maintenance Supervisor	-	-	-	-
Facility Maintenance Lead	-	-	-	-
Facility Maintenance Worker I/II/III	-	-	-	-
Total FTE's	**0.90**	**0.40**	**0.40**	**0.40**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Facility Attendents	-	-	-	-
Recreation Leaders	120	-	-	-
Total Annual Hours	**120**	**-**	**-**	**-**

TEEN SERVICES

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Partner with the community to improve the quality of life for teens.*				
a. Percentage of time Recreation staff member attends Youth Commission meetings:	*Information not available*	*Information not available*	100%	100%
b. Percentage of teens in satisfaction survey which agree recreation activities met or exceeded expectations in improving quality of life:	*Information not available*	*Information not available*	95%	95%
c. Provide teen volunteer opportunity hours:	*Information not available*	*Information not available*	145	145
2. *Promote healthy lifestyles and personal growth through organized recreation activities.*				
a. Percentage of teens participating in satisfaction survey which agreed recreational activities contributed to healthy lifestyle and personal growth:	*Information not available*	*Information not available*	95%	95%
b. Practice and contribute to "Developmental Assets" for teens as measured by survey:	*Information not available*	*Information not available*	95%	95%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of teen-age volunteer service hours offered:	*Information not available*	*Information not available*	145	145
2 Number of teen-age volunteers supervised:	*Information not available*	*Information not available*	24	24

FACILITY RENTALS

The Facility Rentals program provides the community with facilities for private individuals, non-profit, or profit-based groups to use for receptions, parties, events, meetings, workshops, or other activities. The Facility Rental Program reflects only those revenues and expenditures related to the cost of renting and operating City facilities.

BUDGET OVERVIEW

Revenues for this program are expected to bring in about $90,000 for Community Center rentals, another $10,000 for Senior Center rentals, and $5,000 for the Warner Hutton House. The Civic Center Theater will bring in approximately $45,000 and the Prospect Center buildings another $63,000. Revenue projections for the Prospect Center reflect an expected increase in income after the Friendship Hall building becomes increasingly more recognized for rental. Banner rentals will bring in approximately $7,000, the Community Garden Plot at El Quito Park another $3,400, and rentals from the City's parks (exclusive of sport user agreements) will bring in around $15,000 over the year.

Expenditures for this program reflect staffing by the Facility Coordinator, whose function is to market and rent the facilities, and portions of other Recreation & Facilities Department staff to assist with oversight and facility duties, and temporary facility attendant staff for overseeing use of the facilities during evening and weekend events.

Over time, temporary staffing expenses are anticipated to increase in this program as the need for facility attendants to supervise activities at the Prospect Center increases.

Direct costs for this program are minimal, with $2,520 budgeted for operational supplies. The largest expense is the internal service charge as the Facility Rentals program accounts for a large percentage of building maintenance expenses. Ongoing costs are expected to grow minimally in future years.

FACILITY RENTALS

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
Rental Income	182,531	235,846	228,900	225,787	237,960
Pass-Through Accounts	-	-	-	-	-
TOTAL REVENUES	**$ 182,531**	**$ 235,846**	**$ 228,900**	**$ 225,787**	**$ 237,960**
EXPENDITURES					
Salaries and Benefits	152,159	133,224	178,183	157,889	181,855
Operating Expenditures					
Materials & Supplies	1,578	488	1,125	872	1,120
Fees & Charges	-	-	-	-	-
Consultants & Contract Services	293	799	800	636	1,200
Meetings, Events & Training	-	-	200	-	200
Total Operating Expenditures	1,871	1,287	2,125	1,507	2,520
Building Maint Projects	-	-	-	-	-
Fixed Assets	-	-	-	-	-
Internal Service Charges	167,429	147,152	150,332	150,332	151,599
TOTAL EXPENDITURES	**$ 321,459**	**$ 281,662**	**$ 330,640**	**$ 309,728**	**$ 335,974**

FY 2011/12 OBJECTIVES

Saratoga Prospect Center Building Rentals **-** With the availability of the Saratoga Prospect Center Friendship Hall building for the entire FY 2011/12, staff will focus on increasing exposure of the facility in order to promote rentals.

Place to Recreate **-** The Recreation Department's goal is to create community and improve the quality of life in Saratoga by providing high quality, safe, affordable, clean, and enjoyable facilities that are convenient to residents for meetings, parties, receptions, and gatherings.

FACILITY RENTALS

KEY SERVICES

- Provide pleasant and clean facilities for use by the general public
- Provide pleasant and clean facilities for use for key City services (e.g. meetings)
- Support tenant needs in the leased buildings
- Provide affordable and safe venues for community use at the Saratoga Community Center, Senior Center, and Prospect Center facilities

FACILITY RENTALS STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Recreation Department Director	0.20	0.10	0.10	0.10
Senior Recreation Supervisor	-	0.05	0.05	0.05
Recreation Supervisor	-	-	-	-
Recreation Program Coordinator	-	-	-	-
Facility Coordinator	0.60	0.60	0.60	0.60
Office Specialist II/III	0.25	0.25	0.25	0.25
Facility Maintenance Supervisor	-	-	-	-
Facility Maintenance Lead	0.10	0.10	0.10	0.10
Facility Maintenance Worker I/II/III	0.15	0.15	0.15	0.15
Total FTE's	**1.30**	**1.25**	**1.25**	**1.25**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Facility Attendents	1,700	1,200	1,200	1,500
Recreation Leaders	-	-	-	-
Total Annual Hours	**1,700**	**1,200**	**1,200**	**1,500**

FACILITY RENTALS

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Provide safe, functional, and attractive City buildings for community use and enjoyment of the public.*				
a. According to facility rental survey, the percentage of visitors who felt their visit to the facility was clean, comfortable, and safe:	*Information not available*	*Information not available*	95%	95%
c. Percentage of customers which agreed facilities met or exceeded expectations:	*Information not available*	*Information not available*	95%	95%
2. *Provide safe, functional, and attractive City buildings for the provision of City services.*				
a. Percentage of surveyed visitors which agreed the facility was clean, comfortable, and safe:	*Information not available*	*Information not available*	95%	95%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of facility rental applications processed:	*Information not available*	*Information not available*	451	465
2 Number of fee-based and no-charge (for City meetings, events, etc.) facility rental hours for public use:	*Information not available*	*Information not available*	23,366	24,000
3 Average dollars per receipt:	*Information not available*	*Information not available*	382	400

BUILDING MAINTENANCE FUND

Building Maintenance provides services to ensure City facilities are safe and functional for the general public and employee use. This program is a citywide support function for custodial, maintenance, repair services, and building improvements for all facilities at the Civic Center, Prospect Center, and Museum Park, and supports the needs of the tenants of City leased buildings as defined in lease agreements. Building Maintenance staff plans, schedules, and manages minor and major building facility maintenance, repair, and improvement projects.

The Building Maintenance staff ensures the City's facilities are in a clean and usable condition at all times for employees and the general public. Custodial services such as vacuuming, trash removal, window washing, restroom cleaning, carpet cleaning, and floor stripping and sealing, are all on a regular schedule. Regular maintenance services are also on a schedule, which includes items such as painting, roof maintenance, pest control, emergency generator and HVAC servicing. Other maintenance repair services such as electrical and plumbing repairs are contractually provided on an as needed basis. The Building Maintenance program monitors citywide facility expenses such as utilities, maintenance, and janitorial supplies. City departments are charged an allocated amount to recognize the cost associated with the custodial and building maintenance to more fully account for operational expenses associated with providing these services.

BUDGET OVERVIEW

Effective with the FY 2007/08 budget, the Building Maintenance program incorporated staffing and expenses associated with facility custodial and maintenance services, as well as the revenues earned from charging back to the departments. With four years of history-based data on the actual expenses, minor revisions are included in the FY 2011/12 budget to better reflect actual amounts.

Program expenditures include ongoing facility supplies, building expenses, and contract services for maintenance and repairs. The addition of the Prospect Center Buildings resulted in increased maintenance costs. Continued efforts to "go green" are also reflected in the costs of maintenance supplies and equipment. Planned facility projects are located in the Capital Improvement Plan.

BUILDING MAINTENANCE FUND

SOURCE & USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Undesignated	101,361	208,841	202,569	202,569	208,518
Total Beginning Fund Balance	**$ 101,361**	**$ 208,841**	**$ 202,569**	**$ 202,569**	**$ 208,518**
Revenues					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	604	5,214	-	-	-
Internal Service Charges	807,083	704,000	725,000	732,601	725,000
Total Revenues	**$ 807,687**	**$ 709,214**	**$ 725,000**	**$ 732,601**	**$ 725,000**
Operating Transfers In					
Transfer In from General Fund	-	-	-	-	-
Transfer In from Library Deposit	-	-	-	-	-
Total Operating Transfers In	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 909,048**	**$ 918,055**	**$ 927,569**	**$ 935,170**	**$ 933,518**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	376,636	419,273	438,696	440,885	440,106
Operating Expenditures					
Materials & Supplies	40,009	40,337	36,040	34,007	33,790
Fees & Charges	131,751	135,778	148,400	116,589	94,000
Consultant & Contract Services	86,175	60,180	60,400	76,815	79,900
Meetings, Events & Training	972	414	1,000	132	600
Building Maint Projects	-	-	-	-	-
Fixed Assets	-	-	-	-	-
Internal Service Charges	64,663	59,504	58,225	58,225	64,365
Total Expenditures	**$ 700,207**	**$ 715,486**	**$ 742,761**	**$ 726,653**	**$ 712,761**
Operating Transfers					
Transfer Out to General Fund	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Undesignated	208,841	202,569	184,808	208,518	220,756
Total Ending Fund Balance	**$ 208,841**	**$ 202,569**	**$ 184,808**	**$ 208,518**	**$ 220,756**
TOTAL USE OF FUNDS	**$ 909,048**	**$ 918,055**	**$ 927,569**	**$ 935,170**	**$ 933,518**

FY 2011/12 OBJECTIVES

Facility Improvement Project Management – Facility staff will oversee services to undertake the planned facility improvement projects for FY 2011/12. These include installing ADA compliant signage in all City facilities, design and construction projects for ADA compliant reception counters at Recreation, Public Works, and Planning; a new facility access control system (door lock system) at City Hall; emergency repairs and improvements, and smaller ongoing energy savings projects.

Library Building Repairs – Staff will work with Santa Clara County Library staff to design and build improvements to the Library including: expanded internal book return area, and new other renovations as approved by the Library Commission.

KEY SERVICES

- Provide buildings that are clean, safe, and usable for the general public and employees
- Maintain facilities on a regular schedule to provide efficient and cost effective maintenance

BUILDING MAINTENANCE STAFF

Full Time Equivalents (FTE)

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Recreation Department Director	0.20	0.20	0.20	0.20
Senior Recreation Supervisor	-	-	-	-
Recreation Supervisor	-	-	-	-
Recreation Program Coordinator	-	-	-	-
Facility Coordinator	-	-	-	-
Office Specialist II/III	-	-	-	-
Facility Maintenance Supervisor	1.00	1.00	1.00	1.00
Facility Maintenance Lead	0.90	0.90	0.90	0.90
Facility Maintenance Worker I/II/III	1.85	1.85	1.85	1.85
Total FTE's	**3.95**	**3.95**	**3.95**	**3.95**

Temporary Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Facility Attendents	-	-	-	-
Recreation Leaders	-	-	-	-
Total Annual Hours	**-**	**-**	**-**	**-**

BUILDING MAINTENANCE FUND

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Provide safe, functional, and attractive City buildings for the enjoyment of the public and to house the provision of City services.*				
a. Percentage of surveyed visitors who agreed the facility was clean, comfortable, and safe:	*Information not available*	*Information not available*	90%	90%
2. *Provide safe and functional, City buildings using environmentally sensitive and cost-effective practices.*				
a. Quarterly preventative maintenance of all City HVAC systems:	*Information not available*	*Information not available*	100%	100%
b. Six-day per week cleaning of all City facilities including emptying trash, vacuuming, mopping, and cleaning windows, etc.	*Information not available*	*Information not available*	100%	100%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of work orders received:	*Information not available*	*Information not available*	2,631	2,600
2 Number of work orders completed:	*Information not available*	*Information not available*	2,615	2,626

PUBLIC SAFETY DEPARTMENT

The Public Safety Department is comprised of two safety-oriented programs: the Public Safety Services Program, which focuses on providing day-to-day law enforcement services; and the Emergency Preparedness Program, which prepares the City for infrequent large-scale disaster and emergency occurrences.

The Public Safety Department represents multiple external agencies that protect the community and provide emergency response as needed. The City of Saratoga contracts for law enforcement services with the Santa Clara County Sheriff's Office (Sheriff's Office), and receives fire protection and emergency services from the Santa Clara County (SCC) Fire District JPA. Animal control services are provided on contract by the City of San Jose Animal Care and Services Division (SJACS).

The City Council has identified the maintenance of basic Public Safety as their number one service priority. This includes traffic, patrol, and general law enforcement, and educating the community on crime prevention, traffic safety, and emergency response. The Public Safety Services Program supports the Council's priorities through the Sheriff's Office contract.

The Emergency Preparedness Program provides for the oversight of preparations for the community's emergency response efforts in the event of a significant earthquake, fire, or other natural or man-made disaster, and coordinates with emergency services agencies to prepare the City's residents for self-sufficiency and proper response to emergency events. To this end, the City plans and trains for various situations in an effort to employ best practices, by determining outstanding needs, creating awareness, and educating City staff about their emergency response duties.

The Emergency Preparedness Program is supported by SCC Fire personnel who develop the City's Emergency Operations Plan and checklists; assist with the formation of an Emergency Operations Center (EOC), and train City staff and the community in Emergency Preparedness via the planning and supervision of drills and exercises.

As external agencies provide the operational and managerial staffing for these Public Safety programs, no city staff is assigned to this department.

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	150,439	231,366	184,000	198,368	182,000
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	22,701	17,914	27,950	21,993	18,000
Other Sources	402,859	320,272	471,000	440,892	295,550
TOTAL REVENUES	**$ 575,999**	**$ 569,552**	**$ 682,950**	**$ 661,253**	**$ 495,550**
EXPENDITURES					
Salaries and Benefits	-	-	-	-	-
Operating Expenditures					
Materials & Supplies	4,860	5,104	5,500	5,934	5,500
Fees & Charges	20,964	28,342	33,105	35,056	39,605
Consultants & Contract Services	4,169,576	4,304,997	4,474,266	4,416,320	4,270,695
Meetings, Events & Training	362	155	300	169	300
Total Operating Expenditures	4,195,763	4,338,598	4,513,171	4,457,479	4,316,100
Fixed Assets	-	-	-	-	-
Internal Service Charges	9,909	10,180	10,260	10,260	10,260
TOTAL EXPENDITURES	**$4,205,672**	**$4,348,778**	**$4,523,431**	**$4,467,738**	**$4,326,360**

DEPARTMENTAL EXPENDITURES BY PROGRAM

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
GENERAL FUND					
Public Safety Services	$ 4,174,584	$ 4,313,632	$ 4,480,266	$ 4,423,899	$ 4,278,195
Emergency Preparedness	31,088	35,146	43,165	43,840	48,165
GENERAL FUND PROGRAMS	**$4,205,672**	**$4,348,778**	**$4,523,431**	**$4,467,738**	**$4,326,360**

PUBLIC SAFETY SERVICES

The City of Saratoga contracts for law enforcement services with the Santa Clara County Sheriff's Office. As the City's limited revenue base restricts the community's service levels to minimal public safety services, the City entered into a 10-year contract with the County Sheriff's Office in September, 2004 to provide basic patrol, traffic, and law enforcement services. With additional funding available in FY 2005/06, an enhancement to the contract funded an additional officer whose functions include school traffic enforcement, support for the Neighborhood Watch program, crime prevention assistance, citizen mediation, and limited school support. In FY 2007/08, additional property tax revenues from the passage of AB 117 allowed the Council to enhance the Sheriff's contract further by adding a school resource officer and increasing patrol service hours. While economic restraints required a reduction in patrol hours for the FY 2011/12 budget, traffic enforcement will be maintained at a high level around priority times and locations such as schools.

The City also contracts with San Jose Animal Care and Services Division (SJACS) for field response, licensing, and shelter services, including pick up of stray, injured, or dead animals, complaint investigations, shelter for abandoned, impounded, lost, or stray animals, quarantine and testing of animals, medical services, and licensing of animals.

BUDGET OVERVIEW

Public Safety Program funding comes primarily from General Fund tax revenue; however additional revenues are received from two statewide funding sources and several operational revenues. The Supplemental Law Enforcement Services Fund (SLESF) provides the City with a $100,000 grant to be used for the enhancement of public safety services. The SLESF grant currently funds a School Resource Officer position for Public Safety. Under the Governor's State Budget Proposal, SLESF funding is proposed to be eliminated, and booking fees reinstated. As this proposal has surfaced every year for the last several years, but not adopted due to strong political resistance, SLESF funding was continued into this year's budget. Undesignated funding is set aside to backfill the loss at a later date if needed.

Additional funding comes from an allocated share of the State's Public Safety Sales Tax (Proposition 172). Estimated at $70,000 for FY 2011/12, this amount reflects a decrease from prior years as a result of lower sales tax collected statewide and increasing administrative fees charged to cities. Budgeted revenues for False Alarm Fines, Vehicle Code Bails and Fines, and Parking Citations are expected to bring in a total of $300,000 for the year, and another $18,000 is expected from the SJ Animal Control agency's charges to Saratoga residents for boarding, licenses, and fines.

The City's 10-year contract for Public Safety services with the Santa Clara County Sheriff's Office calls for annual increases based on the lesser of either personnel increases, or CPI plus 2%, with the increase in CalPERS rates added on to this. Years of escalating CalPERS increases and decreasing revenues from the economic downturn have resulted in annual increases which far exceed the City's ability to continue funding the contract at the same level. With some minor reductions in service and a restructuring of how services are billed, the Sheriff's Office reduced the annual contract amount to the prior year's net amount of approximately $4.1 million.

PUBLIC SAFETY SERVICES

Budgeted Public Safety expenditures also include minor operational costs for data ticket forms and supplies and county administrative fees for parking tickets. The Cal-ID program, run by the City of San Jose, provides fingerprint identification services. The program was eliminated in 2009 after Santa Clara County conducted an audit of the program and determined that cities served under the Sheriff's contract being charged on a population-based formula resulted in an inequity when compared to system usage. Last year, the Cal-ID contract was renegotiated to a usage formula lowering the annual cost from over $31,000 to $487 for the year. FY 2011/12 is budgeted at approximately the same cost.

The Public Safety Program also includes an Animal Control Services contract with the City of San Jose. The contract became effective on July 1, 2004 with an initial annual fee of $155,000 for the first three years. The contract states the fee is to increase every third year based on a formula which takes the lesser of either 1) the total of the Urban Wages and Clerical Workers for the San Francisco-Oakland-San Jose CPI increases for each of the prior three years, *or* 2) the total of the rise in San Jose Animal Control Officers for the prior three years. Effective July 1, 2007, the contract increased by the total comp growth of 6.75%, and on July 1, 2010 increased again by the prior three year's total comp growth of 6.75%. The new annual rate effective for FY 2010/11 through FY 2012/13 is set at $176,631.

City staffing costs are not included in this program as all operational and managerial duties are performed by the Santa Clara County Sheriff's Office and the City of San Jose Animal Care & Services Division staff. The City of Saratoga is limited to oversight and coordination functions only.

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	150,439	231,366	184,000	198,368	182,000
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	22,701	17,914	27,950	21,993	18,000
Other Sources	402,683	320,272	471,000	440,892	295,550
TOTAL REVENUES	**$ 575,823**	**$ 569,552**	**$ 682,950**	**$ 661,253**	**$ 495,550**
EXPENDITURES					
Operating Expenditures					
Materials & Supplies	1,486	-	500	-	500
Fees & Charges	3,521	8,636	5,500	7,579	7,000
Consultants & Contract Services	4,169,576	4,304,997	4,474,266	4,416,320	4,270,695
Meetings, Events & Training	-	-	-	-	-
Total Operating Expenditures	4,174,584	4,313,632	4,480,266	4,423,899	4,278,195
Internal Service Charges	-	-	-	-	-
TOTAL EXPENDITURES	**$4,174,584**	**$4,313,632**	**$4,480,266**	**$4,423,899**	**$4,278,195**

PUBLIC SAFETY SERVICES

FY 2011/12 OBJECTIVES

***Traffic Enforcement*–** Refocus traffic enforcement resources and efforts near Saratoga schools in an effort to ease congestion and increase traffic calming.

***Speed Law Violation Reduction Program* –** Work closely with the City and Traffic Safety Commission to identify the most effective locations to deploy the City's radar trailers, with the goal to educate motorists of posted speed laws on certain roadways that are problematic. The combination of education and enforcement is intended to reduce the amount of speed violators within the City of Saratoga.

KEY SERVICES

- Law enforcement services including traffic management, patrol and code enforcement, response to calls for service and traffic incidents
- Public education and participation in community, school, and neighborhood groups
- Crime prevention, deputy response, investigation, resolution of criminal cases, and subsequent participation in the prosecution of offenders
- Records management functions including processing deputy reports and citations, criminal and traffic warrants, and fingerprinting services
- Coordination of Emergency Response activities with the SCC Fire District and City staff

PUBLIC SAFETY SERVICES

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Provide Public Safety services to the community in an effort to protect life and property, while doing so in a responsive and professional manner.*				
a. Priority I calls (serious emergency and public hazard):	64	62	63	60
b. Priority II calls (immediate response, but non-emergency):	2,865	2,901	2,930	3,035
c. Priority III calls (non-emergency):	2,324	2,357	2,390	2,100
2. *Provide Public Safety Response to the needs of the community in a timely, professional manner. Meet or exceed the service goals.*				
a. Average response to Priority I calls for service:	4.51 min	4.12 min	4.01 min	4.83 min
b. Average response to Priority II calls for service:	6.59 min	6.34 min	6.24 min	7.15 min
c. Average response to Priority II calls for service:	10.35 min	10.28 min	10.16 min	10.34 min
3. *Provide responsible community programs to assist residents in understanding and assisting in protection of their neighborhood and property.*				
a. Prepare and provide city staff with weekly reports of crime activity in the city:	100%	98%	100%	100%
b. Provide monthly reports to staff and commissions:	100%	99%	100%	100%
c. Provide community with weekly reports on city website:	*Information not available*	*Information not available*	100%	100%
4. *Assure that the Sheriff's Office is responsive to the needs of the community by documenting and providing responsive turnaround for responsible parties.*				
a. Processing of criminal reports:	3 days	3 days	3 days	3 days
b. Processing of collision reports for involved parties:	7 days	7 days	7 days	7 days
c. Processing of collision reports for insurance companies:	7 days	7 days	7 days	7 days

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Radio calls for service received in the city:	13,071	13,158	13,200	11,200
2 Total number of crime reports taken:	2,288	2,140	2,000	1,050
3 Total number of collision reports taken:	255	308	350	250
4 Total number of cases filed with the DA for prosecution:	1,109	1,100	1,200	950
5 Total number of cases assigned to Detectives:	2,102	2,331	2,480	2,100
6 Neighborhood Watch meetings presented:	4	3	3	3
7 Participation in Community Events:	17	22	20	15

EMERGENCY PREPAREDNESS

The City of Saratoga is responsible for coordinating emergency response efforts in the event of a significant earthquake, fire, natural or man-made disasters. To prepare for this responsibility, City staff work in conjunction with the Sheriff's Office and Santa Clara County (SCC) Fire Districts to plan and prepare for emergency situations. The City Emergency Operations Plan is reviewed annually and the document is updated as needed. An annual exercise is held to train staff in the activities associated with the Emergency Operations Center (EOC). Community Emergency Response Team (CERT) classes are offered through the Recreation Department with instructors from SCC Fire.

The Saratoga Emergency Preparedness Committee, made up of personnel from SCC Fire, the Sheriff's Office, SCC Office of Emergency Services, and the City's Mayor, City Manager, and other City staff meet once each year to discuss the City's preparedness activities and confirm that Saratoga remains in compliance with State and Federal requirements for training and planning.

To increase self-sufficiency in the communities, SCC Fire provides Saratoga and its neighboring cities of Monte Sereno and Los Gatos with a full-time Emergency Preparedness Coordinator to train City staff and community members on emergency preparedness. The Emergency Preparedness Coordinator develops the City's Emergency Operations Plan and checklists; assists with the formation of an EOC, trains City staff and the community in emergency preparedness; and plans and supervises drills and exercises.

BUDGET OVERVIEW

Funding for operational expenses come from General Fund revenues. Emergency Management Plan Grants (EMPG) are no longer available to the City for this program, and the CERT grant funding that was received in prior years is now managed at the County level.

Expenditures for this program are minimal as staffing for the Emergency Preparedness Coordinator managing this program is provided and fully funded by Santa Clara County Fire, and there are only a few operational costs associated with this program. Approximately $4,500 per year is available to ensure the City's EOC telephone lines are restored on a priority basis in the event of a disaster or emergency situation and to fund a County-supplied satellite telephone to sustain external emergency communications prior to cell phone or EOC telephone service restoration. A contribution of $28,025 is budgeted for the City's portion of the Silicon Valley Regional Interoperability Project (SVRIP). The SVRIP is comprised of eighteen Santa Clara County jurisdictions, representing some thirty law enforcement, fire and emergency medical services agencies which have formed a partnership to enhance inter-agency coordination and communication between the public safety agencies. As part of this emergency preparedness organization, the City is required to participate in funding an executive director position. The City's allocation for the SVRIP system maintenance cost is included in the Sheriff's Officer's contract. Another $5,000 is set aside each year to fund the ongoing effort to obtain needed emergency preparedness supplies, and $300 is available for meeting costs associated with the of Community Emergency Response Team (CERT) volunteer training program.

EMERGENCY PREPAREDNESS

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	176	-	-	-	-
Pass-Through Accounts	-	-	-	-	-
TOTAL REVENUES	**$ 176**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Operating Expenditures					
Materials & Supplies	3,374	5,104	5,000	5,934	5,000
Fees & Charges	17,443	19,707	27,605	27,477	32,605
Consultants & Contract Services	-	-	-	-	-
Meetings, Events & Training	362	155	300	169	300
Total Operating Expenditures	21,179	24,966	32,905	33,580	37,905
Fixed Assets	-	-	-	-	-
Internal Service Charges	9,909	10,180	10,260	10,260	10,260
TOTAL EXPENDITURES	**$ 31,088**	**$ 35,146**	**$ 43,165**	**$ 43,840**	**$ 48,165**

FY 2011/12 OBJECTIVES

Large Animal Relocation – The City is in process of an annexation in the Mt. Eden area. This area features narrow roads and is highly prone to fire. Numerous properties in this area have significant populations of large animals, such as horses. The annexation will result in the need for a Temporary Relocation Plan for these animals in the event of a disaster.

Disaster Management Plan Development – Additional Emergency Operation Plans to be developed include a Mass Care/Shelter Operations plan, a Spontaneous Volunteer Plan, a Community Wildfire Preparedness Plan, and a Donations Management Plan.

Emergency Operation Training - Train appropriate staff on infrastructure issues (water, waste water, natural gas, and electricity) which occur during a disaster to ensure staff has a strong knowledge of potential issues and how to resolve them.

KEY SERVICES

- Prepare and update Emergency Operations Plan for the City
- Train City staff and community members on emergency preparedness
- Maintain EOC, equipment, and technology to ensure Saratoga is in compliance with Federal, State, and County standards and requirements
- Plan and supervise emergency drills and exercises
- Oversee Emergency Management Planning and Community Emergency Response Team grants for the City

EMERGENCY PREPAREDNESS

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Develop emergency readiness of City staff and community members through disaster training and exercise programs.*				
a. CERT Training Courses available to community members:	Yes	Yes	Yes	Yes
b. Coordinate community outreach to heighten awareness of emergency preparedness programs and needs:	Yes	Yes	Yes	Yes
c. Prepare emergency preparedness and public education materials:	Yes	Yes	Yes	Yes
c. Coordinate training of City Staff in personal preparedness and EOC functions:	Yes	Yes	Yes	Yes
2. *Maintain the City's Emergency Operations Center in a state of readiness:*				
a. EOC radios, emergency telephones, and computers available and periodically tested to ensure emergency communication needs:	Yes	Yes	Yes	Yes
b. Prepare, test, and revise emergency response and recovery policies, plans, and procedures:	Yes	Yes	Yes	Yes
3 *Maintain effective liaisons with local, state, and national emergency management organizations:*				
a. Participates in and/or maintains communication with local, state, or national emergency preparedness organizations:	Yes	Yes	Yes	Yes
b. Remain current on technology and emergency management trends :	Yes	Yes	Yes	Yes
4. *Ensure inter-agency/multi-agency coordination and communication for disaster planning and responses:*				
a. Inter-agency technology and emergency equipment tested and maintained:	Yes	Yes	Yes	Yes
b. Staff attends emergency management meetings and training programs:	Yes	Yes	Yes	Yes

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of annual community disaster training exercises:	3	3	3	3
2 Number of annual disaster training exercises for City staff:	0	1	2	2
3 Number of CERT training courses offered per year:	2	1	2	2

NON-DEPARTMENTAL

The Non-Departmental Section is a collection of programs which are independent of City services and support functions. This collection includes the General Administration program, Legal Services, the Community Grants and Events funding programs, Workers Compensation Insurance program, the Risk Management/Liability program, 2001 Bond Debt Service, the Library Capital Maintenance Trust Fund, and the KSAR 15 Community Access Television Trust Fund. These are all considered non-departmental as the programs represent functions outside of established service operations.

The Non-Departmental section represents non-operational receipts and general expenses (such as tax revenues, interest, retiree and unemployment expenses, assessment taxes, and audit recovery fees) citywide insurance (Liability Insurance and Workers Compensation), contracted legal services, grant funding to outside agencies, debt service funding for the City's 2001 General Obligation Bond to rebuild the City's Library, and two Trust Funds. One Trust Fund accounts for the Library 2001 Series Bond's remaining funds for capital improvement uses on the library building, and the other Trust Fund accounts for Community Access Television Foundation's PEG fee funds.

BUDGET OVERVIEW

The Non-Departmental Section's General Administration program accounts for the majority of the City's revenues. Property Tax, Sales Tax, Transient Occupancy Tax, Business License Tax, Franchise Fees, Vehicle License Fees, and other city-based General Fund revenues are accounted for within the General Administration Program as these receipts represent allocations to the City which are not based on departmental functions. Expenses in this program are general city expenses not tied to current departmental services (such as retiree insurance premiums, business license and sales tax audit fees, and assessment tax.) The Legal Services program represents attorney time and expenses provided to the City from external firms. Community Grants and Community Events are funding programs for city allocations to external agencies and non-profit groups.

As Non-Departmental programs are typically extraneous to administrative support or departmental service operations, staffing is limited to minimal oversight of the two insurance programs: Risk Management/Liability and Workers Comp. These are structured as Internal Service Funds to charge back the centralized expenses to departments. Staffing for these programs are represented in the insurance programs for funding, but are included in the Administrative Services Department's budget as the home department for Workers Comp, and the Recreation & Facilities Department for Liability in the FTE summaries to represent departmental oversight rather than funding.

The GO Bond program accounts for receipts and payments associated with the City's 2001 debt to remodel and enlarge the Library Building. The remaining two programs are Trust Funds. The Library Improvement Fund accounts for the remaining GO Bond funds which are restricted to building improvements. This program was closed in FY 2010/11 with the transfer of the funds to a capital project for use in completing the final improvements. The KSAR Trust Fund program accounts for funding received on behalf of the non-profit Community Access Television group. This program was also closed in FY 2010/11 with the return of the funds to the KSAR foundation.

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	11,518,164	11,372,636	11,129,600	11,470,869	11,264,050
Intergovernmental Revenues	120,123	104,420	60,000	162,269	95,000
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	4,441	-	-	30	-
Interest Income	362,599	97,044	60,000	63,883	60,000
Rental Income	85,667	87,615	85,000	94,994	94,000
Other Sources	2,463	3,782	-	2,447	-
TOTAL REVENUES	**$12,093,457**	**$11,665,496**	**$11,334,600**	**$11,794,492**	**$11,513,050**
Operating Transfers In	153,732	325,842	224,550	224,550	134,550
TOTAL REVENUE & TRANSFERS IN	**$12,247,189**	**$11,991,338**	**$11,559,150**	**$12,019,042**	**$11,647,600**
EXPENDITURES					
Salaries and Benefits	11,134	14,335	121,200	202,091	120,000
Operating Expenditures					
Materials & Supplies	59,587	31,749	30,600	20,425	31,650
Fees & Charges	21,900	7,672	14,150	15,309	52,800
Consultants & Contract Services	326,837	293,855	397,865	379,187	345,200
Meetings, Events & Training	1,300	-	1,000	-	1,000
Community Grants & Events	162,669	203,758	181,376	165,915	156,434
Total Operating Expenditures	572,293	537,034	624,991	580,837	587,084
Fixed Assets	-	-	-	-	-
Internal Service Charges	382,984	329,343	335,432	335,432	340,474
TOTAL EXPENDITURES	**$ 966,411**	**$ 880,712**	**$ 1,081,623**	**$ 1,118,359**	**$ 1,047,558**
Operating Transfers Out	1,571,727	650,000	876,983	876,983	260,000
TOTAL EXP & TRANSFERS OUT	**$ 2,538,138**	**$ 1,530,712**	**$ 1,958,606**	**$ 1,995,342**	**$ 1,307,558**

TOTAL NON-DEPARTMENTAL EXPENDITURES BY PROGRAM

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
GENERAL FUND					
General Administration	482,787	441,285	550,667	593,948	586,809
Legal Services	320,955	235,669	349,580	358,496	304,315
Community Grants	149,803	188,356	160,676	156,476	141,434
Community Events	12,866	15,402	20,700	9,439	15,000
TOTAL GENERAL FUND	**$ 966,411**	**$ 880,712**	**$ 1,081,623**	**$ 1,118,359**	**$ 1,047,558**
INTERNAL SERVICES FUNDS					
Risk Management	230,050	217,366	418,464	359,670	403,631
Workers Compensation	195,622	202,136	222,791	196,454	233,035
TOTAL INTERNAL SERVICES	**$ 425,672**	**$ 419,502**	**$ 641,256**	**$ 556,124**	**$ 636,666**
DEBT SERVICE FUNDS					
2001 General Obligation Bond	1,014,550	1,015,276	1,019,656	1,014,876	1,047,556
TOTAL DEBT SERVICE FUNDS	**$ 1,014,550**	**$ 1,015,276**	**$ 1,019,656**	**$ 1,014,876**	**$ 1,047,556**
TRUST FUNDS					
Library Capital Improvement Fund	38,893	5,458	-	-	-
KSAR 15 Trust Fund	-	47,465	174,977	128,416	-
TOTAL TRUST FUNDS	**$ 38,893**	**$ 52,923**	**$ 174,977**	**$ 128,416**	**$ -**
TOTAL DEPT EXPENDITURES	**$ 2,445,526**	**$ 2,368,413**	**$ 2,917,511**	**$ 2,817,775**	**$ 2,731,781**
TRANSFERS OUT					
General Fund	1,571,727	650,000	876,983	876,983	260,000
Internal Service Funds	-	-	25,000	25,000	-
Trust Funds	310,000	405	351,360	351,360	-
TOTAL TRANSFERS OUT	**$ 1,881,727**	**$ 650,405**	**$ 1,253,343**	**$ 1,253,343**	**$ 260,000**
TOTAL EXP & TRANSFERS OUT	**$ 4,327,252**	**$ 3,018,818**	**$ 4,170,854**	**$ 4,071,118**	**$ 2,991,781**

NON-DEPARTMENTAL STAFFING

Full Time Equivalents (FTE)

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Recreation & Facilities Director	-	0.20	0.20	0.20
City Clerk	0.25	-	-	-
Human Resources Manager	0.05	0.05	0.05	0.05
Total FTEs	**0.30**	**0.25**	**0.25**	**0.25**

Temporary Staff Hours	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
HR Specialists	-	-	200	200
Total Annual Hours	**-**	**-**	**200**	**200**

GENERAL ADMINISTRATION

The General Administration program represents revenues and expenditures that are not specifically generated as a result of departmental operations. Tax Revenues, Intergovernmental Revenues, Interest, and Rental Income are the primary non-service based revenue sources for the City, and account for approximately 70% of the City's Total General Fund Operating Revenues each year. General Administration expenditures are minimal in comparison, as program expenditures are limited to fund citywide general expenses and internal service charges for general use areas or non-departmental functions.

BUDGET OVERVIEW

The FY 2011/12 budgeted General Fund tax revenues reflect a small increase overall. With the economy stabilizing, countywide foreclosures resulting from the economic recession are expected to impact the City's property taxes less and less. Sales Tax revenues are expected to decrease slightly due to an expected decrease in State estimated payments. Business License Taxes, which are a combination of regular business taxes and the supplemental license tax based on building construction permits, are expected to remain flat through the slight decrease in regular business taxes and a slight increase in supplemental tax. In correlation, a slight increase is expected in Construction Tax revenues.

Most Franchise Fee Taxes are expected to remain flat from the prior year's actual receipts. Transient Occupancy Tax receipts increased in FY 2010/11, and are budgeted in line with these current receipt levels. Interest income continues to be at historic lows; the City's investments are limited to the LAIF investment pool which is seeing the lowest rates in their 32 plus year history. Hovering under 1%, for most of FY 2009/10 and FY 2010/11, interest income is expected to remain low during FY 2010/11.

The General Administration program represents non-service functions, and as such, there are no staffing, objectives, or key services assigned to this program. Budgeted expenses represent general expenses, such as retiree medical insurance administration fees, unemployment insurance fees, funding for employee termination, and retirement payouts, Sales Tax and Business License audit finder's fees, and several Internal Services charges which account for general public usage of the building maintenance expenses, most notably an allocation for the Civic Theater/Council Chambers and the Civic Center buildings. The General Administration program also contains all Transfers In and Transfers Out for the General Fund.

GENERAL ADMINISTRATION

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes					
Property Tax	8,155,362	8,194,364	8,022,600	8,026,659	7,979,050
Sales Tax	1,043,034	954,574	910,000	990,579	1,025,000
Transient Occupancy Tax	151,378	144,151	120,000	184,362	150,000
Business License Tax	321,347	303,990	305,000	310,273	305,000
Other Taxes	190,328	111,899	120,000	137,865	110,000
Franchise Tax	1,656,716	1,663,657	1,652,000	1,821,131	1,695,000
Intergovernmental Revenues	120,123	104,420	60,000	162,269	95,000
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Interest Income	362,599	97,044	60,000	63,883	60,000
Rental Income	85,667	87,615	85,000	94,994	94,000
Other Sources	2,463	3,782	-	2,447	-
TOTAL REVENUES	**$12,089,017**	**$11,665,496**	**$11,334,600**	**$11,794,462**	**$11,513,050**
Operating Transfers In	153,732	325,842	224,550	224,550	134,550
TOTAL REV & TRANSFERS IN	**$12,242,749**	**$11,991,338**	**$11,559,150**	**$12,019,012**	**$11,647,600**
EXPENDITURES					
Salaries and Benefits	11,134	14,335	121,200	202,091	120,000
Operating Expenditures					
Materials & Supplies	59,088	31,713	30,500	18,755	31,150
Fees & Charges	19,929	6,292	12,150	15,154	51,800
Consultants & Contract Services	11,586	61,365	53,200	24,332	45,200
Meetings & Training	87	-	-	-	-
Total Operating Expenditures	90,690	99,370	95,850	58,241	128,150
Fixed Assets	-	-	-	-	-
Internal Service Charges	380,963	327,580	333,617	333,617	338,659
TOTAL EXPENDITURES	**$ 482,787**	**$ 441,285**	**$ 550,667**	**$ 593,948**	**$ 586,809**
Operating Transfers Out	1,571,727	650,000	876,983	876,983	260,000
TOTAL EXP & TRANSFERS OUT	**$ 2,054,514**	**$ 1,091,285**	**$ 1,427,650**	**$ 1,470,931**	**$ 846,809**

LEGAL SERVICES

The City of Saratoga contracts with the firm Shute, Mihaly & Weinberger LLP to provide City Attorney services, advice, and representation on legal matters to ensure City actions and activities are legally sound. The City also utilizes the Wittwer & Parkins LLP firm for land use/development attorney services as needed.

The City Attorney firms pursue or defend the City in litigation matters as directed by the City Council, manage litigation costs, and provide the City with a monthly status report of all outstanding litigation, case updates, and potential lawsuits. The City Attorney: reviews all proposed ordinances and resolutions requiring City Council action to ensure proper format and content; reviews staff reports for reasoned and sound commentary; identifies policy options and alternatives; and provides direction, recommendations, and appropriate summaries consistent with Council requirements. Additional contract city attorney services include: review and recommendations on legislative issues; recommendations on environmental review requirements and preparation of environmental review documents; review of bid requests, vendor contract documents, purchase and sale agreements, code enforcement matters, and the preparation and/or review of contractual agreements with other agencies. The City Attorney attends the bi-monthly City Council meetings, and special City Council sessions as needed.

BUDGET OVERVIEW

The FY 2011/12 budget does not include revenues, however legal services reimbursements may occur if the City provides legal representation, such as in development lawsuits. Applicants who have development applications in process under the deposit fee development process reimburse the City for legal services if the project utilizes attorney time for appeals in the Planning Commission or City Council meetings. Reimbursements would also result from applicants requesting research and information from the City, or from legal services related to environmental reviews. As the majority of development projects fall under the flat fee schedule process now, reimbursement revenues are now less likely to occur.

Budgeted expenditures are primarily comprised of regular on-going City Attorney services. The basic City Attorney contract amount increases each year based on the Consumer Price Index (CPI) cost of living increase from the prior year. If needed, the budget includes funding for potential litigation expenditures, based on the City Attorney's estimate of outstanding and future litigation. There are no imminent litigations pending, therefore funding was not included in FY 2011/12.

The City Attorney occupies an office when on-site; therefore a small allocation of building maintenance internal service charges is also included.

LEGAL SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	4,441	-	-	30	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ 4,441**	**$ -**	**$ -**	**$ 30**	-
EXPENDITURES					
Salaries and Benefits	-	-	-	-	-
Operating Expenditures					
Materials & Supplies	499	36	100	1,670	500
Fees & Charges	1,971	1,379	2,000	155	1,000
Consultants & Contract Service	315,251	232,490	344,665	354,856	300,000
Meetings & Training	1,213	-	1,000	-	1,000
Total Operating Expenditures	318,934	233,906	347,765	356,681	302,500
Fixed Assets	-	-	-	-	-
Internal Service Charges	2,021	1,763	1,815	1,815	1,815
TOTAL EXPENDITURES	**$ 320,955**	**$ 235,669**	**$ 349,580**	**$ 358,496**	**$ 304,315**

KEY SERVICES

- Provides sound legal advice for the City and represents the City regarding litigation matters
- Attends City Council meetings to provide legal guidance
- Drafts and/or reviews staff reports, resolutions, and proposed ordinances
- Prepares and/or reviews contractual agreements with other agencies
- Reviews and makes recommendations on legislative issues
- Reviews bid requests, vendor contract documents, and purchase and sale agreements
- Provides legal advice on code enforcement matters
- Makes recommendations on environmental review requirements and preparation of environmental review documents

LEGAL SERVICES

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Review staff reports, resolutions, and proposed ordinances for compliance with City requirements and applicable laws.*				
a. Number of staff reports and resolutions drafted or reviewed:	*Information not available*	*Information not available*	24	24
b. Number of ordinances drafted or reviewed:	*Information not available*	*Information not available*	6	6
2. *Ensure legal documents protect the City's interests and are in compliance with Federal, State, and City requirements.*				
a. Number of agreements/contracts using standard forms reviewed:	*Information not available*	*Information not available*	72	72
b. Number of agreements/contracts using non-standard forms prepared or reviewed:	*Information not available*	*Information not available*	4	4
3 *Reduce legal and financial consequences of potential litigation against the City.*				
a. Percentage of potential litigation issues resolved prior to court action:	*Information not available*	*Information not available*	90	90

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 Number of City Council meetings or study sessions attended:	*Information not available*	*Information not available*	24	24
2 Number of multi-agency agreements prepared:	*Information not available*	*Information not available*	2	2

COMMUNITY GRANTS

The Community Grants program was established to consolidate the City's grant support to outside agencies into one program, thereby allowing for historical funding reference. The program includes funding from the City as well as from the Community Development Block Grant (CDBG) program's allocation for Human Service grants. CDBG funding will be transferred into this General Fund program for distribution. By policy, one-time Community Grant distributions match the CDBG funding estimated grant amount, with the distribution determined by Council each year. On-going grants listed in the grant schedule represent contract services or county-wide support services.

Grant amounts listed only illustrate the dollar amounts provided to the service groups and non-profit agencies. On occasion, the City may also contribute in-kind services, such as staff support, sheriff services, or street sweeping.

BUDGET OVERVIEW

For FY 2011/12, the City is to be provided with a total of $28,550 of CDBG funding for Human Service Grants, which the Council allocated to the Saratoga Area Senior Coordinating Council (SASCC) for support of adult daycare services. In addition, the City provided $112,884 of community grant funding to a variety of other non-profit organizations.

The City allocates grant funding to local organizations to support the services these groups provide to the Saratoga community, including the Saratoga Chamber of Commerce for business support, the public access television station KSAR 15 for public information broadcasts of council and commission meetings, and SASCC for operational support of the Senior Center. The Senior Center provides an assortment of services – such as Blood Pressure Checks, Podiatric Checks, Tax Assistance, Vision Screening, Hearing Tests, Senior Nutrition Programs, Fifty-Five Alive Driving Program, Flu Shots, and other non-cost-recovery services that the senior population finds valuable.

This year's Community Service Grants will help to fund several non-profit group programs which support the Saratoga community, such as: the United Way's 211 program; the Catholic Charities Ombudsmen program; and the West Valley Community Services food and housing assistance programs. The Council also provides funding to special interest groups. Grants for FY 2011/12 include funding for the Shady Shakespeare group, Children's Health Insurance program, and Silicon Valley Wildlife Association.

The distribution of grant funding for FY 2011/12 and the three prior years is illustrated in the Grant Schedule on the following pages.

COMMUNITY GRANTS

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Salaries and Benefits	-	-	-	-	-
Operating Expenditures					
Materials & Supplies	-	-	-	-	-
Fees & Charges	-	-	-	-	-
Consultants & Contract Services	-	-	-	-	-
Meetings & Training	-	-	-	-	-
Community Grants	149,803	188,356	160,676	156,476	141,434
Total Operating Expenditures	149,803	188,356	160,676	156,476	141,434
Fixed Assets	-	-	-	-	-
Internal Service Charges	-	-	-	-	-
TOTAL EXPENDITURES	**$ 149,803**	**$ 188,356**	**$ 160,676**	**$ 156,476**	**$ 141,434**

COMMUNITY GRANTS

	2008/09 Grants	2009/10 Grants	2010/11 Grants	2011/12 Grants
Community Service Support Groups - Ongoing Grants				
SASCC Service Support	21,000	21,000	21,000	21,000
SASCC Supplemental Support	18,000	18,000	18,000	18,000
KSAR Community Access Grant	27,800	30,000	27,600	27,600
Chamber of Commerce Annual Support	11,332	11,672	12,024	12,384
United Way 211 Funding	2,000	2,000	2,000	2,000
Housing Trust of Santa Clara County	-	25,000	25,000	-
Total Community Service - Ongoing Grants	80,132	107,672	105,624	80,984
Community Service Support Groups - One Time Grants				
SASCC				
Adult Daycare Support	1,268	8,344	3,938	1,422
KSAR				
Video Conversion Grant	2,175	-	-	-
Media Arts Mentoring Program	-	4,617	1,313	1,825
Chamber of Commerce				
City Map Gant	4,832	-	-	-
Other Non-Profit Organizations				
Historical Museum Annual Support	4,288	4,288	-	-
Silicon Valley Wildlife Service Support	4,212	4,212	1,275	1,425
Saratoga Foothill Club	-	13,500	688	-
Shady Shakespeare Theater Co.	-	2,500	375	1,375
West Valley Community Services	15,164	15,164	14,913	14,691
Children's Health Insurance Assistance	-	-	-	7,037
Catholic Charities Ombudsmen Funding	5,000	5,000	4,000	4,125
Total Community Service One-Time Grant	36,939	57,625	26,502	31,900
CDBG Funded Public Service Grants				
SASCC Adult Daycare Support	32,732	27,859	28,550	28,550
Total CDBG Funded Grants	32,732	27,859	28,550	28,550
Total Grants	**149,803**	**193,156**	**160,676**	**141,434**

COMMUNITY EVENTS

The Community Events program was established in the FY 2008/09 budget to consolidate the City's provisions for community events into one program. Community Events are promoted by the City in an effort to build community, however external groups and volunteers are responsible for staffing and organizing most of these events. This occurs at many different levels, including small events to celebrate days of recognition, such as Memorial Day and Arbor Day, and more festive celebrations, such as the Fourth of July, the Village's Holiday Tree Lighting Ceremony, the Mustard Faire, and the Art & Wine Festival events. The City also sponsors celebrations to honor segments of the community, and to highlight such occurrences as facility openings or groundbreakings in order to increase awareness of a new or improved community facility and publicly thank supporters and contributors.

BUDGET OVERVIEW

For FY 2011/12, $5,000 of funding is provided specifically for the ongoing Taste of Saratoga/Art & Wine event to promote the shops and restaurants in the Village. Another $10,000 is set aside for Council to allocate to applicants throughout the fiscal year rather than budget specific amounts for customary events. In past years, the council has provided funding for: the Mustard Faire to celebrate Saratoga's orchard heritage; the annual tree lighting ceremony to celebrate the start of the holiday season; Arbor Day celebration, and numerous park and facility ceremonies. The annual citywide garage sale event to promote reuse, recycle, and reduce environmental efforts was eliminated from this year's budget due to budget constraints.

The City also provides in-kind services for some events. In past years, the City and Sheriff's Office have provided staff support for a one-day Art and Wine Festival. Council Members are also sometimes available to volunteer or hold meet and greets at events. The expenditure budget and distribution of event grant funding for FY 2011/12 and three prior years is illustrated in the schedules on the following pages.

Due to changing Risk Management policies put into effect by the City's Insurance Joint Powers Agency, insurance will no longer be provided for events sponsored by outside organizations and instead will now require that the City be issued a certificate of insurance naming the City as additionally insured.

COMMUNITY EVENTS

GENERAL FUND REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
REVENUES					
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Operating Expenditures					
Materials & Supplies	-	-	-	-	-
Fees & Charges	-	-	-	-	-
Consultants & Contract Service	-	-	-	-	-
Meetings & Training	-	-	-	-	-
Community Grants & Events	12,866	15,402	20,700	9,439	15,000
Total Operating Expenditures	12,866	15,402	20,700	9,439	15,000
Fixed Assets	-	-	-	-	-
Internal Service Charges	-	-	-	-	-
TOTAL EXPENDITURES	**$ 12,866**	**$ 15,402**	**$ 20,700**	**$ 9,439**	**$ 15,000**

COMMUNITY EVENTS

	2008/09 Grants	2009/10 Grants	2010/11 Grants	2011/12 Grants
Chamber of Commerce Events				
Art & Wine Festival	3,299	4,258	3,204	5,000
Annual Tree Lighting	-	1,037	140	-
General Community Events				
Unspecified Event Funding	-	-	2,000	10,000
Mustard Faire	3,649	4,000	4,600	-
Arbor Day Celebration	78	21	100	-
Fourth of July Event	1,547	-	100	-
Citywide Garage Sale	4,270	5,845	45	-
Facility Opening Events				
Fellowship Hall Opening	-	104	-	-
Joe's Trail at Saratoga DeAnza Trail Opening	23	-	500	-
KMP Groundbreaking / Opening	-	138	-	-
Total Community Events	12,866	15,402	10,688	15,000

RISK MANAGEMENT / LIABILITY FUND

The City is a member of the Association of Bay Area Government (ABAG) insurance pool, a self-insurance program established in 1986 which provides general liability, auto, property insurance, and risk management services to thirty-one (31) cities within the Bay Area. Each member chooses a self-insured retention ranging from $25,000 to $250,000, which is reflected in premium rates. The insurance pool pays claims up to a limit of $5 million. To provide further protection, the association purchases another $15 million of excess insurance coverage, for a total of $20 million per occurrence limit. Coverage provides protection for Bodily Injury, Property Damage, Personal Injury, and Public Officials Errors and Omissions claims, and minimizes the City's exposure to losses as a result of City policy or actions. The City's annual premium allows for a self-coverage retention level of $25,000 per occurrence.

The City submits claim information to the ABAG agency, and ABAG staff follows up with other parties and insurance firms, acting as the City's insurance agent. In addition, ABAG provides risk management policy guidelines to effectively identify and analyze risks, implement best practices to minimize risks, training, and grant incentives for safety programs.

BUDGET OVERVIEW

The Risk Management/Liability Fund is an Internal Service Fund program which provides for the cost of the program to be offset with service charge-backs to the departments. The charge-backs allow for the cost of the program to be allocated to the departments in order to more fully recognize operational costs. For FY 2011/12, premium costs are budgeted at $262,000, which represents a $39,155 increase overall from the prior year's estimated ABAG premium, due primarily to increases in legal costs, as a result of a rise in claim expenditures. The Administration, General Liability, and Property premiums also increased. Due to changing Risk Management policies put into effect by the City's Insurance Joint Powers Agency, the City will no longer provide insurance for events sponsored by outside organizations. Instead, the outside parties are required to obtain a certificate of insurance naming the City as additionally insured.

The FY 2011/12 budget includes three large ABAG grants with matching expenditures. The $25,000 Public Safety Grant will be used to improve, update, and bring into compliance critical infrastructure that is considered a hazard that may result in an injury or lawsuit. The exact project(s) will be determined through a meeting of the Risk Management and Safety Committee to examine priorities. The $22,000 Best Practice Framework Grant will be used to improve, update, and bring into best practices compliance City policies, procedures, and ordinances that may otherwise result in an injury or lawsuit. The exact project(s) will be determined through a meeting of the Risk Management and Safety Committee to examine priorities. A $5,000 Risk Management Training Grant is used for two conferences for the Risk Manager (Public Administration Risk Management Association [PARMA] and Public Risk Management Association [PRIMA] conferences). The Grant also funds the ongoing Associate Risk Management certification and testing for the Risk Manager.

Additional program expenses include .20 FTE staffing for program administration by the Recreation and Facilities Director and another $20,000 is budgeted for the city-paid portions of minor non-reimbursable claim expenses. If substantial losses should occur, a budget adjustment will be brought to Council. A pass-through liability program solely for reimbursable claim expenses is included in a second pass-through program in this fund.

RISK MANAGEMENT / LIABILITY

SUMMARY OF REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Undesignated	128,689	202,871	244,561	244,561	134,905
Total Beginning Fund Balance	**$ 128,689**	**$ 202,871**	**$ 244,561**	**$ 244,561**	**$ 134,905**
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenues	16,791	(423)	54,000	34,207	52,000
Fees, Licenses and Permits	83	252	2,500	-	-
Charge for Services		-	-	-	-
Other Sources	1,090	9,227	25,000	40,807	25,000
Internal Service Charges	286,268	250,000	200,000	200,000	300,000
Total Revenues	**$ 304,232**	**$ 259,056**	**$ 281,500**	**$ 275,014**	**$ 377,000**
TOTAL SOURCE OF FUNDS	**$ 432,921**	**$ 461,928**	**$ 526,061**	**$ 519,575**	**$ 511,905**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	8,798	23,673	41,321	41,858	44,333
Operating Expenditures					
Materials & Supplies	11,998	6,656	54,000	32,471	52,000
Fees & Charges	45,745	(21,362)	25,000	53,213	45,000
Consultant & Contract Services	1,119	-	-	-	-
Meetings & Training	839	470	-	-	-
Insurance Premiums	161,550	207,929	297,845	231,831	262,000
Fixed Assets	-	-	-	-	-
Internal Service Charges	-	-	298	298	298
Total Expenditures	**$ 230,050**	**$ 217,366**	**$ 418,464**	**$ 359,670**	**$ 403,631**
Operating Transfers					
Transfer Out	-	-	25,000	25,000	-
Total Operating Transfers	**$ -**	**$ -**	**$ 25,000**	**$ 25,000**	**$ -**
Ending Fund Balance					
Undesignated	202,871	244,561	82,597	134,905	108,274
Total Ending Fund Balance	**$ 202,871**	**$ 244,561**	**$ 82,597**	**$ 134,905**	**$ 108,274**
TOTAL USE OF FUNDS	**$ 432,921**	**$ 461,928**	**$ 526,061**	**$ 519,575**	**$ 511,905**

RISK MANAGEMENT / LIABILITY

FY 2011/12 OBJECTIVES

Premium Management –In an effort to minimize insurance claims, ABAG offers safety training in areas which produce a high liability risk. The City will continue to pursue available training programs, attend seminars, and workshops in an effort to emphasize safety and minimize premiums.

ABAG Safety Framework Program Grant –Staff will utilize the Safety Framework Grant to establish ordinances, policies, procedures, and create best practice safety standards to improve overall workplace safety, thereby minimizing risk factors.

ABAG Risk Management Training Grant **-** Staff will utilize grant funding to attend the PRIMA and PARMA Conferences and participate in the ARM testing and certification to augment safety education and improve risk management at city facilities.

ABAG Risk Management Program Safety Grant **–** This grant will fund safety improvements and preventative maintenance at selected City facilities recommended by ABAG consultants, in the effort to reduce liability exposure and limit the number and amount of claims received.

KEY SERVICES

- Facilitate implementation of risk management best practices to increase public and staff's safety, and reduce the City's liabilities
- Facilitate claim processing and reimbursements for the City, in coordination with the staff, the City Manager, and the City Attorney

RISK MANAGEMENT / LIABILITY STAFF

Full Time Equivalents (FTE)

City Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
Recreation & Facilities Director	-	0.20	0.20	0.20
City Clerk	0.25	-	-	-
Human Resources Manager	-	-	-	-
Total FTE's	**0.25**	**0.20**	**0.20**	**0.20**

Temporary Staff	**2008/09 Funded**	**2009/10 Funded**	**2010/11 Funded**	**2011/12 Funded**
HR Specialists	-	-	-	-
Total Annual Hours	**-**	**-**	**-**	**-**

RISK MANAGEMENT / LIABILITY

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Provide timely, comprehensive Risk Management services to the City to reduce liability and claims costs.*				
a. Contracts reviewed for compliance with Liability Insurance requirements within 48 hours of receipt:	*Information not available*	100%	100%	100%
b. Number of Liability Claims processed within 48 hours of receipt:	*Information not available*	100%	100%	100%
c. Quarterly City-owned facility inspections conducted:	*Information not available*	100%	100%	100%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 ABAG risk management annual goals and objectives -- ADA transition plan and Playground imrpovement plans:	*Information not available*	*Information not available*	2	2
2 Regular inspections and reporting -- streets, sidewalks, urban forest, parks, buildings, and equipment:	*Information not available*	*Information not available*	12	12
3 Number of Liability Claims received:	*Information not available*	*Information not available*	9	10

WORKERS COMPENSATION FUND

The City is a member of the Association of Bay Area Government's (ABAG) insurance pool for Workers' Compensation coverage. The workers' compensation program provides insurance benefit coverage for an employee's work-related illness and injuries.

The Workers Compensation pool allows the City to share risk with other jurisdictions as Saratoga is too small to self-insure independently. ABAG's shared risk pool has four members and is managed by a third party administrator, York Insurance Services Group, to handle the day-to-day workers' compensation claims administration. The City self-insures through this pool up to $250,000, and belongs to the Local Agency Workers' Compensation Excess (LAWCX) Joint Powers Authority for the purpose of pooling for excess insurance.

BUDGET OVERVIEW

The annual revenue appropriation for this fund represents the service charge-back to the departments, based on the program's operational costs and the level of risk for the various job classifications, and a wellness grant of $10,000.

Program costs covered in the internal service rates include $180,000 for the Workers Compensation Insurance premiums and another $25,000 is budgeted for claim expenses. The reimbursable Wellness Grant supplies are budgeted for $10,000, and $1,000 is available for ergonomic evaluations to evaluate a limited number of work stations during the year. Approximately $17,000 of staff time is budgeted to account for .05 FTE of the Human Resource Manager's position and 200 hours of an HR Specialist to administer the coordination, processing, and follow up of claims, provide safety training and ergonomic programs, and other administrative functions of the program.

WORKERS COMPENSATION

SUMMARY OF REVENUES AND EXPENDITURES

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Undesignated	47,735	123,033	198,591	198,591	224,103
Total Beginning Fund Balance	**$ 47,735**	**$ 123,033**	**$ 198,591**	**$ 198,591**	**$ 224,103**
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenues	10,000	10,000	10,000	6,666	10,000
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	17,694	-	300	-
Internal Service Charges	260,920	250,000	215,000	215,000	215,000
Total Revenues	**$ 270,920**	**$ 277,694**	**$ 225,000**	**$ 221,966**	**$ 225,000**
TOTAL SOURCE OF FUNDS	**$ 318,655**	**$ 400,727**	**$ 423,591**	**$ 420,557**	**$ 449,103**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	8,424	8,711	16,474	18,184	16,913
Operating Expenditures					
Materials & Supplies	10,737	10,503	10,000	8,835	10,000
Fees & Charges	-	-	-	-	-
Consultants & Contract Service	715	348	1,000	981	1,000
Meetings & Training	-	-	-	-	-
Insurance Premiums	175,745	182,575	195,195	168,332	205,000
Operating Expenditures	187,197	193,425	206,195	178,148	216,000
Fixed Assets	-	-	-	-	-
Internal Service Charges	-	-	122	122	122
Total Expenditures	**$ 195,622**	**$ 202,136**	**$ 222,791**	**$ 196,454**	**$ 233,035**
Operating Transfers					
Transfer Out	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Undesignated	123,033	198,591	200,800	224,103	216,068
Total Ending Fund Balance	**$ 123,033**	**$ 198,591**	**$ 200,800**	**$ 224,103**	**$ 216,068**
TOTAL USE OF FUNDS	**$ 318,655**	**$ 400,727**	**$ 423,591**	**$ 420,557**	**$ 449,103**

WORKERS COMPENSATION

FY 2011/12 OBJECTIVES

***Wellness Program Initiative (funded by ABAG Grant)* -** The Human Resources Division will continue its wellness program initiative and account for all costs associated with the operation of the program. Statistically, the wellness program initiative has proven successful in minimizing the exposure to incidents which may cause loss to the City or injury to its employees. The Wellness Program Initiative will continue to provide benefits to employees that result in increasing productivity, reducing absenteeism, reducing health care costs, and improving morale.

Workers Compensation Employee and Supervisor Awareness – The Human Resources Division will improve employees' (both injured workers and supervisors) understanding of the workers 'compensation program through educational materials and training, including providing reports to management regarding status of claims and settlements.

KEY SERVICES

- Minimize the City's exposure to losses through work safety, employee wellness, and ergonomic programs
- Coordinate the Worker Compensation Program with third party administrator
- Provide timely reporting of employee injury reports
- Provide information to employees regarding workers' compensation insurance

WORKERS COMPENSATION STAFF

Full Time Equivalents (FTE)

City Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
Recreation & Facilities Director	-	-	-	-
City Clerk	-	-	-	-
Human Resources Manager	0.05	0.05	0.05	0.05
Total FTE's	**0.05**	**0.05**	**0.05**	**0.05**

Temporary Staff	2008/09 Funded	2009/10 Funded	2010/11 Funded	2011/12 Funded
HR Specialists	-	-	200	200
Total Annual Hours	**-**	**-**	**200**	**200**

WORKERS COMPENSATION

Performance Objectives and Measures	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1. *Provide effective, efficient, and timely claims administration, working closely with supervisors, injured workers and workers compensation insurance carrier.*				
a. Managing workers compensation claims process and reporting requirements to ensure compliance with current workers compensation laws and City policies and procedures:	100%	100%	100%	100%
b. Regularly inspect injury claim files to insure they are up to date, including all applicable information is in the file:	100%	100%	100%	100%
c. Keep procedures up to date and ensure employees have been trained and are well-versed in the claims process:	100%	100%	100%	100%

Activity and Workload Highlights	2008/09 Actual	2009/10 Actual	2010/11 Estimated	2011/12 Budget
1 New claims (based on date of claim):	0	2	4	2
2 Closed claims (based on date closed):	6	2	2	2
3 Number of open claims to date (since FY 1998/99):	*Information not available*	*Information not available*	246	248
4 Number of closed claims to date (since FY 1998/99):	*Information not available*	*Information not available*	240	242
5 Lost time in full work days:	214	275	32	15

SERIES 2001 GENERAL OBLIGATION BOND DEBT SERVICE

The City of Saratoga's General Obligation Bonds, Series 2001 (Saratoga Library Expansion Project) were issued by the City of Saratoga pursuant to Chapter 4 of Division 4 of Title 4 of the California Government Code, and a resolution of the Saratoga City Council authorizing the issuance of the Bonds. The Bonds were approved by more than two-thirds of the electors of the City voting at a general municipal election held on March 7, 2000. The Bonds were issued to improve, renovate, and expand the Saratoga Community Library and to pay for the issuance costs of the Bonds.

Bonds constitute general obligations of the City, and the vote to approve the bond authorized the establishment of a property tax levy to fund debt service payments. The property tax levy is added to Saratoga property owner's annual property tax bill, collected by the County Assessor, and subsequently submitted to the City. The principal and interest on the bonds is payable on February 1 and August 1 of each year, commencing February 1, 2002, and ending August 1, 2031. Saratoga uses the Bank of New York Western Trust Company as its fiscal agent to administer the debt servicing of the bonds.

To ensure compliance with IRS Code and US Treasury Obligations, NBS Government Services provides services related to arbitrage rebate calculations and consulting services. NBS will also assist in compliance with the annual disclosure regulations of the SEC continuing disclosure Rule 15c.2-12.

BUDGET OVERVIEW

With the extraordinary drop in interest rates over the last two years, a refunding of the General Obligation Bond would significantly reduce the bond's outstanding debt over its issuance. To that end, the City has initiated a refunding of the bonds, which is expected to save Saratoga property taxpayers approximately $1.4 million over the next twenty years. Lower interest rates will reduce funding requirements but will be unknown until early in the fiscal year. To be cautious, the FY 2011/12 proposed budget is based on the current bond payment schedule, and will appropriate more than needed under the refunding.

The FY 2011/12 revenue budget reflects the estimated total of the Saratoga property owners' property tax levy which is collected along with their annual property taxes and interest earned on the fund's balance. Rapidly increasing property values in prior years resulted in higher than expected assessment revenues. The assessed levy is calculated to obtain a slight underfunding of the annual scheduled debt service to reduce the fund balance over the life of the loan. Expenditures reflect principal and interest payments, fees for continuing disclosure services, and financial advisor fees for the refunding.

A reserve is maintained in this Debt Service Fund to provide for late or non-payments of property tax levies, and to ensure cash is available in the fund for bond payments prior to tax levy receipts. Fund balance is reduced minimally each year, to be fully eliminated at the end of bond debt service in 2031.

LIBRARY GO BOND DEBT SERVICE

SOURCE & USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Designated	-	-	-	-	-
Undesignated	853,619	931,360	892,592	892,592	850,656
Total Beginning Fund Balance	**$ 853,619**	**$ 931,360**	**$ 892,592**	**$ 892,592**	**$ 850,656**
Revenues					
Taxes	1,077,093	971,198	950,000	970,258	950,000
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
Interest	15,198	5,311	5,000	2,683	3,600
Total Revenues	**$ 1,092,291**	**$ 976,509**	**$ 955,000**	**$ 972,940**	**$ 953,600**
TOTAL SOURCE OF FUNDS	**$ 1,945,910**	**$ 1,907,869**	**$ 1,847,592**	**$ 1,865,533**	**$ 1,804,256**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	-	-	-	-	-
Operating Expenditures	-	-	-	-	-
Debt Service	1,014,550	1,015,276	1,019,656	1,014,876	1,047,556
Fixed Assets	-	-	-	-	-
Internal Service Charges	-	-	-	-	-
Total Expenditures	**$ 1,014,550**	**$ 1,015,276**	**$ 1,019,656**	**$ 1,014,876**	**$ 1,047,556**
Operating Transfers					
Transfer Out	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Designated	-	-	-	-	-
Undesignated	931,360	892,592	827,936	850,656	756,700
Total Ending Fund Balance	**$ 931,360**	**$ 892,592**	**$ 827,936**	**$ 850,656**	**$ 756,700**
TOTAL USE OF FUNDS	**$ 1,945,910**	**$ 1,907,869**	**$ 1,847,592**	**$ 1,865,533**	**$ 1,804,256**

LIBRARY GO BOND DEBT SERVICE

City of Saratoga

2001 Series General Obligation Bonds
Debt Schedule

Fiscal Year	Interest Rate	August Annual Principal	August Interest Payment	February Interest Payment	Annual Interest	Fiscal Year Debt Service	Bond Principal Balance @ YE
Initial Bond Offering at May 9, 2001				-	-		**15,000,000**
2001/02	5.000%	-	-	588,942	588,942	588,942	15,000,000
2002/03	5.000%	60,000	392,628	391,128	783,756	843,756	14,940,000
2003/04	5.000%	245,000	391,128	385,003	776,131	1,021,131	14,695,000
2004/05	5.000%	255,000	385,003	378,628	763,631	1,018,631	14,440,000
2005/06	5.000%	270,000	378,628	371,878	750,506	1,020,506	14,170,000
2006/07	5.000%	280,000	371,878	364,878	736,756	1,016,756	13,890,000
2007/08	6.000%	295,000	364,878	356,028	720,906	1,015,906	13,595,000
2008/09	6.000%	310,000	356,028	346,728	702,756	1,012,756	13,285,000
2009/10	6.000%	330,000	346,728	336,828	683,556	1,013,556	12,955,000
2010/11	6.000%	350,000	336,828	326,328	663,156	1,013,156	12,605,000
2011/12	**6.000%**	**370,000**	**326,328**	**315,228**	**641,556**	**1,011,556**	**12,235,000**
2012/13	5.000%	395,000	315,228	305,353	620,581	1,015,581	11,840,000
2013/14	5.000%	415,000	305,353	294,978	600,331	1,015,331	11,425,000
2014/15	5.000%	435,000	294,978	284,103	579,081	1,014,081	10,990,000
2015/16	5.000%	455,000	284,103	272,728	556,831	1,011,831	10,535,000
2016/17	5.000%	440,000	272,728	261,728	534,456	974,456	10,095,000
2017/18	5.000%	460,000	261,728	250,228	511,956	971,956	9,635,000
2018/19	5.000%	485,000	250,228	238,103	488,331	973,331	9,150,000
2019/20	5.000%	510,000	238,103	225,353	463,456	973,456	8,640,000
2020/21	5.125%	535,000	225,353	211,644	436,997	971,997	8,105,000
2021/22	5.125%	565,000	211,644	197,166	408,809	973,809	7,540,000
2022/23	5.125%	590,000	197,166	182,047	379,213	969,213	6,950,000
2023/24	5.125%	625,000	182,047	166,031	348,078	973,078	6,325,000
2024/25	5.250%	655,000	166,031	148,838	314,869	969,869	5,670,000
2025/26	5.250%	690,000	148,838	130,725	279,563	969,563	4,980,000
2026/27	5.250%	730,000	130,725	111,563	242,288	972,288	4,250,000
2027/28	5.250%	765,000	111,563	91,481	203,044	968,044	3,485,000
2028/29	5.250%	805,000	91,481	70,350	161,831	966,831	2,680,000
2029/30	5.250%	850,000	70,350	48,038	118,388	968,388	1,830,000
2030/31	5.250%	890,000	48,038	24,675	72,713	962,713	940,000
2031/32	5.250%	940,000	24,675	-	24,675	964,675	-
TOTALS		**15,000,000**	**7,480,416**	**7,676,730**	**15,157,146**	**30,157,146**	
Total Bond Principal							15,000,000
Total Bond Interest							15,157,146
Total Cost of Bond							**30,157,146**

LEGAL DEBT MARGIN

The California Government Code Section 43605 states:

> *A city shall not incur an indebtedness for public improvements which exceeds in the aggregate 15 percent of the assessed value of all real and personal property of the city. Within the meaning of this section, "indebtedness" means bonded indebtedness of the city payable from the proceeds of taxes levied upon taxable property in the city.*

This schedule calculates the City of Saratoga's legal debt margin by determining the 15% debt limit and comparing this limit to the City's outstanding debt at the end of the fiscal year so as to determine the difference between the two. Only certain types of debt are subject to the legal debt limit, most prominently General Obligation Bond debt. Therefore while this schedule recognizes all types of long-term debt, the total debt is reduced by that debt not subject to the legal debt limit, as well as amounts held in sinking funds for debt repayment.

The City's debt structure currently includes only the one General Obligation Bond.

LEGAL DEBT MARGIN COMPUTATION

FY 2011/12

Assessed Secured Property Valuation for FY 2010/11		$ 9,963,412,097
Debt Limitation (15% of assessed value)		15%
Bonded Debt Limit		$ 1,494,511,815
Outstanding Bonded Debt at 6/30/11		
2001 Series General Obligation Bond	12,605,000	
TOTAL Outstanding Debt	$ 12,605,000	
LESS Debt not subject to limit:		
Special Assessment Bonds	-	
Special Revenue Bonds	-	
Certificate of Participation Debt	-	
Amounts held in Sinking Funds	-	
TOTAL Debt not subject to limit:	$ -	
Amount of Debt Subject to Limit:		$ 12,605,000
LEGAL DEBT MARGIN		**$ 1,481,906,815**

LIBRARY CAPITAL IMPROVEMENT TRUST FUND

The Library Capital Improvement Trust Fund accounts for the remaining bond proceeds from the sale of the 2001 Library General Obligation Bonds. Trust Fund monies are not City funds; the City merely acts in a fiduciary capacity to administer the use of these funds in accordance with the bond issuance.

The Library Bond passed by voters in March 2000 specified the bond's proceeds be used to improve, renovate, and expand the Saratoga Community Library and to pay costs of the issuance of the bonds. Funds cannot be used for annual maintenance, administrative expenses, furniture, fixtures, library equipment, or staffing costs. With bond funds remaining after the Library Building renovation was completed, bond counsel clarified that the remaining funds could be used for improvements to the Library building or site with a life of more than a year.

A Citizen's Oversight Committee was required by the bond measure to ensure that Library renovation and expansion funds are used in accordance with the intention of the voters. After the building was primarily completed, the Citizen's Oversight Committee was disbanded. In FY 2006/07, the Library Commission accepted the duties of the Citizen's Oversight Committee as part of the Library Commission function. These duties require the review and approval of staff's proposed capital improvement projects and contract costs, for budget approval by the City Council.

BUDGET OVERVIEW

With the anticipation that the improvement funds will be utilized completely for several capital improvement projects during FY 2010/11 and 2011/12, the remaining funds from the bond issue set aside for this purpose were transferred to the CIP Library Improvement project.

The Library Commission and the Library Manager will review and approve all proposed projects and design work prior to proposals going to the City Council for approval. The City's Facilities Manager will oversee and coordinate the planned projects as the Library is a City owned building.

Due to financial activity in prior years, this fund's budget schedule will be included in the budget until the fiscal years move out of prior year schedules.

LIBRARY CAPITAL IMPROVEMENT TRUST FUND

SOURCE & USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Designated	-	-	-	-	-
Undesignated	693,929	354,395	351,360	351,360	-
Total Beginning Fund Balance	**$ 693,929**	**$ 354,395**	**$ 351,360**	**$ 351,360**	**$ -**
Revenues					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
Interest Income	9,358	2,828	-	-	-
Total Revenues	**$ 9,358**	**$ 2,828**	**$ -**	**$ -**	**$ -**
Operating Transfers					
Transfer In	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 703,287**	**$ 357,223**	**$ 351,360**	**$ 351,360**	**$ -**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	-	-	-	-	-
Operating Expenditures	-	-	-	-	-
Fixed Assets	38,893	5,458	-	-	-
Internal Service Charges	-	-	-	-	-
Total Expenditures	**38,893**	**5,458**	**-**	**-**	**-**
Operating Transfers					
Transfer Out	310,000	405	351,360	351,360	-
Total Operating Transfers	**$ 310,000**	**$ 405**	**$ 351,360**	**$ 351,360**	**$ -**
Ending Fund Balance					
Designated	-	-	-	-	-
Undesignated	354,395	351,360	-	-	-
Total Ending Fund Balance	**$ 354,395**	**$ 351,360**	**$ -**	**$ -**	**$ -**
TOTAL USE OF FUNDS	**$ 703,287**	**$ 357,223**	**$ 351,360**	**$ 351,360**	**$ -**

KSAR COMMUNITY ACCESS TELEVISION TRUST FUND

The KSAR Community Access Television (CATV) Trust Fund accounts for Public, Education, and Government (PEG) fee funds deposited with the City by the CATV Foundation Board, which are held in trust for investment purposes until utilized by the KSAR board. The funds on deposit are included in the City's investment portfolio, and accrue interest at the same rate as the rest of the City's deposits, but are not City Funds.

BUDGET OVERVIEW

KSAR receives PEG fees under the new State based cable contract which allocates 1% of cable revenues to the local community public television foundation to be used solely for capital expenditures. Funds originally held in the Trust Fund were savings, not part of the PEG fee receipts. As the comingling of the funds caused tracking difficulty and limited access, and as KSAR's City held funds were increasingly used for operational purposes, the board decided to move the funds into accounts under their own direction. In FY 2010/11, all funds held for KSAR were returned to the foundation.

In Saratoga, both Comcast and AT&T provide cable services to the community. AT&T began operations under the State's 1% allocation rule in FY 2006/07; however the Comcast contract did not expire until September 30, 2008 and therefore did not fall under the State contract until October 1, 2008 with the requirement to submit the 1% PEG fee to KSAR. Franchise Fee revenues are expected to provide approximately $74,000 in FY 2011/12. All PEG fees received on KSAR's behalf are now held on deposit and remitted to the KSAR Foundation on a quarterly basis.

Due to financial activity in prior years, this fund's budget schedule will be included in the budget until the fiscal years move out of prior year schedules.

KSAR TRUST FUND

SOURCE & USE OF FUNDS

	2008/09 Actuals	2009/10 Actuals	2010/11 Adjusted	2010/11 Actuals	2011/12 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Designated	-	-	-	-	-
Undesignated	38,661	84,603	109,842	109,842	-
Total Beginning Fund Balance	**$ 38,661**	**$ 84,603**	**$ 109,842**	**$ 109,842**	**$ -**
Revenues					
Taxes / Franchise Fees	44,947	72,238	68,000	18,437	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
Interest Income	994	466	500	136	-
Total Revenues	**$ 45,942**	**$ 72,704**	**$ 68,500**	**$ 18,573**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 84,603**	**$ 157,307**	**$ 178,342**	**$ 128,416**	**$ -**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	-	-	-	-	-
Operating Expenditures	-	-	-	-	-
Fixed Assets	-	-	-	-	-
Funds Withdrawal	-	47,465	174,977	128,416	-
Total Expenditures	**$ -**	**$ 47,465**	**$ 174,977**	**$ 128,416**	**$ -**
Operating Transfers					
Transfer Out	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Designated	-	-	-	-	-
Undesignated	84,603	109,842	3,365	-	-
Total Ending Fund Balance	**$ 84,603**	**$ 109,842**	**$ 3,365**	**$ -**	**$ -**
TOTAL USE OF FUNDS	**$ 84,603**	**$ 157,307**	**$ 178,342**	**$ 128,416**	**$ -**

CAPITAL IMPROVEMENT PLAN

CIP OVERVIEW

The City of Saratoga's FY 2011/12 – 2015/16 Capital Improvement Plan (CIP) represents an ongoing process through which the City identifies, prioritizes, and develops a multi-year plan for major capital expenditures and their associated funding sources, to improve and maintain the City of Saratoga's roadways, parks, facilities, and other infrastructure. Generally CIP improvements are major expenditures that have a multi-year life, and result in becoming City assets.

As a city is comprised of diverse infrastructure, the CIP is structured under four separate program areas in which projects are categorized by infrastructure type. This includes: Streets Program; Parks & Trails Program; Facilities Program; and an Administrative Improvement Program. The discrete program areas allow for further sub-classifications of projects the City is undertaking, and the tracking of resources expended for these purposes. The four programs are structured as follows:

- ***Streets Program*** – includes projects which develop and maintain the City's roadway system to provide safe and efficient traffic flows while minimizing traffic movement and noise through residential neighborhoods; street lighting for traffic safety at intersections and throughout public streets; infrastructure development and maintenance of street surfaces, storm drain systems, curbs, gutters and sidewalks; bridges and retaining walls; and roadway landscaping to maintain the quality streetscapes of the Saratoga community.

  Gas Tax revenues, Prop 142/TCR allocations and Road Impact Fees are dedicated funding sources for the Streets Program, with revenues in excess of $1 million per year. Funding for projects may also come from prior year General Fund savings, from development projects requiring mitigation of impacts, from partnerships with other jurisdictions, or from federal, state, and local grants as either part of statewide initiatives or through grant applications based on specific City projects.

- ***Parks & Trails Program*** - includes projects to develop and improve parks and sport fields, park structures, trails, the city plaza park, and various citywide tree planting and maintenance. Dedicated funding for the Parks Program includes a Park Development Fee collected when a development project subdivides property, and from Tree Fines collected from un-permitted tree removals. Funding may also come from prior year General Fund savings, from grants and park bond funds, and from donations. Park projects may, on occasion, include community volunteer services for minor construction and clean-up projects.

- ***Facilities Program*** - includes projects for purchasing, constructing or making capital repairs to City buildings, structures, and equipment. City buildings include the Civic Center and Chamber/Theater Building, the Senior/Community Center and auxiliary structures, the Corporation Yard and structures, the North Campus, the Historical Buildings including the Saratoga Museum, the McWilliams House, and the Book-Go-Round. Funding is not specifically designated for this capital program; allocations generally come from General Fund prior year savings or grant funds applied to qualified improvements, such as Community Development Block Grant funds for ADA improvements.

- ***Administrative Improvements Program*** – includes projects which provide operational efficiencies and improvements in the administration of City services. Administrative Improvement Projects are typically major expenditures for new systems or system upgrades, new technology equipment or services, large administrative projects such as converting a decades-long accumulation of microfiches, building plans, and legal documents, and for non-recurring operational improvement projects. Revenues for administrative projects may come from the City's Internal Service Replacement Funds, from grants, or from prior year General Fund savings.

CAPITAL PROGRAM GUIDELINES

The City's standard definition of a Capital Improvement Plan (CIP) project is for the construction, acquisition, rehabilitation, or non-routine maintenance work that generally costs $25,000 or more with a minimum useful life of 5 years at a fixed location. Projects under $25,000 are also included in the CIP if they qualify as staged or ongoing improvement projects or if they are a multi-year project. Additionally, non-infrastructure projects may be included in the CIP under the Administrative program if they are information technology, one-time, efficiency, or multi-year administrative projects.

The CIP endeavours to identify all capital improvements needed within the next five years, with cost estimates based on current year dollars. Estimates for carryover projects are updated as necessary to recent estimates based upon current design specifications. Equipment, operating, and maintenance costs incurred as an outcome of CIP projects are to be identified and included in the operating budget.

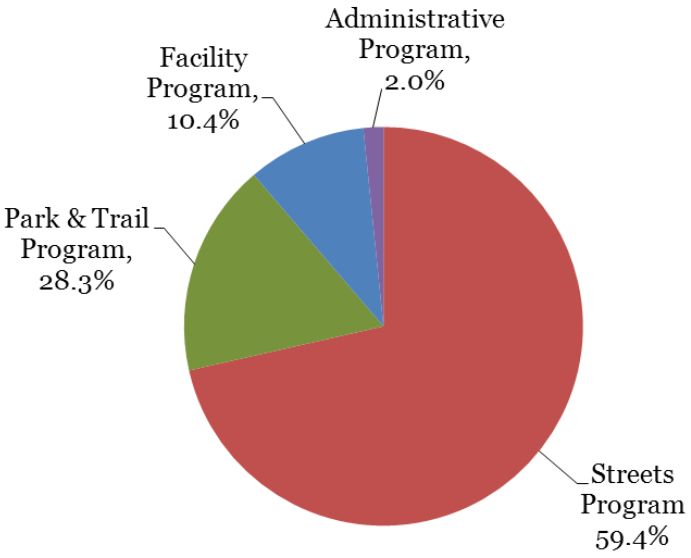
Under direction from the City Manager, the Public Works Department takes the lead in the preparation of most street and park projects for consideration in the current Capital Improvement Plan, and the Recreation and Facilities Department takes the lead in most Facility Program projects. In coordination with other departments, proposed capital improvement projects and funding sources are reviewed to ensure the City's priorities are addressed. New projects are then presented to the Planning Commission to ensure the projects are consistent with the City's General Plan, and then the entire Capital Budget is presented to the City Council for final direction and approval.

The summary update of the CIP budget reflects the City's capital projects plan and estimated project status as of the year end. The CIP schedules reflect estimated unexpended fund balance at the beginning of the fiscal year, the estimated funding to be received during the fiscal year (by category), and the full appropriation of all available funds to allow for either completion of projects or large encumbrances for multi-year projects .

The Capital Improvement Plan also includes a number of unfunded capital projects which were brought to the Planning Commission and approved for conformance with General Plan guidelines. These planned projects will be brought to Council for budget approval at a later time, when resources becomes available.

On the following pages, are summary schedules and graphs illustrating the program budgets by project category and by fund for the four CIP Programs, and list of unfunded projects.

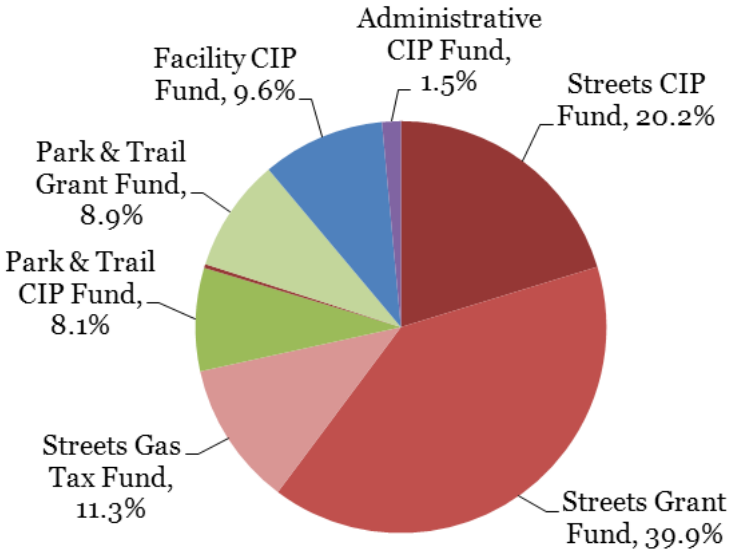
CAPITAL PROGRAM BUDGET BY PROJECT CATEGORY



CAPITAL PROGRAM BUDGET BY PROJECT CATEGORY

	Proposed FY 2011/12	Category %
Streets Program		
Street Repair & Resurfacing	$ 2,901,526	23.4%
Roadway Safety Projects	2,584,854	20.9%
Street Landscaping & Beautification	170,937	1.4%
Sidewalk, Curbs & Storm Drains	2,340,492	18.9%
Bridge & Retaining Walls	844,608	6.8%
Utility Undergrounding Projects	-	0.0%
Total Streets Program	**8,842,417**	**71.4%**
Parks & Trails Program		
Citywide Projects	151,104	1.2%
Park Projects	637,375	5.1%
Trail Projects	1,350,960	10.9%
Total Parks & Trails Program	**2,139,439**	**17.3%**
Facility Program		
Citywide Projects	435,510	3.5%
Civic Center Improvements	286,991	2.3%
Saratoga Prospect Center Improvements	120,445	1.0%
Village Historical Building Improvements	10,635	0.1%
Library Building Improvements	340,597	2.8%
Total Facility Program	**1,194,178**	**9.6%**
Administrative Improvement Program		
Information Technology Projects	120,898	1.0%
Communication System Improvements	-	0.0%
IT Infrastructure Improvements	61,430	0.5%
Community Programs	17,912	0.1%
Total Administrative Improvement Program	**200,240**	**1.6%**
TOTAL CIP BUDGET BY PROJECT CATEGORY	**$ 12,376,274**	**100%**

CAPITAL IMPROVEMENT PLAN BUDGET BY FUND



CAPITAL IMPROVEMENT PLAN BUDGET BY FUND

		Adopted FY 2011/12	Category %
Street Program			
411	Streets CIP Fund	2,504,733	20.2%
431	Streets Grant Fund	4,937,311	39.9%
481	Streets Gas Tax Fund	1,400,372	11.3%
Total Street Program		**8,842,416**	**71.4%**
Park Program			
412	Park & Trail CIP Fund	1,000,933	8.1%
421	Park & Trail Tree Fund	36,770	0.3%
432	Park & Trail Grant Fund	1,101,736	8.9%
Total Park & Trail Program		**2,139,440**	**17.3%**
Facility Program			
413	Facility CIP Fund	1,194,177	9.6%
Total Facility Program		**1,194,177**	**9.6%**
Administrative Program			
414	Administrative CIP Fund	182,328	1.5%
434	Administrative Community Grants	17,912	0.1%
Total Administrative Program		**200,240**	**1.5%**
TOTAL CIP BUDGET BY FUND		**12,376,274**	**100%**

UNFUNDED PROJECTS

STREET PROJECTS		
Cox Avenue Traffic & Pedestrian Safety Improvements	Crosswalk and other safety improvements on Cox Avenue between Saratoga Avenue and Paseo Presada.	75,000
Prospect Road Median Project - Subsequent Phases:	Subsequent phases of the Prospect Road Median Master Plan.	2,544,630
Quito Road Sidewalk Improvements:	Sidewalk improvements on Quito Road between Highway 85 and Allendale Avenue.	150,000
Chester Avenue Storm Drain Improvements:	Storm drainage improvements in the Chester Avenue area.	300,000
Big Basin Way Turn Around:	Construction of a turn around at the end of the Village that would provide drivers an additional option for circulation through Village.	100,000
City Hall Parking Improvements:	Provide additional parking at City Hall by removing landscaping near the corner of Fruitvale and Allendale.	100,000
Bus Stop Shelter Concrete Pads & Wooden Shelters:	Construct concrete pads and wooden shelters to install bus stop shelters at 4 select locations along bus routes in the City.	40,000
TOTAL STREETS UNFUNDED PROJECTS		**$ 3,309,630**

PARK & TRAIL PROJECTS		
Lower Tank Trail (Parker Ranch) Repair Project:	Repair erosion and minor slides on the trail link which connects Parker Ranch Road to Picea Court in the Parker Ranch Subdivision.	20,000
De Anza Trail Phase II:	Extend the De Anza Trail from Saratoga-Sunnyvale Road to Arroyo De Arguello.	75,000
Wildwood Park Pedestrian Bridge Rehabilitation:	Rehabilitation of existing pedestrian bridge to Wildwood Park.	125,000
Village Creek Trail:	Construction of a trail along Saratoga Creek running the length of the Village.	75,000
Calabazas Creek Trail:	Installation of a pathway running along Calabazas Creek from Saratoga-Sunnyvale Road to the UPRR Tracks.	100,000
Odd Fellows Trail Development:	Development of a new trail through the Odd Fellows property establishing a link to the San Marcos Open Space.	60,500
Heritage Orchard Monument Sign:	Construction of a Heritage Orchard monument sign to be located at the corner of Fruitvale and Saratoga Avenues.	35,000
Hakone Gardens Visitor Center Design:	Design work for the Hakone Gardens Visitor Center.	100,000
TOTAL PARK & TRAIL UNFUNDED PROJECTS		**$ 590,500**

FACILITY PROJECTS		
City Hall Emergency Generator Project:	Purchase and installation of an emergency generator at City Hall.	50,000
City Compost Bins:	Construction one or more large compost bins to be located on City owned property such as a park.	10,000
Cool Roofs:	Replace aging roofs at the Community Center and City Hall with sunlight reflecting “cool roof systems”	164,000
Double Pane Windows:	Replace single-pane windows at the Community Center and City Hall with double-pane windows	157,000
Energy Star Compliant Appliances:	Replace old dishwashing machines, clothes washers and dryers, refrigerators, freezers, etc	20,000
Ceiling Insulation:	Increase the R-Value of all ceiling insulation in City buildings.	160,000
TOTAL FACILITY UNFUNDED PROJECTS		**$ 561,000**

STREET PROGRAM

The Capital Improvement Plan's Streets Program provides for a safe and functional roadway and pedestrian street system. Projects within the Street Program are classified by their primary scope of work into five project categories:

- Street Repair & Resurfacing Projects
- Roadway Safety Improvements
- Landscape & Beautification Improvements
- Sidewalks, Curbs & Storm Drains
- Bridge & Hillside Support Projects
- Utility Undergrounding Projects

Street Repair & Resurfacing Projects – consist of projects that primarily repave and improve roadway surfaces. Projects include resurfacing for neighborhood, collector, and arterial streets on a priority basis. Funding is added to the ongoing street resurfacing project each year as available. Individual Street Repair & Resurfacing projects may be set up when specific roadway grants are provided for specifically identified bodies of work.

Roadway Safety Improvements – include projects that improve roadway safety factors. Projects include a Traffic Safety project for small improvement items, such as signs, striping, and curbs as directed by the Traffic Safety Commission; ADA projects for accessibility enhancements, such as curb ramps and audible signals; refuge lanes for traffic merging; railroad crossing improvements; radar feedback signs; and larger safety projects, such as the bicycle and pedestrian safety improvements made to Highway 9.

Landscape & Beautification Improvements – is a category for projects that improve the visual component of streets. This includes projects for median landscape improvements, city entrance signs, tree lighting, sidewalk furniture, and accessories such as trash receptacles and news rack stands.

Sidewalk, Curbs & Storm Drains – is comprised of sidewalk improvement and repair projects; curb, gutter, and storm drain improvements; and pedestrian safety improvement projects. These projects are both general and specific, depending on funding sources.

Bridge & Hillside Support Projects – this category contains projects that repair, replace, or rehabilitate deficient bridge structures or provide support for hillside roadways. Bridge structures fall under the guidance of federal and state regulations, and are often funded by these regulatory agencies, such as Caltrans or the Federal Highway Bridge Replacement and Rehabilitation Program (HBBR). Hillside Support projects are generally funded through transfers from the General Fund.

Utility Undergrounding Projects – includes projects that move aboveground utilities underground. Funding for these projects varies, but a significant funding source is Pacific Gas, & Electric's Rule 20A Program.

The following pages include a list of the Street Program's capital projects, the Street Program's summary funding by account classification, and individual project pages for each of the funded projects in this capital program.

PROJECT SUMMARY

STREETS PROJECT EXPENDITURE SUMMARY	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expenditures
Street Repair & Resurfacing Projects							
9111-001 Annual Street Resurfacing	4,289,137	1,993,048	1,100,000	1,100,000	1,100,000	1,100,000	10,682,185
9111-002 Annual Street Restriping & Signage	272,900	182,100	100,000	100,000	100,000	100,000	855,000
9112-002 Saratoga Avenue Resurfacing	740,203	161,377	-	-	-	-	901,580
9112-003 VTA Grant Street Resurfacing	-	565,000					565,000
Roadway Safety Improvements							-
9121-001 Roadway Safety & Traffic Calming	151,962	189,393	50,000	50,000	50,000	50,000	541,355
9121-002 Solar Radar Feedback Signs	47,442	14,558	-	-	-	-	62,000
9121-003 ADA Accessible Signals	188,286	-	-	-	-	-	188,286
9122-001 Highway 9 Safety Project - Phase 2	378,410	859,794	-	-	-	-	1,238,204
9122-004 Highway 9 Safety Project - Phase 3	28,702	521,109	-	-	-	-	549,811
9122-005 Highway 9 Safety Project - Phase 4	-	1,000,000					1,000,000
Street Landscape & Beautification Projects							-
9132-001 Village Street Tree Lighting	50,000	*Closed*	-	-	-	-	50,000
9132-002 Prospect Road Medians	249,463	537	-	-	-	-	250,000
9132-003 City Entrance Sign/Monument	23,788	*Closed*	-	-	-	-	23,788
9132-005 Village Façade Program	19,022	978	-	-	-	-	20,000
9138-001 Village LED Streetlights	-	169,422	-	-	-	-	169,422
Sidewalks, Curbs &Gutters							-
9141-001 Annual Sidewalk Repairs	229,782	102,904	50,000	50,000	50,000	50,000	532,686
9141-002 Annual Storm Drain Repairs	123,592	88,508	50,000	50,000	50,000	50,000	412,100
9142-001 El Quito Curb & Gutter	194,983	37,552	-	-	-	-	232,535
9142-002 Sobey Road Culvert Repairs	150,000	*Closed*	-	-	-	-	150,000
9142-004 Village S/W & Pedestrian Enhancemts	690,378	579,232	-	-	-	-	1,269,610
9142-005 Saratoga Avenue Sidewalk	75,663	45,556	-	-	-	-	121,219
9142-006 Saratoga Sunnyvale Rd ADA Curbs	108,150	-	-	-	-	-	108,150
9142-007 Saratoga Sunnyvale Rd Sidewalk	74,147	*Closed*	-	-	-	-	74,147
9142-008 Monte Vista Storm Drain Repair	91,138	1,082	-	-	-	-	92,220
9142-009 Canyon View/Elva Storm Drain Repair	15,000	35,000	-	-	-	-	50,000
9142-010 Village SW/C/G - Phase II Design	-	167,000	-	-	-	-	167,000
9142-011 Village SW/C/G Phase II Construction	-	1,283,658	-	-	-	-	1,283,658
Bridges & Retaining Walls							-
9152-001 4th Street Bridge	-	587,000	-	-	-	-	587,000
9152-002 Quito Road Bridges	471,744	244,645	-	-	-	-	716,389
9154-001 Padero Erosion Mitigation	37,037	12,963	-	-	-	-	50,000
Utility Undergrounding Project							
9171-002 Quito Road Undergrounding Project	-	-	-	-	-	98,744	98,744
Total Projects	8,700,929	8,842,417	1,350,000	1,350,000	1,350,000	1,448,744	23,042,090
Interfund Transfers	-						-
Total Project Expenditures	8,700,929	8,842,417	1,350,000	1,350,000	1,350,000	1,448,744	23,042,090

Three new Street projects were added in FY 2011/12, to make a total of twenty-four active projects:

- VTA Grant Street Resurfacing
- Highway 9 Safety Project – Phase IV
- Village Sidewalk, Curb & Gutter Project – Phase II – Design & Construction

Street Improvement projects finalized in the last fiscal year, meaning all invoices were paid, include Village Street Tree Lighting, Prospect Road Medians, Village News Rack Enclosures, Sobey Road Culvert, Saratoga Sunnyvale Road ADA Curbs, and Monte Vista Storm Drain Repairs. Several of these projects remain active as there are outstanding reimbursements or transfers out to be completed in FY 2011/12.

STREET IMPROVEMENT PROGRAM FUNDING SUMMARY

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funded To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREETS FUND									
State Roadway Allocations	580,666	-	580,666	-	-	-	-	-	580,666
Road Impact Fees	702,883	465,990	1,168,873	334,000	400,000	400,000	400,000	400,000	3,102,873
CIP Project Reimbursements	134,779	13,880	148,659	90,042	-	-	-	-	238,701
Contributions/Assessments	844,790	-	844,790	-	-	-	-	-	844,790
Transfer In - General Fund	1,795,328	175,000	1,970,328	150,000	150,000	150,000	150,000	150,000	2,720,328
Transfer In - Other CIP	415,579	362,541	778,120	123,400	-	-	-	-	901,520
Transfer In - CDBG	52,705	243,731	296,436	-	-	-	-	-	296,436
Transfer In - L&L	213,178	-	213,178	-	-	-	-	-	213,178
GRANT FUND									
Federal Grants	726,621	628,269	1,354,890	4,782,116	-	-	-	-	6,137,006
State Grants	567,090	122,076	689,166	401,474	-	-	-	-	1,090,640
Local Grants	20,000	-	20,000	-	-	-	-	-	20,000
GAS TAX FUND									
Gas Tax Revenue	1,452,995	756,711	2,209,706	867,727	800,000	800,000	800,000	800,000	6,277,433
Transfer In - Other CIP	618,520	-	618,520	-	-	-	-	-	618,520
TOTAL REVENUES	**8,125,133**	**2,768,198**	**10,893,331**	**6,748,759**	**1,350,000**	**1,350,000**	**1,350,000**	**1,350,000**	**23,042,090**

EXPENDITURES	Prior Year Funded	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREETS FUND									
Salary & Benefits	88,589	84,522	173,111	85,000	90,000	90,000	90,000	90,000	618,111
Site Acquisition & Prep	-	-	-	-	-	-	-	-	-
Supplies & Expenses	142,263	69,165	211,428	50,000	50,000	50,000	50,000	50,000	461,428
Fees & Expenses	16,328	4,396	20,724	-	-	-	-	-	20,724
Consultant/Contract Svs	171,508	121,558	293,066	-	-	-	-	-	293,066
Construction Expenses	1,709,155	1,006,842	2,715,998	2,246,333	410,000	410,000	410,000	410,000	6,602,331
Transfers Out	470,129	210,558	680,688	123,400	-	-	-	-	804,088
GRANT FUND									
Fees & Expenses	5,177	736	5,913	-	-	-	-	-	5,913
Consultant/Contract Svs	45,088	270,586	315,674	-	-	-	-	-	315,674
Construction Expenses	1,680,875	671,991	1,988,747	4,937,311	-	-	-	-	6,926,058
GAS TAX FUND									-
Supplies & Expenses	4,217	-	4,217	-	-	-	-	-	4,217
Consultant/Contract Svs	800	-	800	-	-	-	-	-	800
Construction Expenses	1,469,028	397,535	1,866,563	1,294,373	694,000	694,000	694,000	792,744	6,035,680
Transfers Out	318,000	106,000	424,000	106,000	106,000	106,000	106,000	106,000	954,000
TOTAL EXPENDITURES	**6,121,158**	**2,943,889**	**8,700,928**	**8,842,417**	**1,350,000**	**1,350,000**	**1,350,000**	**1,448,744**	**23,042,090**

TOTAL ALL FUND SUMMARY		FY 2010/11 Actuals	Estimated Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
BEGINNING BALANCE		1,681,098		2,192,402	98,744	98,744	98,744	98,744	
Revenues & Transfers In	8,125,133	2,768,198	**10,893,331**	6,748,759	1,350,000	1,350,000	1,350,000	1,350,000	**23,042,090**
Expenditures & Transfers Out	6,121,158	2,943,889	**8,700,928**	8,842,417	1,350,000	1,350,000	1,350,000	1,448,744	**23,042,090**
ENDING BALANCE		**2,186,402**	**2,192,402**	**98,744**	**98,744**	**98,744**	**98,744**	**-**	**-**

PROJECT DIRECTORY

STREET REPAIR AND RESURFACING PROJECTS		PAGE
9111-001	Annual Street Resurfacing & Maintenance	D – 12
9111-002	Annual Street Restriping	D – 16
9112-002	Saratoga Avenue Resurfacing	D – 18
9112-003	VTA Grant Street Resurfacing	D – 20

ROADWAY SAFETY PROJECTS		
9121-001	Roadway Safety & Traffic Calming	D – 24
9121-002	Solar Radar Feedback Signs	D – 26
9121-003	ADA Accessible Signals	D – 28
9122-001	Highway 9 Safety Improvements – Phase II	D – 30
9122-004	Highway 9 Safety Improvements – Phase III	D – 32
9122-005	Highway 9 Safety Improvements – Phase IV	D – 34

STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS		
9132-005	Village Façade Program	D – 38
9138-001	Village LED Streetlights	D – 40

SIDEWALK, CURBS & STORM DRAIN PROJECTS		
9141-001	Annual Sidewalk Repairs	D – 44
9141-002	Annual Storm Drain Upgrades	D – 46
9142-001	El Quito Curb & Gutter	D – 48
9142-004	Village Sidewalk & Pedestrian Enhancements – Phase I	D – 50
9142-005	Saratoga Avenue Sidewalk	D – 52
9142-009	Canyon View/Elva Storm Drain Repair	D – 51
9142 -010	Village Sidewalk Curb & Gutter Improvements Phase II – Design	D – 56
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BRIDGE AND RETAINING WALLS		
9152-001	Fourth Street Bridge	D – 60
9152-002	Quito Road Bridge Replacement	D – 62
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9171-002	Quito Road Electric Undergrounding Project	D – 70

STREET REPAIR & RESURFACING PROJECTS

STREET REPAIR & RESURFACING PROJECTS

Project Name	Annual Street Resurfacing	**Project Number**	9111-001
Department	Public Works	**Project Manager**	John Cherbone

Description

This is an ongoing annual project for street resurfacing to maintain the City's pavement infrastructure.

Location

This is a Citywide project that is conducted throughout the fiscal year.

Project Background

Every two years, an engineering consultant conducts an assessment of City roads using the Paving Condition Index (PCI). The PCI is based on a scale of 0 to 100. A score of 0 is used to indicate when roads have failed and 100 is used for roads in excellent condition. Scores are classified into five categories:

Category	Score
"Very Poor"	0-25
"Poor"	25-49
"Good"	50-69
"Very Good"	70-89
"Excellent"	90-100

The City uses this assessment to prioritize streets for resurfacing. Roads in the worst condition and arterial roads with poor ratings are scheduled for resurfacing each year. Consequently, the City has achieved an average PCI rating of "Very Good" and has avoided costly deferred maintenance on deteriorated roads.

Most street resurfacing work is performed by contractors; staff does conduct minor repairs to roadways when practical. There is a total of 135 miles of roadway in Saratoga.

Operating Budget Impacts

Resurfacing streets on a regular basis extends the lifetime of Saratoga's roadways, therefore minimizing the likelihood of larger and more costly projects in the future. Keeping the streets in good condition also reduces liability expenses caused by roads in poor condition.

STREET REPAIR & RESURFACING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Invite contractors to bid on the project
Contract Award	Ongoing	Award contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

ANNUAL STREET RESURFACING

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
State DOT Prop 42 (TCR)	580,666		580,666	-	-	-	-	-	**580,666**
Road Impact Fees	562,883	315,990	878,873	209,000	300,000	300,000	300,000	300,000	**2,287,873**
Project Reimbursements	70,649		70,649	-	-	-	-	-	**70,649**
Transfers In - Other CIP	244,815	-	244,815	-	-	-	-	-	**244,815**
TOTAL	**1,459,012**	**315,990**	**1,775,002**	**209,000**	**300,000**	**300,000**	**300,000**	**300,000**	**3,184,002**
GRANT FUNDS									
Federal - STPL	97,167		97,167	-	-	-	-	-	**97,167**
State - Prop 1B	505,064		505,064	-	-	-	-	-	**505,064**
TOTAL	**602,230**	**-**	**602,230**	**-**	**-**	**-**	**-**	**-**	**602,230**
GAS TAX FUND									
Gas Tax - HUTA	1,551,738	500,859	2,052,597	513,196	500,000	500,000	500,000	500,000	**4,565,793**
Gas Tax - 7360 (TCR swap)	-	255,852	255,852	354,531	300,000	300,000	300,000	300,000	**1,810,383**
Transfers In	519,776		519,776	-	-	-	-	-	**519,776**
TOTAL	**2,071,514**	**756,711**	**2,828,225**	**867,727**	**800,000**	**800,000**	**800,000**	**800,000**	**6,895,952**
TOTAL REVENUES	**4,132,756**	**1,072,701**	**5,205,457**	**1,076,727**	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**10,682,184**

STREET REPAIR & RESURFACING PROJECTS

ANNUAL STREET RESURFACING - CONTINUED

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND EXP									
Salary & Benefits	88,589	84,522	173,111	85,000	90,000	90,000	90,000	90,000	**618,111**
Site Acquisition & Prep	-		-	-	-	-	-	-	**-**
Materials & Supplies	34,755	7,696	42,451	-	-	-	-	-	**42,451**
Fees & Expenses	7,364		7,364	-	-	-	-	-	**7,364**
Consultant/Contract Svs	46,265	8,118	54,383	-	-	-	-	-	**54,383**
Project Equip & Fixtures	-		-	-	-	-	-	-	**-**
Construction Expenses	562,904	309,614	872,518	384,275	210,000	210,000	210,000	210,000	**2,096,792**
Transfers Out	176,500	65,000	241,500	123,400	-	-	-	-	**364,900**
TOTAL	**916,377**	**474,950**	**1,391,327**	**592,675**	**300,000**	**300,000**	**300,000**	**300,000**	**3,184,001**
GRANT FUND EXP									
Construction Expenses	602,230	-	602,230	-	-	-	-	-	**602,230**
Transfers Out	24,574	(24,574)	-	-	-	-	-	-	**-**
TOTAL	**626,804**	**(24,574)**	**602,230**	**-**	**-**	**-**	**-**	**-**	**602,230**
GAS TAX EXP									
Materials & Supplies	2,224		2,224	-	-	-	-	-	**2,224**
Fees & Expenses	1,993		1,993	-	-	-	-	-	**1,993**
Consultant/Contract Svs	800		800	-	-	-	-	-	**800**
Construction Expenses	1,469,028	397,535	1,866,563	1,294,373	694,000	694,000	694,000	694,000	**5,936,936**
Transfers Out	318,000	106,000	424,000	106,000	106,000	106,000	106,000	106,000	**954,000**
TOTAL	**1,792,045**	**503,535**	**2,295,580**	**1,400,373**	**800,000**	**800,000**	**800,000**	**800,000**	**6,895,953**
TOTAL EXPENDITURES		**953,911**	**4,289,137**	**1,993,048**	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**10,682,184**

	Year Activity	2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Project Activity
CIP STREET FUND									
Beginning Balance		542,657		383,675	-	-	-	-	**-**
Revenues & T/I	1,459,034	315,990	1,775,002	209,000	300,000	300,000	300,000	300,000	**3,184,002**
Expenditures & T/O	916,377	474,950	1,391,327	592,675	300,000	300,000	300,000	300,000	**3,184,002**
Ending Balance	**542,657**	**383,697**	**383,675**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		(24,574)		-	-	-	-	-	**-**
Revenues & T/I	602,230	-	602,230	-	-	-	-	-	**602,230**
Expenditures & T/O	626,804	(24,574)	602,230	-	-	-	-	-	**602,230**
Ending Balance	**(24,574)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
GAS TAX FUND									
Beginning Balance	-	279,470		532,646	-	-	-	-	**-**
Revenues & T/I	1,956,170	756,711	2,712,881	867,727	800,000	800,000	800,000	800,000	**6,780,608**
Expenditures & T/O	1,676,700	503,535	2,180,235	1,400,373	800,000	800,000	800,000	800,000	**6,780,608**
Ending Balance	**279,470**	**532,646**	**532,646**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL BALANCE	**797,553**	**916,343**	**916,321**	**-**	**-**	**-**	**-**	**-**	**-**

STREET REPAIR & RESURFACING PROJECTS

Project Name	Annual Street Restriping & Signage	**Project Number**	9111-002
Department	Public Works	**Project Manager**	Rick Torres

Description

This is an ongoing project for street restriping and signage throughout the City to maintain roadway infrastructure and enhance roadway safety. In addition to maintaining roadway markings, this project includes painting curbs, and installing and replacing roadway signs.

Location

This is a Citywide project; locations vary depending on prioritized streets for the year.

Project Background

Each year, existing striping, signage, and curbs are assessed by Public Works staff to determine where striping or signage repairs or improvements are needed. The City focuses its efforts in areas that are in poor condition, and where striping can reduce hazards. Locations are also identified by other City staff, the Traffic Safety Commission, and residents.

Striping work on smaller streets and school zones is completed primarily by City staff, however; the City will hire contractors to perform larger projects or to work on busy streets. Approximately 25,000 to 30,000 linear feet of road is painted every year with either thermoplastic or traditional road paint.

Street signs are primarily made and installed by City staff. Staff estimates there are 12,000 to 15,000 street signs in Saratoga.

Funding to properly maintain the striping, curbs, and street signs located on the 135 miles of roadway in Saratoga comes primarily from Road Impact Fees.

Operating Budget Impacts

Conducting routine maintenance of re-striping, curbs, and signage on Saratoga streets reduces the need for extensive repairs in the future, thereby preventing larger and more time consuming restriping projects in the future. Additionally, regular restriping ensures that Saratoga roadways are clearly marked and safer for drivers to navigate. Staff time spent conducting work or overseeing contract work is incorporated into the operating budget on an ongoing basis.

STREET REPAIR & RESURFACING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Invite contractors to bid on the project
Contract Award	Ongoing	Award contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

ANNUAL STREET RE-STRIPING & SIGNAGE

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Road Impact Fees	140,000	150,000	290,000	125,000	100,000	100,000	100,000	100,000	**815,000**
Transfers In - Other CIP	40,000		40,000	-	-	-	-	-	**40,000**
TOTAL REVENUES	**180,000**	**150,000**	**330,000**	**125,000**	**100,000**	**100,000**	**100,000**	**100,000**	**855,000**

EXPENDITURES	Prior Year Funded	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Materials & Supplies	88,634		88,634	-	-	-	-	-	**88,634**
Fees & Expenses	-		-	-	-	-	-	-	**-**
Consultant/Contract Svs	-		-	-	-	-	-	-	**-**
Construction Expenses	79,691	104,575	184,266	182,100	100,000	100,000	100,000	100,000	**766,366**
Transfers Out	-		-	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**168,325**	**104,575**	**272,900**	**182,100**	**100,000**	**100,000**	**100,000**	**100,000**	**855,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		11,675		57,100	-	-	-	-	**-**
Revenues & T/I	180,000	150,000	330,000	125,000	100,000	100,000	100,000	100,000	**855,000**
Expenditures & T/O	168,325	104,575	272,900	182,100	100,000	100,000	100,000	100,000	**855,000**
ENDING BALANCE	**11,675**	**57,100**	**57,100**	**-**	**-**	**-**	**-**	**-**	**-**

STREET REPAIR & RESURFACING PROJECTS

Project Name	Saratoga Avenue Resurfacing	**Project Number**	9112-002
Department	Public Works	**Project Manager**	Macedonio Nunez

Description This project will resurface sections of Saratoga Avenue between Kerwin Ranch Road and the City Limits.

Location Two sections of Saratoga Avenue will be resurfaced, one between the City Limits and Cox Avenue and another between Ranfree Lane and Kerwin Ranch Court.

Project Background The City uses the Pavement Condition Index (PCI) to determine the conditions of roads. Ratings range from "failed" to "excellent". On average, the City is able to maintain its roads at a PCI rating of "very good" by conducting surveys of the roads every two years and carefully monitoring street conditions. Regular maintenance of the roads helps avoid costly deferred maintenance on deteriorated roads and extends the lifetime of the City's existing roadways.

In 2009, the City sought and received federal stimulus funds to repave two sections of Saratoga Avenue. This street is one of the City's arterial roads and receives significant use. The federal monies will help the City leverage limited funds to help maintain this critical City road.

Operating Budget Impacts Funding for the work comes from American Recovery and Reinvestment Act monies, consequently significant staff time is expected to be spent tracking and reporting on use of these stimulus dollars. However, ongoing maintenance of City roadways will increase the longevity of existing streets and ultimately reduce long term capital expenses. Staff time for project oversight is included in the operating budget.

STREET REPAIR & RESURFACING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Bid Process	August 2009	Council approves plans and authorizes bidding the project
Contract Award	September 2009	Council awards contract
Estimated Construction Start	September 2009	Construction project begins
Estimated Completion Date	May 2011	Project is completed

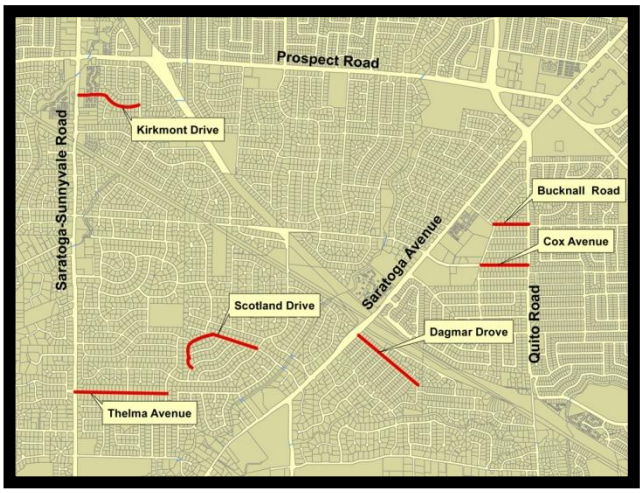
SARATOGA AVENUE RESURFACING

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - Other CIP	50,000	-	50,000	-	-	-	-	-	**50,000**
TOTAL STREET FUND	**50,000**	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
GRANT FUND									
Federal Stimulas Grant	234,601	445,833	680,434	171,146	-	-	-	-	**851,580**
TOTAL GRANT FUND	**234,601**	**445,833**	**680,434**	**171,146**	**-**	**-**	**-**	**-**	**851,580**
TOTAL REVENUES	**284,601**	**445,833**	**730,434**	**171,146**	**-**	**-**	**-**	**-**	**901,580**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Materials & Supplies	1,093		1,093	-	-	-	-	-	**1,093**
Construction Expenses	-	-	-	48,907	-	-	-	-	**48,907**
TOTAL STREET FUND	**1,093**	**-**	**1,093**	**48,907**	**-**	**-**	**-**	**-**	**50,000**
GRANT FUND									
Fees & Expenses	3,104		3,104	-	-	-	-	-	**3,104**
Construction Expenses	253,520	482,487	736,007	112,470	-	-	-	-	**848,477**
TOTAL GRANT FUND	**256,624**	**482,487**	**739,111**	**112,470**	**-**	**-**	**-**	**-**	**851,581**
TOTAL EXPENDITURES	**257,717**	**482,487**	**740,203**	**161,377**	**-**	**-**	**-**	**-**	**901,580**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Project Activity
CIP STREET FUND									
Beginning Balance		48,907		48,907	-	-	-	-	-
Revenues & T/I	50,000	-	50,000	-	-	-	-	-	**50,000**
Expenditures & T/O	1,093	-	1,093	48,907	-	-	-	-	**50,000**
Ending Balance	**48,907**	**48,907**	**48,907**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		(22,023)		(58,676)	-	-	-	-	-
Revenues & T/I	234,601	445,833	680,434	171,146	-	-	-	-	**851,580**
Expenditures & T/O	256,624	482,486	739,110	112,470	-	-	-	-	**851,580**
Ending Balance	**(22,023)**	**(58,676)**	**(58,676)**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL BALANCE	**26,884**	**(9,769)**	**(9,769)**	**-**	**-**	**-**	**-**	**-**	**-**

STREET REPAIR & RESURFACING PROJECTS



Project Name	VTA Grant for Street Resurfacing	**Project Number**	9112-003
Department	Public Works	**Project Manager**	Macedonio Nunez

Description

This project will resurface several sections of roadway in Saratoga.

Location

This project is expected to include street resurfacing on Bucknall Road between Quito Road and Paseo Presada; Cox Avenue between Quito Road and Paseo Presada; Thelma Avenue from Saratoga-Sunnyvale Road to Beaumont; Kirkmont Drive from Saratoga-Sunnyvale Road to Kirkbrook Drive; Scotland Drive from Glen Brae Drive to Bonnie Ridge Way; and Dagmar Drive from the south end of the street to Myren Drive.

Project Background

This project will resurface approximately 1.5 miles of roadway in Saratoga, including sections of Bucknall Road, Cox Avenue, Thelma Avenue, Kirkmont Drive, Scotland Drive, and Dagmar Drive.

The City uses the Pavement Condition Index (PCI) to determine the conditions of roads. Ratings range from "failed" to "excellent". On average, the City is able to maintain its roads at a PCI rating of "very good" by conducting surveys of the roads every two years and carefully monitoring street conditions.

Road resurfacing grants have been instrumental in the City's effort to keep Saratoga roads in good condition. Funding for this project comes from the Surface Transportation Program (STP). Approximately every six years, the U.S. Congress adopts a surface transportation act to fund highway, street, road, transit, and other transit related improvement projects. Funding for these projects flows through the states to local agencies. In California, STP money is administered by Caltrans. A large portion of the California STP funding goes to regional planning agencies, such as the Valley Transportation Authority (VTA), which then allocates funding for improvement projects at its discretion.

VTA has allocated $500,000 to Saratoga. The City is required to contribute 11.47% in matching funds. This comes out to roughly $565,000.

Operating Budget Impacts

Funding for this project comes from a VTA grant with a matching contribution from the City. Staff time will be required to perform grant reporting and project management. These expenses have been incorporated into the operating budget. Additionally, ongoing maintenance of City roadways will increase the longevity of existing streets and ultimately reduce long term capital expenses. Staff time for project oversight is included in the operating budget.

STREET REPAIR & RESURFACING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Bid Process	June 2011	Council approves plans and authorizes bidding the project
Contract Award	July 2011	Council awards contract
Estimated Construction Start	August 2011	Construction project begins
Estimated Completion Date	October 2011	Project is completed

VTA GRANT STREET RESURFACING

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - Other CIP	-	65,000	65,000	-	-	-	-	-	**65,000**
TOTAL STREET FUND	**-**	**65,000**	**65,000**	**-**	**-**	**-**	**-**	**-**	**65,000**
GRANT FUND									
Federal Stimulas Grant	-	-	-	500,000	-	-	-	-	**500,000**
TOTAL GRANT FUND	**-**	**-**	**-**	**500,000**	**-**	**-**	**-**	**-**	**500,000**
TOTAL REVENUES	**-**	**65,000**	**65,000**	**500,000**	**-**	**-**	**-**	**-**	**565,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	65,000	-	-	-	-	**65,000**
TOTAL STREET FUND	**-**	**-**	**-**	**65,000**	**-**	**-**	**-**	**-**	**65,000**
GRANT FUND									
Construction Expenses	-	-	-	500,000	-	-	-	-	**500,000**
TOTAL GRANT FUND	**-**	**-**	**-**	**500,000**	**-**	**-**	**-**	**-**	**500,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**565,000**	**-**	**-**	**-**	**-**	**565,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Project Activity
CIP STREET FUND									
Beginning Balance		-		65,000	-	-	-	-	-
Revenues & T/I	-	65,000	65,000	-	-	-	-	-	**65,000**
Expenditures & T/O	-	-	-	65,000	-	-	-	-	**65,000**
Ending Balance	**-**	**65,000**	**65,000**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	500,000	-	-	-	-	**500,000**
Expenditures & T/O	-	-	-	500,000	-	-	-	-	**500,000**
Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL BALANCE	**-**	**65,000**	**65,000**	**-**	**-**	**-**	**-**	**-**	**-**

ROADWAY SAFETY PROJECTS

ROADWAY SAFETY PROJECTS

Project Name	Roadway Safety & Traffic Calming	**Project Number**	9121-001
Department	Public Works	**Project Manager**	Kristin Borel

Description

In conjunction with the Traffic Safety Commission (TSC), this project develops and implements traffic calming improvements. This includes the installation of roadway devices that enhance pedestrian and roadway safety.

Location

This is a Citywide project that is conducted on an ongoing basis.

Project Background

The TSC and staff review and assess traffic concerns throughout the City. Most recommended improvements are small and fall within the scope of the operating budget or the Restriping and Signage project. Occasionally, more costly remediations are warranted and roadway safety and traffic calming funds are used.

These funds are used for traffic calming improvements, such as speed bumps, median chokers, and bulb outs that slow traffic and increase pedestrian safety. Traffic projects on the CIP list are reviewed each year by the TSC and prioritized according to safety. Priority is given to projects adjacent to schools.

Last fiscal year, the City reconfigured a corner and installed a median on Dagmar Drive at Saratoga Avenue. This fiscal year, an enhanced crosswalk with in-pavement warning lights will be installed at Cox Avenue near Quito Market.

Operating Budget Impacts

The goal of this fund is to make roads safer. Projects are primarily focused on reducing driver speed and making pedestrians more visible, which has ultimately helped to reduce the number of accidents in the City. Engineering staff time for oversight of these projects is incorporated into the operating budget.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Invite contractors to bid on the project
Contract Award	Ongoing	Award contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

ROADWAY SAFETY & TRAFFIC CALMING

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	291,355	-	291,355	50,000	50,000	50,000	50,000	50,000	**541,355**
TOTAL REVENUES	**291,355**	**-**	**291,355**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**541,355**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Materials & Supplies	42,572	3,544	46,116	50,000	50,000	50,000	50,000	50,000	**296,116**
Consultant/Contract Svs	30,270	15,510	45,779	-	-	-	-	-	**45,779**
Construction Expenses	40,416	19,651	60,067	139,393	-	-	-	-	**199,460**
TOTAL EXPENDITURES	**113,257**	**38,704**	**151,962**	**189,393**	**50,000**	**50,000**	**50,000**	**50,000**	**541,355**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		178,098		139,393	-	-	-	-	**-**
Revenues & T/I	291,355	-	291,355	50,000	50,000	50,000	50,000	50,000	**541,355**
Expenditures & T/O	113,257	38,704	151,962	189,393	50,000	50,000	50,000	50,000	**541,355**
ENDING BALANCE	**178,098**	**139,393**	**139,393**	**-**	**-**	**-**	**-**	**-**	**-**

ROADWAY SAFETY PROJECTS

Project Name	Solar Radar Feedback Signs	**Project Number**	9121-002
Department	Public Works	**Project Manager**	Kristin Borel

Description

This project includes purchase and installation of solar radar feedback signs to assist with speed reduction on City streets.

Location

This is a Citywide project with locations throughout the City.

Project Background

The Traffic Safety Commission (TSC) and staff review and assess traffic concerns throughout the City. Speeding is one of the primary concerns raised by residents. Consequently, the TSC and staff have been working together to find ways to address speeding issues in the City. Radar feedback signs have been an effective traffic calming solution.

Radar feedback signs are vehicle activated signs that display driver speeds on an LED panel as motorists approach. The signs are intended to alert drivers when they are driving above the speed limit or at unsafe speeds. Studies have shown that radar speed signs effectively slow traffic down.

The City has two types of radar feedback signs. The first is a portable display, which is attached to a trailer that can be placed in areas where concerns with speeding are highest. It is frequently placed near schools and residential streets with high traffic volumes. The City also has three sets of permanent displays. One sign is on Saratoga-Los Gatos Road and two sets are on Cox Avenue. Signs are also planned to be added to Quito Road and work is expected to be finished by the end of 2011.

Operating Budget Impacts

While solar radar feedback signs do require maintenance, the signs have helped to reduce traffic speeds in the City and have consequently increased safety on Saratoga roads. Costs associated with project management have already been incorporated in the operating budget.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Bid Process	As needed	Conduct informal bidding process and select contractor
Contract Award	As needed	Award contract for installation
Estimated Construction Start	As needed	Project begins
Estimated Completion Date	As needed	Project is completed

SOLAR RADAR FEEDBACK SIGNS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	62,000	-	62,000	-	-	-	-	-	**62,000**
TOTAL REVENUES	**62,000**	**-**	**62,000**	**-**	**-**	**-**	**-**	**-**	**62,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Construction Expenses	47,442	-	47,442	14,558	-	-	-	-	**62,000**
TOTAL EXPENDITURES	**47,442**	**-**	**47,442**	**14,558**	**-**	**-**	**-**	**-**	**62,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		14,558		14,558	-	-	-	-	**-**
Revenues & T/I	62,000	-	62,000	-	-	-	-	-	**62,000**
Expenditures & T/O	47,442	-	47,442	14,558	-	-	-	-	**62,000**
ENDING BALANCE	**14,558**	**14,558**	**14,558**	**-**	**-**	**-**	**-**	**-**	**-**

ROADWAY SAFETY PROJECTS

Project Name	ADA Accessible Signals	**Project Number**	9121-003
Department	Public Works	**Project Manager**	Kristin Borel

Description

This project will complete ADA improvements to existing signalized intersections throughout Saratoga. Pushbuttons at these intersections will be replaced with "vibrotactile" buttons for the visually impaired.

Location

This project will upgrade the 15 City owned signalized intersection with traffic signals.

Project Background

This project will update existing signals with audible signals for the visually impaired. The City plans to install a "vibrotactile" type of pedestrian signal. This new pushbutton will vibrate when the "WALK" signal is on, giving visually impaired pedestrians a cue to cross the street. This is an unobtrusive means of providing the visually impaired with 100% confidence that the "WALK" signal is on. ADA improvements to ramps, curbs, and crosswalks will also be included in this project.

Money for this project has been provided through the Community Development Block Grant (CDBG) Program. As money becomes available each year, more intersections will be upgraded until all the City owned intersections have been improved.

Improvements will be conducted by contractors, but the project will be managed by staff. The project will be broken up into two phases. The first phase was completed in the 2009/2010 fiscal year. The second phase was finished in fiscal year 2010/2011. Grant reporting requirements are expected to be finalized by July 2011.

Operating Budget Impacts

This project will increase safety for visually impaired pedestrian in Saratoga. Consequently, it will also reduce liability expenses associated with pedestrian accidents. Engineering staff time for project design and oversight will be incorporated into the operating budget.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	March 2010	Prepare plans and specifications
Begin Bid Process	May 2010	Council approves plans and authorizes bidding the project
Contract Award	June 2010	Council awards contract
Estimated Construction Start	July 2010	Construction project begins
Estimated Completion Date	January 2011	Project is completed
Grant Reporting Finalized	July 2011	Grant reporting requirements are finalized

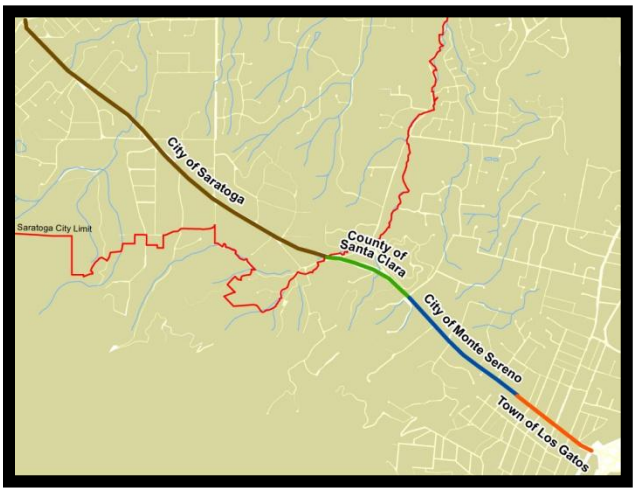
ADA ACCESSIBLE SIGNALS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - CDBG	49,595	138,691	188,286	-	-	-	-	-	**188,286**
TOTAL REVENUES	**49,595**	**138,691**	**188,286**	**-**	**-**	**-**	**-**	**-**	**188,286**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Fees & Expenses	1,023	-	1,023	-	-	-	-	-	**1,023**
Consultant/Contract Svs	48,551	-	48,551	-	-	-	-	-	**48,551**
Construction Expenses	21	138,691	138,712	-	-	-	-	-	**138,712**
TOTAL EXPENDITURES	**49,595**	**138,691**	**188,286**	**-**	**-**	**-**	**-**	**-**	**188,286**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	49,595	138,691	188,286	-	-	-	-	-	**188,286**
Expenditures & T/O	49,595	138,691	188,286	-	-	-	-	-	**188,286**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

ROADWAY SAFETY PROJECTS



Project Name	Highway 9 Safety Improvements Phase II	**Project Number**	9122-001
Department	Public Works	**Project Manager**	Iveta Harvancik

Description

A multi-agency pedestrian and bicycle safety improvement project to enhance the safety of the Highway 9 corridor, which links the communities of Saratoga, Monte Sereno, and Los Gatos.

Location

The project covers the section of Highway 9 that links Saratoga to Monte Sereno.

Project Background

Due to several accidents on Highway 9, Saratoga, Monte Sereno, and Los Gatos participated in a feasibility study to add bicycle lanes and pedestrian paths along the Highway 9 corridor. An ad hoc committee comprised of two Council members from each jurisdiction was formed to accept public input on development of a master plan for Highway 9 safety improvements. The Saratoga City Council approved the master plan in April 2007.

Due to limited funding sources, the project has been divided into phases. Phase 1 was administered by the Town of Los Gatos and included installation of bicycle lanes on both sides of Highway 9 between Saratoga and Los Gatos. Additionally, two pedestrian-activated lighted crosswalks were installed. The improvements were completed in 2008 and were funded by a federal Congestion Mitigation and Air Quality (CMAQ) grant and matching funds from the cities.

Phase 2 is being managed by the City of Saratoga and is partially funded from remaining CMAQ funds from Phase 1 and a Highway Safety Improvement Program (HSIP) grant. Phase 2 will include installation of pedestrian pathways, curbs, retaining walls, driveway modifications, crosswalks, signage, and striping on Highway 9 between Saratoga and Monte Sereno. Similar improvements will be made in Phase 4.

Phase 3 will include improvements to the Austin Way and Highway 9 intersection and additional bicycle improvements on Highway 9. This phase will also be administered by the City of Saratoga.

Operating Budget Impacts

This project will require project management, engineering oversight, and grant reporting, which is already incorporated in to the operating budget. Once completed, the City anticipates increased maintenance expenses associated with upkeep of pathways, retaining walls, and curbs. However, the project will also increase safety for pedestrians on Highway 9. Staff time for project oversight is included in the operating budget.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Bid Process	July 2011	Council approves plans and authorizes bidding the project
Contract Award	September 2011	Council awards contract
Estimated Construction Start	October 2011	Construction project begins
Estimated Completion Date	March 2012	Project is completed

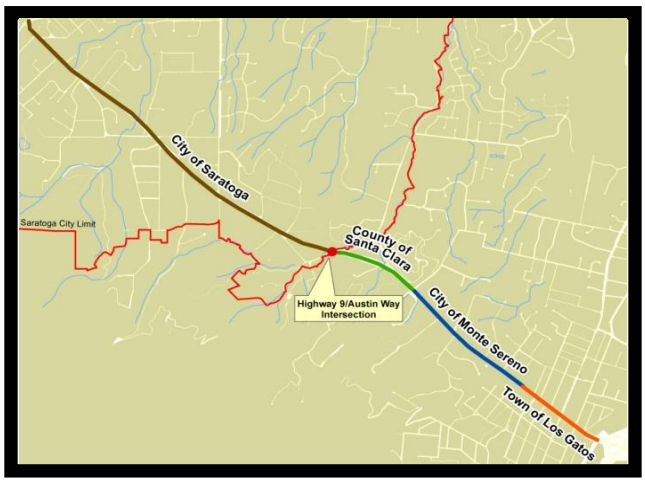
HIGHWAY 9 SAFETY IMPROVEMENTS – PHASE II

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Project Reimbursements	5,000	-	5,000	28,610	-	-	-	-	**33,610**
Community Benefit Assess	8,200	-	8,200	-	-	-	-	-	**8,200**
Transfers In - General Fund	175,960	-	175,960	-	-	-	-	-	**175,960**
TOTAL	**189,160**	**-**	**189,160**	**28,610**	**-**	**-**	**-**	**-**	**217,770**
GRANT FUND									
Federal - HSIP Grant	27,579	172,315	199,894	809,034	-	-	-	-	**1,008,928**
Local - SCC Roads & Airport	11,506	-	11,506	-	-	-	-	-	**11,506**
TOTAL	**39,085**	**172,315**	**211,400**	**809,034**	**-**	**-**	**-**	**-**	**1,020,434**
TOTAL REVENUES	**228,245**	**172,315**	**400,560**	**837,644**	**-**	**-**	**-**	**-**	**1,238,204**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Fees & Expenses	77	45	122	-	-	-	-	-	**122**
Consultant/Contract Svs	8,244	27,810	36,054	-	-	-	-	-	**36,054**
Construction Expenses	15,831	-	15,831	119,609	-	-	-	-	**135,440**
Transfers Out	25,000	21,154	46,154	-	-	-	-	-	**46,154**
TOTAL	**49,152**	**49,009**	**98,161**	**119,609**	**-**	**-**	**-**	**-**	**217,770**
GRANT FUND									
Fees & Expenses	705	44	749	-	-	-	-	-	**749**
Consultant/Contract Svs	64,855	214,645	279,500	-	-	-	-	-	**279,500**
Construction Expenses	-	-	-	740,185	-	-	-	-	**740,185**
TOTAL	**65,560**	**214,689**	**280,249**	**740,185**	**-**	**-**	**-**	**-**	**1,020,434**
TOTAL EXPENDITURES	**114,712**	**263,698**	**378,410**	**859,794**	**-**	**-**	**-**	**-**	**1,238,204**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
Beginning Balance		140,008		90,999	-	-	-	-	**-**
Revenues & T/I	189,160	-	189,160	28,610	-	-	-	-	**217,770**
Expenditures & T/O	49,152	49,009	98,161	119,609	-	-	-	-	**217,770**
Ending Balance	**140,008**	**90,999**	**90,999**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		(26,475)		(68,849)	-	-	-	-	**-**
Revenues & T/I	39,085	172,315	211,400	809,034	-	-	-	-	**1,020,434**
Expenditures & T/O	65,560	214,689	280,249	740,185	-	-	-	-	**1,020,434**
Ending Balance	**(26,475)**	**(68,849)**	**(68,849)**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**113,533**	**22,150**	**211,400**	**-**	**-**	**-**	**-**	**-**	**-**

ROADWAY SAFETY PROJECTS



Project Name	Highway 9 Safety Improvements Phase III	**Project Number**	9122-004
Department	Public Works	**Project Manager**	Iveta Harvancik

Description

A multi-agency pedestrian and bicycle safety improvement project to enhance the safety of the Highway 9 corridor, which links the communities of Saratoga, Monte Sereno, and Los Gatos.

Location

This project will be located at Austin Way and Highway 9 in Saratoga and other locations along Highway 9.

Project Background

This project marks the third phase of safety improvements to the Highway 9 corridor that stretches from Saratoga to Los Gatos. The improvements were initiated following several accidents on Highway 9.

This third phase of improvements will realign the Austin Way and Highway 9 intersection to make it easier for motorists to see bicyclists. The project will also include installation of bicycle loops at the signalized intersections along the Highway 9 corridor and widening of Highway 9 in Los Gatos to accommodate a bicycle lane. The project is expected to make it safer for bicyclists traveling along this section of Highway 9. Most of the funding for this phase will come from Proposition 116 monies from the State.

The first phase of Highway 9 safety improvements was administered by the Town of Los Gatos and included installation of bicycle lanes on both sides of Highway 9 between Saratoga and Los Gatos. Additionally, two pedestrian-activated lighted crosswalks were installed. The improvements were completed in 2008 and were funded by a federal Congestion Mitigation and Air Quality (CMAQ) grant and matching funds from the cities.

The second phase will be managed by the City of Saratoga and will include installation of pedestrian pathways, curbs, retaining walls, driveway modifications, crosswalks, signage, and striping between Saratoga and Los Gatos on Highway 9. Phase 2 improvements will be continued in phase 4.

Operating Budget Impacts

This project will require project management, engineering oversight, and grant reporting, which is already incorporated in to the operating budget. However, the project will also increase safety on Highway 9 for bicyclists and may reduce accidents. Staff time for project oversight is included in the operating budget.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	March 2011	Prepare plans and specifications
Begin Bid Process	October 2011	Council approves plans and authorizes bidding the project
Contract Award	December 2011	Council awards contract
Estimated Construction Start	January 2012	Construction project begins
Estimated Completion Date	May 2012	Project is completed

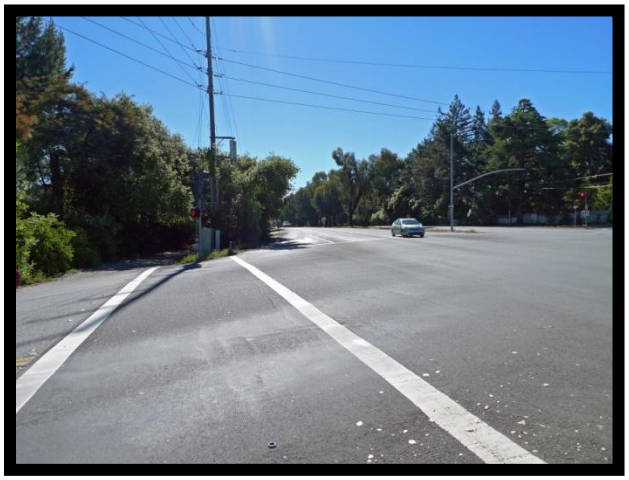
HIGHWAY 9 SAFETY IMPROVEMENTS – PHASE III

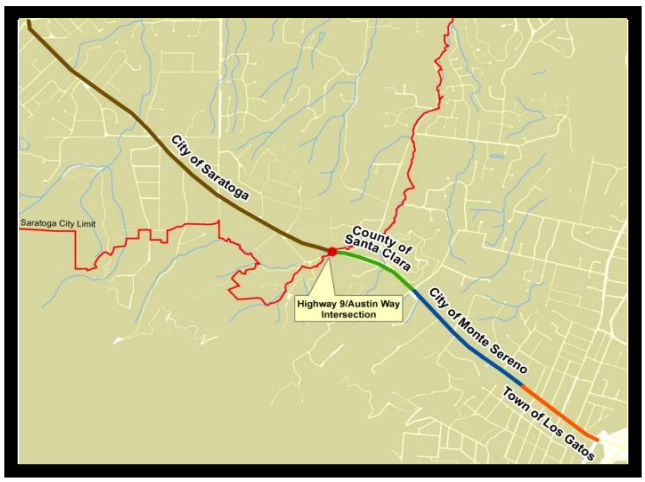
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Project Reimbursements	-	13,880	13,880	25,432	-	-	-	-	**39,312**
Transfers In - Other CIP	-	21,154	21,154	-	-	-	-	-	**21,154**
TOTAL	**-**	**35,034**	**35,034**	**25,432**	**-**	**-**	**-**	**-**	**60,466**
GRANT FUND									
Federal - CMAQ Grant	-	-	-	460,851	-	-	-	-	**460,851**
State - MTC (TDA)	-	-	-	20,000	-	-	-	-	**20,000**
Local - SCC Roads & Airport	8,494	-	8,494	-	-	-	-	-	**8,494**
TOTAL	**8,494**	**-**	**8,494**	**480,851**	**-**	**-**	**-**	**-**	**489,345**
TOTAL REVENUES	**8,494**	**35,034**	**16,988**	**506,283**	**-**	**-**	**-**	**-**	**549,811**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	60,466	-	-	-	-	**60,466**
TOTAL	**-**	**-**	**-**	**60,466**	**-**	**-**	**-**	**-**	**60,466**
GRANT FUND									
Fees & Expenses	2,060	-	2,060	-	-	-	-	-	**2,060**
Consultant/Contract Svs	8,692	17,950	26,642	-	-	-	-	-	**26,642**
Construction Expenses	-	-	-	460,643	-	-	-	-	**460,643**
TOTAL	**10,752**	**17,950**	**28,702**	**460,643**	**-**	**-**	**-**	**-**	**489,345**
TOTAL EXPENDITURES	**21,504**	**17,950**	**28,702**	**521,109**	**-**	**-**	**-**	**-**	**549,811**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL			-	35,034	-	-	-	-	-
Revenues & T/I			**35,034**	25,432	-	-	-	-	**60,466**
Expenditures & T/O			-	60,466	-	-	-	-	**60,466**
ENDING FUND BALANCE			**35,034**	-	-	-	-	-	-
GRANT FUND									
BEGINNING BALANCE		(2,258)		(20,208)	-	-	-	-	-
Revenues & T/I	8,494	-	**8,494**	480,851	-	-	-	-	**489,345**
Expenditures & T/O	10,752	17,950	**28,702**	460,643	-	-	-	-	**489,345**
ENDING BALANCE	**(2,258)**	**(20,208)**	**(20,208)**	-	-	-	-	-	-

ROADWAY SAFETY PROJECTS





Project Name	Highway 9 Safety Improvements Phase IV	**Project Number**	9122-005
Department	Public Works	**Project Manager**	Iveta Harvancik

Description

A multi-agency pedestrian and bicycle safety improvement project to enhance the safety of the Highway 9 corridor, which links the communities of Saratoga, Monte Sereno, and Los Gatos.

Location

This project will make improvements to pedestrian facilities on Highway 9 between Fruitvale Avenue in Saratoga and Grand View Avenue in Monte Sereno.

Project Background

This project will be the fourth phase of bicycle and pedestrian safety improvements to the Highway 9 corridor from Saratoga to Los Gatos. The improvements were initiated following several accidents on Highway 9.

In this fourth phase, pedestrian pathways, retaining walls, and pedestrian safety improvements will be constructed on Highway 9 from Fruitvale Avenue in Saratoga to Grand View Avenue in Monte Sereno. The Phase Four improvements were designed during Phase Two, which included installation of pedestrian pathways, curbs, retaining walls, driveway modifications, crosswalks, signage, and striping between Saratoga and Los Gatos on Highway 9 in addition to the design work.

As with the second phase of Highway 9 improvements, the fourth phase will be managed by the City of Saratoga. Work will be contracted out.

Operating Budget Impacts

This project will require project management, engineering oversight, and grant reporting, which is already incorporated in to the operating budget. However, the project will also increase safety on Highway 9 for pedestrians and may reduce accidents. Staff time for project oversight is included in the operating budget.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Bid Process	July 2011	Council approves plans and authorizes bidding the project
Contract Award	September 2011	Council awards contract
Estimated Construction Start	October 2011	Construction project begins
Estimated Completion Date	March 2012	Project is completed

HIGHWAY 9 SAFETY IMPROVEMENTS – PHASE IV

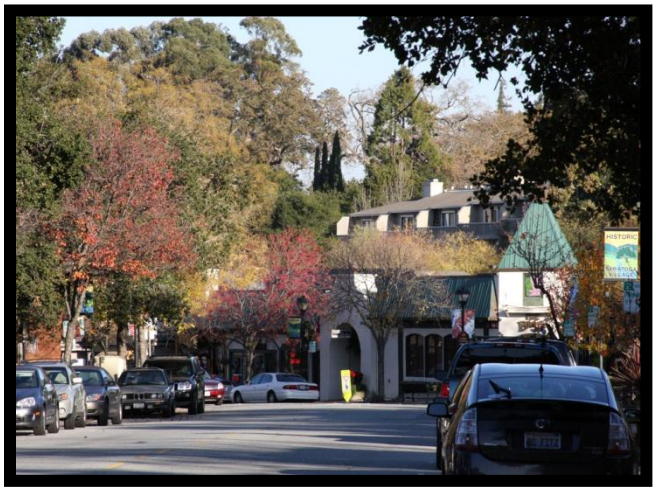
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Project Reimbursements	-	-	-	10,000	-	-	-	-	**10,000**
Transfers In - Other CIP	-	-	-	90,000	-	-	-	-	**90,000**
TOTAL	-	-	-	**100,000**	-	-	-	-	**100,000**
GRANT FUND									
Federal - HSIP Grant	-	-	-	900,000	-	-	-	-	**900,000**
TOTAL	-	-	-	**900,000**	-	-	-	-	**900,000**
TOTAL REVENUES	-	-	-	**1,000,000**	-	-	-	-	**1,000,000**

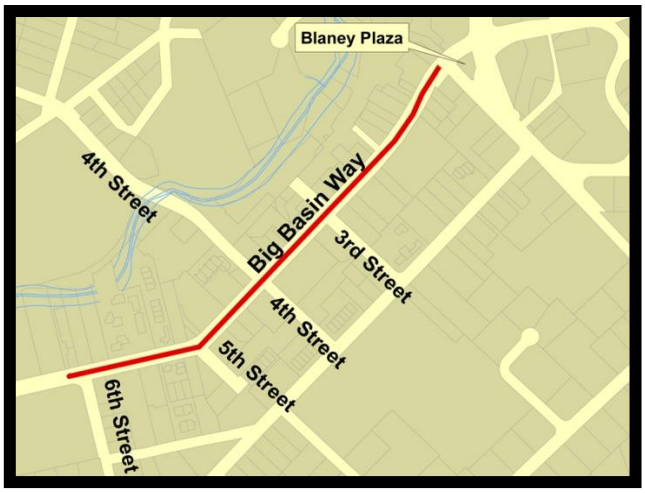
EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	100,000	-	-	-	-	**100,000**
Transfers Out	-	-	-	-	-	-	-	-	**-**
TOTAL	-	-	-	**100,000**	-	-	-	-	**100,000**
GRANT FUND									
Construction Expenses	-	-	-	900,000	-	-	-	-	**900,000**
TOTAL	-	-	-	**900,000**	-	-	-	-	**900,000**
TOTAL EXPENDITURES	-	-	-	**1,000,000**	-	-	-	-	**1,000,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL			-	-	-	-	-	-	**-**
Revenues & T/I			-	100,000	-	-	-	-	**100,000**
Expenditures & T/O			-	100,000	-	-	-	-	**100,000**
ENDING FUND BALANCE			-	-	-	-	-	-	**-**
GRANT FUND									
BEGINNING BALANCE		-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	900,000	-	-	-	-	**900,000**
Expenditures & T/O	-	-	-	900,000	-	-	-	-	**900,000**
ENDING BALANCE	-	-	-	-	-	-	-	-	**-**

STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS

STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS





Project Name	Village Façade Program	**Project Number**	9132-005
Department	City Manager's Office	**Project Manager**	Crystal Morrow

Description

This program is intended to enhance the beauty of Saratoga Village by offering an incentive to business and property owners to make façade improvements that maintain the historic character and charm of the Village.

Location

This program serves properties located in the Saratoga Village, on or visible from Big Basin Way.

Project Background

In 2004, the City of Saratoga began the Village Façade Improvement Program to revitalize the downtown area and encourage private investment in the Village Commercial District that runs along Big Basin Way in the City's downtown area. Property owners or business owners can receive up to a 50% reimbursement for the cost of making improvements to the façade of their buildings. The maximum award is $5,000.

Only properties located on or visible from Big Basin Way qualify for Village Façade Improvement Program funding. Eligible projects range from exterior paint, installation of awnings, improvements to sidewalk seating areas, signage, enhancement to doors and windows, and installation of exterior planter boxes.

Initial funding for the program lasted one year and resulted in over $600,000 in private investment in the Village. Funding was then restored in 2007 when Council allocated $20,000 to the program. Since then, the City has award five Village Façade Improvement grants that have generated more than $71,000 in improvements to the Village's appearance.

Operating Budget Impacts

This project will increase the beauty of the Saratoga Village, the City's downtown area, and consequently attract retail and shoppers. Staff time spent overseeing the program is incorporated in the operating budget. Staff time for project oversight is included in the operating budget.

STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Program Funding	November 2007	Council approved funding for Village Façade Improvement Program
Funding Application	Ongoing	Applicants apply for funding
Application Review	Ongoing	Village Ad Hoc reviews applications for funding
Funding Approval	Ongoing	Village Ad Hoc approves applications for funding
Funding Award	Ongoing	Successful applicants receive funding

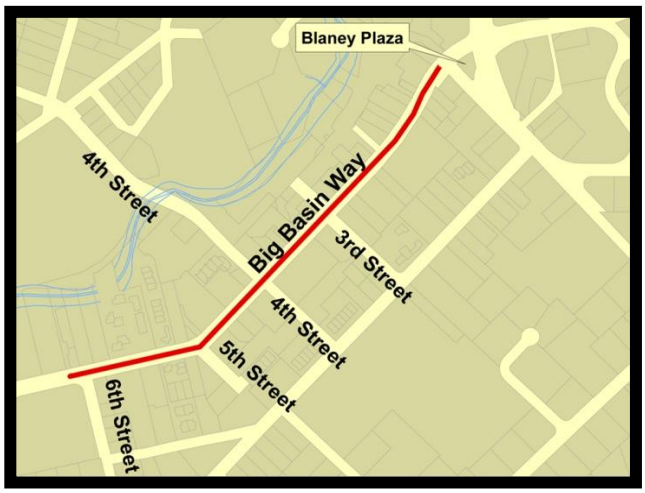
VILLAGE FAÇADE PROGRAM

` REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	20,000	-	20,000	-	-	-	-	-	**20,000**
TOTAL REVENUES	**20,000**	**-**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Construction Expenses	19,022	-	19,022	978	-	-	-	-	**20,000**
TOTAL EXPENDITURES	**19,022**	**-**	**19,022**	**978**	**-**	**-**	**-**	**-**	**20,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		978		978	-	-	-	-	**-**
Revenues & T/I	20,000	-	20,000	-	-	-	-	-	**20,000**
Expenditures & T/O	19,022	-	19,022	978	-	-	-	-	**20,000**
ENDING BALANCE	**978**	**978**	**978**	**-**	**-**	**-**	**-**	**-**	**-**

STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS



Project Name	Village LED Street Lights	**Project Number**	9138-001
Department	Public Works	**Project Manager**	Shawn Gardiner

Description This project will replace existing High Pressure Sodium street lights in the Village with LED lights.

Location This project is located in Saratoga Village.

Project Background This project is funded by an Energy Efficiency Community Block Grant (EECBG), which is a program established by the Federal Energy Independence and Security Act of 2007 to reduce fossil fuel emissions in an environmentally sustainable manner, reduce energy consumption, and improve energy efficiency in the building, transportation, and other appropriate sectors. The program received funding when the American Recovery and Reinvestment Act of 2009 was passed.

Large municipalities, Indian tribes, and states received a direct allocation of EECBG funds for energy efficiency projects. Each state also received money to be allocated to small cities and counties. The California Energy Commission is responsible for distributing monies to small California municipalities.

Saratoga was eligible to receive just over $169,000 for cost effective energy efficiency projects. In December 2009, Council adopted a resolution authorizing use of these funds to replace the current High Pressure Sodium street lights in the Village with light-emitting diode (LED) street lights.

Operating Budget Impacts This project will significantly reduce City resources—including money and staff time—spent maintaining the street lights in the Village. The City currently spends $5,000 per year to maintain the High Pressure Sodium lights in the Village area. The LED lights have a much longer lifespan than High Pressure Sodium lights, so regular maintenance and replacement expenses will decline. Additionally, the City will use 50% less energy to power the street lights in the Village and will be able to switch to a lower PG&E billing rate. The City may also qualify for a small project rebate from PG&E for upgrading the Village street lights. Staff time for project oversight is included in the operating budget.

STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Submit Grant	January 2010	City submits EECBG grant application
Contract Award	April 2012	Award construction contract
Estimated Construction Start	May 2012	Construction project begins
Estimated Completion Date	June 2012	Project is completed
Final Reports	June 2012	Final reports submitted to the CEC

VILLAGE LED STREETLIGHTS

` REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
STREET GRANT FUND									
Federal - Energy Comm PT	-		-	169,422	-	-	-	-	**169,422**
TOTAL REVENUES	-	-	-	**169,422**	-	-	-	-	**169,422**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
GRANT FUND									
Construction Expenses	-		-	169,422	-	-	-	-	**169,422**
TOTAL EXPENDITURES	-	-	-	**169,422**	-	-	-	-	**169,422**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
GRANT FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	169,422	-	-	-	-	**169,422**
Expenditures & T/O	-	-	-	169,422	-	-	-	-	**169,422**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

SIDEWALKS, CURBS & STORM DRAINS

SIDEWALKS, CURBS & STORM DRAINS

Project Name	Annual Sidewalk Repairs	**Project Number**	9141-001
Department	Public Works	**Project Manager**	Rick Torres

Description This project funds repair of the City's sidewalks.

Location This project is conducted on an ongoing basis throughout the City.

Project Background Each year, staff conducts assessments of the City's sidewalks to identify areas of sidewalk in need of repair. City staff pays particular attention to severely damaged areas or those that present a tripping hazard.

Work is conducted continuously through the year. Most work is performed by contractors; however, staff will address smaller projects or those that require immediate attention. Approximately 35,000 square feet of sidewalk is repaired each year. There are approximately 17 linear miles of sidewalk in Saratoga.

Operating Budget Impacts Annual sidewalk repairs ensure that the City's sidewalks are maintained in good condition, minimizing the need for larger and more costly improvement projects in the future. Additionally, repairs to City sidewalks minimize tripping hazards and reduce liability expenses. Staff time for project oversight is included in the operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Invite contractors to bid on the project
Contract Award	Ongoing	Award contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

ANNUAL SIDEWALK REPAIR

` REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - GF	281,105	-	281,105	50,000	50,000	50,000	50,000	50,000	**531,105**
Transfers In - Other CIP	-	1,581	1,581	-	-	-	-	-	**1,581**
TOTAL REVENUES	**281,105**	**1,581**	**282,686**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**532,686**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Fees & Expenses	312	-	312	-	-	-	-	-	**312**
Construction Expenses	193,701	35,769	229,470	102,904	50,000	50,000	50,000	50,000	**532,374**
TOTAL EXPENDITURES	**194,013**	**35,769**	**229,782**	**102,904**	**50,000**	**50,000**	**50,000**	**50,000**	**532,686**

		FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		87,092		52,904	-	-	-	-	**-**
Revenues & T/I	281,105	1,581	**282,686**	50,000	50,000	50,000	50,000	50,000	**532,686**
Expenditures & T/O	194,013	35,769	**229,782**	102,904	50,000	50,000	50,000	50,000	**532,686**
ENDING BALANCE	**87,092**	**52,904**	**52,904**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS

Project Name	Annual Storm Drain Upgrades	**Project Number**	9141-002
Department	Public Works	**Project Manager**	Rick Torres

Description This project funds repairs and upgrades to the City's storm drains.

Location This project encompasses storm drains located through the City.

Project Background Storm drains are inspected by the City of Saratoga Public Works Department and West Valley Sanitation District to identify storm drains that have failed. Sections of storm drain that have failed, which often results in flooding, are either replaced or repaired to prevent future failure. Frequently, corrugated metal pipe corrodes and is replaced with plastic or plastic lined pipes that are protected from rust and therefore have a longer lifespan.

There are 2600 storm drains located in the City and the Saratoga storm drain system is approximately 45 miles long. Maintenance work on these storm drains is conducted by contractors.

Operating Budget Impacts Annual upgrades and repairs to the City's storm drains helps to keep them functioning properly, thereby reducing expenses associated with failed storm drains. Failed storm drains often result in floods that can cause significant damage, including sink holes in roadways and damage to private property. Maintaining storm drains in good operating condition protects the City from these repair and liability costs. Staff time for project oversight is included in the operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Invite contractors to bid on the project
Contract Award	Ongoing	Award contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

ANNUAL STORM DRAIN UPGRADES

` REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2011/12	2012/13	2013/14	2014/15	Total Project Funding
CIP STREET FUND									
Transfers In - Other CIP	-	786	786	-	-	-	-	-	**786**
Transfers In - General Fund	161,314	-	161,314	50,000	50,000	50,000	50,000	50,000	**411,314**
TOTAL REVENUES	**161,314**	**786**	**162,100**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**412,100**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2011/12	2012/13	2013/14	2014/15	Total Project Expended
CIP STREET FUND									
Materials & Supplies	950	930	1,880	-	-	-	-	-	**1,880**
Fees & Expenses	21	1,956	1,977	-	-	-	-	-	**1,977**
Construction Expenses	106,460	13,275	119,735	88,508	50,000	50,000	50,000	50,000	**408,243**
TOTAL EXPENDITURES	**107,431**	**16,161**	**123,592**	**88,508**	**50,000**	**50,000**	**50,000**	**50,000**	**412,100**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2011/12	2012/13	2013/14	2014/15	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		53,883		38,508	-	-	-	-	**-**
Revenues & T/I	161,314	786	162,100	50,000	50,000	50,000	50,000	50,000	**412,100**
Expenditures & T/O	107,431	16,161	123,592	88,508	50,000	50,000	50,000	50,000	**412,100**
ENDING FUND BALANCE	**53,883**	**38,508**	**38,508**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS

Project Name	El Quito Curb and Gutter	**Project Number**	9142-001
Department	Public Works	**Project Manager**	Rick Torres

Description

This is an ongoing project for the repair and replacement of curbs and gutters in the El Quito neighborhood.

Location

This project is located in the El Quito neighborhood in Saratoga.

Project Background

Specific locations that require curb and gutter improvements have been identified in the El Quito neighborhood. Repairs and replacement are prioritized in coordination with the Annual Street Resurfacing program.

Curbs and gutters need to be maintained on a regular basis for a variety of reasons. Ongoing repairs prevent flooding by improving water runoff infrastructure. Additionally, well maintained curbs and gutters improve pedestrian and bicycle safety by reducing tripping hazards. Damage to curbs and gutters is most frequently caused by tree roots.

The El Quito neighborhood is being targeted for curb and gutter repairs, because much of this section of Saratoga has rolled style curbs and gutters. As they age, the City replaces them with the standard vertical curb and gutter. Vertical curbs and gutters provide greater control of water runoff. This is especially important in the El Quito neighborhood, which is relatively flat. Additionally, vertical curbs are generally more durable.

Operating Budget Impacts

This project helps to reduce tripping hazards caused by uneven curb and gutter surfaces, making it safer for pedestrians and bicyclists in the El Quito area. Furthermore, installation of vertical curbs will reduce the potential for localized flooding in this neighborhood. Engineering staff time for project design and oversight are incorporated in the operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Bid Process	March 2011	Council approves plans and authorizes bidding the project
Contract Award	May 2011	Council awards contract
Estimated Construction Start	June 2011	Construction project begins
Estimated Completion Date	December 2011	Project is completed

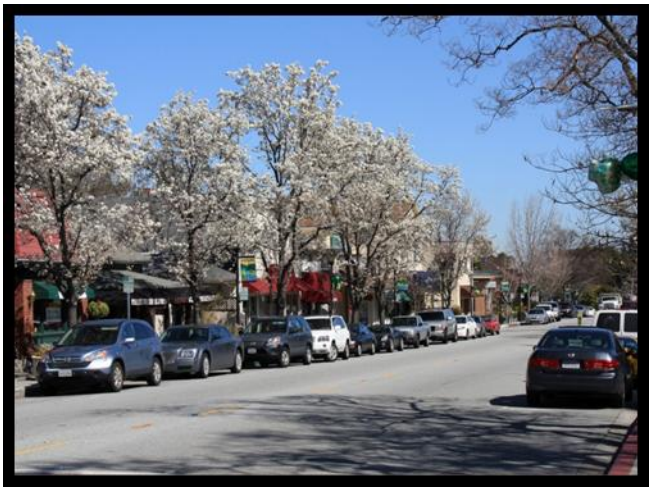
EL QUITO CURB & GUTTER

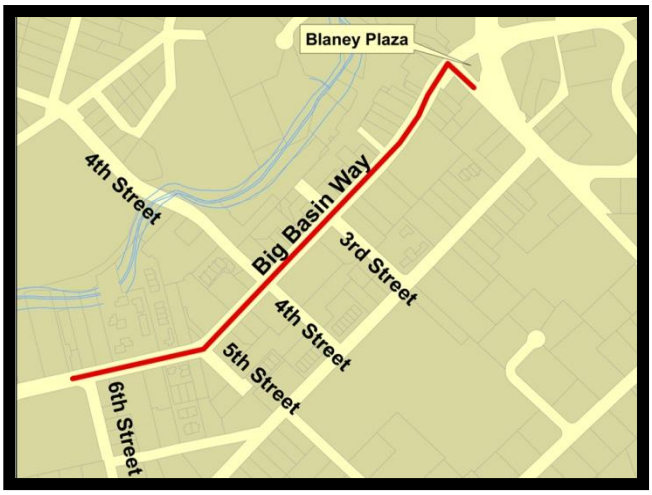
` REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
STREET FUND									
Transfers In - L&L	213,178	-	213,178	-	-	-	-	-	**213,178**
TOTAL STREET FUND	**213,178**	**-**	**213,178**	**-**	**-**	**-**	**-**	**-**	**213,178**
GRANT FUND									
State - MTC (TDA)	19,357	-	19,357	-	-	-	-	-	**19,357**
TOTAL GRANT FUND	**19,357**	**-**	**19,357**	**-**	**-**	**-**	**-**	**-**	**19,357**
TOTAL REVENUES	**232,535**	**-**	**232,535**	**-**	**-**	**-**	**-**	**-**	**232,535**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
STREET FUND									
Construction Expenses	175,626	-	175,626	37,552	-	-	-	-	**213,178**
TOTAL STREET FUND	**175,626**	**-**	**175,626**	**37,552**	**-**	**-**	**-**	**-**	**213,178**
GRANT FUND									
Construction Expenses	19,357	-	19,357	-	-	-	-	-	**19,357**
TOTAL GRANT FUND	**19,357**	**-**	**19,357**	**-**	**-**	**-**	**-**	**-**	**19,357**
TOTAL EXPENDITURES	**194,983**	**-**	**194,983**	**37,552**	**-**	**-**	**-**	**-**	**232,535**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		37,552		37,552	-	-	-	-	**-**
Revenues & T/I	213,178		213,178	-	-	-	-	-	**213,178**
Expenditures & T/O	175,626		175,626	37,552	-	-	-	-	**213,178**
ENDING FUND BALANCE	**37,552**	**37,552**	**37,552**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
BEGINNING FUND BAL		-		-	-	-	-	-	**-**
Revenues & T/I	19,357		19,357	-	-	-	-	-	**19,357**
Expenditures & T/O	19,357		19,357	-	-	-	-	-	**19,357**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**37,552**	**37,552**	**37,552**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS





Project Name	Village Sidewalk & Pedestrian Enhancements Phase I – Design & Construction	**Project Number**	9142-004
Department	Public Works	**Project Manager**	Macedonio Nunez

Description This project funds sidewalk and pedestrian safety improvements in the Village.

Location This project will make improvements in Saratoga Village at Big Basin Way and Highway 9, Big Basin Way and Blaney Plaza, Big Basin Way and 3rd Street, and Big Basin Way and 4th Street.

Project Background In 2008, the City entered into a contract with Gates and Associates to design improvements to the Village that would increase pedestrian safety and the beauty of the City's downtown area. The design includes pedestrian bulb-outs and enhanced crosswalks that will make pedestrians more visible to drivers. Plans also include additional landscaping, benches, and bike racks.

Following the award of contract with Gates and Associations for design work, the City held two community meetings to explain the purpose of the project and seek public input on the design of the sidewalk and pedestrian improvements. A conceptual design was presented to Council in April 2009 and the detailed design will be finished by the end of the 2009/2010 fiscal year.

Once design work is complete, construction work will begin. The project will be managed by staff and work will be performed by contractors. Funding for this project comes from a Federal Congestion Mitigation and Air Quality (CMAQ) grant, the State, and the City.

Operating Budget Impacts This project will result in increased maintenance expenses, as the City will be responsible for caring for added landscaping, bulb outs, crosswalks, and other features. However, the project will also make significant improvements to pedestrian safety in the Village by increasing visibility of pedestrians. Additionally, the enhancements to pedestrian safety and the appearance of the Saratoga Village may make it a more popular retail and dining destination.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	October 2008	Prepare plans and specifications
Begin Bid Process	April 2010	Council approves plans and authorizes bidding the project
Contract award	May 2010	Council awards contract
Estimated Construction Start	June 2010	Construction project begins
Estimated Completion Date	September 2010	Project is completed

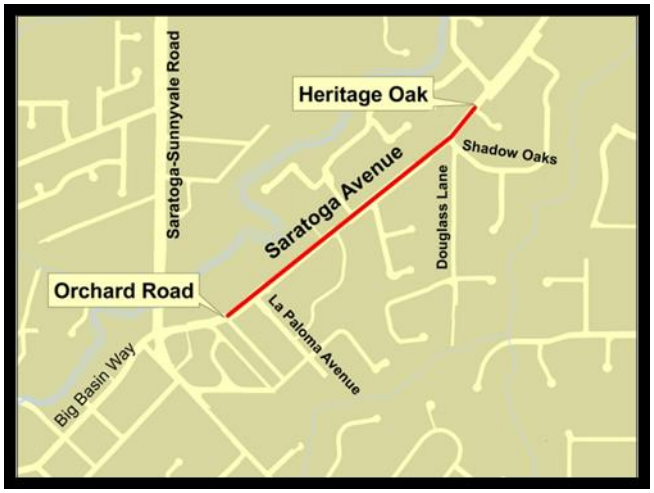
VILLAGE SIDEWALK & PEDESTRIAN ENHANCMENTS – PHASE I

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
STREET FUND									
Contributions / Donations	737,846	-	737,846	-	-	-	-	-	**737,846**
Project Reimbursement	-	-	-	26,000	-	-	-	-	**26,000**
Transfers In - Other CIP	80,764	-	80,764	-	-	-	-	-	**80,764**
TOTAL STREET FUND	**818,610**	**-**	**818,610**	**26,000**	**-**	**-**	**-**	**-**	**844,610**
GRANT FUND									
State MTC (TDA)	-	122,076	122,076	302,924	-	-	-	-	**425,000**
TOTAL GRANT FUND	**-**	**122,076**	**122,076**	**302,924**	**-**	**-**	**-**	**-**	**425,000**
TOTAL REVENUES	**818,610**	**122,076**	**940,686**	**328,924**	**-**	**-**	**-**	**-**	**1,269,610**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
STREET FUND									
Materials & Supplies	16,372	13,542	29,914	-	-	-	-	-	**29,914**
Fees & Expenses	6,200	-	6,200	-	-	-	-	-	**6,200**
Consultant/Contract Svs	24,298	27,772	52,070	-	-	-	-	-	**52,070**
Construction Expenses	100,152	178,618	278,770	339,992	-	-	-	-	**618,762**
Transfers Out	121,636	16,029	137,665	-	-	-	-	-	**137,665**
TOTAL STREET FUND	**268,657**	**235,961**	**504,618**	**339,992**	**-**	**-**	**-**	**-**	**844,610**
GRANT FUND									
Construction Expenses	-	185,760	**185,760**	239,240	-	-	-	-	**425,000**
TOTAL GRANT FUND	**-**	**185,760**	**185,760**	**239,240**	**-**	**-**	**-**	**-**	**425,000**
TOTAL EXPENDITURES	**268,657**	**421,721**	**690,378**	**579,232**	**-**	**-**	**-**	**-**	**1,269,610**

	Prior Year Activity	FY 2010/11 Actuals	Estimated Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
Beginning Balance				313,992	-	-	-	-	**-**
Revenues & T/I	818,610	-	818,610	26,000	-	-	-	-	**844,610**
Expenditures & T/O	268,657	235,961	504,618	339,992	-	-	-	-	**844,610**
Ending Balance	**549,953**	**(235,961)**	**313,992**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		-		(63,684)	-	-	-	-	**-**
Revenues & T/I	-	122,076	122,076	302,924	-	-	-	-	**425,000**
Expenditures & T/O	-	185,760	185,760	239,240	-	-	-	-	**425,000**
Ending Balance	**-**	**(63,684)**	**(63,684)**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING FUND BALANCE	**549,953**		**250,308**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS



Project Name	Saratoga Avenue Sidewalk	**Project Number**	9142-005
Department	Public Works	**Project Manager**	Macedonio Nunez

Description

This project will install new sections of sidewalk on Saratoga Avenue.

Location

This project is located on Saratoga Avenue between Heritage Oak and Orchard Road.

Project Background

Since 1992, the City has been adding new sections of sidewalk along Saratoga Avenue, using Transit Development Act (TDA) funds to create a continuous sidewalk between the Village and Quito Road. When TDA funding is received, the City identifies gaps in the sidewalk on Saratoga Avenue and uses TDA monies to fill these gaps.

Sidewalks offer a number of benefits. They provide a safe walking path for pedestrians away from the roadway and make it easier for residents in wheelchairs or other wheeled devices to travel in the City. Furthermore, extension of the City's sidewalk system increases the City's walk-ability and adds to the recreational opportunities available to residents.

Work for this project is conducted by a contractor and managed by City staff.

Operating Budget Impacts

Extension of the Saratoga Avenue sidewalk will increase the City's maintenance costs. However, the sidewalk expansion will also increase pedestrian safety on Saratoga Avenue by establishing a safe route for walking along this arterial road in Saratoga. Project management costs are included in the operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Council approves plans and authorizes bidding the project
Contract Award	Ongoing	Council awards contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

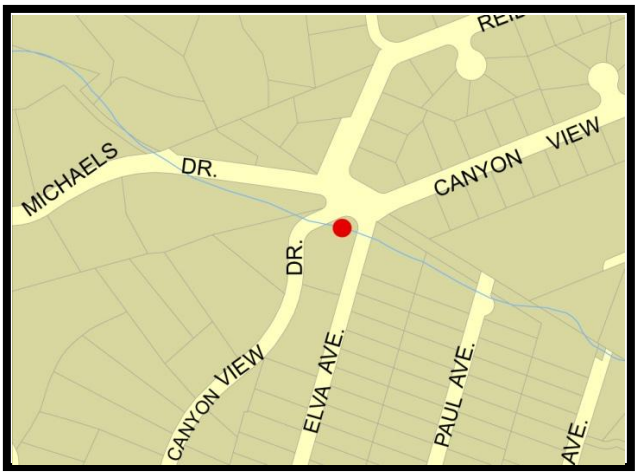
SARATOGA AVENUE SIDEWALK

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
GRANT FUND									
State MTC (TDA)	42,669	-	42,669	78,550	-	-	-	-	**121,219**
TOTAL REVENUES	**42,669**	**-**	**42,669**	**78,550**	**-**	**-**	**-**	**-**	**121,219**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
GRANT FUND									
Consultant/Contract Svs	6,745	-	6,745	-	-	-	-	-	**6,745**
Construction Expenses	49,698	19,220	68,918	45,556	-	-	-	-	**114,474**
TOTAL EXPENDITURES	**56,443**	**19,220**	**75,663**	**45,556**	**-**	**-**	**-**	**-**	**121,219**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
GRANT FUND									
BEGINNING BALANCE	(27,667)	(13,774)		(32,994)	-	-	-	-	-
Revenues & T/I	42,669	-	42,669	78,550	-	-	-	-	**121,219**
Expenditures & T/O	(28,776)	19,220	75,663	45,556	-	-	-	-	**121,219**
ENDING BALANCE	**(13,774)**	**5,446**	**(32,994)**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS



Project Name	Canyon View/Elva Storm Drain	**Project Number**	9142-009
Department	Public Works	**Project Manager**	Rick Torres

Description

This project funds removal, replacement, and repair of the storm drain near Canyon View Drive and Elva Avenue.

Location

This project is located next to the intersection of Canyon View Drive and Elva Avenue.

Project Background

In early 2010, a section of storm drain near Canyon View Drive and Elva Avenue failed. The corrugated metal pipe used to carry storm water had eroded. The erosion in the pipe consequently resulted in a cavity in the soil.

The metal storm drain pipe will be repaired and replaced with materials that have a minimum 100 year lifespan. The lifespan of corrugated metal pipe is between 25 to 50 years. Over time, the underground runoff water that travels through the storm drain causes metal pipes to erode and leaks to develop. When the leaks become severe, they can cause sink holes or soil erosion.

Operating Budget Impacts

Repair and replacement of the storm drain near Canyon View and Elva will prevent further soil erosion. Additionally, the new storm drain materials have a much longer lifespan that the metal corrugated storm drain currently in place. Consequently, the new section of storm drain is also expected to reduce maintenance expenses. Project management costs are included in the operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	July 2010	Prepare plans and specifications
Begin Bid Process	March 2011	Request bids from contractors
Contract Award	June 2011	Award contract
Estimated Construction Start	July 2011	Construction project begins
Estimated Completion Date	November 2011	Project is completed

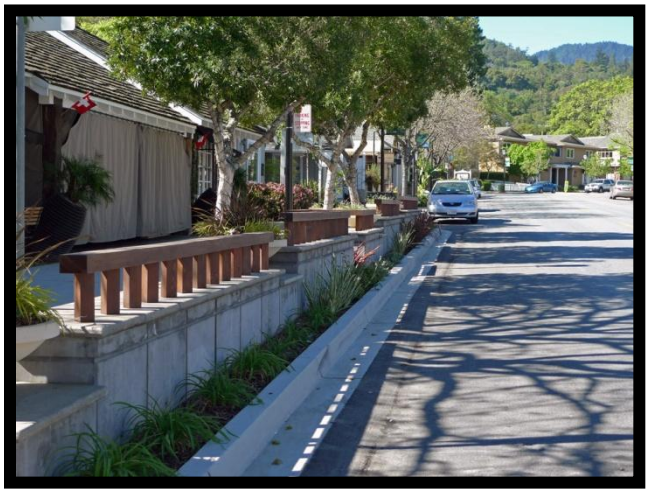
CANYON VIEW/ELVA STORM DRAIN

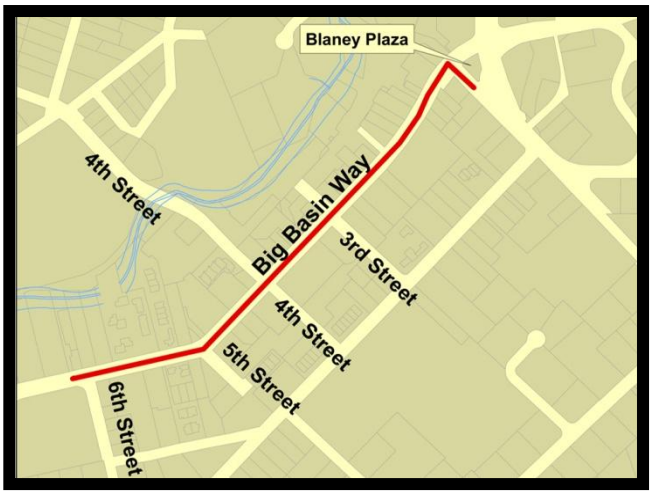
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	50,000	50,000	-	-	-	-	-	**50,000**
TOTAL REVENUES	**-**	**50,000**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	35,000	-	-	-	-	**35,000**
Transfers Out	-	15,000	15,000	-	-	-	-	-	**15,000**
TOTAL EXPENDITURES	**-**	**15,000**	**15,000**	**35,000**	**-**	**-**	**-**	**-**	**50,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		35,000	-	-	-	-	**-**
Revenues & T/I	-	50,000	50,000	-	-	-	-	-	**50,000**
Expenditures & T/O	-	15,000	15,000	(35,000)	-	-	-	-	**50,000**
ENDING BALANCE	**-**	**35,000**	**35,000**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS





Project Name	Village Sidewalk & Pedestrian Enhancements Phase II – Design & Construction	**Project Number**	9142-010 and 9142-011
Department	Public Works	**Project Manager**	Macedonio Nunez

Description

This project funds the second phase of sidewalk and pedestrian safety improvements in the Village.

Location

This project will make improvements in Saratoga Village at Big Basin Way and Highway 9 spur at Blaney Plaza; Big Basin Way and 5th Street; Big Basin Way and 6th Street; and Big Basin Way just past Highway 9.

Project Background

In 2008, the City entered into a contract with Gates and Associates to design improvements to the Village that would increase pedestrian safety and the beauty of the City's downtown area. The design includes pedestrian bulb-outs and enhanced crosswalks that will make pedestrians more visible to drivers. Plans also include additional landscaping, benches, and bike racks.

Following the award of contract with Gates and Associates for design work, the City held two community meetings to explain the purpose of the project and seek public input on the design of the sidewalk and pedestrian improvements. A conceptual design was presented to the City Council in April 2009.

The first phase of construction started in June 2010. The second phase of construction will continue improvements along Big Basin Way. The project will add more pedestrian bulb-outs, enhanced crosswalks, and other safety improvements in the Village. Funding for this project comes from a Federal Congestion Mitigation and Air Quality (CMAQ) grant, the State, and the City.

Operating Budget Impacts

This project will result in increased maintenance expenses, as the City will be responsible for caring for added landscaping, bulb outs, crosswalks, and other features. However, the project will also make significant improvements to pedestrian safety in the Village by increasing visibility of pedestrians. Additionally, the enhancements to pedestrian safety and the appearance of the Saratoga Village may make it a more popular retail and dining destination. Project management costs are included in the operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	May 2011	Prepare plans and specifications
Design Approval	February 2012	Council approves plans
Begin Bid Process	April 2012	Council authorizes bidding the project
Contract Award	May 2012	Council awards contract
Estimated Construction Start	June 2012	Construction project begins
Estimated Completion Date	November 2012	Project is completed

VILLAGE SIDEWALK CURB & GUTTER PHASE II – DESIGN

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - Other CIP	-	-	-	33,400	-	-	-	-	**33,400**
TOTAL STREET FUND	**-**	**-**	**-**	**33,400**	**-**	**-**	**-**	**-**	**33,400**
GRANT FUND									
Federal - CMAQ PT	-	-	-	133,600	-	-	-	-	**133,600**
TOTAL GRANT FUND	**-**	**-**	**-**	**133,600**	**-**	**-**	**-**	**-**	**133,600**
TOTAL REVENUES	**-**	**-**	**-**	**167,000**	**-**	**-**	**-**	**-**	**167,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	33,400	-	-	-	-	**33,400**
TOTAL STREET FUND	**-**	**-**	**-**	**33,400**	**-**	**-**	**-**	**-**	**33,400**
GRANT FUND									
Construction Expenses	-	-	-	133,600	-	-	-	-	**133,600**
TOTAL GRANT FUND	**-**	**-**	**-**	**133,600**	**-**	**-**	**-**	**-**	**133,600**
TOTAL EXPENDITURES	**-**	**-**	**-**	**167,000**	**-**	**-**	**-**	**-**	**167,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
Beginning Balance				-	-	-	-	-	-
Revenues & T/I	-	-	-	33,400	-	-	-	-	**33,400**
Expenditures & T/O	-	-	-	33,400	-	-	-	-	**33,400**
Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance				-	-	-	-	-	-
Revenues & T/I	-	-	-	133,600	-	-	-	-	**133,600**
Expenditures & T/O	-	-	-	133,600	-	-	-	-	**133,600**
Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS

VILLAGE SIDEWALK CURB & GUTTER PHASE II – CONSTRUCTION

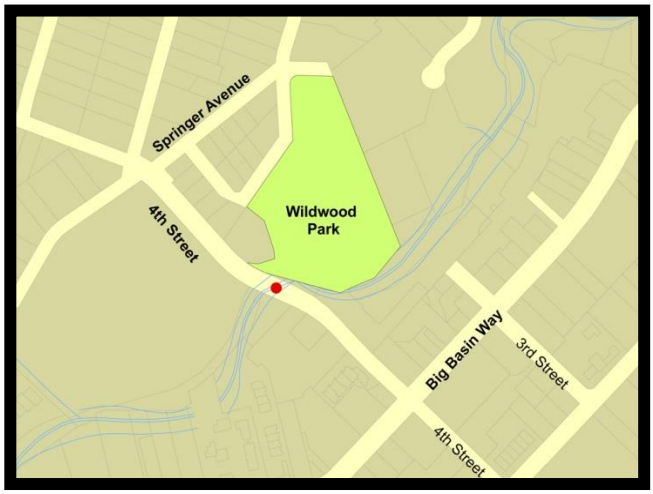
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - Other CIP	-	256,800	256,800	-	-	-	-	-	**256,800**
TOTAL STREET FUND	**-**	**256,800**	**256,800**	**-**	**-**	**-**	**-**	**-**	**256,800**
GRANT FUND									
Federal - CMAQ PT	-		-	1,026,858	-	-	-	-	**1,026,858**
TOTAL GRANT FUND	**-**	**-**	**-**	**1,026,858**	**-**	**-**	**-**	**-**	**1,026,858**
TOTAL REVENUES	**-**	**256,800**	**256,800**	**1,026,858**	**-**	**-**	**-**	**-**	**1,283,658**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	256,800	-	-	-	-	**256,800**
TOTAL STREET FUND	**-**	**-**	**-**	**256,800**	**-**	**-**	**-**	**-**	**256,800**
GRANT FUND									
Construction Expenses	-	-	-	1,026,858	-	-	-	-	**1,026,858**
TOTAL GRANT FUND	**-**	**-**	**-**	**1,026,858**	**-**	**-**	**-**	**-**	**1,026,858**
TOTAL EXPENDITURES	**-**	**-**	**-**	**1,283,658**	**-**	**-**	**-**	**-**	**1,283,658**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
Beginning Balance				256,800	-	-	-	-	**-**
Revenues & T/I	-		256,800	-	-	-	-	-	**256,800**
Expenditures & T/O	-		-	256,800	-	-	-	-	**256,800**
Ending Balance	**-**	**-**	**256,800**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance				-	-	-	-	-	**-**
Revenues & T/I	-		-	1,026,858	-	-	-	-	**1,026,858**
Expenditures & T/O	-		-	1,026,858	-	-	-	-	**1,026,858**
Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**-**	**-**	**256,800**	**-**	**-**	**-**	**-**	**-**	**-**

Bridge & Retaining Wall Projects

BRIDGE & RETAINING WALL PROJECTS



Project Name	Fourth Street Bridge	**Project Number**	9152-001
Department	Public Works	**Project Manager**	John Cherbone

Description This project will widen the bridge at 4th Street in Saratoga.

Location This project is located on 4th Street near Wildwood Park in the Saratoga Village.

Project Background The 4th Street Bridge was constructed in 1939 and crosses Saratoga Creek near the entrance to Wildwood Park. This project will widen the bridge to accommodate a sidewalk for pedestrian traffic. Additionally, this project will include structural improvements to bring the bridge in compliance with current standards. A California Department of Transportation review of Saratoga bridges in 2004 listed the 4th Street Bridge as being in "generally good condition".

Funding for the project comes primarily from the Federal Highway Bridge Replacement and Rehabilitation (HBRR) program. HBRR monies account for 80% of total project costs. The remaining 20% will be funded by the City.

There are 20 bridges located in the City. Nine of the bridges pass over Saratoga Creek.

Operating Budget Impacts This project will increase safety for pedestrians walking across the 4th Street Bridge and subsequently reduce City liability exposure. Costs associated with project design and management have been included in the City operating budget. Project management costs are included in the operating budget.

BRIDGE & RETAINING WALL PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	May 2011	Prepare plans and specifications
Begin Bid Process	February 2013	Council approves plans and authorizes bidding the project
Contract Award	April 2013	Council awards contract
Estimated Construction Start	April 2013	Construction project begins
Estimated Completion Date	October 2013	Project is completed

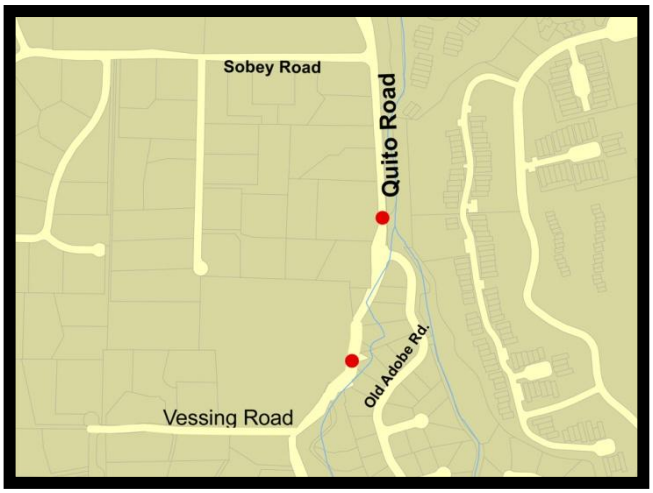
FOURTH STREET BRIDGE

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	100,000		100,000	-	-	-	-	-	**100,000**
TOTAL STREET FUND	**100,000**	**-**	**100,000**	**-**	**-**	**-**	**-**	**-**	**100,000**
GRANT FUND									
Federal - HBBR	-		-	487,000	-	-	-	-	**487,000**
TOTAL GRANT FUND	**-**	**-**	**-**	**487,000**	**-**	**-**	**-**	**-**	**487,000**
TOTAL REVENUES	**100,000**	**-**	**100,000**	**487,000**	**-**	**-**	**-**	**-**	**587,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Construction Expenses	-		-	100,000	-	-	-	-	**100,000**
TOTAL STREET FUND	**-**	**-**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**
GRANT FUND									
Construction Expenses	-		-	487,000	-	-	-	-	**487,000**
TOTAL GRANT FUND	**-**	**-**	**-**	**487,000**	**-**	**-**	**-**	**-**	**487,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**587,000**	**-**	**-**	**-**	**-**	**587,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
Beginning Balance				100,000	-	-	-	-	**-**
Revenues & T/I	100,000		100,000	-	-	-	-	-	**100,000**
Expenditures & T/O	-		-	100,000	-	-	-	-	**100,000**
Ending Balance	**100,000**	**-**	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance				-	-	-	-	-	**-**
Revenues & T/I	-		-	487,000	-	-	-	-	**487,000**
Expenditures & T/O	-		-	487,000	-	-	-	-	**487,000**
Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**100,000**	**-**	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**

BRIDGE & RETAINING WALL PROJECTS



Project Name	Quito Road Bridges	**Project Number**	9152-002
Department	Public Works	**Project Manager**	Macedonio Nunez

Description This project funds removal and replacement of two bridges on Quito Road.

Location This project is located on Quito Road.

Project Background The California Department of Transportation (Caltrans) conducted a structural assessment of the two bridges on Quito Road and rated them in need of replacement. Additionally, the bridges are not wide enough to meet standards set by Caltrans for roadway size.

Both bridges pass over San Tomas Creek, which flows through Saratoga, Campbell, Los Gatos, Monte Sereno, San Jose, and Santa Clara. Funding to remove and replace the existing bridges comes from the State Highway Bridge Program.

There are a total of 20 bridges in Saratoga. Four of these bridges pass over San Tomas Creek.

Operating Budget Impacts This project will bring the width of the Quito Road bridges in compliance with State roadway standards, which will ultimately increase safety for people using Quito Road. Costs associated with project management are incorporated in the operating budget and the cost of construction will be covered entirely by the Highway Bridge Program. Project management staff time is included in the operating budget.

BRIDGE & RETAINING WALL PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	January 1996	Prepare plans and specifications
Begin Bid Process	December 2012	Council approves plans and authorizes bidding the project
Contract Award	March 2013	Council awards contract
Estimated Construction Start	March 2013	Construction project begins
Estimated Completion Date	February 2014	Project is completed

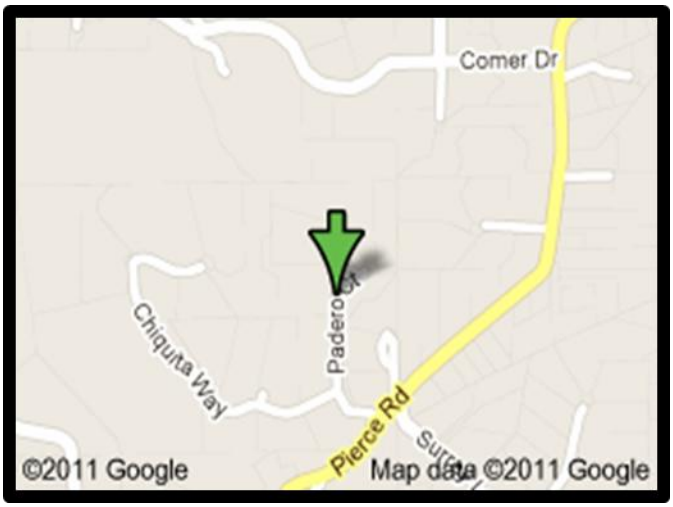
QUITO ROAD BRIDGE REPLACEMENT

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Project Reimbursements	59,130		**59,130**	-	-	-	-	-	**59,130**
Transfers In - General Fund	155,659		**155,659**	-	-	-	-	-	**155,659**
TOTAL	**214,789**	**-**	**214,789**	**-**	**-**	**-**	**-**	**-**	**214,789**
GRANT FUND									
Federal - HBBR	367,274	10,121	**377,395**	124,205	-	-	-	-	**501,600**
TOTAL	**367,274**	**10,121**	**377,395**	**124,205**	**-**	**-**	**-**	**-**	**501,600**
TOTAL REVENUES	**582,063**	**10,121**	**592,184**	**124,205**	**-**	**-**	**-**	**-**	**716,389**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Materials & Supplies	-	701	**701**	-	-	-	-	-	**701**
Construction Expenses	89,333	2,447	**91,780**	122,307	-	-	-	-	**214,087**
TOTAL	**89,333**	**3,149**	**92,482**	**122,307**	**-**	**-**	**-**	**-**	**214,789**
GRANT FUND									
Consultant/Contract Svs	1,833	954	**2,787**	-	-	-	-	-	**2,787**
Construction Expenses	366,685	9,790	**376,475**	122,338	-	-	-	-	**498,813**
TOTAL	**368,518**	**10,744**	**379,262**	**122,338**	**-**	**-**	**-**	**-**	**501,600**
TOTAL EXPENDITURES	**457,851**	**13,893**	**471,744**	**244,645**	**-**	**-**	**-**	**-**	**716,389**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
Beginning Balance		125,456		122,307	-	-	-	-	**-**
Revenues & T/I	214,789	-	**214,789**	-	-	-	-	-	**214,789**
Expenditures & T/O	89,333	3,149	**92,482**	122,307	-	-	-	-	**214,789**
Ending Balance	**125,456**	**122,307**	**122,307**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		(1,244)		(1,867)	-	-	-	-	**-**
Revenues & T/I	367,274	10,121	377,395	124,205	-	-	-	-	**501,600**
Expenditures & T/O	368,518	10,744	379,262	122,338	-	-	-	-	**501,600**
Ending Balance	**(1,244)**	**(1,867)**	**(1,867)**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**124,212**	**120,440**	**120,440**	**-**	**-**	**-**	**-**	**-**	**-**

BRIDGE & RETAINING WALL PROJECTS



Project Name	Padero Erosion Mitigation	**Project Number**	9154-001
Department	Public Works	**Project Manager**	Macedonio Nunez

Description

This project provides a funding contribution for erosion repair along a portion of Calabazas Creek hillside near the City's storm drain outfall at Padero Court.

Location

This project is located on Santa Clara Valley Water District land, along the west bank of Calabazas Creek at Padero Court in an approximately 500 square foot area adjacent to the City's storm drain outfall.

Project Background

The Santa Clara Valley Water District owns property and easements along Calabazas Creek, which they maintain for flood control purposes. District staff has determined that the west side of the stream bank's hillside by the City's twelve inch corrugated metal storm drain outfall coming from Padero Court is eroding.

The City and District both are not contending that the storm drain outfall is the causation of the erosion, or establishing any liability, however both parties agree the erosion must be mitigated. The Water District is willing to use their staff and equipment if the City is willing to provide $25,000 in contributing funds to the projects to repair the erosion and storm drain outfall area, and thereby maintain stream bank stability.

Operating Budget Impacts

This project will in part fund the erosion repair of the Calabazas Creek hillside, thereby reducing the potential for erosion impacts, as well as supporting the Water Districts efforts to reduce the potential for flooding of adjacent properties. Funding this project potentially saves the City extensive emergency repair work on roadways downhill from the creek, as well as saving City property owners from erosion or flooding problems. Project management staff time is included in the operating budget.

BRIDGE & RETAINING WALL PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	June, 2010	Prepared by SCVWD
City Council Approval	September, 2010	Council approves agreement to fund Padero Erosion Control
Estimated Construction Start	Spring, 2011	SCVWD construction work begins
Estimated Completion Date	Spring, 2011	Project is completed

PADERO EROSION MITIGATION

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Transfers In - GF	-	50,000	50,000	-	-	-	-	-	**50,000**
TOTAL REVENUES	**-**	**50,000**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	37,037	37,037	12,963	-	-	-	-	**50,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**12,963**	**-**	**-**	**-**	**-**	**50,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
Beginning Balance				12,963	-	-	-	-	-
Revenues & T/I	-		50,000	-	-	-	-	-	**50,000**
Expenditures & T/O	-		**37,037**	12,963	-	-	-	-	**50,000**
Ending Balance	**-**	**-**	**12,963**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance				-	-	-	-	-	-
Revenues & T/I	-		-	-	-	-	-	-	-
Expenditures & T/O	-		-	-	-	-	-	-	-
Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**-**	**-**	**12,963**	**-**	**-**	**-**	**-**	**-**	**-**

Utility Undergrounding Projects

UTILITY UNDERGROUNDING PROJECTS

Project Name	Rule 20A Undergrounding Project	**Project Number**	9171-001
Department	Public Works	**Project Manager**	Macedonio Nunez

Description

This project will fund undergrounding of utilities in Saratoga.

Location

One or more locations for this project are to be determined.

Project Background

Each year, Pacific Gas & Electric (PG&E) allocates undergrounding work credits to Saratoga and other municipalities to provide funding for undergrounding utilities. The credits for these allocations are provided through PG&E's Rule 20A program, which is an electric tariff filed with the California Public Utilities Commission. As a result of the Rule 20A program, PG&E is able to annually fund relocation of approximately 30 miles of overhead utilities underground. Rule 20A funding comes from electricity rate payers.

Before Rule20A work credits can be used, proposed undergrounding projects must be approved by PG&E. Projects must reduce an unusually heavy concentration of overhead power lines, be conducted on arterial streets with high pedestrian or vehicular traffic, or be done on roads that are in a civic, recreational, or scenic area.

Due to the very high cost of undergrounding, Saratoga has been collecting Rule 20A credits over the past few years to allow for a more substantial undergrounding project in the City.

Operating Budget Impacts

Moving overhead utilities underground will make the City more attractive and will reduce safety risks associated with down power lines. Fallen power lines can be especially problematic during winter storms. Project management costs are already included in the operating budget.

UTILITY UNDERGROUNDING PROJECTS

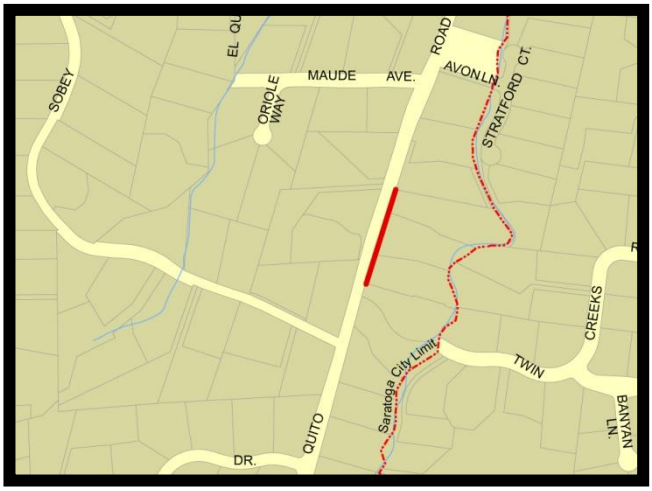
PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	To be determined	Prepare plans and specifications in conjunction with PG&E
Estimated Construction Start	To be determined	PG&E begins construction
Estimated Completion Date	To be determined	PG&E completes construction

RULE 20A ELECTRIC UNDERGROUND CONVERSION PROJECTS

$2,895,499 of work credit funding is available at June 30, 2010 from PGE for utility undergrounding work that is funded and completed by PG&E. Additional funds accumulate each year. The City does not receive funds for this work, therefore the work credit amount is not included in the CIP financial schedules.

UTILITY UNDERGROUNDING PROJECTS



Project Name	Quito Road Undergrounding Project	**Project Number**	9171-002
Department	Public Works	**Project Manager**	Macedonio Nunez

Description This project will fund undergrounding of utilities on Quito Road in Saratoga.

Location Undergrounding work would take place on Quito Road near Twin Creeks Road.

Project Background Several years ago, as a result of fees collected for a subdivision, the City received funds to underground utilities on Quito Road near Twin Creeks Road as a result of a subdivision. In recent years, municipalities and Pacific Gas & Electric (PG&E) have started moving overhead utility lines underground.

Due to the high costs of undergrounding, transferring the overhead utilities at this location will have to be incorporated into a larger undergrounding project.

Operating Budget Impacts Moving overhead utilities underground will make the City more attractive and will reduce safety risks associated with down power lines. Fallen power lines can be especially problematic during winter storms. Project management costs are already included in the operating budget.

UTILITY UNDERGROUNDING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	To be determined	Prepare plans and specifications
Begin Bid Process	To be determined	Council approves plans and authorizes bidding the project
Contract Award	To be determined	Council awards contract
Estimated Construction Start	To be determined	Construction project begins
Estimated Completion Date	To be determined	Project is completed

QUITO ROAD UNDERGROUNDING PROJECT

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP STREET FUND									
Community Benefit Assess	98,744		**98,744**	-	-	-	-	-	**98,744**
TOTAL REVENUES	**98,744**	**-**	**98,744**	**-**	**-**	**-**	**-**	**-**	**98,744**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	-	-	-	-	98,744	**98,744**
TOTAL EXPENDITURES	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**98,744**	**98,744**

		FY 2010/11 Actuals	Estimated Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		98,744		98,744	98,744	98,744	98,744	98,744	**-**
Revenues & T/I	98,744	-	**98,744**	-	-	-	-	-	**98,744**
Expenditures & T/O	-	-	**-**	-	-	-	-	98,744	**98,744**
ENDING BALANCE	**98,744**	**98,744**	**98,744**	**98,744**	**98,744**	**98,744**	**98,744**	**-**	**-**

PARKS & TRAILS PROGRAM

The Parks & Trails Program provides for capital improvements to the City of Saratoga's neighborhood and city parks and plaza, sports fields, bike and pedestrian trails, and open space areas throughout the city. Projects within the Parks & Trails Program are classified as General/Citywide Park Improvements, City Park Projects, Neighborhood Park Projects, Sport Park Projects, or Trail and Open Space Projects. Within the project classification, the projects are sub-classified by site. This structure allows for the tracking of resources by individual park, trail, or open space area, and by specific project work completed.

General Repairs & Maintenance **–** this classification includes general and citywide park and trail repair projects to provide for minor projects that are not funded as specific bodies of work to an individual site, and for citywide projects that apply to several sites. Projects could include fence repairs or improvements, tree removals, park furniture and equipment, lighting or irrigation enhancements, structure repairs, or various minor projects that arise to improve the infrastructure. This category also includes the Citywide Tree Replanting project which is funded through tree fines and used for tree planting and irrigation throughout the city. A third subcategory is funding projects for open space contributions.

City Parks **–** includes projects which improve the larger parks which draw the entire community. This includes Wildwood Park, Hakone Gardens, Heritage Orchard Park, Blaney Plaza and the Village Historical Park. City Parks generally have features and attractions in addition to playground equipment, picnic areas, and ball courts.

Neighborhood Parks **-** this classification is comprised of projects for the City's smaller parks located within neighborhoods. This includes Azule Park, Beauchamps Park, Bellgrove Park, Brookglen Park, Foothill Park, Gardiner Park, Kevin Moran Park, and Ravenswood Park.

Sport Parks & Facilities Projects **-** is for improvement projects at the City's larger sport fields. These sites include Congress Springs Park, El Quito Park, and West Valley Soccer Fields.

Trails & Open Space Projects **–**includes Calabazas Creek Trail, Carnelian Glen Trail, San Marcos Open Space Trail, Joe's Trail at Saratoga De Anza, Teerlink Ranch Trail, and Trail Segment #3.

The schedule on the following page summarizes the City's FY 2011/12 Parks & Trails Program capital projects and their currently funded status.

PROJECT SUMMARY

PARKS PROJECT EXPENDITURE SUMMARY		Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expenditures
City Wide Projects								
9211-001	Park & Trail Repairs	228,595	17,681	-	-	-	-	246,276
9211-002	CityWide Tree Replanting	187,706	12,146	-	-	-	-	199,852
9211-003	Playground Safety Improvements	10,936	39,064	-	-	-	-	50,000
9211-004	Park Restroom Improvements	-	57,589	-	-	-	-	57,589
9212-001	Tree Dedication Program	2,627	24,623	-	-	-	-	27,250
Park Projects								-
9221-001	Blaney Plaza Sound & Lighting Impr	18,473	6,527	-	-	-	-	25,000
9222-001	Hakone Gardens Match Contribution	-	250,000	-	-	-	-	250,000
9222-002	Hakone Gardens Driveway & Wall	42,621	137,379	-	-	-	-	180,000
9222-003	Hakone Gardens Well & Pump	49,975	25	-	-	-	-	50,000
9222-004	Hakone Gardens UH Foundation	-	125,000	-	-	-	-	125,000
9222-005	Hakone Gardens LH ADA Ramps	3,791	41,009	-	-	-	-	44,800
9224-001	Historic Park - Landscaping	90,709	*Closed*	-	-	-	-	90,709
9231-001	Azule Park - Petanque Court	19,192	808	-	-	-	-	20,000
9238-001	Ravenswood Playground Equipment	9,374	65,626	-	-	-	-	75,000
9252-001	El Quito Park Improvements	114,000	11,000	-	-	-	-	125,000
9253-001	West Valley College Soccer Fields	320,577	*Closed*	-	-	-	-	320,577
Trail Projects								-
9274-001	Joe's Trail at Saratoga De Anza	1,145,060	1,034,929	-	-	-	-	2,179,989
9276-002	Tank Trail Repair & Relocation	60,969	31	-	-	-	-	61,000
9277-001	Village Creek Trail - Design & Environ	-	39,000	-	-	-	-	39,000
9277-002	Village Creek Overlook	-	27,000	-	-	-	-	27,000
9281-001	Mid Pen Open Space Land Purchase	-	250,000	-	-	-	-	250,000
Total Projects		2,304,603	2,139,439	-	-	-	-	4,444,042
Interfund Transfers		99,616						99,616
Total Project Expenditures		2,404,219	2,139,439	-	-	-	-	4,543,658

The following three new projects were added in FY 2011/12:

- Park Restroom Improvements
- Saratoga Village Creek Trail Design (revised)
- Saratoga Village Creek Overlook

Additionally, the Tree Dedication Program was added to the CIP after adoption of the FY 2010/11 budget. There are now 16 active projects in the budget.

Four Park & Trail projects were completed last fiscal year. The first two were closed, the last two will transfer out the remaining funds to other projects in FY 2011/12:

- Historic Park Landscaping
- West Valley College Soccer Fields
- Hakone Gardens Well and Pump
- El Quito Park Improvements

PARK & TRAILS PROGRAM FUNDING SUMMARY

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funded To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP PARK FUND									
AB 8939 Beverage Container	5,000	-	5,000	-	-	-	-	-	5,000
Park In Lieu Fees	99,300	393,300	492,600	-	-	-	-	-	492,600
Donations/Contributions	26,000	-	26,000	-	-	-	-	-	26,000
Dev Benefit Assessment	61,000	-	61,000	-	-	-	-	-	61,000
Transfers In - General Fund	1,221,167	150,000	1,371,167	-	-	-	-	-	1,371,167
Transfers In - Other CIP	25,000	-	25,000	-	-	-	-	-	25,000
Transfers In - CDBG	-	3,791	3,791	41,009	-	-	-	-	44,800
Transfers In - ABAG	25,000	-	25,000	-	-	-	-	-	25,000
TREE FINE FUND									-
Fines & Forfeitures	198,463	1,390	199,852	-	-	-	-	-	199,852
Donations/Contributions	-	2,250	2,250	-	-	-	-	-	2,250
Transfers In	-	25,000	25,000	-	-	-	-	-	25,000
GRANT FUND									-
Federal - CMAQ to VTA	168,207	288,770	456,977	943,023	-	-	-	-	1,400,000
State - State Park Bond Grant	362,454	20,000	20,000	-	-	-	-	-	20,000
Local - VTA DeAnza Trail Grant	379,988	-	379,988	-	-	-	-	-	379,988
Local - SCVWD Grant	-	-	-	66,000	-	-	-	-	66,000
Private - DeAnza Trail Grant	94,988	59,411	154,399	245,602	-	-	-	-	400,001
TOTAL REVENUES	**2,666,567**	**943,911**	**3,248,023**	**1,295,635**	**-**	**-**	**-**	**-**	**4,543,658**

CIP FARK EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP PARK FUND									
Site Acquisition & Prep	-	-	-	250,000	-	-	-	-	250,000
Supplies & Expenses	23,304	30,217	53,522	-	-	-	-	-	53,522
Fees & Expenses	72	92	164	-	-	-	-	-	164
Consultant/Contract Svs	34,269	-	34,269	-	-	-	-	-	34,269
Project Equip & Fixtures	446	-	446	-	-	-	-	-	446
Construction Expenses	726,208	135,411	861,619	750,932	-	-	-	-	1,612,551
Transfers Out	4,616	75,000	79,616	-	-	-	-	-	79,616
TREE FINE FUND					-	-	-	-	-
Tree Supplies/Services	181,478	8,854	190,332	36,770	-	-	-	-	227,102
GRANT FUND					-	-	-	-	-
Salary & Benefits		41,713	41,713	-	-	-	-	-	41,713
Site Acquisition & Prep	306,170	16,682	322,852	-	-	-	-	-	322,852
Supplies & Expenses	17,254	4,511	21,766	-	-	-	-	-	21,766
Consultant/Contract Svs	76,228	32,489	108,717	66,000	-	-	-	-	174,717
Construction Expenses	289,214	379,991	669,205	1,035,737	-	-	-	-	1,704,942
TOTAL EXPENDITURES	**1,659,260**	**744,959**	**2,404,219**	**2,139,439**	**-**	**-**	**-**	**-**	**4,543,658**

TOTAL ALL FUND SUMMARY	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
BEGINNING BALANCE	-	644,852		843,804	-	-	-	-	-
Revenues & Transfers In	2,304,112	943,911	3,248,023	1,295,635	-	-	-	-	**4,543,658**
Expenditures & Transfers Out	1,659,260	744,959	2,404,219	2,139,439	-	-	-	-	**4,543,658**
ENDING BALANCE	**644,852**	**843,804**	**843,804**	**-**	**-**	**-**	**-**	**-**	**-**

PROJECT DIRECTORY

CITYWIDE PROJECTS		PAGE
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9211-002	Tree Replanting Program	D – 80
9211-003	Playground Safety Improvements	D – 82
9211-004	Park Restroom Improvements	D – 84
9212-001	Tree Dedication Program	D – 86

PARK PROJECTS		
9221-001	Blaney Plaza Sound & Lighting System	D – 90
9222-001	Hakone Gardens Matching Contribution	D – 92
9222-002	Hakone Gardens Driveway & Retaining Wall	D – 94
9222-004	Hakone Gardens Upper Moon House Foundation Repairs	D – 96
9222-005	Hakone Gardens Lower House ADA Ramp	D – 98
9231-001	Azule Park Petanque Court	D – 100
9238-001	Ravenwood Park Improvement	D – 102

TRAIL PROJECTS		
9274-001	Joe's Trail at Saratoga De Anza	D – 106
9277-001	Saratoga Creek Village Trail Design	D – 108
9277-002	Saratoga Village Creek Overlook	D – 110
9281-001	Mid-Peninsula Open Space Reserve Land Purchase	D – 112

CITYWIDE PROJECTS

CITYWIDE PROJECTS

Project Name	Annual Park & Trail Repairs	**Project Number**	9211-001
Department	Public Works	**Project Manager**	Shawn Gardner

Description This project provides funding for minor projects and repairs to City parks, trails, and open spaces.

Location Projects and repairs vary throughout the year and may be located at any of the 13 City parks containing 67 acres of developed parkland, within the 13 miles of walking and hiking trails, or in the nearly 50 acres of undeveloped open space in the City.

Project Background To address unplanned minor projects and repairs in a timely manner, the City provides capital funding for infrastructure maintenance. The work is limited to projects that do not exceed $5,000 and are of an urgent nature, preventing further damage and/or addressing safety matters.

Past repairs have included installation of handrails along trails, placement of fibar in playground fall areas, fence repairs, park bench replacement or repairs, improvements to retaining walls, repair or installation of park and trail signs, and other unanticipated projects.

Because this funding is reserved for unexpected issues that are above and beyond regular maintenance of parks and trails, upcoming projects are not known at this time. Most projects and repair work are contracted out, with park staff providing project oversight.

Funding for this project comes from General Fund transfers and the City receives $5,000 per year from beverage container recycling rebates to install park furniture made from recycled plastic.

Operating Budget Impacts This project helps to reduce operating budget expenses by addressing repairs and maintenance in a timely manner. These repairs help to ensure the City's parks, trails, and open spaces are well-maintained, liability issues are reduced, and maintenance issues are mitigated. Ultimately, this prevents small problems from growing into larger and more costly repairs.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Ongoing	Prepare project plans and request bids if project is being contracted out
Contract Award	Ongoing	Award contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

ANNUAL PARK & TRAIL REPAIRS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP PARK FUND									
AB 8939 Beverage Container	5,000	-	5,000	-	-	-	-	-	**5,000**
Transfers In - General Fund	245,892	-	245,892	-	-	-	-	-	**245,892**
TOTAL REVENUES	**250,892**	**-**	**250,892**	**-**	**-**	**-**	**-**	**-**	**250,892**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP PARK FUND									
Materials & Supplies	2,060	5,703	7,763	-	-	-	-	-	**7,763**
Fees & Expenses	-	50	50	-	-	-	-	-	**50**
Construction Expenses	220,782	-	220,782	17,681	-	-	-	-	**238,463**
Transfers Out	4,616	-	4,616	-	-	-	-	-	**4,616**
TOTAL EXPENDITURES	**227,458**	**5,753**	**233,211**	**17,681**	**-**	**-**	**-**	**-**	**250,892**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
BEGINNING BALANCE	-	23,434		17,681	-	-	-	-	-
Revenues & Transfers In	250,892	-	501,784	-	-	-	-	-	**250,892**
Expenditures & Transfers Out	227,458	5,753	460,669	17,681	-	-	-	-	**250,892**
ENDING BALANCE	**23,434**	**17,681**	**41,115**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

Project Name	Tree Replanting Program	**Project Number**	9211-002
Department	Public Works	**Project Manager**	Kevin Meek

Description

This ongoing project provides for the upkeep of the City's urban forest through the planting of City trees and shrubbery, installation of irrigation for new plantings, tree maintenance, and removal of damaged trees on City property.

Location

The Tree Replanting Program is a Citywide project, primarily directed toward reforesting areas within City parks and medians.

Project Background

To mitigate the loss of the urban forest caused by unpermitted removal of trees on private property, the City assesses fines for tree removal violations and uses these funds for re-foresting the City. The Citywide Tree Replanting Program is funded entirely from these fines.

The fines fund the costs to plant new trees and shrubbery, install irrigation needed to sustain new plantings on public property, and provide for tree maintenance services, which may include the removal of City trees that are dying or hazardous.

Citywide tree replanting work is sometimes completed by staff, but larger jobs may be contracted out to tree and landscape contractors.

Operating Budget Impacts

The Citywide Tree Replanting Program offsets tree maintenance expenses that would otherwise be funded through the City's operating budget, if funding is available for the work. Continued care and oversight for trees on City property also helps to reduce liability risks. Additionally, maintaining the City's urban tree canopy adds to Saratoga's attractiveness and increases its desirability. To some degree, this helps to generate high property values and consequently higher property tax revenues received by the City.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Ongoing	Prepare project plans and seek bids if work is going to be contracted out
Contract Award	Ongoing	Award contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

CITYWIDE TREE REPLANTING PROGRAM

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
TREE FINE FUND									
Fines & Forfeitures	198,462	1,390	199,852	-	-	-	-	-	**199,852**
TOTAL REVENUES	**198,462**	**1,390**	**199,852**	**-**	**-**	**-**	**-**	**-**	**199,852**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
TREE FINE FUND									
Materials & Supplies	16,105	452	16,557	-	-	-	-	-	**16,557**
Consultant/Contract Svs	12,596	-	12,596	-	-	-	-	-	**12,596**
Construction Expenses	152,777	5,775	158,552	12,146	-	-	-	-	**170,698**
TOTAL EXPENDITURES	**181,478**	**6,227**	**187,706**	**12,146**	**-**	**-**	**-**	**-**	**199,852**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
TREE FINE FUND									
BEGINNING BALANCE	-	16,984	-	12,146	-	-	-	-	-
Revenues & T/I	198,462	1,390	199,852	-	-	-	-	-	**199,852**
Expenditures & T/O	181,478	6,227	187,706	12,146	-	-	-	-	**199,852**
ENDING BALANCE	**16,984**	**12,146**	**12,146**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

Project Name	Playground Safety Improvements	**Project Number**	9211-003
Department	Public Works	**Project Manager**	Kevin Meek

Description This project provides funding for safety improvements in Saratoga's park playgrounds.

Location This is a Citywide project.

Project Background In 2010, the Association of Bay Area Governments (ABAG) conducted a safety assessment of Saratoga playgrounds. The ABAG consultant who performed the assessment visited every City playground and identified ways in which to reduce City liability, including liabilities related to safety improvements and compliance with the Americans with Disabilities Act.

Recommended improvements to be implemented under this project will be focused on potential entrapment and protrusion issues. Standards require that playground equipment be constructed so that it minimizes hazardous situations in which clothing entrapment may occur and result in strangulation. Equipment identified with such hazards will be tightened, caulked, or repaired to mitigate these hazards. Protrusions will be filed, trimmed, cut, or otherwise repaired to eliminate sharp points. ABAG has also recommended that fences be installed around playgrounds to help keep children in designated play areas.

ABAG Risk Management has provided a matching grant for these safety improvements.

Operating Budget Impacts The installation of fences around playgrounds may slightly impact the Operating Budget through increased maintenance requirements. However, the project will increase the safety of City playgrounds. The cost of managing this project is included in the operating budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	February 2010	Prepare plans and specifications
Request Cost Estimates	July 2010	Seek estimates for cost of playground equipment and installation
Estimated Construction Start	September 2010	Construction project begins
Estimated Completion Date	June 2012	Project is completed

PLAYGROUND SAFETY IMPROVEMENTS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	-	25,000	25,000	-	-	-	-	-	**25,000**
Transfers In - ABAG	-	25,000	25,000	-	-	-	-	-	**25,000**
TOTAL REVENUES	**-**	**50,000**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP PARK FUND									
Materials & Supplies	-	2,257	2,257	-	-	-	-	-	**2,257**
Construction Expenses	-	8,680	8,680	39,064	-	-	-	-	**47,744**
TOTAL EXPENDITURES	**-**	**10,936**	**10,936**	**39,064**	**-**	**-**	**-**	**-**	**50,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	-	**-**	39,064	-	-	-	-	**-**
Revenues & T/I	-	50,000	**50,000**	-	-	-	-	-	**50,000**
Expenditures & T/O	-	10,936	**10,936**	39,064	-	-	-	-	**50,000**
ENDING BALANCE		**39,064**	**39,064**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

Project Name	Park Restroom Improvements	**Project Number**	9211-004
Department	Public Works	**Project Manager**	Kevin Meek

Description

This project will make improvements to restrooms in several City parks.

Location

Park restroom improvements will be made at Congress Springs Park, El Quito Park, and Wildwood Park.

Project Background

The City has a total of four parks with restrooms, including Congress Springs, El Quito, Kevin Moran, and Wildwood. The restrooms at Congress Springs, El Quito, and Wildwood need a variety of improvements beyond regular maintenance work. Improvements include:

- Exterior and interior paint
- Flooring repairs as needed
- New roofing at Congress Springs and El Quito parks
- Upgraded fixtures as needed (mirrors, faucets, and sinks)
- Waterless urinals at Wildwood and El Quito parks

Park restroom improvements have been an unfunded project in the City's capital improvement plan for several years. Performing the project now will prevent increased deferred maintenance expenses.

These improvements will be contracted out and managed by staff.

Operating Budget Impacts

The cost of managing the project is incorporated in the operating budget. The project may also reduce operating expenses, as improvements will reduce the number of ongoing repairs needed to keep bathrooms operational. Performing this project now will also prevent more costly improvements resulting from deferred maintenance in the future. Additionally, waterless urinals will reduce water consumption at City parks.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Bid Process	July 2011	Staff prepares bid package and accepts bids from contractors
Contract Award	October 2011	Construction contract is awarded
Estimated Construction Start	November 2011	Construction project begins
Estimated Completion Date	March 2012	Project is complete

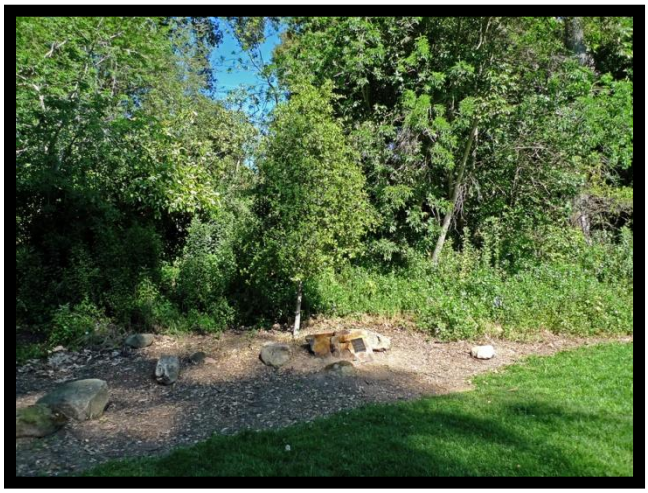
PARK RESTROOM IMPROVEMENTS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP PARK FUND									
Park-in-Lieu Fees	-	57,589	57,589	-	-	-	-	-	**57,589**
TOTAL REVENUES	**-**	**57,589**	**57,589**	**-**	**-**	**-**	**-**	**-**	**57,589**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	57,589	-	-	-	-	**57,589**
TOTAL EXPENDITURES	**-**	**-**	**-**	**57,589**	**-**	**-**	**-**	**-**	**57,589**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	-	-	57,589	-	-	-	-	-
Revenues & T/I	-	57,589	57,589	-	-	-	-	-	**57,589**
Expenditures & T/O	-	-	-	57,589	-	-	-	-	**57,589**
ENDING BALANCE		**57,589**	**57,589**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS



Project Name	Tree Dedication Program	**Project Number**	9212-001
Department	Public Works	**Project Manager**	Kevin Meek

Description

This program pays for half the cost of trees purchased through the Tree and Bench Dedication Program.

Location

The Tree Dedication Program is a Citywide project.

Project Background

The City of Saratoga's Tree and Bench Dedication program allows members of the public to purchase trees or benches for dedication purposes. Trees dedicated through this program are planted on City property, either in City parks, along Saratoga trails, or on City medians. The cost to purchase a 15 gallon tree through the dedication program is $500.

In July 2010, the City Council set aside $25,000 for tree dedications to encourage the public to participate in the program. The funding reduces the cost to dedicate trees by 50% and is expected to help fund the planting of 100 trees. Reducing the cost of dedicating a tree is intended to help maintain and expand the City's urban forest.

Management of the program is performed by City staff and planting is typically contracted out.

Operating Budget Impacts

Trees planted through the Tree Dedication Program do slightly increase maintenance expenses, but the minimal increase will be absorbed in the operating budget without impacting services. The cost of managing the program is incorporated in the operating budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Application Phase	Ongoing	Member of the public submits an Tree Dedication Program application
Tree Planting Coordination	Ongoing	Staff works with the applicant to determine type of tree to be planted and where it will be placed; tree dedication invoice is processed
Tree Planting	Ongoing	Tree is planted and project is complete

TREE DEDICATION PROGRAM

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
TREE FINE FUND									
Tree Dedication Payments	-	2,250	2,250	-	-	-	-	-	**2,250**
Transfers In - General Fund	-	25,000	25,000	-	-	-	-	-	**25,000**
TOTAL REVENUES	**-**	**27,250**	**27,250**	**-**	**-**	**-**	**-**	**-**	**27,250**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
TREE FINE FUND									
Construction Expenses	-	2,627	2,627	24,623	-	-	-	-	**27,250**
TOTAL EXPENDITURES	**-**	**2,627**	**2,627**	**24,623**	**-**	**-**	**-**	**-**	**27,250**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
TREE FINE FUND									
BEGINNING BALANCE	-	-	-	24,623	-	-	-	-	**-**
Revenues & T/I	-	27,250	27,250	-	-	-	-	-	**27,250**
Expenditures & T/O	-	2,627	2,627	24,623	-	-	-	-	**27,250**
ENDING BALANCE	**-**	**24,623**	**24,623**	**-**	**-**	**-**	**-**	**-**	**-**

PARK PROJECTS

PARK PROJECTS

Project Name	Blaney Plaza Sound System & Lighting	**Project Number**	9221-001
Department	Public Works	**Project Manager**	John Cherbone

Description

This project funds installation of a permanent sound system and lighting at Blaney Plaza.

Location

The project would take place at Blaney Plaza at Saratoga-Sunnyvale Road and Big Basin Way.

Project Background

Since Blaney Plaza was improved several years ago, it has become a gathering place for special events that occur several times throughout the year. Event organizers have suggested that the site be enhanced by installation of a permanent sound system.

Through this project, infrastructure for a sound system was added to Blaney Plaza. This included electrical pre-wiring and addition of a pole to mount speakers on. A sound system was purchased to accommodate Blaney Plaza.

In addition to the sound system, sections of Blaney Plaza were poorly lit. Spot improvements to lighting were included in this project to increase safety for the audience at large public events.

The next phase of the project will be to install free wireless internet in Blaney Plaza. Currently, no service provider offers internet access to Blaney Plaza. Consequently, the City is working with nearby businesses and Comcast to add internet access to this location. When an internet connection is available, the City will add free wireless internet access in Blaney Plaza.

Work will be performed by contractors and managed by staff.

Operating Budget Impacts

This project will improve the public's satisfaction while using Blaney Plaza for special events and may encourage greater use of the plaza. The lighting improvements will also provide enhanced public safety and reduce costs associated with potential vandalism in the park area. Project management costs are already included in the operating budget.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	August 2010	Prepare plans and specifications
Contract Award	September 2010	Council awards contract
Estimated Construction Start	November 2010	Construction project begins
Estimated Completion Date	June 2012	Project is complete

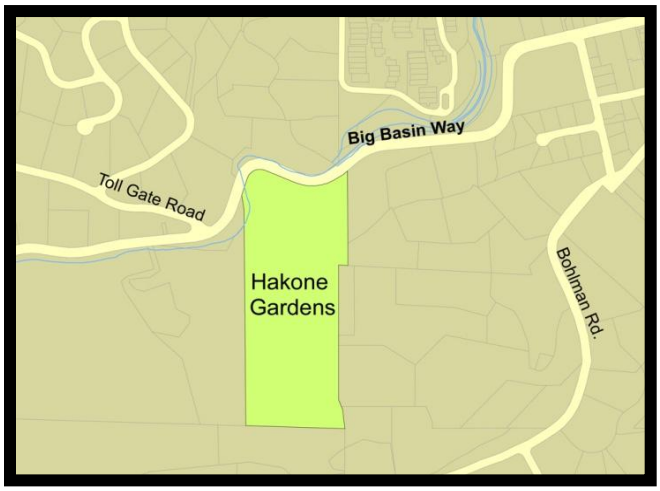
BLANEY PLAZA SOUND & LIGHTING SYSTEM

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	-	25,000	25,000	-	-	-	-	-	**25,000**
TOTAL REVENUES	**-**	**25,000**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP PARK FUND									
Materials & Supplies	-	13,886	13,886	-	-	-	-	-	**13,886**
Construction Expenses	-	4,587	4,587	6,527	-	-	-	-	**11,114**
TOTAL EXPENDITURES	**-**	**18,473**	**18,473**	**6,527**	**-**	**-**	**-**	**-**	**25,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	-	-	6,527	-	-	-	-	-
Revenues & T/I	-	25,000	25,000	-	-	-	-	-	**25,000**
Expenditures & T/O	-	18,473	18,473	6,527	-	-	-	-	**25,000**
ENDING BALANCE	**-**	**6,527**	**6,527**	**-**	**-**	**-**	**-**	**-**	**-**

PARK PROJECTS



Project Name	Hakone Gardens Matching Contribution	**Project Number**	9222-001
Department	City Manager's Office	**Project Manager**	Dave Anderson

Description This project provides matching funds for construction of a visitor center at Hakone Gardens.

Location The visitor center will be located at or near the entrance of Hakone Gardens Park.

Project Background Hakone Gardens is a City-owned 18 acre park nestled in the hillside just outside of Saratoga Village. The park is maintained and operated by the Hakone Foundation, a non-profit that seeks to promote a deeper understanding of Asian and Japanese culture through the preservation of the oldest Japanese-style residential garden in the Western Hemisphere. The garden was constructed between 1917 and 1929.

In 2006, the Hakone Foundation requested that the City Council consider allocating funds to be used to cover a portion of the cost to construct a new visitor center at Hakone Gardens. The Foundation would then seek funding to cover the remaining costs through grants, donations, and other funding sources.

Funds for this matching contribution will come from Park-in-Lieu fees.

Operating Budget Impacts This project will not impact the City's operating budget, as the Hakone Foundation is responsible for seeking funding to cover the remaining expenses to build a visitor center, for managing the project, and for maintaining the center once it is constructed.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Funding Dedicated	August 2006	Council committed matching fund for Hakone Gardens visitor center.
Matching Funds Raised	To be determined	Hakone Foundation raises required matching funds to receive City monies for construction of the Hakone Gardens visitor center
Award Funds	To be determined	Award City funds to Hakone Foundation for construction of a new visitor center
Begin Design Phase	To be determined	Prepare plans and specifications
Estimated Construction Start	To be determined	Construction project begins
Estimated Completion Date	To be determined	Project is completed

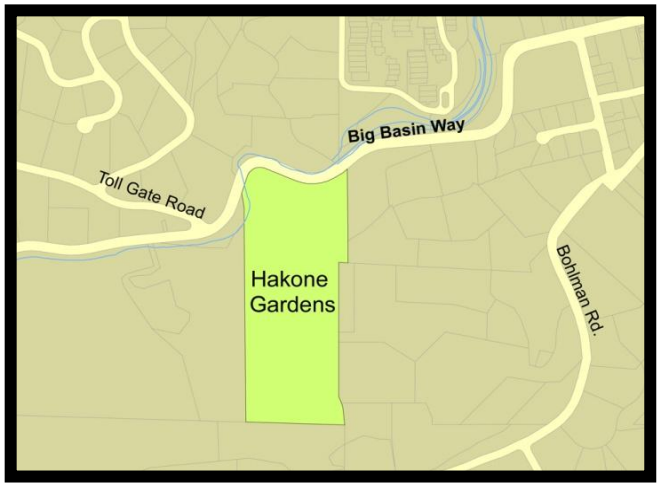
HAKONE GARDENS VISITORS CENTER – MATCHING FUNDS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP PARK FUND									
Park-in-Lieu	-	250,000	250,000	-	-	-	-	-	-
Transfers In - General Fund	-	-	-	-	-	-	-	250,000	**250,000**
TOTAL REVENUES	**-**	**250,000**	**250,000**	**-**	**-**	**-**	**-**	**250,000**	**250,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	250,000	-	-	-	250,000	**500,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**250,000**	**-**	**-**	**-**	**250,000**	**500,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	-	-	250,000	-	-	-	-	-
Revenues & T/I	-	250,000	250,000	-	-	-	-	250,000	**500,000**
Expenditures & T/O	-	-	-	250,000	-	-	-	250,000	**500,000**
ENDING BALANCE	**-**	**250,000**	**250,000**	**-**	**-**	**-**	**-**	**-**	**-**

PARK PROJECTS



Project Name	Hakone Gardens Driveway & Retaining Wall	**Project Number**	9222-002
Department	Public Works	**Project Manager**	John Cherbone

Description

This project provides funding for repairs to the retaining walls and hillside driveway into Hakone Gardens.

Location

The hillside roadway and supporting retaining wall are located at the entrance to the Hakone Gardens park located at 21000 Big Basin Way.

Project Background

Hakone Gardens is a City-owned 18 acre park just outside of Saratoga Village that is maintained and operated by the Hakone Foundation. The garden is the oldest Japanese-style residential garden in the Western Hemisphere and was built from 1917 to 1929.

The roadway entrance into the park climbs steeply up a hillside, requiring a retaining wall for support. Staff conducted an analysis of the driveway at Hakone and the park's retaining walls and has determined that it is likely that future repairs will be required. To ensure that funding is available when repairs are needed, the City allocated money to repair problems with the retaining wall and driveway at Hakone on an as needed basis.

In 2008, repairs were made to the roadway when a storm drain pipe under the Hakone driveway failed. A new pipe was installed, the roadway was repaired, and the adjacent bank was shored with concrete.

Funding for this project came from a General Fund transfer.

Operating Budget Impacts

Ongoing repairs to the driveway and retaining walls ensures that they are well-maintained, reduces liability risks, and saves the City from the high costs of deferred maintenance since it prevents small problems from growing into larger issues that demand more money and time to repair.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Council approves plans and authorizes bidding the project
Contract Award	Ongoing	Council awards contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is complete

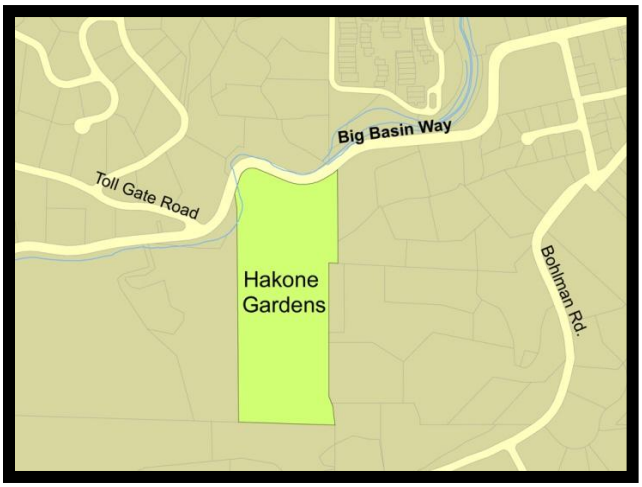
HAKONE GARDENS DRIVEWAY & RETAINING WALL

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	200,000	-	200,000	-	-	-	-	-	**200,000**
TOTAL REVENUES	**200,000**	**-**	**200,000**	**-**	**-**	**-**	**-**	**-**	**200,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP PARK FUND									
Construction Expenses	37,171	5,450	42,621	137,379	-	-	-	-	**180,000**
Transfers Out	20,000	-	20,000	-	-	-	-	-	**20,000**
TOTAL EXPENDITURES	**57,171**	**5,450**	**62,621**	**137,379**	**-**	**-**	**-**	**-**	**200,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	142,829	-	137,379	-	-	-	-	**-**
Revenues & T/I	200,000	-	200,000	-	-	-	-	-	**200,000**
Expenditures & T/O	57,171	5,450	62,621	137,379	-	-	-	-	**200,000**
ENDING BALANCE	**142,829**	**137,379**	**137,379**	**-**	**-**	**-**	**-**	**-**	**-**

PARK PROJECTS



Project Name	Hakone Gardens Upper Moon House - Foundation Repairs	**Project Number**	9222-004
Department	Public Works	**Project Manager**	Iveta Harvancik

Description

This project will include foundation upgrades to the Upper Moon House at Hakone Gardens.

Location

The Upper Moon House sits on the slope of the Moon Viewing Hill, located on the hillside of Hakone Gardens just outside of Saratoga Village at 21000 Big Basin Way, Saratoga.

Project Background

Hakone Gardens is a City-owned 18 acre park nestled in the hillside just outside of Saratoga Village that is maintained and operated by the Hakone Foundation, a non-profit that seeks to promote a deeper understanding of Asian and Japanese culture through the preservation of the oldest Japanese-style residential garden in the Western Hemisphere. The park was constructed from 1917 to 1929 and features carefully manicured gardens that seamlessly blend nature and art with authentic tea rooms and moon-viewing retreat houses. The historic buildings are authentic Japanese-style architecture constructed in the traditional manner without nails.

The Upper Moon House was built in 1917 and, as it approaches its 100th birthday, is seeing signs of deterioration. The roof of the House is sagging and further inspection showed upgrades to the foundation were necessary to maintain the integrity of the building's roof and structural elements.

Similar upgrades will also be necessary for the Lower House. Improvements to the Lower House will be funded and managed by the Hakone Foundation.

This project will be managed by City and Hakone staff; construction will be contracted out.

Operating Budget Impacts

Making improvements to the Upper Moon House at Hakone will increase the safety of the building, extend its lifetime, and protect it from serious damage that may result from natural disasters. Costs resulting from management of this project are included as staff time in the operating budget.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	August 2011	Prepare plans and specifications
Begin Bid Process	October 2011	Council approves plans and authorizes bidding the project
Contract Award	December 2011	Council awards contract
Estimated Construction Start	January 2012	Construction project begins
Estimated Completion Date	March 2012	Project is completed

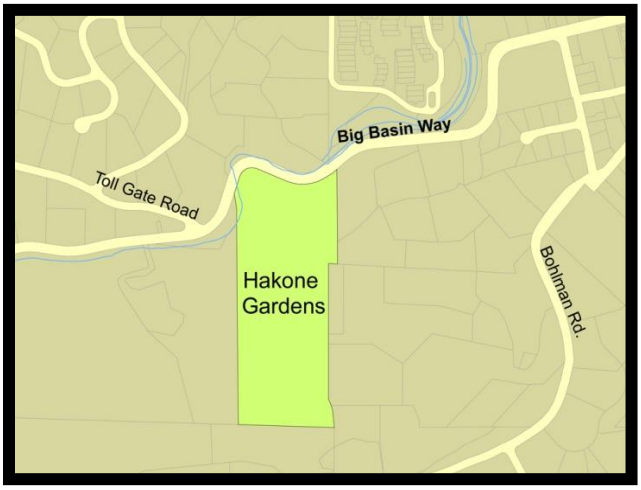
HAKONE GARDENS UPPER MOON HOUSE – FOUNDATION REPAIRS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	125,000	-	125,000	-	-	-	-	-	**125,000**
TOTAL REVENUES	**125,000**	**-**	**125,000**	**-**	**-**	**-**	**-**	**-**	**125,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	125,000	-	-	-	-	**125,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**125,000**	**-**	**-**	**-**	**-**	**125,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE		125,000	-	125,000	-	-	-	-	-
Revenues & T/I	125,000	-	125,000	-	-	-	-	-	**125,000**
Expenditures & T/O	-	-	-	125,000	-	-	-	-	**125,000**
ENDING BALANCE	**125,000**	**125,000**	**125,000**	**-**	**-**	**-**	**-**	**-**	**-**

PARK PROJECTS



Project Name	Hakone Gardens Lower House ADA Ramps	**Project Number**	9222-005
Department	Public Works	**Project Manager**	Hakone Foundation

Description

This project will fund the installation of Americans with Disabilities (ADA) compliant ramps at the entrance of the Lower House.

Location

The Lower House is located within the Zen Garden at the Hakone Gardens Park just outside of Saratoga Village at 21000 Big Basin Way, Saratoga.

Project Background

Hakone Gardens is a City-owned 18 acre park nestled in the hillside just outside of Saratoga Village that is maintained and operated by the Hakone Foundation, a non-profit that seeks to promote a deeper understanding of Asian and Japanese culture through the preservation of the oldest Japanese-style residential garden in the Western Hemisphere. The garden was constructed between 1917 and 1929. The Lower House is almost 90 years old.

In March 2010, the Hakone Foundation was awarded Community Development Block Grant funds to add a ramp to the entrance of the Lower House that complies with ADA requirements and maintains the historical integrity of the building.

The Hakone Foundation also has plans to make improvements to the foundation of the Lower House, because the roof has started to sag and is showing signs of deterioration. Similar upgrades will also be necessary for the Upper Moon House.

Improvements to the Lower House will be managed by the Hakone Foundation.

Operating Budget Impacts

Making improvements to the Lower House at Hakone will increase access to the building and allow Hakone to better serve disabled visitors.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	April 2011	Prepare plans and specifications
Begin Bid Process	September 2011	Council approves plans and authorizes bidding the project
Contract Award	November 2011	Council awards contract
Estimated Construction Start	January 2012	Construction project begins
Estimated Completion Date	March 2012	Project is completed

HAKONE GARDENS LOWER HOUSE ADA RAMPS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP PARK FUND									
Transfers In - CDBG	-	3,791	3,791	41,009	-	-	-	-	**44,800**
TOTAL REVENUES	**-**	**3,791**	**3,791**	**41,009**	**-**	**-**	**-**	**-**	**44,800**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	3,791	3,791	41,009	-	-	-	-	**44,800**
TOTAL EXPENDITURES	**-**	**3,791**	**3,791**	**41,009**	**-**	**-**	**-**	**-**	**44,800**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE		-	-	-	-	-	-	-	-
Revenues & T/I	-	3,791	3,791	41,009	-	-	-	-	**44,800**
Expenditures & T/O	-	3,791	3,791	41,009	-	-	-	-	**44,800**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

PARK PROJECTS

Project Name	Azule Park Petanque Court	**Project Number**	9231-001
Department	Public Works	**Project Manager**	Kevin Meek

Description

This project will install a petanque court at Azule Park.

Location

Azule Park is located at 12277 Goleta Avenue.

Project Background

In 2009, the City of Monte Sereno solicited potential uses of its State Park Grant funds from Los Gatos and Saratoga. Monte Sereno does not have parks to use the funds and many of its residents use park facilities in the neighboring cities.

The City of Saratoga suggested that a portion of the money be used for construction of a bocce ball court at Kevin Moran Park and a petanque court at Azule Park. Consequently, Monte Sereno agreed to allocate $20,000 of the park grant funds to each of these projects.

The bocce ball court at Kevin Moran Park was completed in 2009 and the petanque court is scheduled to be completed in 2011. Similar to English lawn bowling or Italian bocce ball, French petanque is usually played on a hard dirt or gravel surface. The goal of the game is to toss a hollow metal ball, called a boule, as close as possible to a smaller target ball called a jack. Players can also aim to knock their opponent's boule away from the jack.

After the State Park funds were awarded to Saratoga, the Parks and Recreation Commission worked with residents to identify an appropriate location in Azule Park. The petanque court is expected to be 30 feet by 80 feet and will accommodate recreational play.

Operating Budget Impacts

This project is expected to somewhat increase park maintenance costs, however, care of the petanque court should only require minimal work from City staff. Project management costs associated with installation of the petanque court are already included in the operating budget.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	November 2010	Prepare plans and specifications
Begin Bid Process	January 2011	Council approves plans and authorizes bidding the project
Contract Award	February 2011	Council awards contract
Estimated Construction Start	March 2011	Construction project begins
Estimated Completion Date	May 2011	Project is completed

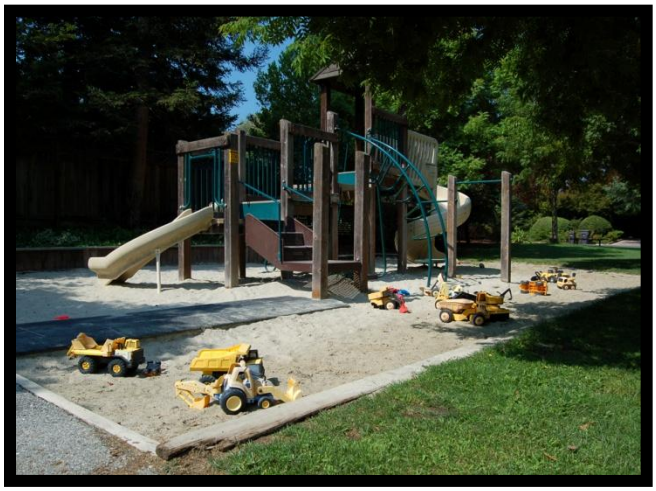
AZULE PARK PETANQUE COURT

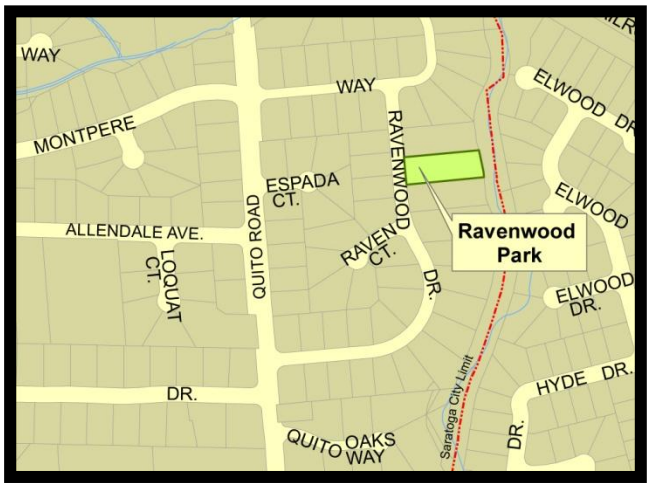
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
GRANT FUND									
State Park Bond Grant	-	20,000	20,000	-	-	-	-	-	**20,000**
TOTAL REVENUES	**-**	**20,000**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
GRANT FUND									
Fees & Expenses	-	51	51	-	-	-	-	-	**51**
Construction Expenses	-	19,141	19,141	808	-	-	-	-	**19,949**
TOTAL EXPENDITURES	**-**	**19,192**	**19,192**	**808**	**-**	**-**	**-**	**-**	**20,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
GRANT FUND									
BEGINNING BALANCE	-	-	-	808	-	-	-	-	**-**
Revenues & T/I	-	20,000	20,000	-	-	-	-	-	**20,000**
Expenditures & T/O	-	19,192	19,192	808	-	-	-	-	**20,000**
ENDING BALANCE	**-**	**808**	**808**	**-**	**-**	**-**	**-**	**-**	**-**

PARK PROJECTS





Project Name	Ravenwood Playground Equipment	**Project Number**	9238-001
Department	Public Works	**Project Manager**	Kevin Meek

Description

This project will upgrade the play areas and replace existing playground equipment at Ravenwood Park.

Location

Ravenwood Park is located at 13830 Ravenwood Drive.

Project Background

Ravenwood Park is a neighborhood park approximately half an acre in size, and features benches, a drinking fountain, and a small playground for children. The park is primarily used by residents in the immediate neighborhood.

Over the past few years, the City has been gradually upgrading play areas and replacing play equipment at City parks to ensure playgrounds meet current safety and accessibility standards. Ravenwood is one of the last parks to receive upgrades. After the Association of Bay Area Governments recently conducted an audit of the City's playground equipment, the City was notified that the equipment in Ravenwood must be replaced.

Improvements to the park will include new playground equipment that complies with Americans with Disabilities Act standards, the installation of a new sand pit, and replacement of the sand around the play equipment with blended wood fibers to help cushion the ground around outdoor play areas. In 2008, the Parks and Recreation Commission reviewed playground equipment options and made a recommendation on play equipment design to the Public Works Department.

Funding for this project will come from Park-in-Lieu fees and work for this project will be contracted out and managed by staff.

Operating Budget Impacts

Upgrading the play area and play equipment will reduce maintenance costs for the near future, and is not expected to increase maintenance costs over the long term as the upgrade does not add to park amenities. Furthermore, the improvements will increase park safety and accessibility. The cost for oversight of this project is included in the operating budget.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	August 2007	Prepare plans and specifications
Begin Bid Process	December 2010	Notice invitation for contractors to submit bids on the proejct
Contract Award	March 2011	Approve construction contract with lowest bidder
Estimated Construction Start	June 2011	Construction project begins
Estimated Completion Date	October 2011	Project is completed

RAVENWOOD PLAYGROUND EQUIPMENT

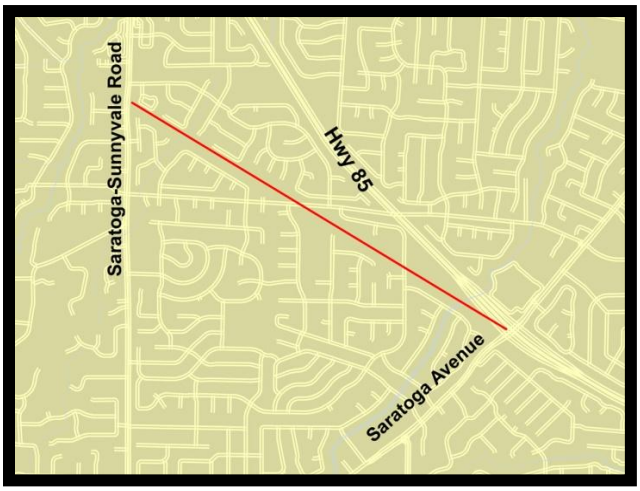
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP PARK FUND									
Park-in-Lieu	-	75,000	75,000	-	-	-	-	-	-
Transfers In - GF	-	75,000	75,000	-	-	-	-	-	**75,000**
TOTAL REVENUES	**-**	**150,000**	**150,000**	**-**	**-**	**-**	**-**	**-**	**75,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP PARK FUND									
Materials & Supplies		7,722	7,722	-	-	-	-	-	**7,722**
Fees & Expenses		42	42	-	-	-	-	-	**42**
Construction Expenses	-	1,610	1,610	65,626	-	-	-	-	**67,236**
Transfers Out	-	75,000	75,000	-	-	-	-	-	**75,000**
TOTAL EXPENDITURES	**-**	**84,374**	**84,374**	**65,626**	**-**	**-**	**-**	**-**	**150,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE		-	-	65,626	-	-	-	-	-
Revenues & T/I		150,000	150,000	-	-	-	-	-	**150,000**
Expenditures & T/O		84,374	84,374	65,626	-	-	-	-	**150,000**
ENDING BALANCE	**-**	**65,626**	**65,626**	**-**	**-**	**-**	**-**	**-**	**-**

TRAIL PROJECTS

TRAIL PROJECTS



Project Name	Joe's Trail at Saratoga De Anza	**Project Number**	9274-001
Department	Public Works	**Project Manager**	Kristin Borel & Macedonio Nunez

Description

This project develops an existing dirt pathway adjacent to the Union Pacific Railroad line into a 1.3 mile paved bicycle and walking trail.

Location

The 1.3 mile trail is located along an existing PG&E right-of-way corridor positioned parallel and adjacent to the Union Pacific Railroad line between Saratoga-Sunnyvale Road and Saratoga Avenue. The trail crosses two creeks (Rodeo Creek and Saratoga Creek) and two roadways (Cox Avenue and Glen Brae Drive).

Project Background

This project will develop the trail that is currently being used informally by local residents for walking and bicycle riding. The trail will be surfaced with decomposed granite, creating a smoother and safer surface by removing rocks and weeds in the pathway. Joe's trail will be the City's first bicycle trail.

The project also includes trail corridor improvements, such as a small parking area with approximately 5 parking spaces and trail staging site with access from Saratoga-Sunnyvale Road, re-vegetation along the trail corridor, and construction of pedestrian bridges over Rodeo Creek and Saratoga Creek. The trail will connect to existing bike lanes along Saratoga-Sunnyvale Road, Cox Avenue, and Saratoga Avenue.

Funding for the project comes from several sources:

- Design of the trail was paid for by a Valley Transportation Authority grant and a portion private donation, which included a stipulation that the trail be include the first name of the donor's spouse. Formally known as the "De Anza Trail", the City Council adopted the new name "Joe's Trail at Saratoga DeAnza" in 2007.
- Construction of Joe's Trail will be funded by a Federal Congestion Management and Air Quality (CMAQ) matching grant, with the remainder of the donation covering the City's matching fund requirement.

Operating Budget Impacts

This project will increase operating expenses through additional and ongoing trail maintenance requirements for weed abatement, occasional re-compacting or resurfacing of the trail and parking area, and pedestrian bridge maintenance.

TRAIL PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	June 2004	Prepare plans and specifications
Begin Bid Process	February 2010	Council approves plans and authorizes bidding the project
Contract Award	February 2010	Council awards contract
Estimated Construction Start	June 2010	Construction project begins
Estimated Completion Date	July 2011	Project is completed

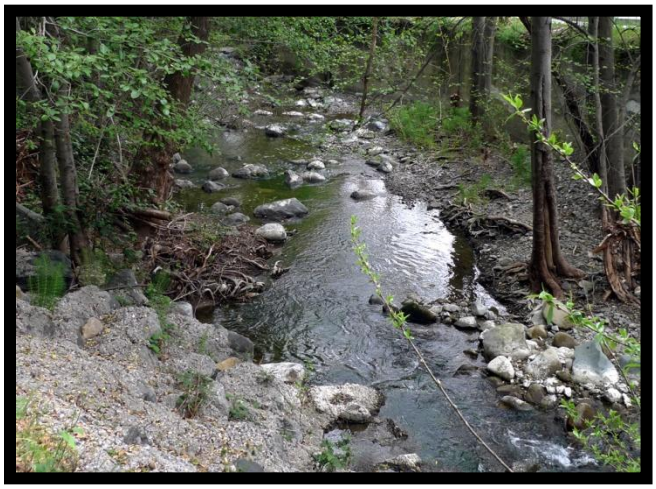
JOE'S TRAIL AT SARATOGA DE ANZA

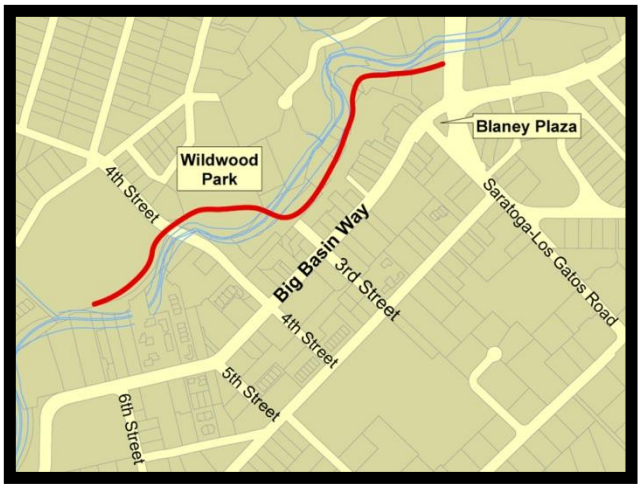
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
GRANT FUND									
Federal - CMAQ to VTA	168,207	288,770	456,977	943,023	-	-	-	-	**1,400,000**
Local - VTA Measure B	379,988		379,988	-	-	-	-	-	**379,988**
Private - SV Foundation	94,988	59,411	154,399	245,602	-	-	-	-	**400,001**
TOTAL REVENUES	**643,183**	**348,180**	**991,363**	**1,188,625**	**-**	**-**	**-**	**-**	**2,179,989**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
GRANT FUND									
Salary & Benefits	-	41,713	41,713	-	-	-	-	-	**41,713**
Site Acquisition & Prep	306,170	16,682	322,852	-	-	-	-	-	**322,852**
Materials & Supplies	1,035	-	1,035	-	-	-	-	-	**1,035**
Fees & Expenses	16,219	4,460	20,679	-	-	-	-	-	**20,679**
Consultant/Contract Svs	76,228	32,489	108,717	-	-	-	-	-	**108,717**
Construction Expenses	289,214	360,850	650,064	1,034,929	-	-	-	-	**1,684,993**
TOTAL GRANT FUND	**688,866**	**456,193**	**1,145,060**	**1,034,929**	**-**	**-**	**-**	**-**	**2,179,989**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
GRANT FUND									
BEGINNING BALANCE	-	(45,683)		(153,697)	-	-	-	-	-
Revenues & Transfers In	643,183	348,180	991,363	1,188,625	-	-	-	-	**2,179,989**
Expenditures & Transfers Out	688,866	456,193	1,145,060	1,034,929	-	-	-	-	**2,179,989**
ENDING BALANCE	**(45,683)**	**(153,697)**	**(153,697)**	**-**	**-**	**-**	**-**	**-**	**-**

TRAIL PROJECTS





Project Name	Village Creek Trail Design	**Project Number**	9277-001
Department	Public Works	**Project Manager**	Iveta Harvancik

Description

This project funds design of a trail along Saratoga Creek.

Location

The design would establish plans for a trail that would be constructed along the portion of Saratoga Creek running the length of the Village, Saratoga's downtown area.

Project Background

The Village Creek Trail would be approximately .45 miles long, passing through the Village parallel to Big Basin Way. The trail is part of the City's General Plan and has received widespread support from the community. Trail supporters believe it will enhance and enliven the Village, since the proposed trail would help to bring foot traffic to the Village, create recreational opportunities for residents and visitors alike and restore the riparian habitat and protect native fauna and flora in the Saratoga Creek area.

In addition to being part of the City's General Plan, the Village Creek Trail would serve as a critical starting point for the Saratoga-to-Sea Trail that is part of the Santa Clara County Trail Master Plan. The Saratoga-to-Sea Trail would begin in Saratoga Village, travel up to Hakone Gardens through the Sanborn-Skyline trail system, to the Pacific Ocean.

In March 2011, the City applied for a Santa Clara Valley Water District Watershed Stewardship grant to design the trail. If the grant application is approved, it will allow the City to design and plan the creek side trail that will run next to Saratoga Creek from Saratoga-Sunnyvale Road to approximately 6th Street.

While this project is still in its initial phases and no formal conceptual plan has been developed, the trail is expected to be .45 miles long with two pedestrian bridges. The project will also include replacement of non-native invasive plant species with native plants and removal of creek blockages that interfere with fish migration in the creek.

Operating Budget Impacts

If the City receives grant money from the Water District, the City's contribution to the project will include staff time and noticing expenses. Designing the trail may also require that the City negotiate a joint use agreement for use of Water District property where the proposed trail would be located.
Costs associated with developing joint use agreements, grant oversight, community outreach, and project management are included in the operating budget.

TRAIL PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Seek Grant Funding	March 2011	Request grant funding for design phase
Grant Funding Awarded	July 2011	Water District announces allocation of grant funding
Grant Agreement Executed	September 2011	Execute the Watershed Stewardship Grant agreement
Environmental Review Begins	December 2011	Environmental review and documentation begins
Environmental Review Ends	March 2012	Environmental review and documents filed with County
Estimated Design Start	May 2012	Design for the Village Creek Trail begins
Estimated Design Completion	August 2012	Design for the Village Creek Trail is completed
Council Approval	September 2012	Final conceptual design presented to the Saratoga City Council and Water District Board of Directors for approval

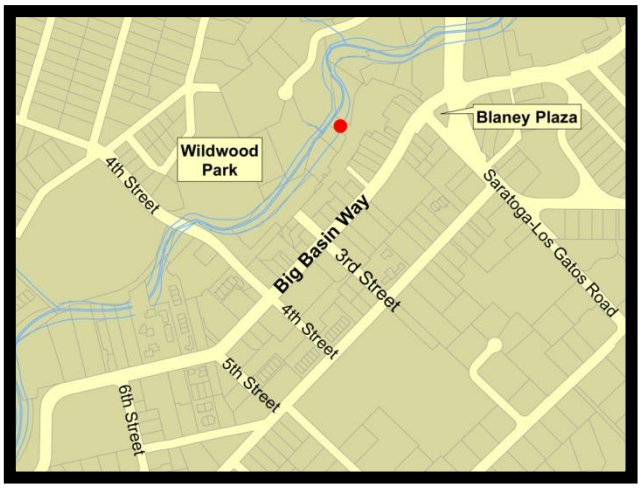
SARATOGA CREEK TRAIL – DESIGN

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
GRANT FUND									
Local - SCVWD Grant	-	-	-	39,000	-	-	-	-	**39,000**
Transfers In - GF	-	20,000	20,000	-	-	-	-	-	**20,000**
TOTAL REVENUES	**-**	**20,000**	**20,000**	**39,000**	**-**	**-**	**-**	**-**	**59,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
GRANT FUND									
Consultant/Contract Svs	-	-	-	39,000	-	-	-	-	**39,000**
Transfers Out	-	20,000	**20,000**	-	-	-	-	-	**20,000**
TOTAL	**-**	**20,000**	**20,000**	**39,000**	**-**	**-**	**-**	**-**	**59,000**
TOTAL EXPENDITURES	**-**	**20,000**	**20,000**	**39,000**	**-**	**-**	**-**	**-**	**59,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
GRANT FUND									
Beginning Grant Balance	-	-	-	-	-	-	-	-	-
Revenues & T/I	-	20,000	**20,000**	39,000	-	-	-	-	**59,000**
Expenditures & T/O	-	20,000	**20,000**	39,000	-	-	-	-	**59,000**
ENDING BALANCE	**-**	**20,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

TRAIL PROJECTS



Project Name	Saratoga Village Creek Overlook	**Project Number**	9277-002
Department	Public Works	**Project Manager**	Iveta Harvancik

Description This project funds construction of a short trail and Saratoga Creek overlook.

Location The project is located near 14435 Big Basin Way, next to Saratoga Creek in the Village.

Project Background In March 2011, the City applied for a Santa Clara Valley Water District Trails & Open Space grant to build a small trail and overlook area next to Saratoga Creek. The proposed trail and overlook are located behind the property at 14435 Big Basin Way on the eastern bank of Saratoga Creek. The trail would begin at a City owned parking lot in the Village and end at a 60 square foot seating area overlooking Saratoga Creek.

The trail would be approximately 150 feet long and 4 feet wide. The trail surface would be decomposed granite and the trail would have 2 switchbacks. If funding is awarded to the project, educational signage on the Saratoga Creek ecosystem will be placed near the trail and seating area. Additionally, non-native invasive plant species in the project area will be removed and replaced with native plant species.

The overlook and short trail segment are part of the initial trail mapping conducted for the Village Creek Trail. This trail is part of the City's General Plan and is expected to be .45 miles long, traveling next to Saratoga Creek from Saratoga-Sunnyvale Road to 6th Street. The City has also requested grant funding from the Santa Clara Valley Water District to perform design and planning work for the Village Creek Trail.

The Santa Clara Valley Water District is scheduled to announce grant awards in July 2011.

Operating Budget Impacts If the City receives grant money from the Water District, the City's contribution to the project will include staff time and noticing expenses. Costs associated with grant oversight, community outreach, and project management are included in the operating budget.

TRAIL PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	March 2011	Prepare trail plans and specifications
Trail Grant Agreement Execution	September 2011	Execute the Trails & Open Space Grant agreement with the Santa Clara Valley Water District
Surveying	January 2012	Survey and stake property corners; finalize trail design
Begin Bid Process	March 2012	Distribute bids to contractors
Contract Award	May 2012	Council awards construction contract
Estimated Construction Start	July 2012	Construction project begins
Estimated Construction Finish	September 2012	Construction is complete
Estimated Completion	November 2012	Project is complete, final reimbursements are processed, and Santa Clara Valley Water District performs final inspection

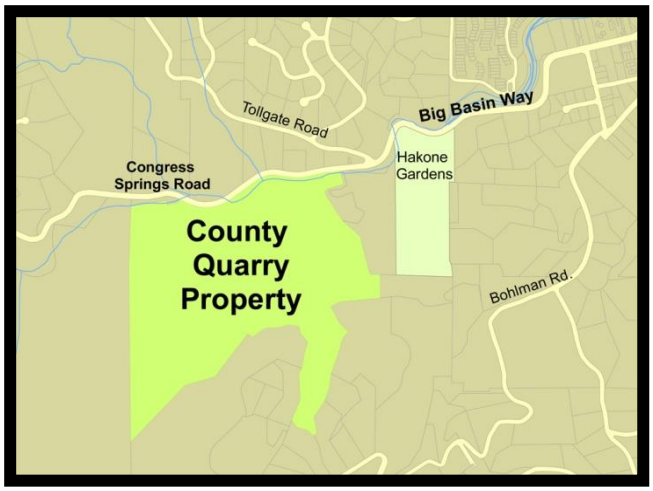
SARATOGA VILLAGE CREEK OVERLOOK

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
GRANT FUND									
Local - SCVWD Grant	-	-	-	27,000	-	-	-	-	**27,000**
TOTAL REVENUES	-	-	-	**27,000**	-	-	-	-	**27,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
GRANT FUND									
Consultant/Contract Svs	-	-	-	27,000	-	-	-	-	**27,000**
TOTAL EXPENDITURES	-	-	-	**27,000**	-	-	-	-	**27,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
GRANT FUND									
Beginning Grant Balance	-	-	-	-	-	-	-	-	-
Revenues & T/I	-	-	-	27,000	-	-	-	-	**27,000**
Expenditures & T/O	-	-	-	27,000	-	-	-	-	**27,000**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

TRAIL PROJECTS



Project Name	Midpeninsula Regional Open Space District – Land Purchase	**Project Number**	9281-001
Department	Public Works	**Project Manager**	Iveta Harvancik

Description

This project provides the City's share of funding in an agreement to purchase open space property in partnership with the Midpeninsula Regional Open Space District and Santa Clara County.

Location

The project is adjacent to Highway 9, near Hakone Gardens.

Project Background

The City is working with the County of Santa Clara and Midpeninsula Regional Open Space District to purchase a section of property that is located off of Highway 9 near Hakone Gardens. The property is strategically located near existing and proposed trail systems. By purchasing the property, the City will be one step closer to constructing the Saratoga-to-the-Sea Trail.

A City-owned open space is situated diagonally to the north of the subject property on the other side of Highway 9. A trail system can be developed through the open space to Congress Hall Lane, to Saratoga Heights Drive and along Congress Springs Lane to Pierce Road. Trail easements for most of these connections are already dedicated. The existing Teerlink Trail provides a link further to the north to a system of existing and proposed City trails in the Mt. Eden area, connecting pedestrians and equestrians either to Stevens Creek County Park or Fremont Older Open Space. The Parker Ranch trail system also provides a link to Prospect Road.

Hakone Gardens is located to the east of the County property. One private parcel in between is spanned by a proposed trail shown in the City's General Plan. When this property is developed, the City will have an opportunity to request the easement dedication needed to connect the two properties. Beside the potential to become a trailhead for a large-scale hiking amenity operated by multiple partners, the Santa Clara County property itself has a great potential to enhance public recreational opportunities. Trail and dirt road networks and picnic areas were developed on this 64-acre property in the past. After a management plan for the land is developed some of the improvements could be transformed into a public recreational area and trail system with stunning views. Funding for this purchase came from a General Fund transfer. Funding for development may include grants, park-in-lieu fees, or cooperative agreements.

Operating Budget Impacts

Purchasing this property will increase the amount of land the City is responsible for maintaining, however, it will be kept in an inactive status for the time being. When the property is converted to active parkland or open space, additional expenses for park and trail development may be incurred.

TRAIL PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Draft CEQA Document	March 2010	Prepare initial draft CEQA document and distribute it to City of Saratoga, Midpeninsula Open Space District, and Santa Clara County Roads and Parks Department for review and comment
Release Initial Study	March 2011	Release the initial study and related documents for public review and comment
City Council Hearing	May 2011	Present the results of the initial study, related documents, and public comments to the Saratoga City Council for project approval
Notice of Determination	June 2011	City files notice of determination with County Clerk after project approval
Approval of Purchase and Sale Agreement	July 2011	City Council and governing bodies of the Midpeninsula Open Space District and Santa Clara County Roads and Parks Department approve the purchase and sale agreement

MID-PENINSULA OPEN SPACE RESERVE - LAND PURCHASE

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	250,000	-	250,000	-	-	-	-	-	**250,000**
TOTAL REVENUES	**250,000**	**-**	**250,000**	**-**	**-**	**-**	**-**	**-**	**250,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP PARK FUND									
Site Acquisition & Prep	-	-	-	250,000	-	-	-	-	**250,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**250,000**	**-**	**-**	**-**	**-**	**250,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	250,000	-	250,000	-	-	-	-	
Revenues & T/I	250,000	-	**250,000**	-	-	-	-	-	**250,000**
Expenditures & T/O	-	-	-	250,000	-	-	-	-	**250,000**
ENDING BALANCE	**250,000**	**250,000**	**250,000**	**-**	**-**	**-**	**-**	**-**	**-**

FACILITY IMPROVEMENT PROGRAM

The Capital Improvement Plan's Facility Improvement Program provides for capital maintenance and improvements of the City of Saratoga's buildings and structures throughout the city. Projects in the Facility Program are classified by site, to capture both funding resources and site improvement information. There are further sub-classifications by building within these sites. In summary, the Facility Improvement Program categories are:

- Citywide Projects
- Civic Center
- Saratoga Prospect Center
- Village Historical Buildings
- Library Building

Civic Center – this site classification includes the Administration Building, Development /Engineering Building, Theater/Chamber Building, Recreation/Senior Center Buildings, and the Corporation Yard.

Saratoga Prospect Center – is comprised of the Grace Building and the Friendship Hall. This sub-classification also includes any grounds work associated with the site.

Village Historical Park – is the collection of City owned historical buildings located downtown in the village, off Saratoga-Los Gatos Road. This includes the Saratoga Historical Museum, the Book-Go-Round, and the McWilliams House. All three buildings are occupied under long-term leases by community based organizations; however, the City bears some maintenance responsibilities.

Library Building – is located on the corner of Saratoga Avenue and Fruitvale Avenue, adjacent to the Heritage Orchard Park. The building is leased to the Santa Clara County Library Joint Powers Authority on a 30 year lease (effective July 2003) for use as a branch library. Capital improvements are funded with remaining bond funds from the 2001 Capital Improvement GO Bond. Exterior maintenance upkeep is funded through a $5,000 annual payment from Santa Clara County.

The two schedules on the following pages list the Facility Program's capital projects and the Facility Program's summary funding by account classification. Following the summary schedules are individual project pages for each of the funded projects in this capital program.

PROJECT SUMMARY

FACILITY PROJECT EXPENDITURE SUMMARY	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expenditures
City Wide Projects							
9311-001 Annual Facility Improvements	227,989	229,448	100,000	100,000	100,000	100,000	857,437
9312-002 Security Lock	59,865	135	-	-	-	-	60,000
9313-001 HVAC System Upgrade	124,068	*closed*	-	-	-	-	124,068
9314-001 Electric Vehicle Charging Station	-	65,000	-	-	-	-	65,000
9314-002 Emergency Power Backup	-	61,430	-	-	-	-	61,430
9314-004 ADA Compliant - Public Counter	-	79,497	-	-	-	-	79,497
Civic Center Improvements							
9321-001 Civic Center Improvements	109,980	*closed*	-	-	-	-	109,980
9321-007 Break Room Flooring	3,122	*closed*					3,122
9321-010 IT Server Room Air Conditioner	6,380	*closed*	-	-	-	-	6,380
9322-001 Theater Improvements	98,261	65,899	30,000	35,000	35,000	40,000	304,160
9322-003 Theater HVAC System	19,107	5,893					25,000
9322-004 Theater Sound System	1,073	4,863					5,935
9333-004 Sr. Center - Minor Bldg Improvements	1,050	*closed*	-	-	-	-	1,050
9333-005 Sr. Center - Furniture & Fixtures	26,434	*closed*	-	-	-	-	26,434
9334-002 Portable Building - Gutters	2,460	*closed*	-	-	-	-	2,460
9341-001 Corp Yard Vehicle Shelter Structure	14,663	85,337	-	-	-	-	100,000
9341-002 Corp Yard Vehicle Shelter Solar Panels	-	125,000	-	-	-	-	125,000
Saratoga-Prospect Center							
9351-001 Saratoga Prospect Center Impr	1,268,461	120,445	-	-	-	-	1,388,906
9351-004 SPCC - Furniture & Fixtures	3,490	*closed*	-	-	-	-	3,490
9353-002 Friendship Hall Hot Water Pump	3,330	*closed*	-	-	-	-	3,330
Village Historical Buildings							
9363-002 Museum ADA Ramp - CDBG	40,393	6,200	-	-	-	-	46,593
9363-003 Museum Electrical Upgrade	6,000	*closed*	-	-	-	-	6,000
9363-004 Museum Storage Building Design	1,848	*closed*	-	-	-	-	1,848
9364-001 McWilliams House Improvements	5,565	4,435	-	-	-	-	10,000
Library Buildings							
9372-001 Exterior Maintenance Projects	-	25,000	-	-	-	20,000	45,000
9374-002 Library Improvements	37,892	315,597	-	-	-	-	353,489
Total Project	2,061,431	1,194,178	130,000	135,000	135,000	160,000	3,815,609
Interfund Transfers	59,057	-	-	-	-	-	59,057
Total Project Expenditures	2,120,489	1,194,178	130,000	135,000	135,000	160,000	3,874,666

The following new projects were added in FY 2011/12, to make a total of thirteen active projects:

- ADA Museum Ramp – Phase II
- ADA Compliant – Public Counters

Additionally, the following projects were added after adoption of the FY 2010/11 budget or transferred from other CIP programs:

- Electric Vehicle Charging Stations
- Emergency Power Backup

FACILITY IMPROVEMENT PROGRAM FUNDING SUMMARY

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Program Funding
CIP FACILITIES FUND									
Theater Ticket Surcharge	124,878	39,282	164,160	30,000	35,000	35,000	40,000	40,000	344,160
SCC Maintenance Reimb	15,000	5,000	20,000	5,000	5,000	5,000	5,000	5,000	45,000
CIP Project Contributions	2,829	-	2,829	-	-	-	-	-	2,829
Transfers In - General Fund	1,737,194	400,000	2,137,194	100,000	100,000	100,000	100,000	100,000	2,637,194
Transfers In - Other CIP	284,717	61,886	346,604	61,430	-	-	-	-	408,034
Transfer In - CDBG	40,393	-	40,393	85,697	-	-	-	-	126,090
Transfer In - Library Fund	-	351,360	351,360	-	-	-	-	-	351,360
TOTAL REVENUES	**2,205,011**	**857,528**	**3,062,540**	**282,127**	**140,000**	**140,000**	**145,000**	**145,000**	**3,914,667**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Program Expended
CIP FACILITIES FUND									
Materials & Supplies	8,352	41,241	49,593	-	-	-	-	-	49,593
Fees & Expenses	10	-	10	-	-	-	-	-	10
Consultant/Contract Svs	22,500	9,069	31,569	-	-	-	-	-	31,569
Project Equip & Fixtures	0	12,315	12,315	-	-	-	-	-	12,315
Construction Expenses	1,648,892	319,052	1,967,944	1,194,178	130,000	135,000	135,000	160,000	3,722,122
Transfers Out	-	59,058	59,058	-	-	-	-	-	59,058
TOTAL EXPENDITURES	**1,679,753**	**440,735**	**2,120,489**	**1,194,178**	**130,000**	**135,000**	**135,000**	**160,000**	**3,874,666**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Program Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	525,259		942,051	30,000	40,000	45,000	55,000	
Revenues & T/I	2,205,011	857,528	3,062,540	282,127	140,000	140,000	145,000	145,000	**3,914,667**
Expenditures & T/O	1,679,753	440,735	2,120,489	1,194,178	130,000	135,000	135,000	160,000	**3,874,666**
ENDING FUND BALANCE	**525,258**	**942,052**	**942,051**	**30,000**	**40,000**	**45,000**	**55,000**	**40,000**	**40,000**

Projects completed during FY 2010/11, include:

- Civic Center Security Lock System
- HVAC System Upgrade
- Break Room Flooring Replacement
- Sr. Center Furniture and Fixtures
- Portable Building Gutters
- Saratoga Prospect Center Furniture & Fixtures
- Friendship Hall Hot Water Pump
- McWilliams House Improvements

PROJECT DIRECTORY

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9311-001	Annual Facility Improvements Funding	D – 120
9314-001	Electric Vehicle Charging Stations	D – 122
9314-002	Emergency Power Backup	D – 124
9314-004	ADA Compliant Public Counters	D – 126

CIVIC CENTER IMPROVEMENT		
9322-001	Theater Improvements	D – 130
9341-001	Corp Yard – Vehicle Shelter Structure	D – 132
9341-002	Vehicle Shelter Solar Panels	D – 134

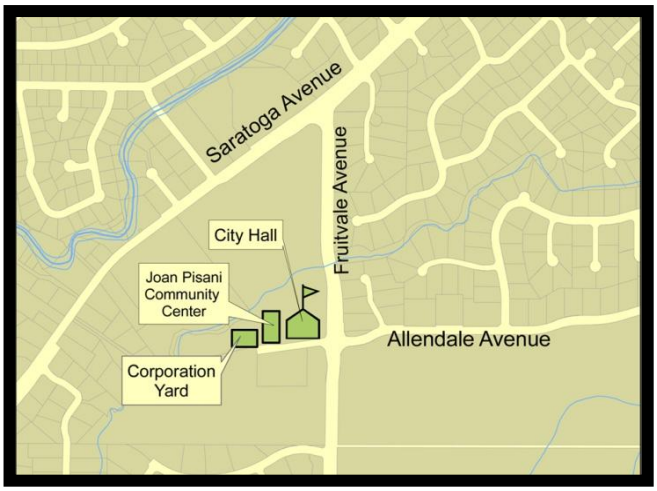
SARATOGA – PROSPECT CENTER		
9351-001	Saratoga Prospect Center Improvements	D – 138

VILLAGE HISTORICAL BUILDING		
9363-002	Museum ADA Ramps	D – 142
9364-001	McWilliams House Improvement – Phase II	D – 144

LIBRARY BUILDING		
9372-001	Building Exterior Maintenance Projects	D – 148
9374-002	Library Capital Improvements	D – 150

CITYWIDE PROJECTS

CITYWIDE PROJECTS



Project Name	Annual Facility Improvement Funding	**Project Number**	9311-001
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project represents the annual funding provided for City-owned facility improvements. Funding is transferred out of this project to assigned facility projects.

Location

Facility projects may be located at any of the City buildings, which include: the City Hall campus, Joan Pisani Community Center, Corporation Yard, Historic Park, and Saratoga Prospect Center.

Project Background

Each year, a $100,000 transfer from the General Fund to this CIP project provides funding for various maintenance projects at City facilities. Projects may be repairs, improvements, or general maintenance work; projects that improve safety are given highest priority. Past projects have included:

- Senior Center remodel
- Administration lobby remodel
- Theater and City Hall alarm system replacement
- Carpet replacement for Adult Daycare Center, Portable, Community Development Department & Public Works Engineering
- Senior Center HVAC system replacement
- Corporation Yard men's restroom remodel
- ADA compliant ramp for preschool portable
- Copy and Break Room flooring replacement
- Community Center kitchen improvements

Larger or more complicated projects are typically done by contractors. Smaller projects can be carried out by staff. All projects are managed by staff.

Operating Budget Impacts

This project has a number of financial benefits. Ongoing maintenance and improvements helps to prevent larger problems and costs associated with deferred maintenance, and increases the longevity of City facilities. Safety-related maintenance reduces liability expenses. Staff time for project design and oversight is already incorporated in the operating budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Council approves plans and authorizes bidding the project
Contract Award	Ongoing	Council awards contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

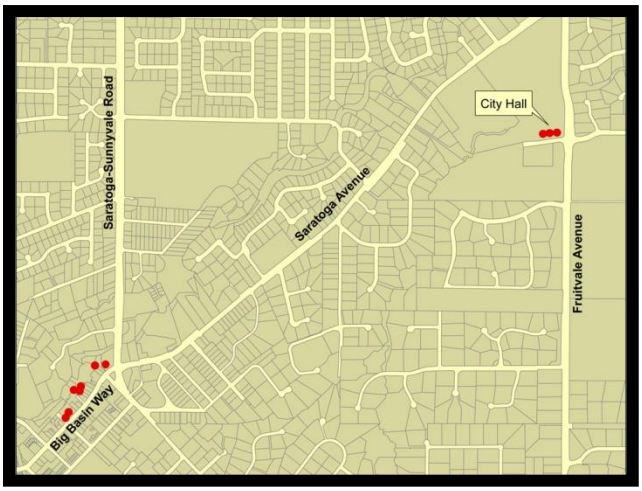
ANNUAL FACILITY IMPROVEMENTS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
Miscellaneous Revenue	-	700	**700**	-	-	-	-	-	**700**
Transfers In - General Fund	300,000	100,000	**400,000**	100,000	100,000	100,000	100,000	100,000	**900,000**
Transfers In - Other CIP	13,133	1,331	**14,464**	-	-	-	-	-	**14,464**
TOTAL REVENUES	**313,133**	**102,031**	**415,164**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**915,164**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	227,989	-	**227,989**	229,448	100,000	100,000	100,000	100,000	**857,437**
Transfers Out	-	57,727	**57,727**	-	-	-	-	-	**57,727**
TOTAL EXPENDITURES	**227,989**	**57,727**	**285,716**	**229,448**	**100,000**	**100,000**	**100,000**	**100,000**	**915,164**

	Prior Year Activity	FY 2010/11 Actuals	Totals	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	85,144		129,448	-	-	-	-	**-**
Revenues & T/I	313,133	102,031	415,164	100,000	100,000	100,000	100,000	100,000	**915,164**
Expenditures & T/O	227,989	57,727	285,716	229,448	100,000	100,000	100,000	100,000	**915,164**
ENDING FUND BALANCE	**85,144**	**129,448**	**129,448**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS



Project Name	Electric Vehicle Charging Stations	**Project Number**	9314-001
Department	Public Works	**Project Manager**	Shawn Gardner

Description

This project will install electric vehicle charging stations at City Hall and the Village.

Location

Electric vehicle charging stations will be placed in the City Hall parking lot and in the Village.

Project Background

In July 2010, the City Council amended the capital improvement budget to include installation of electric vehicle charging stations in the Village and City Hall parking lot. The charging stations will be purchased from Coulomb Technologies, which manufactures ChargePoint vehicle charging stations. These "smart" charging stations are networked to allow drivers to easily find charging stations and use a debit or credit card to pay for using a station. Each station will have both a 110 volt and 220 volt plug.

All of the major automakers, with the exception of Volkswagen, have announced plans to begin production of electric vehicles in the next five years. Consequently, an increasing number of electric vehicles will be made available to consumers in the coming years. The battery life of these vehicles is expected to range from 40 miles to 300 miles. Because some of these vehicles will have a limited range, many owners will need to charge their cars both at home and at their destination. Constructing electronic vehicle charging stations and establishing an infrastructure for these cars will encourage drivers to purchase electric vehicles and thereby reduce greenhouse gas emissions.

The City plans to purchase a total of 10 charging stations that will be placed at City Hall and the Village. The exact locations will be determined by the Electric Vehicle Charging Station Ad Hoc Committee. Coulomb Technologies will be paying for half of the cost to purchase the charging stations with a federal grant the company received.

Operating Budget Impacts

Establishing an infrastructure for electric vehicles will be critical to the success of these alternative fuel vehicles. If members of the Saratoga community see that the City is starting to develop this infrastructure, they may decide to purchase an electric vehicle. This would reduce greenhouse gas emissions produced in Saratoga and improve air quality. The addition of electric vehicle charging stations to the Village may also attract owners of these vehicles to the City's downtown shops and restaurants, increasing the City's tax revenues. Staff time for project management is already incorporated in the operating budget. Maintenance of the electric vehicle charging stations will be carried out by Coulomb Technologies and will not impact the operating budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	September 2010	Prepare plans and specifications
Begin Bid Process	September 2011	Council approves plans and authorizes bidding the project
Contract Award	October 2011	Council awards contract
Estimated Construction Start	November 2011	Construction project begins
Estimated Completion Date	January 2012	Project is completed

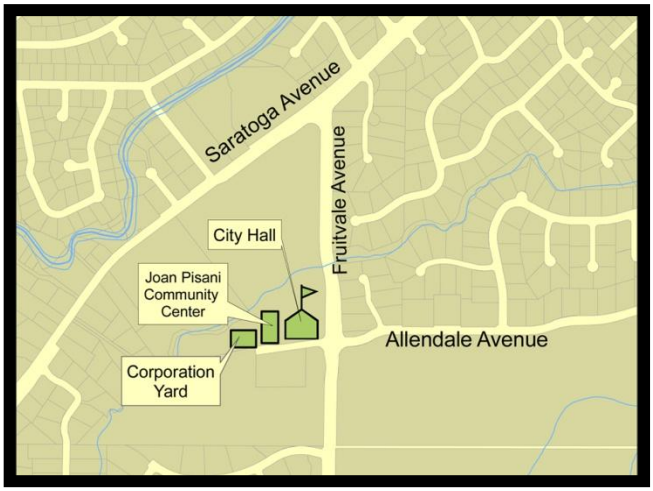
ELECTRIC VEHICLE CHARGING STATIONS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES GRANT FUND									
Transfers In - General Fund	-	65,000	**65,000**	-	-	-	-	-	**65,000**
Transfers In - Other CIP	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	**-**	**65,000**	**65,000**	**-**	**-**	**-**	**-**	**-**	**65,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP FACILITIES GRANT FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	65,000	-	-	-	-	**65,000**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**-**	**-**	**65,000**	**-**	**-**	**-**	**-**	**65,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES GRANT FUND									
BEGINNING FUND BAL	-	-	-	65,000	-	-	-	-	-
Revenues & T/I	-	65,000	65,000	-	-	-	-	-	**65,000**
Expenditures & T/O	-	-	-	65,000	-	-	-	-	**65,000**
ENDING FUND BALANCE	**-**	**65,000**	**65,000**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS



Project Name	Emergency Power System	**Project Number**	9314-002
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project is for the purchase and installation of an emergency power generator for the City's information technology server room and some of the City Hall buildings during PG&E power outages.

Location

The emergency power supply will be installed outside on a cement pad behind the Engineering Division section of the City Hall buildings.

Project Background

During power outages, a 15 kilowatt portable generator is used to supply power to the main City Hall campus. There is a time delay before the power from the portable generator is available, since the portable generator must be brought over to the offices from the corporation yard after an outage occurs and it must be manually plugged into the City's power supply; it does not automatically turn on to provide power to the servers when electricity goes out. While individual computers and network servers have battery backups to prevent abrupt power loss and spikes, the batteries run out of power within 10 to 30 minutes. If a network server loses power before staff shuts it down or the portable generator is installed to keep power running, data loss may occur.

Additionally, the City's portable generator is not of sufficient kilowatt size to provide enough amperage to fully power the office buildings. The portable generator only has the capacity to restore half of the electrical panel, providing emergency power for the computer server room and limited use of lights, copy machines, and other electrical equipment in the Administration Building; the Planning and Engineering offices continue to be without power.

Installing a permanent alternative power supply that starts automatically during power outages will provide added protection for the City's computers and network servers, while also ensuring that City operations remain active during power outages. This is especially critical during emergency situations.

Installation of an emergency power supply will be performed by a contractor and supervised by staff.

Operating Budget Impacts

Following installation, generator maintenance is expected to be minimal and will be conducted by staff. Staff time required to oversee this project is accounted for in the operating budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	April 2011	Prepare plans and specifications
Begin Bid Process	September 2011	Council approves plans and authorizes bidding the project
Contract Award	October 2011	Council awards contract
Estimated Construction Start	November 2011	Construction project begins
Estimated Completion Date	January 2012	Project completed

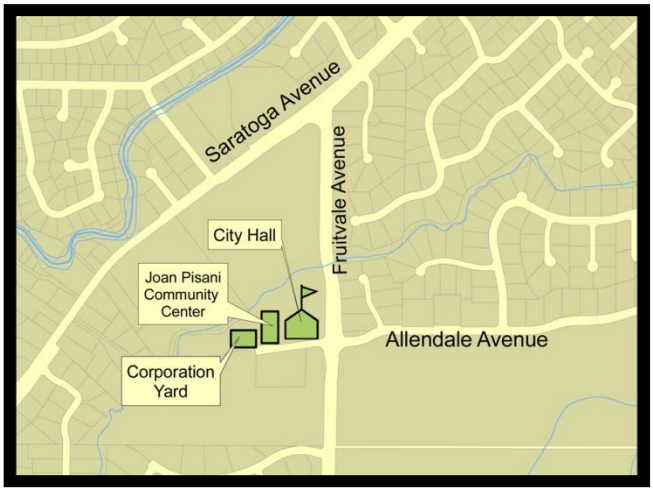
EMERGENCY BACKUP POWER SYSTEM

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	-	-	-	-	-	-	-	-
Transfers In - Other CIP	-	-	-	25,000	-	-	-	-	**25,000**
Transfers In - Other CIP	-	-	-	36,430	-	-	-	-	**36,430**
TOTAL REVENUES	-	-	-	**61,430**	-	-	-	-	**61,430**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	61,430	-	-	-	-	**61,430**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	**61,430**	-	-	-	-	**61,430**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	-	-	-	-	-	-	-	-
Revenues & T/I	-	-	-	61,430	-	-	-	-	**61,430**
Expenditures & T/O	-	-	-	61,430	-	-	-	-	**61,430**
ENDING FUND BALANCE	-	-	-	-	-	-	-	-	-

CITYWIDE PROJECTS



Project Name	ADA Compliant Public Counters	**Project Number**	9314-004
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project will make customer service counters at City Hall fully accessible.

Location

This project will take place at City Hall, including the Administration Building, Community Development/Public Works Building, Senior Center, and Joan Pisani Community Center.

Project Background

In 2010, the Association of Bay Area Governments (ABAG) conducted an accessibility assessment of Saratoga facilities. The ABAG consultant who performed the assessment visited each of the City's facilities to determine if they are compliant with Americans with Disabilities Act (ADA) accessibility guidelines. The consultant provided a list of recommended improvements to increase accessibility.

The recommended improvements included reconfiguring customer service counters in lobbies at City Hall. This includes the lobbies in the City Manager's Office, Joan Pisani Community Center, Senior Center, and Building and Planning. Suggested improvements include lowering counter heights and increasing the amount of space in paths of travel.

This project will be funded with Community Development Block Grant (CDBG) monies. The CDBG program was started in 1974 by the U.S. Department of Housing and Urban Development to ensure access to affordable housing, provide services to people with special needs, and create jobs. In Santa Clara County, CDBG money for cities in the valley is administered by the Santa Clara County Office of Affordable Housing.

Work will be performed by an outside contractor and managed by staff.

Operating Budget Impacts

Remodeling customer service counters will make City Hall more accessible and thereby more welcoming to disabled citizens conducting business at City Hall. Furthermore, the improvements will help protect the City from potential lawsuits. Staff time required to oversee this project and grant requirements is accounted for in the operating budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	October 2011	Prepare plans and specifications
Begin Bid Process	January 2012	Council approves plans and authorizes bidding the project
Contract Award	February 2012	Council awards contract
Estimated Construction Start	April 2012	Construction project begins
Estimated Completion Date	April 2013	Project completed

ADA COMPLIANT PUBLIC COUNTERS

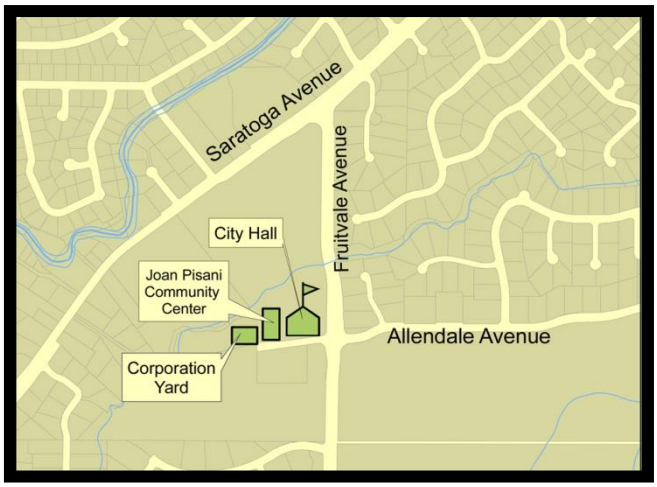
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	-	-	-	-	-	-	-	-
Transfers In - CDBG	-	-	-	79,497	-	-	-	-	**79,497**
Transfers In - Other CIP	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	-	-	-	**79,497**	-	-	-	-	**79,497**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	79,497	-	-	-	-	**79,497**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	**79,497**	-	-	-	-	**79,497**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	-	-	-	-	-	-	-	-
Revenues & T/I	-	-	-	79,497	-	-	-	-	**79,497**
Expenditures & T/O	-	-	-	79,497	-	-	-	-	**79,497**
ENDING FUND BALANCE	-	-	-	-	-	-	-	-	-

CIVIC CENTER IMPROVEMENT PROJECTS

CIVIC CENTER IMPROVEMENTS



Project Name	Theater Improvements	**Project Number**	9322-001
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project is for improvements to the Civic Theater.

Location

Projects are located within the Civic Theater, at the Saratoga City Hall campus.

Project Background

Two theater groups and several school groups lease the Civic Theater for rehearsals and performances. The theater groups have three productions per year that show for approximately six weeks each and school use varies.

To keep the theater in optimal operating condition and offset maintenance expenses resulting from use of the theater for shows, a $2.00 per ticket surcharge is collected on each ticket sold and is then subsequently remitted to the City to fund improvements. The surcharge totals approximately $30,000 to $40,000 per year.

Each year, the two groups that primarily use the Civic Theater work with staff to identify improvement priorities. Improvements are made on an ongoing basis and in the past have included installation of a movie screen, fully accessible seating, and new doors. Theater improvements for the 2011/12 fiscal year will include:

- Backstage paging system connected to the dressing rooms
- Masonite flooring for the stage
- New black curtains for the stage
- Reconfiguration of the stage

Most theater improvements are performed by contractors and supervised by staff.

Operating Budget Impacts

Regular improvements to the Civic Theater ensure that it remains an attractive venue for audiences and theater groups. The productions of the theater groups draw visitors to Saratoga, which helps to support the local economy, as audience members often visit Saratoga restaurants and shops before or after attending shows. Furthermore, ongoing improvements prevent high costs associated with deferred maintenance. Staff time needed to oversee improvements to the theater is already included in the operating budget.

CIVIC CENTER IMPROVEMENTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Council approves plans and authorizes bidding the project
Contract Award	Ongoing	Council awards contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

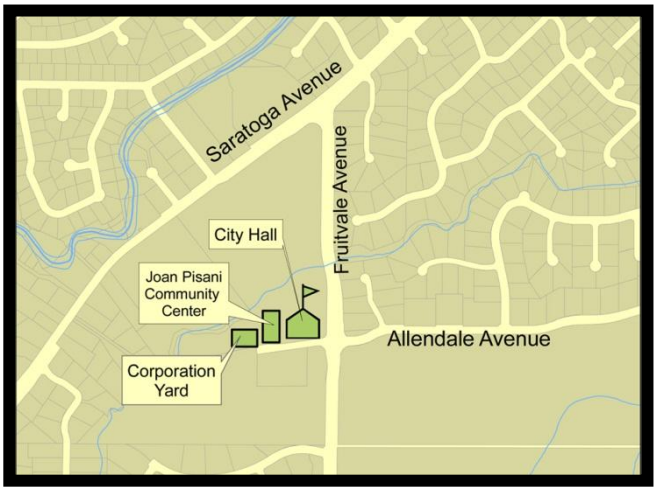
THEATER IMPROVEMENTS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
Theater Ticket Surcharge	124,878	39,282	**164,160**	30,000	35,000	35,000	40,000	40,000	**344,160**
Transfers In - General Fund	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	**124,878**	**39,282**	**164,160**	**30,000**	**35,000**	**35,000**	**40,000**	**40,000**	**344,160**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
Materials & Supplies	4,819	341	**5,159**	-	-	-	-	-	**5,159**
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	67,100	26,003	**93,102**	65,899	30,000	35,000	35,000	40,000	**299,001**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**71,918**	**26,343**	**98,261**	**65,899**	**30,000**	**35,000**	**35,000**	**40,000**	**304,160**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	52,960		65,899	30,000	35,000	35,000	40,000	-
Revenues & T/I	124,878	39,282	164,160	30,000	35,000	35,000	40,000	40,000	344,160
Expenditures & T/O	71,918	26,343	98,261	65,899	30,000	35,000	35,000	40,000	304,160
ENDING FUND BALANCE	**52,960**	**65,899**	**65,899**	**30,000**	**35,000**	**35,000**	**40,000**	**40,000**	**40,000**

CIVIC CENTER IMPROVEMENTS



Project Name	Corporation Yard – Vehicle Shelter Structure	**Project Number**	9341-001
Department	Public Works	**Project Manager**	Shawn Gardner

Description This project funds installation of a metal carport structure in the City Corporation Yard.

Location This project is located in the City's Corporation Yard at 19700 Allendale Avenue.

Project Background In 2008, funds were transferred from the General Fund to construct a metal carport structure in the City's Corporation Yard. The structure will accommodate approximately twenty City vehicles and equipment. The carport will protect the vehicles and equipment from exposure to the elements, which will extend the life of the City's fleet.

The City plans to install solar panels on the structure's rooftop to generate electricity for use in the City's Corporation Yard buildings and the Joan Pisani Community Center. The solar panel installation is funded under a separate project.

Operating Budget Impacts The installation of the vehicle and equipment structure may require cleaning or painting on occasion, however, overall maintenance is expected to be minimal. Furthermore, protecting vehicles and equipment from the elements will reduce weather damage and extend the useful life of the City's fleet.

CIVIC CENTER IMPROVEMENTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	May 2011	Prepare plans and specifications
Begin Bid Process	July 2011	Council approves plans and authorizes bidding the project
Contract Award	August 2011	Council awards contract
Estimated Construction Start	September 2011	Construction project begins
Estimated Completion Date	November 2011	Project is completed

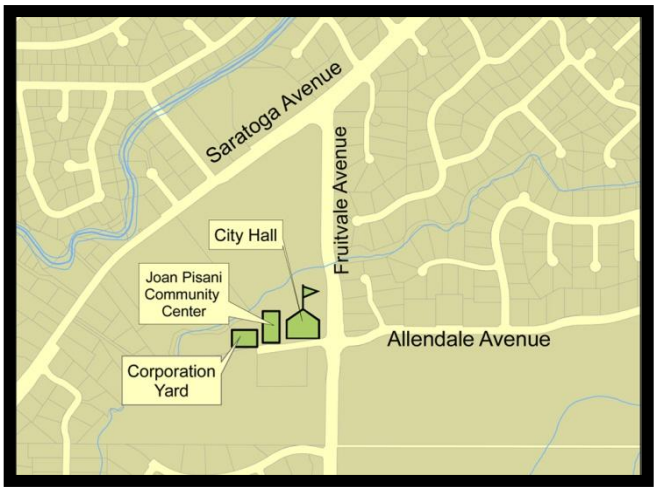
VEHICLE SHELTER STRUCTURE

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	100,000	-	**100,000**	-	-	-	-	-	**100,000**
Transfers In - Other CIP	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	**100,000**	**-**	**100,000**	**-**	**-**	**-**	**-**	**-**	**100,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	6,750	7,913	**14,663**	85,337	-	-	-	-	**100,000**
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**6,750**	**7,913**	**14,663**	**85,337**	**-**	**-**	**-**	**-**	**100,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	93,250	-	85,337	-	-	-	-	-
Revenues & T/I	100,000	-	100,000	-	-	-	-	-	**100,000**
Expenditures & T/O	6,750	7,913	14,663	85,337	-	-	-	-	**100,000**
ENDING FUND BALANCE	**93,250**	**85,337**	**85,337**	**-**	**-**	**-**	**-**	**-**	**-**

CIVIC CENTER IMPROVEMENTS



Project Name	Corporation Yard – Solar Panel Installation	**Project Number**	9341-002
Department	Public Works	**Project Manager**	Shawn Gardner

Description

This project funds the installation of solar panels on top of a vehicle and equipment structure in the City's Corporation Yard.

Location

This project is located in the City's Corporation Yard located at 19700 Allendale Avenue.

Project Background

In 2008, the City Council allocated money to construct a vehicle and equipment structure in the City's Corporation Yard. In 2009, the Council set aside additional funds to install solar panels on the rooftop of the structure.

The solar panels will provide approximately 25 kilowatts (KW) of energy. Approximately 16 KW will be used to fully power the Corporation Yard and the remaining kilowatts will be directed to the Community Center.

The annual energy savings for the Corporation yard will be about $4,500 and the Community Center energy expenses will be reduced by $2,700. Based on the anticipated energy savings, it will take approximately ten years to recover the cost of installing the solar panels.

Operating Budget Impacts

The solar panel installation will result in additional cleaning and maintenance; however, maintenance costs are expected to be minimal. As an offset, the City will see approximately $7,200 of savings in energy expenses on an ongoing operational basis. Staff time spent managing this project is included in the operating budget.

CIVIC CENTER IMPROVEMENTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	December 2010	Prepare plans and specifications
Begin Bid Process	November 2010	Council approves plans and authorizes bidding the project
Contract Award	March 2011	Council awards contract
Estimated Construction Start	December 2011	Construction project begins
Estimated Completion Date	March 2012	Project is completed

CORP YARD - SOLAR PANEL INSTALLATION

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	-	-	-	-	-	-	-	-
Transfers In - Other CIP	125,000	-	**125,000**	-	-	-	-	-	**125,000**
TOTAL REVENUES	**125,000**	**-**	**125,000**	**-**	**-**	**-**	**-**	**-**	**125,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	125,000	-	-	-	-	**125,000**
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**-**	**-**	**125,000**	**-**	**-**	**-**	**-**	**125,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	125,000	-	125,000	-	-	-	-	-
Revenues & T/I	125,000	-	125,000	-	-	-	-	-	**125,000**
Expenditures & T/O	-	-	-	125,000	-	-	-	-	**125,000**
ENDING FUND BALANCE	**125,000**	**125,000**	**125,000**	**-**	**-**	**-**	**-**	**-**	**-**

SARATOGA-PROSPECT CENTER PROJECTS

SARATOGA – PROSPECT CENTER PROJECTS

Project Name	Saratoga–Prospect Center Improvements	**Project Number**	9351-001
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description This project funds site and safety improvements at the Saratoga Prospect Center.

Location Improvements will take place at Saratoga Prospect Center, located at 19848 Prospect Road.

Project Background The Saratoga Prospect Center, formerly known as the North Campus, was purchased from the Grace United Methodist Church in 2002. The property was purchased with plans to renovate the site at a later date when funding became available.

Minor improvements to the Saratoga Prospect Center were made not long after the site was purchased; however, significant improvements did not start until 2007 when the City Council funded a project to renovate the Grace Building. With additional funding, renovations to Friendship Hall started in 2008 and were completed in fall 2009. At this time, the City also demolished two unusable buildings and installed landscaping.

The next phase of improvements will include a new monument sign for the facility, safety and parking lot lighting, repaving of the parking lot, and relocation of the entrance to the site. Projection screens have also been added to the buildings to facilitate large group meetings. These improvements will improve safety and help to make the Saratoga Prospect Center more visible and attractive.

Operating Budget Impacts The operating budget will be impacted by this project through increased maintenance, janitorial, landscaping, utility usage, security, insurance, and staffing costs. Some additional revenue will be generated though rental activities. Project management expenses resulting from this project have been included in the operating budget.

SARATOGA – PROSPECT CENTER PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	March 2011	Prepare plans and specifications
Begin Bid Process	May 2011	Council approves plans and authorizes bidding the project
Contract Award	July 2011	Council awards contract
Estimated Construction Start	August 2011	Construction project begins
Estimated Completion Date	November 2011	Project is completed

SARATOGA PROSPECT CENTER IMPROVEMENTS

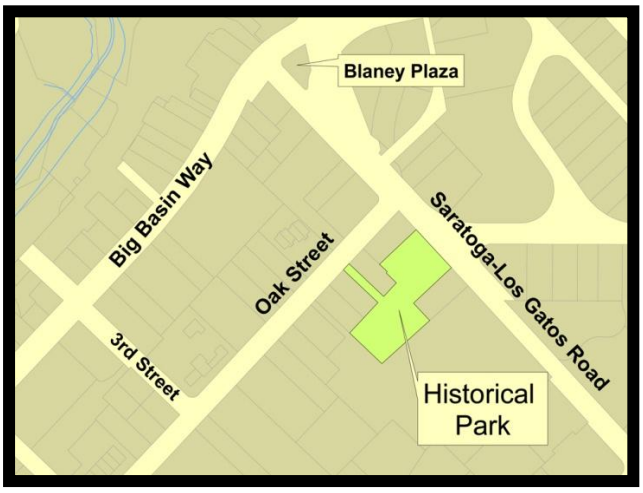
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	1,213,693	175,000	**1,388,693**	-	-	-	-	-	**1,388,693**
Transfers In - Other CIP	213	-	**213**	-	-	-	-	-	**213**
TOTAL REVENUES	**1,213,906**	**175,000**	**1,388,906**	**-**	**-**	**-**	**-**	**-**	**1,388,906**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	27,451	11,346	**38,797**	-	-	-	-	-	**38,797**
Fees & Expenses	-	-	**-**	-	-	-	-	-	**-**
Consultant/Contract Svs	3,371	5,559	**8,930**	-	-	-	-	-	**8,930**
Project Equip & Fixtures	-	-	**-**	-	-	-	-	-	**-**
Construction Expenses	1,179,164	41,570	**1,220,734**	120,445	-	-	-	-	**1,341,179**
Transfers Out	-	-	**-**	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**1,209,986**	**58,474**	**1,268,461**	**120,445**	**-**	**-**	**-**	**-**	**1,388,906**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	3,920	-	120,445	-	-	-	-	**-**
Revenues & T/I	1,213,906	175,000	1,388,906	-	-	-	-	-	**1,388,906**
Expenditures & T/O	1,209,986	58,474	1,268,461	120,445	-	-	-	-	**1,388,906**
ENDING FUND BALANCE	**3,920**	**120,445**	**120,445**	**-**	**-**	**-**	**-**	**-**	**-**

VILLAGE HISTORICAL BUILDING PROJECTS

VILLAGE HISTORICAL BUILDING PROJECTS



Project Name	Museum ADA Ramps (CDBG)	**Project Number**	9363-002
Department	Public Works	**Project Manager**	Thomas Scott

Description

This project installs Americans with Disabilities Act (ADA) compliant handicap ramps at the Historical Park.

Location

This project is located at the Saratoga Historical Museum and the McWilliams House, located at the Historical Park complex at 20450 Saratoga-Los Gatos Road.

Project Background

The Saratoga Historical Foundation was established in November 1962 by Florence Russell Cunningham, a school teacher who was interested in local history. Cunningham's dream of opening a museum on Saratoga history became a reality in 1976 when the Swanee store and the Jarboe-McWilliams House were moved to their present location and dedicated for use as a museum.

This project will install a ramp leading up the entrance of the Museum storage building and another ramp for the entrance of the classroom building at Historical Park. Adding the ramp will make the storage building compliant with ADA accessibility standards. Work will be contracted out and managed by City staff.

Last year, the City completed several accessibility improvements to the Museum and McWilliams House. This included updating the handicap ramps for the Museum and McWilliams House to current ADA standards.

This project is funded through the Community Development Block Grant (CDBG) program, which allocates monies for projects that increase compliance with ADA standards.

Operating Budget Impacts

This project will increase compliance with ADA standards, which will consequently reduce liability exposure and allow the City to provide safer conditions for citizens with disabilities. Costs associated with project design and management are included in the operating budget.

VILLAGE HISTORICAL BUILDING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	July 2011	Prepare plans and specifications
Collect Estimates	July 2011	Request project estimates from contractors
Contract Award	August 2011	Award construction contract
Estimated Construction Start	September 2011	Construction project begins
Estimated Completion Date	September 2011	Project is completed

HISTORIC MUSEUM ADA RAMPS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
Transfers In - CDBG	-	40,393	**40,393**	6,200	-	-	-	-	**46,593**
TOTAL REVENUES	**-**	**40,393**	**40,393**	**6,200**	**-**	**-**	**-**	**-**	**46,593**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	-	72	**72**	-	-	-	-	-	**72**
Fees & Expenses	-	10	**10**	-	-	-	-	-	**10**
Consultant/Contract Svs	-	4,853	**4,853**	-	-	-	-	-	**4,853**
Project Equip & Fixtures	-	-	**-**	-	-	-	-	-	**-**
Construction Expenses	-	35,458	**35,458**	6,200	-	-	-	-	**41,658**
Transfers Out	-	-	**-**	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**-**	**40,393**	**40,393**	**6,200**	**-**	**-**	**-**	**-**	**46,593**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	-	-	-	-	-	-	-	-
Revenues & T/I	-	40,393	40,393	6,200	-	-	-	-	**46,593**
Expenditures & T/O	-	40,393	40,393	6,200	-	-	-	-	**46,593**
ENDING FUND BALANCE	-	-	-	-	-	-	-	-	-

VILLAGE HISTORICAL BUILDING PROJECTS

Project Name	McWilliams House Improvements Phase II	**Project Number**	9364-001
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project funds various small infrastructure improvements to the McWilliams House that will make the museum more historically accurate.

Location

The improvements will be made to the McWilliams House, which is leased by the Saratoga Historical Foundation as part of the Saratoga Historical Park located at 20450 Saratoga-Los Gatos Road.

Project Background

The McWilliams House is a City-owned restored pioneer home built in the 1850's, and utilized as part of the Saratoga Historical Foundation museum complex located in the downtown Historic Park. The Saratoga Historical Foundation's current 10 year lease (effective 2007) provides for the use of the McWilliams House and the Museum Building for the operation of a museum. The McWilliams House provides a hands-on experience of family life in Saratoga in the late 1800's.

The City has allocated $10,000 for period appropriate improvements to enhance the aesthetics and increase the historical accuracy of the McWilliams House and items in the museum. Building improvements are to include:

- Exterior shutters for front windows
- High tank toilet, sink, and required plumbing
- Period wallpaper for parlor and bedrooms
- Pantry restoration: bead board, flooring, shelving, hardware, paint
- Bathroom restoration: bead board, flooring, hardware, paint
- Period interior trim

The funding will pay for the cost of the materials only. The Saratoga Historical Foundation will bear the cost of installation for these improvements.

Operating Budget Impacts

This project will not impact the operating budget. Interior maintenance of the McWilliams house is provided by the Saratoga Historical Foundation. Oversight of purchases is already accounted for in the operating budget.

VILLAGE HISTORICAL BUILDING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Funding Allocated	July 2009	Council approved allocation of funds
Approval of Improvements	March 2010	Saratoga Historical Foundation presents list of proposed improvements for approval
Improvements Begin	May 2010	Saratoga Historical Foundation begins improvements
Improvements Completed	July 2011	Saratoga Historical Foundation completes improvements.

McWILLIAMS HOUSE IMPROVEMENTS – PHASE II

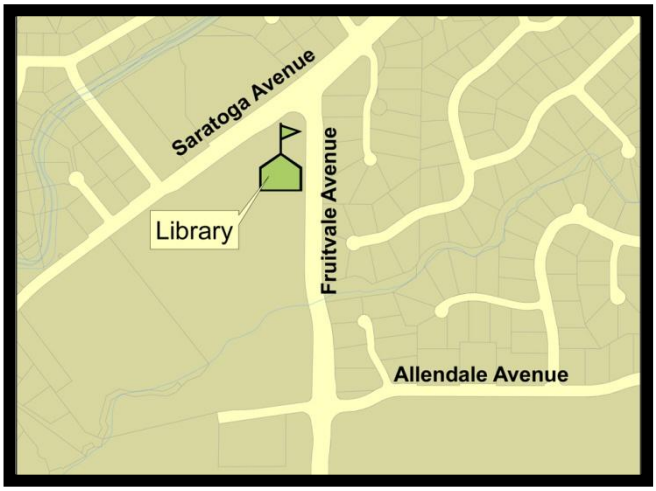
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	10,000	-	**10,000**	-	-	-	-	-	**10,000**
TOTAL REVENUES	**10,000**	**-**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	-	5,565	**5,565**	4,435	-	-	-	-	**10,000**
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**5,565**	**5,565**	**4,435**	**-**	**-**	**-**	**-**	**10,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	10,000		4,435	-	-	-	-	-
Revenues & T/I	10,000	-	10,000	-	-	-	-	-	**10,000**
Expenditures & T/O	-	5,565	5,565	4,435	-	-	-	-	**10,000**
ENDING FUND BALANCE	**10,000**	**4,435**	**4,435**	**-**	**-**	**-**	**-**	**-**	**-**

LIBRARY BUILDING PROJECTS

LIBRARY BUILDING IMPROVEMENT PROJECTS



Project Name	Exterior Maintenance Project	**Project Number**	9372-001
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project funds improvements to the exterior of the Saratoga Library.

Location

This project location is the Saratoga Library located at 13650 Saratoga Avenue.

Project Background

The Saratoga Library is a City owned property leased by the Santa Clara County Library Joint Powers Authority. Under the current 30 year lease (effective 2003), the County is responsible for maintaining the interior and exterior of the building.

Although the County is responsible for the Library's exterior, the County agreed to pay the City to oversee and perform maintenance work. Each year, the County pays the City $5,000 to be used for exterior maintenance. The unexpended funds are capped at $25,000.

Exterior maintenance projects range from roof repairs to painting. In the 2010/11 fiscal year, the southern exposure of the library was re-stained. Work is primarily done by contractors and managed by staff.

Operating Budget Impacts

Ongoing maintenance to the outside of the Saratoga Library keeps the building in good operating condition and prevents high costs associated with deferred maintenance. Staff time spent managing this project is included in the operating budget.

LIBRARY BUILDING IMPROVEMENT PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Council approves plans and authorizes bidding the project
Contract Award	Ongoing	Council awards contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

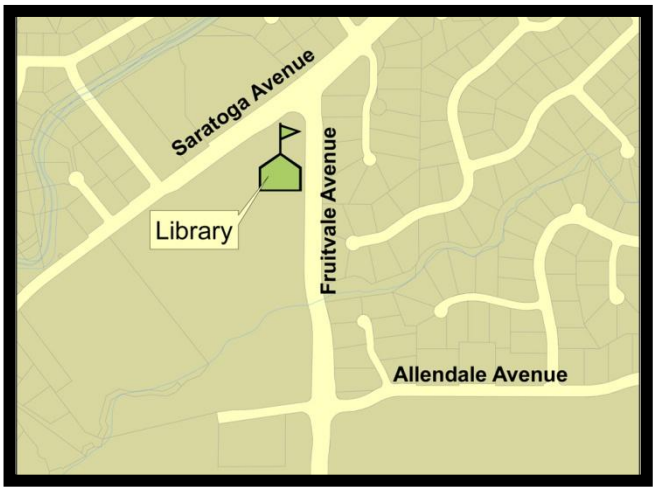
LIBRARY BUILDING EXTERIOR MAINTENANCE

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
SCC Maintenance Reimb	15,000	5,000	**20,000**	5,000	5,000	5,000	5,000	5,000	**45,000**
TOTAL REVENUES	**15,000**	**5,000**	**20,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**45,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	25,000	-	-	-	20,000	**45,000**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**-**	**-**	**25,000**	**-**	**-**	**-**	**20,000**	**45,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	15,000	-	20,000	-	5,000	10,000	15,000	-
Revenues & T/I	15,000	5,000	20,000	5,000	5,000	5,000	5,000	5,000	**45,000**
Expenditures & T/O	-	-	-	25,000	-	-	-	20,000	**45,000**
ENDING FUND BALANCE	**15,000**	**20,000**	**20,000**	**-**	**5,000**	**10,000**	**15,000**	**-**	**-**

LIBRARY BUILDING IMPROVEMENT PROJECTS



Project Name	Library Capital Improvements	**Project Number**	9374-002
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project funds capital improvements to the Saratoga Library.

Location

Improvements will take place at Saratoga Library located at 13650 Saratoga Avenue.

Project Background

The Saratoga Library is part of the Santa Clara County Library system. The 48,000 square foot building in which the Library is housed is owned by the City of Saratoga and leased to the Santa Clara County Library Joint Powers Authority. In 2000, a $15 million bond was passed by Saratoga voters to renovate and expand the Saratoga Library building and parking lot.

When the project was completed in 2003, it became clear that the cost of construction would not require all of the available funds and remaining money was transferred into a trust fund. Due to restrictions placed on the bond, the money could only be used for capital improvements to the Library with a lifespan longer than one year. The Library Commission was charged with making recommendations for use of the residual funds and staff developed a list of improvements that would be needed over the course of the building's life.

Recently, the money was used to replace the Library's HVAC system and to construct an overhang for the outdoor book drop off. Future projects will be presented to the Saratoga Library Commission for review and approval.

Operating Budget Impacts

Continued maintenance of the Saratoga Library helps to prevent costly deferred maintenance expenses. Project management expenses have been included in the operating budget.

LIBRARY BUILDING IMPROVEMENT PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Council approves plans and authorizes bidding the project
Contract Award	Ongoing	Council awards contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

LIBRARY CAPITAL IMPROVEMENTS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP FACILITIES FUND									
CIP Project Reimbursement	-	2,129	**2,129**	-	-	-	-	-	**2,129**
Transfers In - Library Fund	-	351,360	**351,360**	-	-	-	-	-	**351,360**
TOTAL REVENUES	**-**	**353,489**	**353,489**	**-**	**-**	**-**	**-**	**-**	**353,489**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	37,892	**37,892**	315,597	-	-	-	-	**353,489**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**37,892**	**37,892**	**315,597**	**-**	**-**	**-**	**-**	**353,489**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	-		315,597	-	-	-	-	-
Revenues & T/I	-	353,489	353,489	-	-	-	-	-	**353,489**
Expenditures & T/O	-	37,892	37,892	315,597	-	-	-	-	**353,489**
ENDING FUND BALANCE	**-**	**315,597**	**315,597**	**-**	**-**	**-**	**-**	**-**	**-**

ADMINISTRATIVE IMPROVEMENTS PROGRAM

The Capital Improvement Plan's Administrative Improvements Program provides for major capital expenditures to improve administrative and operational systems, processes, or functions. At this point, with few projects undertaken to date, the Administrative Improvement Program is limited to three categories:

- Information Technology Projects
- IT Infrastructure Improvements
- Community Programs

In the future, Administrative Improvements projects may also include program categories for operational assessments, community surveys, or emergency operations projects. The following are current category descriptions:

Information Technology Projects **–** is comprised of projects that increase operational efficiencies through software or hardware improvements. Currently, projects in this category include the Financial System Upgrade and several document imaging projects.

IT Infrastructure Improvements – includes projects which acquire or upgrade IT equipment and infrastructure. One project is planned currently; Network Cabling Replacement.

Community Programs – consists of projects that fund infrastructure or policy updates that have long-term impacts. This category includes the Secondhand Smoke Prevention Program.

The two schedules on the following pages list the Administrative Improvements Program's capital projects and the Administrative Improvement Program's summary funding by account classification. Following the summary schedules are individual project pages for each of the funded projects in this capital program.

PROJECT SUMMARY

ADMIN PROJECT EXPENDTURE SUMMARY	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expenditures
Information Technology Projects							
9411-001 Financial System Upgrade	67,200	3,534	-	-	-	-	70,734
9412-001 Document Imaging - Public Works	17,731	80,815	-	-	-	-	98,546
9412-002 Document Imaging - Development	37,093	22,907	-	-	-	-	60,000
9412-003 Document Imaging - City Mgr Office	5,244	13,643	-	-	-	-	18,887
Communication System Improvements							
9421-001 Telephone System Upgrade	55,000	*Closed*	-	-	-	-	55,000
IT Infrastructure Improvements							
9431-001 Network Cabling Upgrade	-	25,000	-	-	-	-	25,000
9432-001 IT Emergency Power Supply	3,750	*Closed*	-	-	-	-	3,750
Community Projects							
9441-001 Secondhand Smoke Prevention	4,262	17,912					22,174
Total Project	190,281	163,811	-	-	-	-	354,091
Interfund Transfers	-	36,430	-	-	-	-	36,430
Total Project Expenditures	190,281	200,241	-	-	-	-	390,521

For FY 2011/12, there are six active projects. As shown above, the following Administrative Improvement projects were closed with the completion of the last fiscal year:

- Telephone System Upgrade
- IT Emergency Power Supply

The IT Emergency Power Supply project was closed as a CIP Administrative Improvement Project after the project analysis identified the need for a significant facility improvement. Remaining funds were transferred into a CIP Facility Improvement Project named Emergency Power Backup along with additional funds from Facilities to complete this work.

ADMINISTRATIVE IMPROVEMENT PROGRAM FUNDING SUMMARY

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Program Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	229,280	-	229,280	10,000	-	-	-	-	239,280
Transfers In - IT Fund	95,180	-	95,180	25,000	-	-	-	-	120,180
Transfers In - Other Projects	8,887	-	8,887	-	-	-	-	-	8,887
TOTAL CIP REVENUES	**333,347**	**-**	**333,347**	**35,000**	**-**	**-**	**-**	**-**	**368,347**
CIP GRANT FUND									
Grant Revenues	-	**5,072**	5,072	17,102	-	-	-	-	22,174
TOTAL GRANT REVENUES	**-**	**5,072**	**5,072**	**17,102**	**-**	**-**	**-**	**-**	**22,174**
TOTAL ADMIN REVENUES	**333,347**	**5,072**	**338,419**	**52,102**	**-**	**-**	**-**	**-**	**390,521**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Program Expended
CIP ADMINISTRATIVE FUND									
Salary & Benefits	20,031	-	20,031	-	-	-	-	-	20,031
Fees & Expenses	13,363	4,368	17,731	80,815	-	-	-	-	98,546
Consultant/Contract Svs	75,180	69,327	144,507	40,083	-	-	-	-	184,590
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	3,750	3,750	25,000	-	-	-	-	28,750
Transfers Out	-	-	-	36,430	-	-	-	-	36,430
TOTAL EXPENDITURES	**108,574**	**77,445**	**186,019**	**182,328**	**-**	**-**	**-**	**-**	**368,347**
CIP GRANT FUND									
Salary & Benefits	-	4,262	4,262	17,912	-	-	-	-	22,174
Materials & Supplies	-	-	-	-	-	-	-	-	-
TOTAL GRANT EXPENSES	**-**	**4,262**	**4,262**	**17,912**	**-**	**-**	**-**	**-**	**22,174**
TOTAL ADMIN EXPENSES	**108,574**	**81,707**	**190,281**	**200,241**	**-**	**-**	**-**	**-**	**390,521**

	Prior Year Activity	FY 2010/11 Actuals	Totals To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Program Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	224,773		147,328	-	-	-	-	-
Revenues & T/I	333,347	-	333,347	35,000	-	-	-	-	**368,347**
Expenditures & T/O	108,574	77,445	186,019	182,328	-	-	-	-	**368,347**
ENDING FUND BALANCE	**224,773**	**147,328**	**147,328**	**-**	**-**	**-**	**-**	**-**	**-**
CIP GRANT FUND									
BEGINNING FUND BAL	-	-	-	810	-	-	-	-	-
Revenues & T/I	-	5,072	5,072	17,102	-	-	-	-	**22,174**
Expenditures & T/O	-	4,262	4,262	17,912	-	-	-	-	**22,174**
ENDING FUND BALANCE	**-**	**810**	**810**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL ENDING BALANCE	**224,773**	**148,139**	**148,139**	**-**	**-**	**-**	**-**	**-**	**-**

PROJECT DIRECTORY

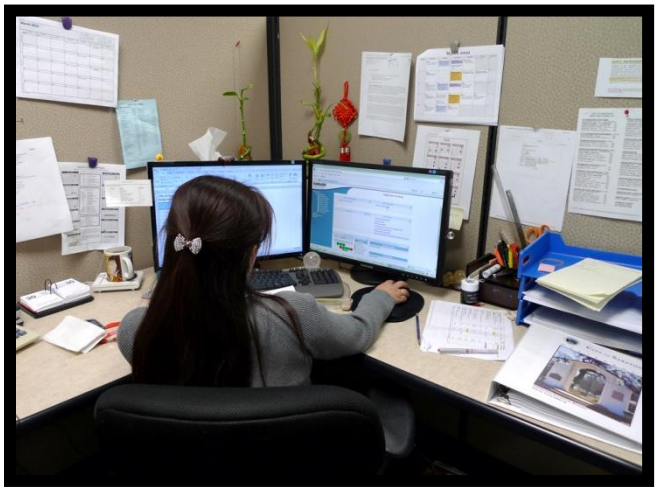
INFORMATION TECHNOLOGY PROJECTS		PAGE
9411-001	Financial System Upgrade	D – 158
9412-001	Document Imaging Project – PW	D – 160
9412-002	Document Imaging Project – CDD	D – 162
9412-003	Document Imaging Project – CMO	D – 164

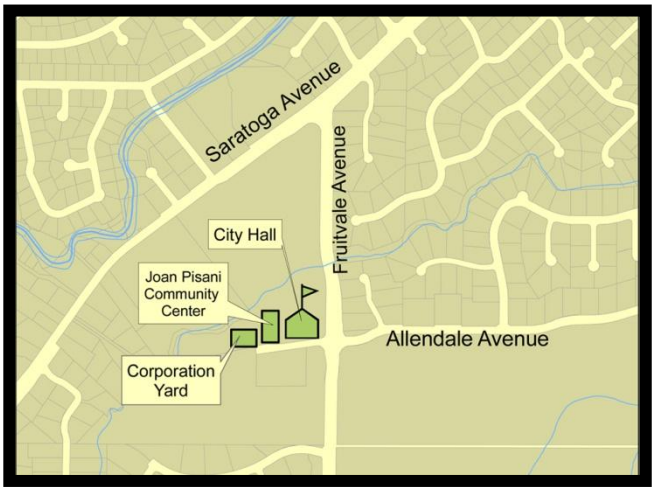
IT INFRASTRUCTURE PROJECTS		
9431-001	Network Cabling Replacement	D – 168

COMMUNITY PROGRAMS		
9441-001	Secondhand Smoke Prevention Program	D – 172

INFORMATION TECHNOLOGY PROJECTS

INFORMATION TECHNOLOGY PROJECTS





Project Name	Financial System Upgrade	**Project Number**	9411-001
Department	Finance & Administrative Services	**Project Manager**	Mary Furey

Description

This project provides for the upgrade to the City's financial system.

Location

The financial system upgrade is implemented at Saratoga City Hall.

Project Background

In 2005, concerns that the City's financial software system was outdated—difficult to use, limited in function, and ineffective for managing the City's finances—prompted staff to begin working with SunGard HTE, Inc., the City's financial software solution provider, to conduct a needs assessment.

Staff developed several objectives for upgrading the financial system including: ease of use; reduced maintenance expenses; compatibility with Generally Accepted Accounting Principles; audit and reporting requirements; and functionality with other software systems used by the City.

SunGard HTE subsequently proposed an upgrade to the "Finance Plus" program, which is a web-based solution. After Council approved an agreement with SunGard to upgrade the City's financial system in November 2006, staff and SunGard began working together to launch the system. In July 2008, the Fund Accounting and Purchasing modules of the program went live. The Payroll/Human Resources module was implemented and went live in October 2008. Further implementation of the Human Resources module and possibly a Personnel Budgeting module is expected to be fully completed by late 2012. The upgraded financial software has many features and benefits:

- Complies with current accounting, reporting, and audit standards
- Incorporates an appropriate chart of accounts which is tailored to the City's functions
- Improves financial data and provides appropriate reports for analysis
- Creates staff time efficiencies through simplified functions, improved processes, and ease of use

Funding for this project came from a General Fund transfer.

Operating Budget Impacts

The new financial system is an ASP solution, which means the system is hosted and maintained by SunGard. This decreases server expense and staff time requirements for in-house maintenance and upgrades, provides greater backup security through immediate system attention, and generates backup redundancy – an especially important feature for emergency operations.

INFORMATION TECHNOLOGY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	Completed 2006	Prepare plans and specifications
Begin Bid Process	Completed 2006	Council approves plans and authorizes bidding the project
Contract Award	November 2006	Vendor selected, contract is finalized and approved by Council
Implementation Kickoff	January 2008	SunGard Pentamation upgrade implementation begins
Phase 1	July 2008	Fund Accounting and Community Plus systems go live
Phase 2	October 2008	Payroll and HR Modules go live
Phase 3 – Project Completion	February 2012	Personnel Budgeting/Cash Receipt Reporting modules implemented

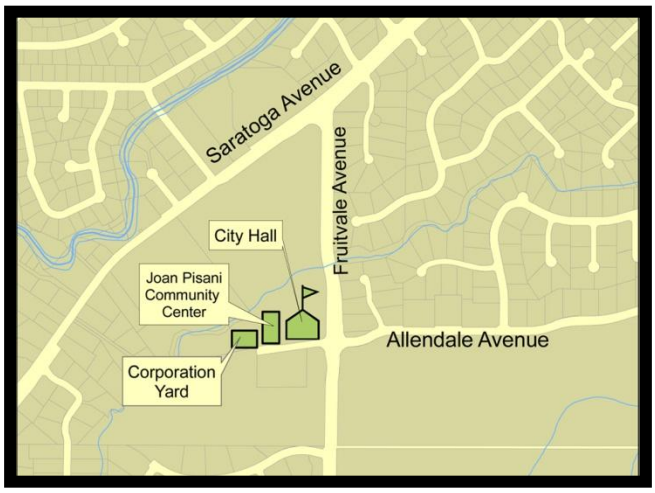
FINANCIAL SYSTEM UPGRADE

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In	70,734	-	70,734	-	-	-	-	-	**70,734**
TOTAL REVENUES	**70,734**	**-**	**70,734**	**-**	**-**	**-**	**-**	**-**	**70,734**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP ADMINISTRATIVE FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	67,200	-	67,200	3,534	-	-	-	-	**70,734**
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**67,200**	**-**	**67,200**	**3,534**	**-**	**-**	**-**	**-**	**70,734**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	3,534	-	3,534	-	-	-	-	-
Revenues & T/I	70,734	-	70,734	-	-	-	-	-	**70,734**
Expenditures & T/O	67,200	-	67,200	3,534	-	-	-	-	**70,734**
ENDING FUND BALANCE	**3,534**	**3,534**	**3,534**	**-**	**-**	**-**	**-**	**-**	**-**

INFORMATION TECHNOLOGY PROJECTS



Project Name	Document Imaging Project – PW	**Project Number**	9412-001
Department	Public Works	**Project Manager**	Shaheen Sarwari

Description

This project converts paper documents into an electronic document archiving system.

Location

This project is implemented at City Hall, with conversion work at offsite vendor offices.

Project Background

In 1999, the City implemented a program to convert paper and microfiche documents into digitized format and subsequently purchased Laserfiche, an electronic document management system.

Creating electronically indexed copies of important City documents helps to ensure records are maintained permanently and can be easily located or reproduced. Since 1999, the City Clerk's Office has been scanning permanent administrative records, such as minutes, agendas, resolutions, ordinances, contracts, and election information, and adding them to the document management system.

In December 2005, the City Council approved a General Fund transfer to pay for scanning Public Works Department documents that date back to the 1950's. In 2006, Public Works began scanning records and adding the digital versions of these records to the City's Laserfiche system.

Public Works Department documents include a large quantity of oversize records, maps, and blueprints. Many of these documents require special handling during scanning, due to their age and size, and must be sent out to a scanning contractor. When the documents are returned to the City, staff must assess the quality of the files to ensure that they are legible, complete, and that they are correctly scanned and indexed.

General Fund transfers will fund prior year's documents and current City engineering document scanning costs.

Operating Budget Impacts

A significant amount of staff time is required to prepare documents for scanning, conduct quality assessments of scanned records, and then input them into the City's document management system. However, the document imaging project helps protect vital City records and allows staff to more efficiency and effectively search for documents and respond to public records requests. While staff time is expended in the current budget year toward this project (as available), it is anticipated that there will be benefits and staff time savings in the long term.

INFORMATION TECHNOLOGY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Complete	Document Imaging project scope defined
RFP & Bid Process	April 2010	Contract RFP prepared and sent out to bid
Contract Award	June 2010	Vendor selected and contract is finalized and approved
Estimated Project Start	July 2010	Vendor document imaging process begins
Estimated Project Completion	June 2012	Vendor document imaging process completed

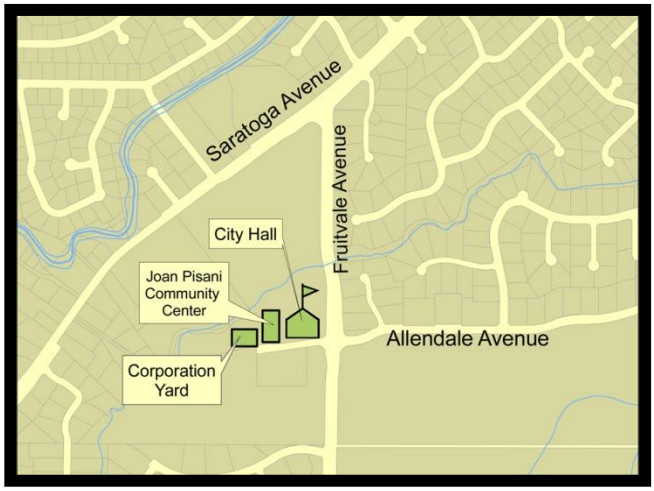
DOCUMENT IMAGING – PUBLIC WORKS

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In	98,546	-	98,546	-	-	-	-	-	**98,546**
TOTAL REVENUES	**98,546**	**-**	**98,546**	**-**	**-**	**-**	**-**	**-**	**98,546**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP ADMINISTRATIVE FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	13,363	4,368	17,731	80,815	-	-	-	-	**98,546**
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**13,363**	**4,368**	**17,731**	**80,815**	**-**	**-**	**-**	**-**	**98,546**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	85,183	-	80,815	-	-	-	-	-
Revenues & T/I	98,546	-	98,546	-	-	-	-	-	**98,546**
Expenditures & T/O	13,363	4,368	17,731	80,815	-	-	-	-	**98,546**
ENDING FUND BALANCE	**85,183**	**80,815**	**80,815**	**-**	**-**	**-**	**-**	**-**	**-**

INFORMATION TECHNOLOGY PROJECTS



Project Name	Document Imaging Project – CDD	**Project Number**	9412-002
Department	Community Development Department	**Project Manager**	Abby Ayende

Description

This project converts paper documents into an electronic document archiving system.

Location

This project is implemented at City Hall, with conversion work at offsite vendor offices.

Project Background

The Community Development Department has been transferring paper documents to microfilm since the 1980's and switched over to a digital format in 1999 when the City purchased Laserfiche, an electronic document management system. Creating electronically indexed copies of important City documents helps to ensure records are maintained permanently, and the documents can be easily located and reproduced if necessary.

The Building Division of the Community Development Department has scanned plans and building permit records, and the Planning Division has been scanning completed planning applications and Planning Commission packets since 1999.

In 2008, the City Council approved a General Fund transfer to convert older records and microfilm records to electronic format. The City has approximately 30 years of building permit records and 40 years of planning application records on microfilm that require conversion. The project is currently about 50% complete.

In 2007, fees were established in both Planning and Building to fund scanning costs for all new Planning and Building development-related documents.

Operating Budget Impacts

A significant amount of staff time is required to prepare documents for scanning, conduct quality assessments of scanned records, and then input them into the City's document management system. However, the document imaging project helps protect vital City records and allows staff to more efficiency and effectively search for documents and respond to public records requests. While staff time is expended in the current budget year toward this project (as available), it is anticipated that there will be benefits and staff time savings in the long term.

INFORMATION TECHNOLOGY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Complete	Document Imaging project scope defined
RFP & Bid Process	April 2010	Contract RFP prepared and sent out to bid
Contract Award	June 2010	Vendor selected and contract is finalized and approved
Estimated Project Start	July 2010	Vendor document imaging process begins
Estimated Project Completion	June 2012	Vendor document imaging process completed

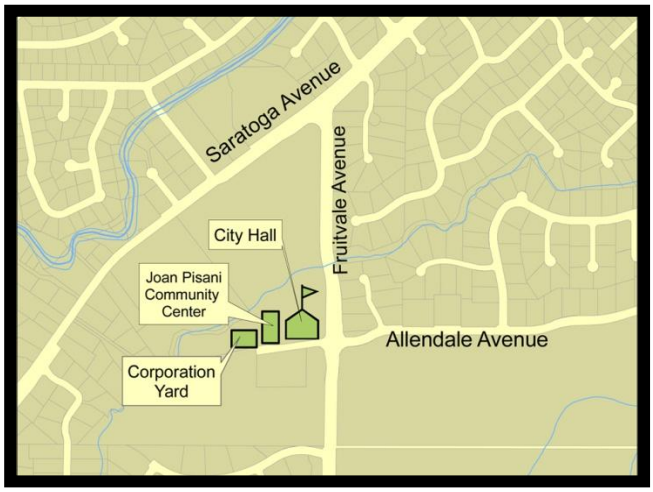
DOCUMENT IMAGING – COMMUNITY DEVELOPMENT

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In	60,000	-	60,000	-	-	-	-	-	**60,000**
TOTAL REVENUES	**60,000**	**-**	**60,000**	**-**	**-**	**-**	**-**	**-**	**60,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP ADMINISTRATIVE FUND									
Salary & Benefits	20,031	-	20,031	-	-	-	-	-	**20,031**
Fees & Expenses	-	-	-	-	-	-	-	-	**-**
Consultant/Contract Svs	7,980	9,082	17,062	22,907	-	-	-	-	**39,969**
Transfers Out	-	-	-	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**28,011**	**9,082**	**37,093**	**22,907**	**-**	**-**	**-**	**-**	**60,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	31,989	**-**	22,907	-	-	-	-	**-**
Revenues & T/I	60,000	-	60,000	-	-	-	-	-	**60,000**
Expenditures & T/O	28,011	9,082	37,093	22,907	-	-	-	-	**60,000**
ENDING FUND BALANCE	**31,989**	**22,907**	**22,907**	**-**	**-**	**-**	**-**	**-**	**-**

INFORMATION TECHNOLOGY PROJECTS



Project Name	Document Imaging Project - CMO	**Project Number**	9412-003
Department	City Manager's Office	**Project Manager**	Debbie Bretschneider

Description This project converts paper documents into an electronic document archiving system.

Location This project is implemented at City Hall, with conversion work at offsite vendor offices.

Project Background In 1999, the City implemented a program to convert paper and microfiche documents into digitized format and subsequently purchased Laserfiche, an electronic document management system.

Creating electronically indexed copies of important City documents helps to ensure records are maintained permanently, and the documents can be easily located and reproduced if necessary. Since 1999, the City Clerk's Office has been scanning permanent administrative records, such as minutes, agendas, resolutions, ordinances, contracts, and election information, and adding them to the document management system.

In addition to hiring a private contractor to transfer documents to electronic format, City staff scans and indexes some paper documents and newly created permanent electronic records in-house, such as minutes, resolutions, ordinances, and recorded documents.

Operating Budget Impacts A significant amount of staff time is required to prepare documents for scanning, conduct quality assessments of scanned records, and then input them into the City's document management system. However, the document imaging project helps protect vital City records and allows staff to more efficiency search for documents and respond to public records requests in a timely manner. While staff time is expended in the current budget year toward this project (as available), it is anticipated that there will be benefits and staff time savings in the long term.

INFORMATION TECHNOLOGY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Complete	Document Imaging project scope defined
RFP & Bid Process	April 2010	Contract RFP prepared and sent out to bid
Contract Award	June 2010	Vendor selected and contract is finalized and approved
Estimated Project Start	July 2010	Vendor document imaging process begins
Estimated Project Completion	June 2012	Vendor document imaging process completed

DOCUMENT IMAGING – CITY MANAGER'S OFFICE

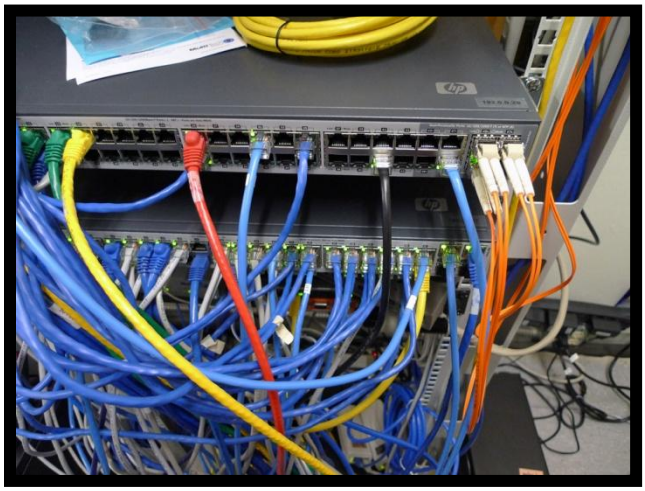
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	-	-	-	10,000	-	-	-	-	**10,000**
Transfers In - IT Fund	-	-	-	-	-	-	-	-	**-**
Transfers In - Other CIP	8,887	-	8,887	-	-	-	-	-	**8,887**
TOTAL REVENUES	**8,887**	**-**	**8,887**	**10,000**	**-**	**-**	**-**	**-**	**18,887**

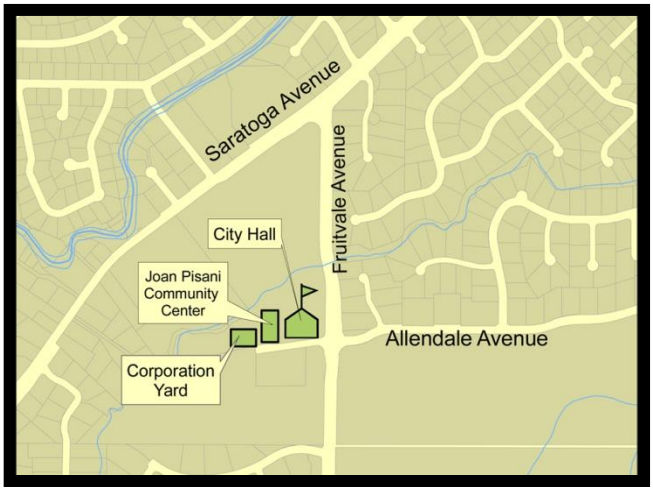
EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP ADMINISTRATIVE FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	**-**
Fees & Expenses	-	-	-	-	-	-	-	-	**-**
Consultant/Contract Svs	-	5,244	**5,244**	13,643	-	-	-	-	**18,887**
Transfers Out	-	-	-	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**-**	**5,244**	**5,244**	**13,643**	**-**	**-**	**-**	**-**	**18,887**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	8,887	-	3,643	-	-	-	-	**-**
Revenues & T/I	8,887	-	8,887	10,000	-	-	-	-	**18,887**
Expenditures & T/O	-	5,244	5,244	13,643	-	-	-	-	**18,887**
ENDING FUND BALANCE	**8,887**	**3,643**	**3,643**	**-**	**-**	**-**	**-**	**-**	**-**

IT INFRASTRUCTURE PROJECTS

IT INFRASTRUCTURE PROJECTS





Project Name	Network Cabling Replacement	**Project Number**	9431-001
Department	Finance & Administrative Services	**Project Manager**	Leo Salindong

Description

This project will upgrade network cables at City Hall.

Location

Network cable upgrades will be made at all the City Hall buildings, including the Administration Building, Community Development/Public Works building, Senior Center, Joan Pisani Community Center, and Corporation Yard.

Project Background

In 2010, the City upgraded its telephone system from a Toshiba Strata DK 280 private branch exchange (PBX) system to a ShoreTel Voice over Internet Protocol (VoIP) telecommunication system. The PBX system was replaced, because it had failed several times and the age of the system made it difficult to locate hardware and services for the system.

The new VoIP system operates over the existing network infrastructure and is connected to the City's computer network. Consequently, the new phone system has increased demand on City Hall network cables.

This project will replace existing Category 5 (Cat 5) cables with Category 6 (Cat 6) cables. The new Cat 6 cables will have double the bandwidth of the current Cat 5 cables, accommodating the increased network traffic. The increased network capacity will ensure that the City's data network, which now includes the phone system, remains operational.

Installation of the new network cables will be contracted out and managed by City staff.

Operating Budget Impacts

This project is expected to increase operational efficiency, as it will safeguard the City against failures caused by overwhelming network traffic. Staff time required to oversee this project is accounted for in the operating budget.

IT INFRASTRUCTURE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	March 2011	Prepare plans and specifications
Begin Bid Process	July 2011	Project estimates collected
Contract Award	August 2011	Contract approved and awarded
Estimated Start	September 2011	Project begins
Estimated Completion Date	November 2011	Project completed

NETWORK CABLING REPLACEMENT

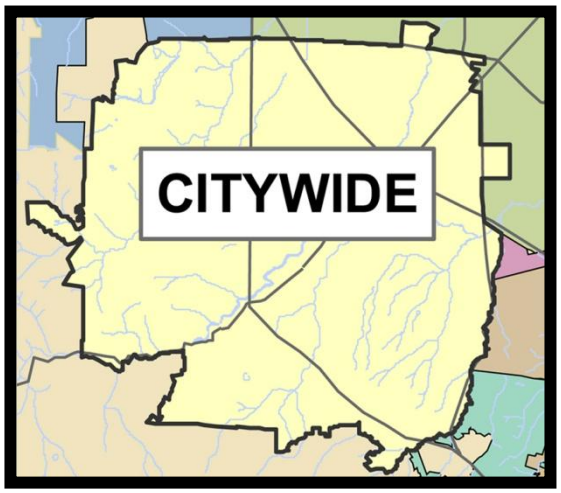
REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - IT Fund	-	-	-	25,000	-	-	-	-	**25,000**
TOTAL REVENUES	**-**	**-**	**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
CIP ADMINISTRATIVE FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	25,000	-	-	-	-	**25,000**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**-**	**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**

	Prior Year Activity	FY 2010/11 Actuals	Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	-	-	-	-	-	-	-
Revenues & T/I	-	-	-	25,000	-	-	-	-	**25,000**
Expenditures & T/O	-	-	-	25,000	-	-	-	-	**25,000**
ENDING FUND BALANCE	-	-	-	-	-	-	-	-	-

COMMUNITY PROGRAMS

COMMUNITY PROGRAMS



Project Name	Secondhand Smoke Prevention Program	**Project Number**	9441-001
Department	City Manager's Office	**Project Manager**	Crystal Morrow

Description

This project will facilitate development and implementation of policies intended to prevent exposure to secondhand smoke.

Location

The project will be implemented Citywide.

Project Background

In late 2010, the Santa Clara County Public Health Department awarded a tobacco prevention and control program grant to develop and implement policies that reduce exposure to secondhand smoke and prevent youth from accessing tobacco products. A total of $450,000 was set aside for cities in Santa Clara County and Saratoga's share is just over $20,000.

Saratoga has been authorized to use this grant money to:

- Purchase and install signage in recreation areas to inform the public that use of tobacco products in recreational areas is prohibited;
- Develop informational materials on the City's ban on tobacco products in recreational areas and the dangers of secondhand smoke; and
- Conduct research on, analyze, and draft (if authorized by the Council) new policies that further reduce potential exposure to secondhand smoke.

The tobacco prevention and control grant is part of the Communities Putting Prevention to Work Initiative, which is funded by the American Recovery and Reinvestment Act of 2009. The purpose of this initiative is to engage states and local governments in increasing physical activity, improving nutrition, decreasing obesity, and reducing the prevalence of smoking. Santa Clara County has received a total of $6.9 million from the Communities Putting Prevention to Work Initiative and the money is being used for a variety of activities, including the tobacco prevention and control program.

Operating Budget Impacts

Staff time is required to manage this project and fulfill grant reporting requirements. These expenses have been accounted for in the operating budget.

COMMUNITY PROGRAMS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	September 2010	Prepare plans and specifications
Grant Agreement Approval	December 2010	Grant agreement between the City and County Public Health Department is approved
Estimated Start	March 2011	Project begins
Estimated Completion Date	March 2012	Project completed

SECONDHAND SMOKE PREVENTION PROGRAM

REVENUES	Prior Year Funded	FY 2010/11 Actuals	Funding To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Funding
GRANT - CIP ADMINISTRATIVE FUND									
SCC CPPW Grant	-	3,072	**3,072**	15,102	-	-	-	-	**18,174**
Breathe CA Grant	-	2,000	**2,000**	2,000	-	-	-	-	**4,000**
TOTAL REVENUES	**-**	**5,072**	**5,072**	**17,102**	**-**	**-**	**-**	**-**	**22,174**

EXPENDITURES	Prior Year Expended	FY 2010/11 Actuals	Expended To Date	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Expended
GRANT - CIP ADMINISTRATIVE FUND									
Salary & Benefits	-	4,262	4,262	17,912	-	-	-	-	**22,174**
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**4,262**	**4,262**	**17,912**	**-**	**-**	**-**	**-**	**22,174**

	Prior Year Activity	FY 2010/11 Actuals	Estimated Total	Budgeted for Fiscal Year 2011/12	2012/13	2013/14	2014/15	2015/16	Total Project Activity
GRANT - CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	-	810	-	-	-	-	-
Revenues & T/I	-	5,072	5,072	17,102	-	-	-	-	**22,174**
Expenditures & T/O	-	4,262	4,262	17,912	-	-	-	-	**22,174**
ENDING FUND BALANCE	**-**	**810**	**810**	**-**	**-**	**-**	**-**	**-**	**-**

FUND DESCRIPTIONS

The basic accounting and reporting entity for the City of Saratoga is a fund. A fund is a fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created. Funds are established for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Funds used in government are classified into three broad categories: governmental, proprietary and fiduciary. Governmental funds include activities usually associated with a typical state or local government's operations (public safety, general government activities, etc.) Proprietary funds are used in governments to account for activities often found in the private sector (utilities, stadiums and golf courses are prime examples). Trust and Agency funds are utilized in situations where the government is acting in a fiduciary capacity as a trustee or agent. The various funds are grouped in fund types and categories as follows:

GOVERNMENTAL FUNDS

Includes activities usually associated with governmental entity operations, including public safety, planning and building services, parks and public works, and general administrative functions.

General Fund

The General Fund serves as the City's chief operating fund. All general tax revenues and other receipts not allocated by law or some other contractual agreement to other funds are accounted for in the General Fund. Expenditures of this fund include the general operating expenses traditionally associated with governments such as city administration, development services, public works, and public safety.

Special Revenue Funds

Special Revenue Funds are used to account for revenues that are legally restricted to expenditures for specific purposes. The City of Saratoga has the following types of Special Revenue Funds:

- ***Community Development Block Grant Funds*** – to account for federal block grant funds received for public service activities, ADA projects, and program administration fees.

- ***Landscape & Lighting District Funds*** – Saratoga currently has 25 special district funds which voted to have the City provide oversight and maintenance of trees, landscaping, irrigation systems, and lighting systems in neighborhood and commercial areas. These funds account for revenues and expenditures

Debt Service Funds

Debt Service Funds are used to account for the acquisition of resources and the payment of long-term debt on City obligations.

- ***2001 Series General Obligation Debt*** – established to account for the obligation incurred under the citizen approved 2001 General Obligation Bond debt for the Library remodel.

Capital Project Funds:

Capital Project Funds are used to account for the acquisition, construction, and improvement of capital infrastructure. The City budgets and accounts for capital projects in:

- ***Capital Project Funds*** – established to provide resources for capital projects funded from accumulated reserves and designated capital revenues.
- ***Development Impact Funds*** – accounts for revenues restricted for specific capital project uses.
- ***Grant Project Fund*** – budgets and accounts for projects funded in whole or in part by grant revenues.
- ***Gas Tax Fund*** – budgets and accounts for revenues and expenditures pertaining to the maintenance and construction of City Streets.

PROPRIETARY FUNDS

There are two classifications of proprietary funds: Enterprise Funds and Internal Service Funds. Enterprise Funds are used to account for activities that are operated in a manner similar to a private business enterprise, where the cost of the goods are to be financed or recovered primarily through user charges. The City of Saratoga does not currently utilize Enterprise Funds.

Internal Service Funds

Used to account for services provided to departmental programs by City-wide administered programs and staff. The City has several of these types of funds:

- ***Liability/Risk Management Insurance Fund*** – Accounts for insurance premiums, self-insured portion of claims, and administrative costs associated with settling claims. Charges are allocated to programs based upon liability risk and claim occurrence history.
- ***Worker's Compensation Self-insurance Fund*** - Accounts for insurance premiums, self insured portion of claims, and administrative costs associated with settling claims. Charges made to operating departments are based on liability risk and claim occurrence history.
- ***Office Support Services Fund*** – Photocopy equipment, postage and bulk mail meter expenses are controlled at one source point and expended to the departments as goods or services are utilized.

- ***IT Services Fund –*** Information Technology Services supports the delivery of technology based services and infrastructure, including desktop support, network systems, technology upgrades and initiatives, communication systems, and associated IT equipment.

- ***Vehicle & Equipment Maintenance Fund -*** Accounts for the cost of operating and maintaining vehicles and equipment used for service operations in various City departments.

- ***Building Maintenance Fund*** – Accounts for operational costs associated with building maintenance. Includes custodial supplies and services, maintenance and repair, utilities, and staffing costs.

- ***Vehicle & Equipment Replacement Fund*** – Established to accumulate funding for the replacement of vehicles and equipment. Replacement costs are charged to departments over the asset's life span reflective of usage.

- ***IT Equipment Replacement Fund*** – Established to accumulate funding for the replacement of information technology equipment. Replacement costs are charged to departments over the assets lifespan, reflective of usage.

FIDUCIARY FUNDS

Fiduciary Funds are used to account for assets held by the City acting in a fiduciary capacity for other entities and individuals. Such funds are operated to carry out the specific actions of trust agreements, ordinances and other governing regulations. There are two categories of fiduciary funds, Trust and Agency.

Trust Funds

Trust Funds account for assets held by the City in a trustee capacity where the City oversees the use of resources in accordance with formal trust agreements. The City does not currently administer this fund type.

Agency Funds

Agency funds account for assets held by the City in the capacity of an agent for individuals, governmental entities, and non-public organizations. The City currently administers two of these funds.

- ***KSAR Trust Fund*** – Accounts for assets deposited with the City by the local public television foundation board. Funds are held in trust and distributed to the KSAR board when requested.

- ***2001 Library Capital Project Fund*** – Accounts for the remaining bond funds from the 2001 GO Bond. Fund use is restricted for use toward capital improvements of the City's library building under direction of the Library Commission.

LIST OF FUNDS

GENERAL FUND 111

SPECIAL REVENUE FUNDS
Community Development Block Grant Fund 211
Saratoga Housing & Rehabilitation Program Fund 212
Landscape & Lighting Assessment District Funds 231-278

INTERNAL SERVICE FUNDS
Risk Management / Liability Fund 611
Workers Compensation Fund 612
Office Support Services Fund 621
Information Technology Services Fund 622
Vehicle & Equipment Maintenance Fund 623
Building Maintenance Fund 624
Equipment Replacement Fund 631
IT Equipment Replacement Fund 632

DEBT SERVICE FUNDS
2001 Series G.O. Bonds 311

TRUST AND AGENCY FUNDS
Library Capital Improvement Fund 711
KSAR Fund 712

CAPITAL PROJECT FUNDS
Capital Improvement Fund – Streets Projects 411
Capital Improvement Fund – Park and Trail Projects 412
Capital Improvement Fund – Facility Projects 413
Capital Improvement Fund – Administrative Projects 414
Tree Fund 421
Streets Grant Fund 431
Park & Trail Grant Fund 432
Administrative Grant Fund 434
Gas Tax Fund 481

LIST OF PROGRAMS

GENERAL FUND

Council & Commissions

City Council 1101
Commissions 1201

City Manager's Departments

City Manager's Office 2101
City Clerk's Office 2201

Finance & Administrative Services Department

Financial Services 3101
Human Resources Office 3301

Community Development Department

Development Services 4101
Advanced Planning 4102
Code Compliance 4103
Building & Inspection Services 4201

Public Works Department

General Engineering 5101
Development Engineering 5102
Environmental Services 5103
Streets & Storm Drains 5201
Parks & Landscape Maintenance 5301

Recreation Department

Recreation Services 6101
Teen Services 6102
Facility Rentals 6201

Public Safety

Public Safety Services 7101
Emergency Preparedness 7102

INTERNAL SERVICE FUND PROGRAMS

Finance & Administrative Services Department

Office Support Fund 3102
Information Technology Services Fund 3201
IT Equipment Replacement Fund 3202

Public Works

Vehicle & Equipment Maintenance Fund 5202
Vehicle & Equipment Replacement Fund 5203

Recreation & Facilities Department

Building Maintenance Fund 6202

Non-Departmental

Risk Management / Liability Fund 8401
Workers Compensation Fund 8501

SPECIAL REVENUE FUNDS

Community Development Department

CDBG Program Fund 4301
Saratoga Housing & Rehabilitation Program (SHARP) 4302

Public Works

Landscape & Lighting Assessment District Funds 5302

MAJOR REVENUE SOURCES

The City of Saratoga receives revenues from various sources which funds operations and infrastructure improvements. Most commonly known are the property tax revenues, sales tax, permits, licenses, and fees; however the City also receives revenues for services provided to the community, for rental of its facilities, revenues from other governmental agencies, known as intergovernmental revenues, various assessment payments and both operating and capital grants. The City's revenues are used, not to build wealth as in a business environment, but for the administration of the city, for community services, and for infrastructure maintenance and improvement. The amounts of revenues therefore, are the basis for determining the level and types of operational services that can be provided to the community.

One of the analytical tools used in the revenue projection process is the City's five year financial forecast for the General Fund. This forecast is developed early in the budget process by analyzing key factors such as prior year receipts, trending, and comprehensive economic data to determine emerging trends, and together with information subsequently received from the State, County, various agencies, municipal finance groups, and staff's expertise and judgment, is used as the basis in projecting budgeted revenues for the upcoming fiscal year.

Overall, for FY 2011/12, the City of Saratoga's Operating Budget revenues are projected to total $19.0 million, with $15.2 million of this revenue received in the General Fund. Capital Budget Revenues total $8.4 million, bringing total budgeted revenues to $27.4 million for the fiscal year.

Outside of the General Fund, Operating Budget revenues consist primarily of Internal Service Funds service charges (approximately $2.1 million). As this revenue is derived from internal billings to the City's organization and established for cost recovery accounting purposes, it is not included in this analysis as it is not a true revenue source. Other non-General Fund Operating Budget revenues include G.O. Bond Debt Service assessments, CDBG block grant revenues, and assessments from Landscape & Lighting Districts.

Budgeted capital project revenues include all outstanding grant reimbursement appropriations, which, while most will not be received in the current budget year, are included in appropriations to validate budgeted project expenditures. The net effect of this project tracking method is to overstate both revenue and expenditure in the Capital Budget as many capital projects are multi-year appropriations.

Major Revenues are categorized by fund type in the following discussions: General Fund Operating Revenues, Non-General Fund Operating Revenues, or Capital Project Revenues.

GENERAL FUND MAJOR REVENUES

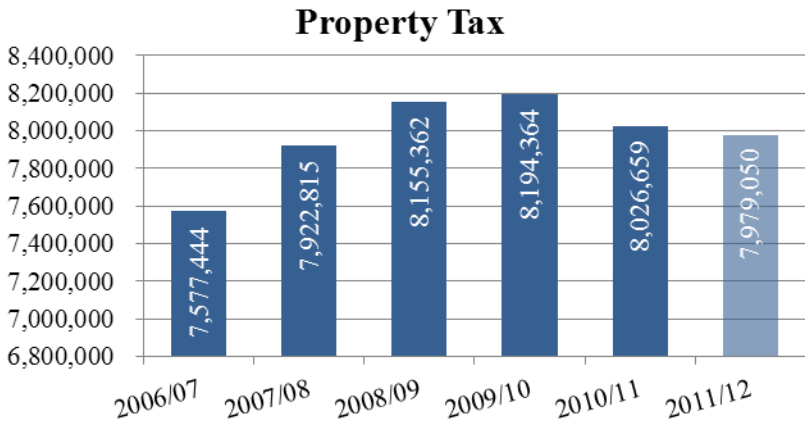
Each of the following Major Revenue sources includes descriptions of the revenue, underlying assumptions for the revenue estimates, and current revenue trends. The accompanying charts illustrate five years of actual receipts in the darker color bars, and the current budget year in a semi-transparent bar.

PROPERTY TAX

Property tax is imposed on real property (land and permanently attached improvements such as buildings) and tangible personal property (moveable property) located within the City. The 1% ad valorem tax assessed on Saratoga residents is allocated between the various State, County, and Local agencies which service the property. The City, a minimum services city currently receives approximately 5.5% of the 1.0% ad valorem tax paid.

Tax Equity Allocation - When Proposition 13 passed in 1978, it froze property taxes at their current levels. This action created significant problems for cities with low property tax rates. Subsequently, Section 98 of the California Revenue and Taxation Code was passed, establishing a minimum tax equity allocation of 7% of the 1.0% ad valorem tax to those cities below the average rate as a condition for Counties to receive trial court funding. Because Santa Clara County determined it would receive less from trial court funding than from the additional tax moneys flowing to the four low tax cities (Saratoga, Cupertino, Los Altos Hills, and Monte Sereno), additional legislation was enacted which limited the four low property tax cities in Santa Clara County to just 55% of the 7% minimum allocation. In 2006, Assembly Bill 117 repealed the 55% limit, however it required the cities to continue to remit the County's ERAF rate on these funds so that the bill would have no effect on the State Budget, and therefore, avoid the Appropriations Committee. (The ERAF rate the County remits to the State is 47.7%, whereas the cities rate ranged from 7.53% to 17.37 %.) Although made partially whole, these four cities continue to be treated differently than the State's other TEA cities. For Saratoga, these legislative adjustments mean that since 2006, the City receives approximately 5.46% of the 1.0% property tax paid by residents.

Current Assumptions - With the economic downturn, property values decreased. For Saratoga, property values fared better than many other cities due to its excellent schools, beautiful neighborhoods, high-value homes, and stable residency. Once a resident buys a home in Saratoga they tend to own it on a long term basis, and with above average income levels, most residents were better able to withstand the financial downturn as reflected in the minimal number of foreclosures in the City. With property values decreasing, housing turnover declined; residents held onto their homes rather than sell at a lower price. In addition, the County Assessor's Office notified residents they would reassess properties and lower assessments if appropriate. However, due to the County's backlog in addressing these appeals, property tax revenues remained stable in FY 2009/10. Since then, the backlog is being addressed and lower assessments are decreasing property tax revenues. As a result, Property Tax revenues reflect a decrease in both FY 2010/11 and 2011/12.



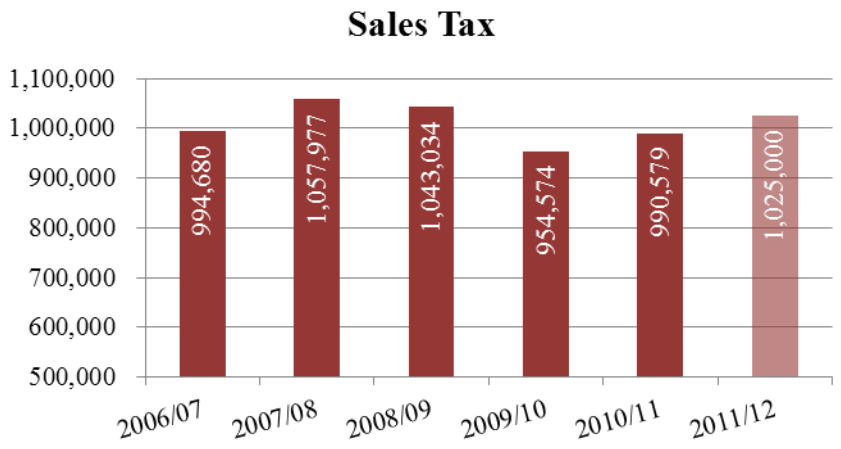
The increase seen in FY 2006/07 is the result of Assembly Bill 117 returning a portion of the Tax Equity Allocation funds back to the City at the same time as property values were steadily increasing.

SALES AND USE TAX

Sales Tax is imposed on retailers for selling tangible personal property in California. Use Tax is imposed on the user of a product purchased out of state and delivered for use in California. The State receives 8.25 cents and the City receives 1 cent of the 9.25 cents paid on every dollar of taxable sales in the City.

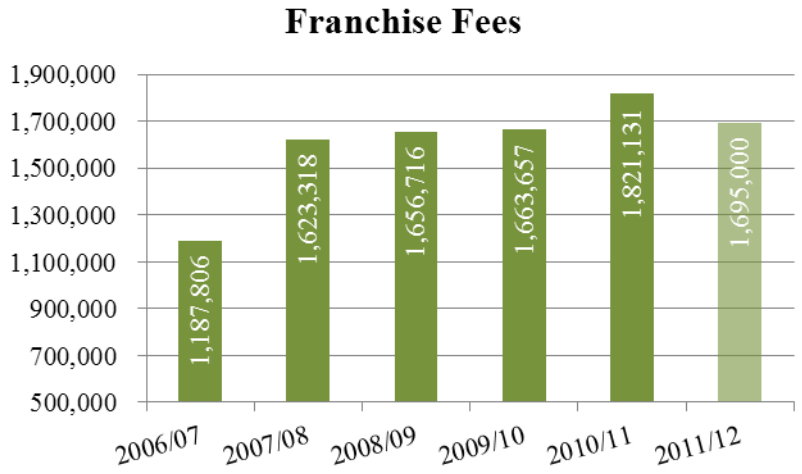
As a side-note, under the Triple-Flip funding realignment of 2004, the City's 1 cent portion was restructured to be three-fourths of 1 cent of Sales Tax, with the remaining one-fourth of the 1 cents temporarily received as Property Tax. This restructuring of the 1 cent will revert back to full Sales Tax after the State pays off a bond issue.

Saratoga is primarily a semi-rural neighborhood community with limited retail sources, therefore Sales and Use Tax is small in comparison to other cities its size. The City's Sales Tax revenue is derived primarily from restaurants, grocery and drug stores, and gas stations. In an average year, the City receives about $1 million, however; with the economic downturn, revenue dropped about 8% in FY 2009/10. A large portion of this decrease was due to the State decreasing its estimated payments more than necessary. Sales Tax revenue saw a small increase the following year, and is expected to increase slightly in FY 2011/12 and the outgoing years as the economy begins to stabilize.



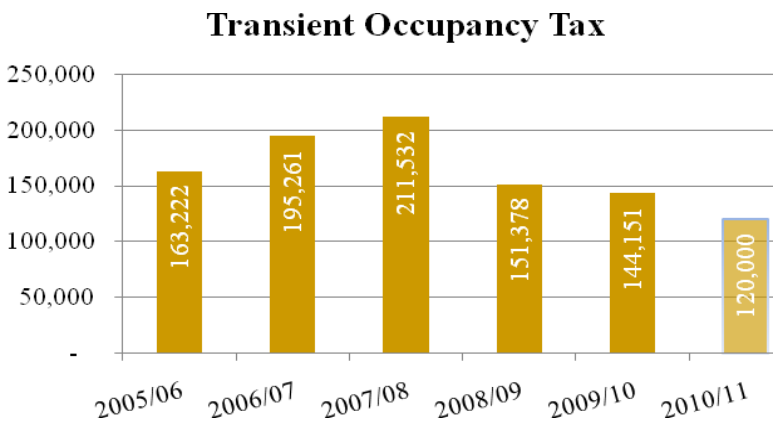
FRANCHISE FEES

Franchise Fees are levied by the City on a variety of utilities at various rates. A State agency establishes franchise fee rates for utilities regulated by them (2% of gross revenues for gas and electricity), while other utility franchise fee rates are set by State law, such as linear feet of pipeline for water utilities. The State's contract for cable service providers was adopted by the City; the contract set the fees at 5% of gross revenue, with an additional 1% passed through to the Public Education & Government public television organization servicing the City. A Joint Powers Authority agreement for local cities dictates solid waste fees. Franchise Fee revenue is fairly stable from year to year, however a significant increase in solid waste fees in FY 2007/08 was due to the structure of a new solid waste franchise agreement. FY 2010/11 reflects an increase in solid waste fees. Outgoing years are expected to remain fairly flat.



TRANSIENT OCCUPANCY TAX

Transient Occupancy Taxes (TOT) are levied on short term rentals, such as hotel, motel, or inn guests who are occupying a rented room for 30 days or less. The City's TOT rate is 10% of the room rental rate. Although the tax is collected for the City by the rental operators, it is a tax on the occupant, not the hotel, motel, or inn. The rental operators are required to collect this tax and submit it to the City on either a monthly or quarterly basis.



The City currently has two hotel/motel/inns from which TOT revenue is collected. As the graph below shows, revenues are directly aligned with the economic contraction in the last two years, and are expected to remain flat into FY 2010/11.

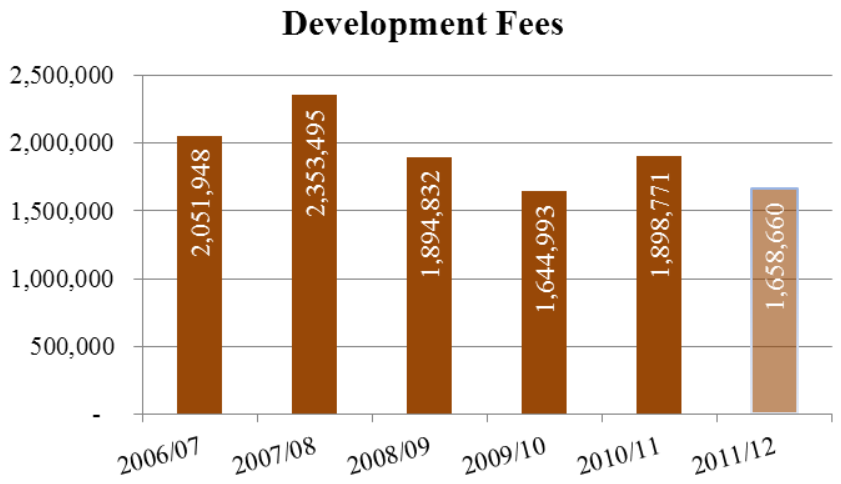
BUSINESS TAXES

Business Taxes are comprised of Business License Tax Fees, Supplemental Business License Taxes levied on Contractors pulling a building permit, and a Construction Tax of $1 dollar per square foot of new floor area levied on building permits. Anyone conducting business in the City of Saratoga is subject to a municipal business license tax. The tax is not regulatory; however a business must be in compliance with City regulations in order to be issued a license to operate in the City. The Supplemental Business License Tax is a development tax based on building value, thereby more fairly taxing a contractor's use of City's infrastructure based on the level of construction activity.

The City contracted with an outside consultant for a compliance audit beginning in FY 2008/09. The auditors found many businesses were out of compliance and additional revenue was generated, however this audit began just as the economic downturn was severely impacting development. As a result, the supplemental portion of the business license tax and the Construction Tax decreased significantly. As shown in the graph, FY 2009/10 reflects a significant decrease from the prior year, and FY 2010/11 revenues and 2011/12 budget projections reflect the continued decrease as construction activity is expected to remain at a decreased activity level in the near future.

DEVELOPMENT FEES

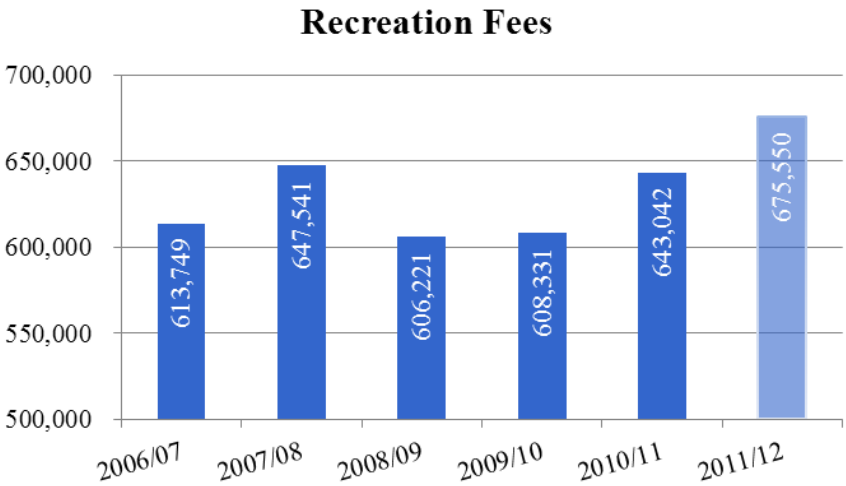
Development Fees are considered User Fees based on the rationale that the services rendered is primarily for the benefit of the requestor. These Development Fee services include planning reviews, planning applications, building plan reviews, engineering reviews, building inspections, and all permits, fees and costs associated with performing these services. The services are regulatory to ensure compliance with all applicable laws, and to ensure health and safety of the community. Although the entire community benefits from the enforced regulatory program, the requestor of the service initiates the development changes and should pay most or all of the costs. The City reviews development and other user fees each year to determine if the established fees are maintaining cost recovery objectives.



As evidenced by the graph, development fee revenue dropped in line with the credit crunch generated by the economic downturn in FY 2009/10, with development revenues decreasing by more than $700,000 over two years. FY 2010/11 revenue reflects an increase in building permit fees, due to a townhome subdivision project that began construction. FY 2011/12 revenues are expected to come in lower as the economy continues to be contracted; however, there are a number of approved projects ready for construction that may begin. As project activity is uncertain, they were not included in budgeted projections. For this same reason, outgoing year's revenues are expected to remain at decreased activity levels.

RECREATION FEES

Recreation Fees are considered User Fees subject to cost recovery objectives as the services rendered are primarily for the benefit of the requestor. Recreation Fees include various exercise, skill development, and entertainment type classes for all age groups and are available to both the Saratoga Community and non-residents.

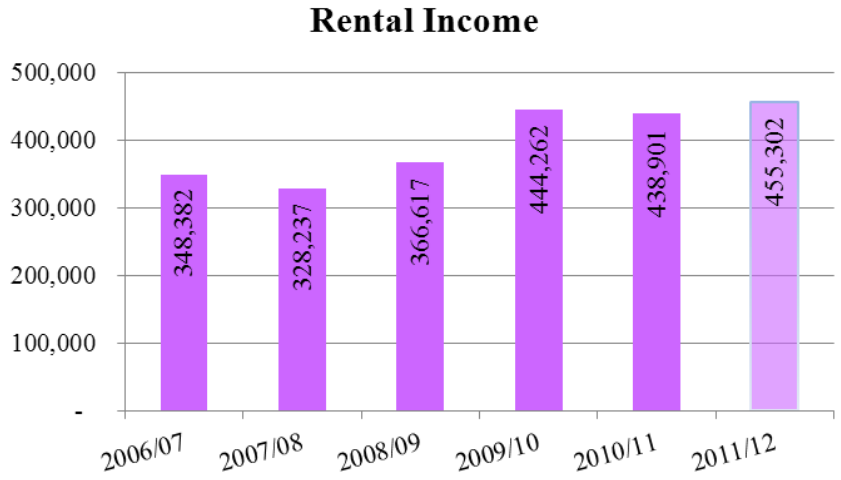


The City offers very popular excursion trips throughout the year, and children's camps during the summer and winter holidays. Recreation services are primarily contracted out to class instructors, who either pay a fee to hold their classes on the premises, or are paid a portion of the fees received for the classes. Non-residents pay a slightly higher fee in most class or camp categories.

Recreation Fees reflect an increase over the last two years due to additional classes a very popular dance school's program being added to the class roster. There are a numerous classes which are drawing in a greater use of the facilities. Revenues in the upcoming years are expected to maintain at this level.

RENTAL INCOME

The City maintains numerous indoor and outdoor facilities for use by the public. This includes the Community Center and Saratoga-Prospect Center buildings, the many parks and sport fields in Saratoga, as well as cell tower leases for satellite antennas on City owned property to wireless communication companies. Facility staff oversees the facilities and manages the facility rentals and hourly park rentals. The Parks Division oversees the maintenance of the parks and sport fields and manages the sport user group contracts and team use.

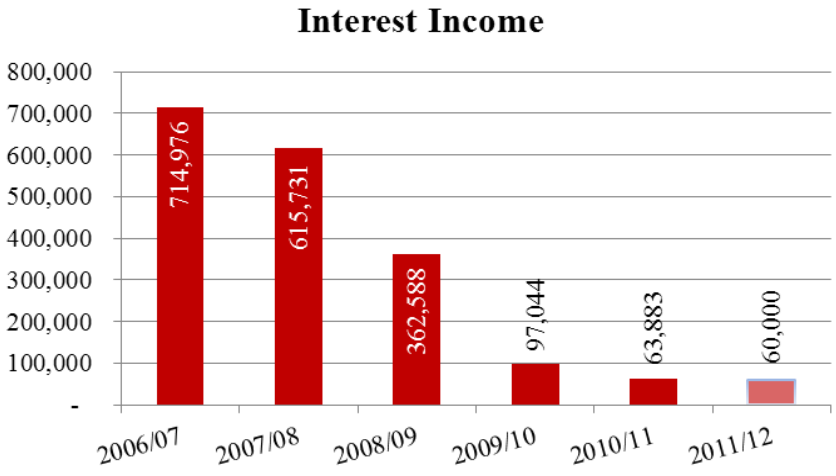


Unlike the other revenue streams, Rental Income has increased during the economic downturn, in part due to the low cost of the facilities, and also from the addition of the Saratoga Prospect Center facilities and two new sport user fields located at Prospect High and West Valley College.

FY 2011/12 revenues are expected to continue at the higher levels seen in the last two years due to the ongoing sport user agreements and the increased rental activity seen at the Saratoga Prospect Center due to the building improvements.

INTEREST INCOME

The City earns interest on funds not immediately required for disbursement, on funds accumulated for future use in operations and capital projects, and on funds held as reserves for specific purposes.



Saratoga's investment policy establishes a wide array of authorized and suitable investments in alignment with State government code; however the City's ongoing practice is to restrict investments to the Local Agency Investment Fund (LAIF)

Interest earning have been a significant income source in past years, however as the economy slipped into the Great Recession, interest rates

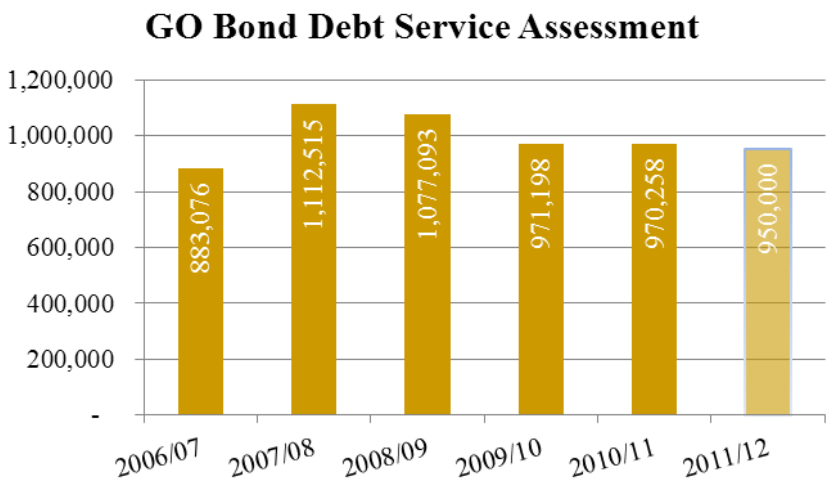
dropped to historic lows at a rapid pace, the City received less and delayed revenues thereby diminishing idle funds, and as a result, the City's interest earnings fell quickly to an astounding low.

The expected average fund balance and interest rates are the key factors in projecting budgeted revenue, and as interest rates continued to hold at rock-bottom levels, the projection for FY 2011/12 interest income reflect a full year at historic low rates. While interest rates are expected to return to normal levels eventually, the climb back up is expected to progress at a much slower pace.

NON-GENERAL FUND OPERATING REVENUES

G.O. BOND DEBT SERVICE ASSESSMENTS

In March 2000, the citizens of Saratoga approved the issuance of General Obligation Bonds to pay for improvements to the City's library building. With this bond approval, property owners are to be assessed an additional property tax levy over thirty years to fund the debt service (principal and interest payments) resulting from the bond issuance. The levy is assessed on property tax bills as a percentage of property tax valuation, as are school and Water District bonds.

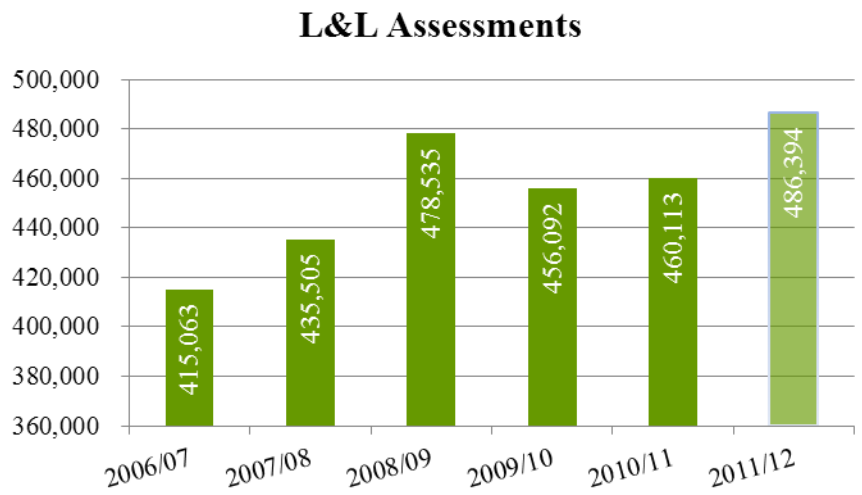


In prior years, the City's tax levy rate was structured to yield a total levy amount approximately equal to the fiscal year's debt service, however with rising property tax growth, receipts surpassed debt service payments each year, and the Debt Fund reserves now exceed debt service payment requirements. Since FY 2009/10, the levy calculation was structured to assess slightly less than the debt service payment requirements to reduce property owner's levies at a consistent level and thereby bring the fund balance closer to annual funding requirements.

LANDSCAPE & LIGHTING ASSESSMENTS

Assessment Districts are a defined area of land which, by majority election of the property owners, has voted to allow the City to assess levies on each parcel to pay for public improvements or services provided within a predetermined agreement for the benefit of the property owners. The City currently has 24 Assessment Districts. Some of the districts provide for street lighting services, others for landscaping services, and a few for both. Seven of the districts are funded by property tax assessments as they were in effect prior to Proposition 13. The remainder, and in some cases some of those with property tax assessments, have agreed to charges known as benefit assessments added on to their tax bills.

The district expenses are generally consistent, allowing for minor increases each year due to increasing utility and service costs. On occasion improvement projects or repairs occur which require each of the districts to have sufficient funds on hand to pay for these major expenses. The City strives to assess the parcels at a slightly higher level than expenditures to keep a positive fund balance.



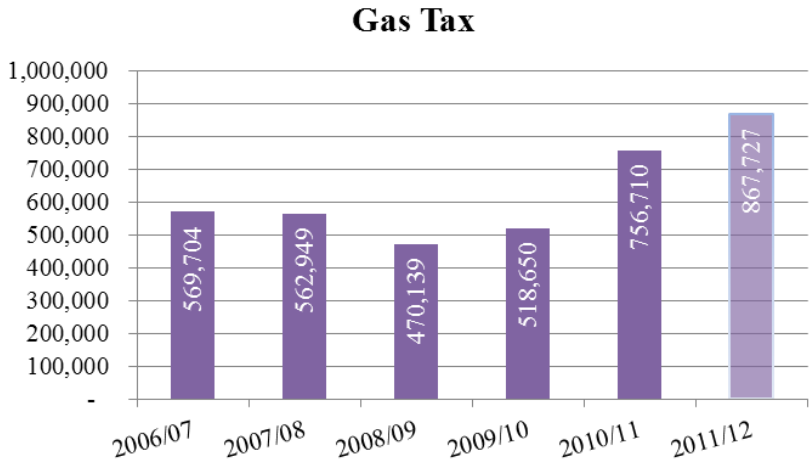
As the graph above shows, the FY 2009/10 assessments decreased slightly. The reduction in assessments resulted in reduced special project costs overall, and thereby a slightly lower assessment was required. FY 2011/12 reflects an increase in the assessment consistent with special project activity.

CAPITAL PROJECT REVENUES

MOTOR VEHICLE FUEL TAX (GAS TAX) REVENUES

The State of California imposes excise taxes on transportations fuels, which in turn is allocated to Cities and Counties under various complex formulas, on a share basis. This tax allocation revenue is required to be recorded in its own account, and an annual "Streets Report" must be filed with the State each year to document how the funds were expended. State law requires all motor vehicle fuel tax funds allocated must be expended for the construction, improvements, and maintenance of public streets, which includes engineering and administrative costs necessarily incurred in the foregoing purposes.

Gas Tax Revenues are derived from the 18 cents per gallon tax on fuel purchased within city limits, as determined by the State's allocation formulas. For Saratoga, the key factors in projecting these revenues are historical revenues and the cost of gas – as well as the State's projections for the year.

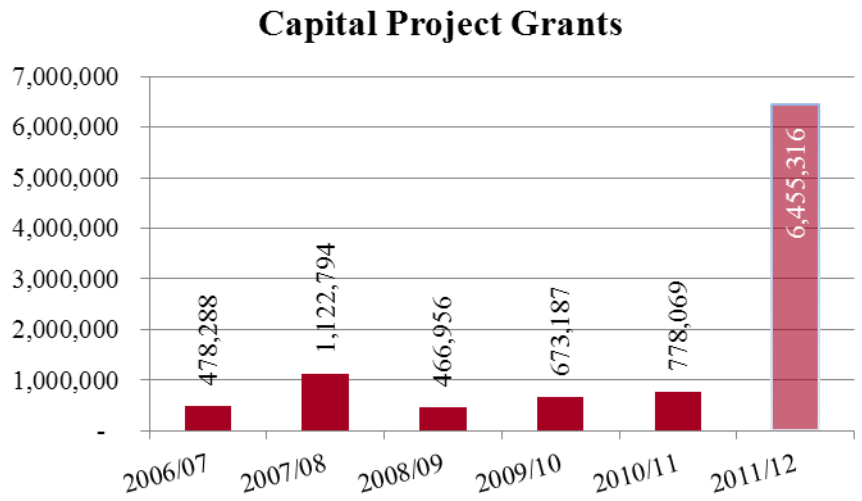


Typically, as gas prices rise, gas usage tends to go down, and the city in turn receives less revenue, as was seen in FY 2008/09. A significant change effective with the 2010/11 fiscal year was the restructuring of Prop 42 TCR funding. It is now allocated as Gas Tax Revenue; hence the increase in this revenue category equal to the TCR allocation for the current budgeted fiscal year and ongoing.

-9 THROUGH
CAPITAL GRANT REVENUES

Grants are applied for and awarded from various Federal, State, and Local agencies. Grants are restricted for specific purposes and often require some percentage of matching funds. The City's capital grants are primarily obtained for street maintenance and improvements, bridge repairs, traffic safety improvements, and park improvements.

In the chart below, the darker bars reflect actual grants received in each fiscal year, while the end semi-transparent bar reflects budgeted revenues. As mentioned earlier, budgeted capital project revenues include all outstanding grant reimbursement appropriations, which, while most will not be received in the budget year, are included in appropriations to validate budgeted project expenditures.



The net effect of this project tracking method is to overstate both revenue and expenditure in the Capital Budget as many capital projects are multi-year appropriations. Hence, budgeted capital project grants far exceed actual expectations. Budgeted amounts reflect all known capital grants at the time of budget adoption, with the influx of grants in the last year and major construction work being completed this year, the City will receive more grant revenue than average – estimated at approximately $2 million during the 2011/12 fiscal year.

CITY OF SARATOGA STATISTICS

STATISTICAL CATEGORIES

City Demographics

Community Facilities

Climate

Population Factors

- City Population
- Population by Age Groups
- Population Ethnicity
- Population Occupations
- Annual Income
- Population Education

Housing Factors

Economic Factors

- Net Taxable Assessed Value History
- Property Tax Assessments by Category
- Top Property Taxpayers
- Property Tax Allocations

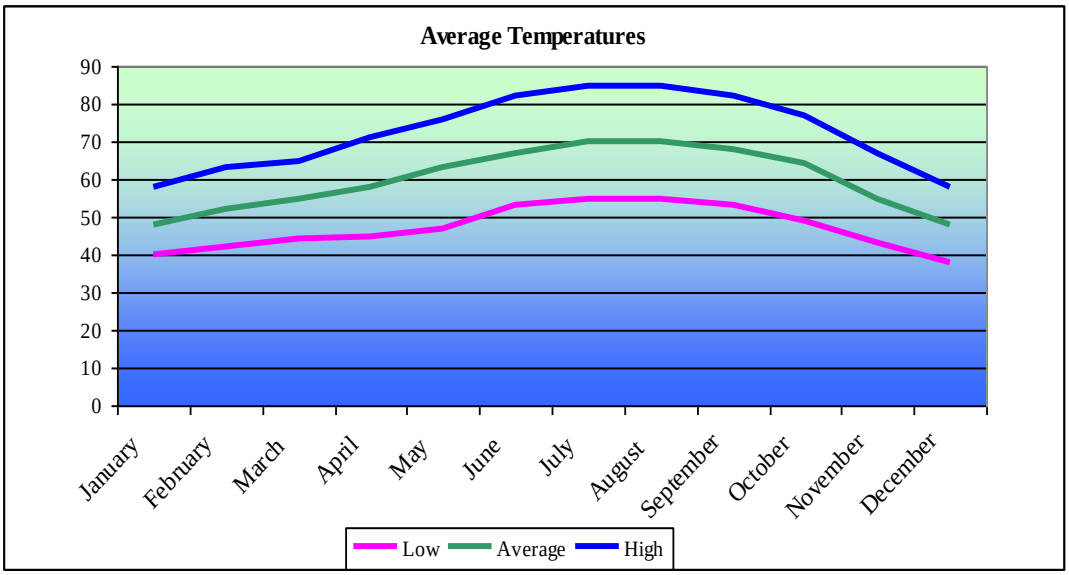
CITY DEMOGRAPHICS

Current City Area:	12.1 square miles
Incorporated:	1956
Elevation:	410 feet
Miles of Streets:	135.2 miles
Number of Traffic Signals:	25
Number of Registered Voters:	19,009
Form of Government:	Council/Manager
City Employee/Citizen Ratio:	1: 561

COMMUNITY FACILITIES

87 acres of parklands
14 neighborhood and specialty parks
250 acres of designated open space
Joan Pisani Community Center
Community Theater
Saratoga Prospect Center
Saratoga Public Library and Book-Go-Round
Saratoga Historical Museum and Pioneer McWilliams House

CLIMATE	SARATOGA	US
Average Rainfall:	24.7 inches	36.6 inches
Average Days of Precipitation	58 days	101 days



Average temperature from May to October	50 – 86 degrees Fahrenheit
Average temperature from November to April	40 – 65 degrees Fahrenheit

Source: City of Saratoga

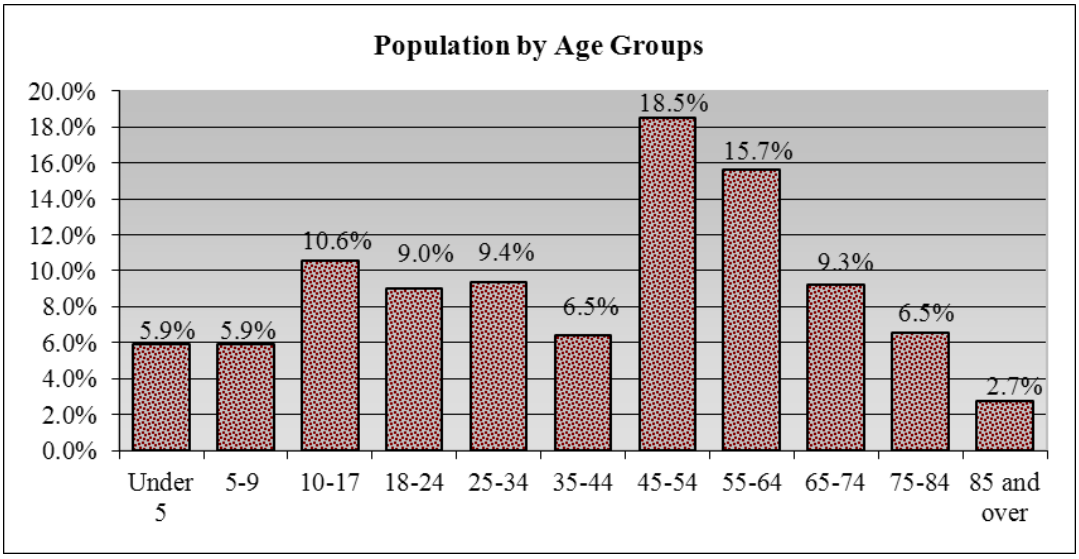
POPULATION FACTORS

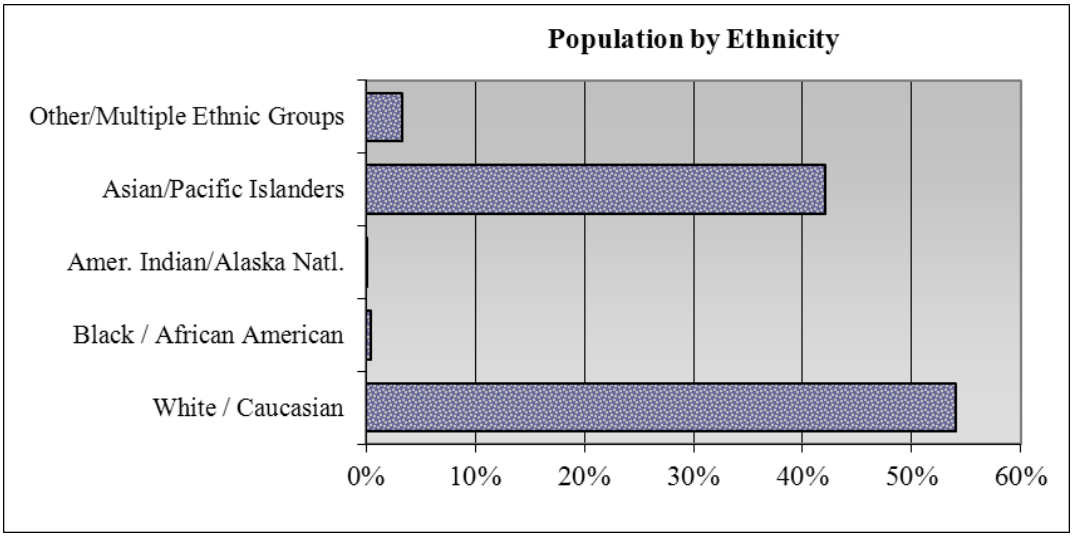
Data from CA Department of Finance

1970 Census:	26,810
1980 Census:	29,261
1990 Census:	28,061
2000 Census:	29,849
2010 Census:	29,926
January 1, 2011 estimate	30,195
State ranking in population:	233 of 481cities

POPULATION DEMOGRAPHICS

Data from Nielsen Reports





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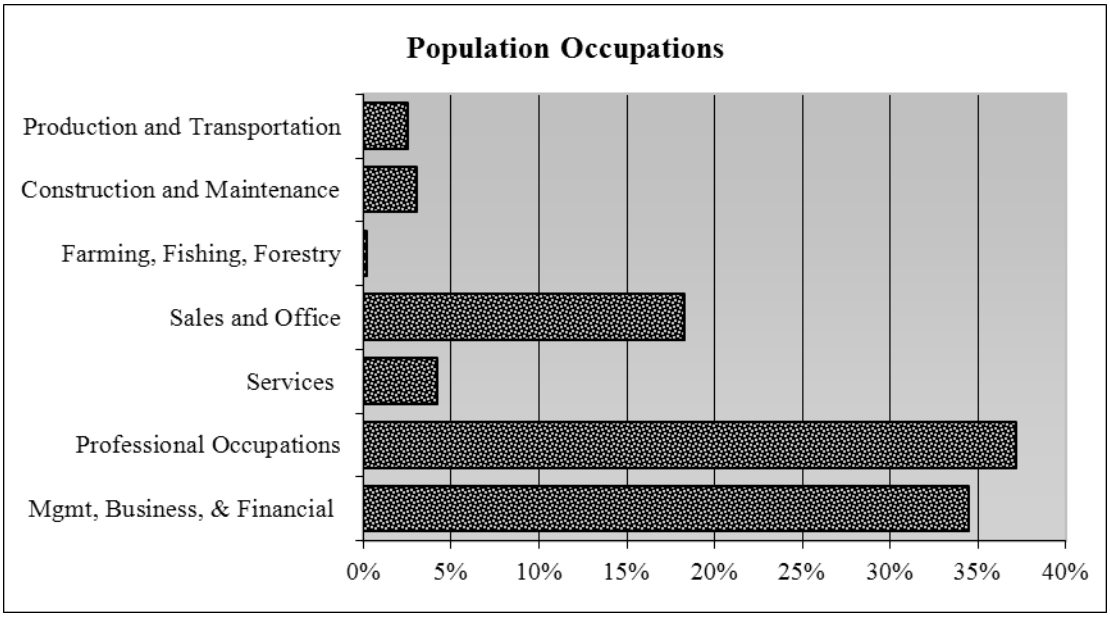

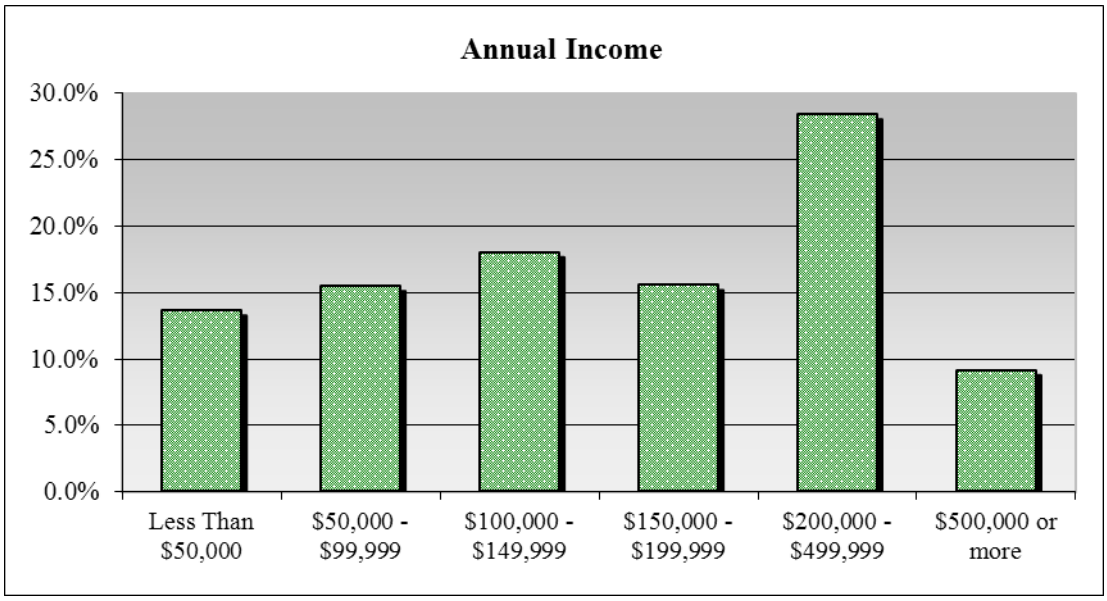

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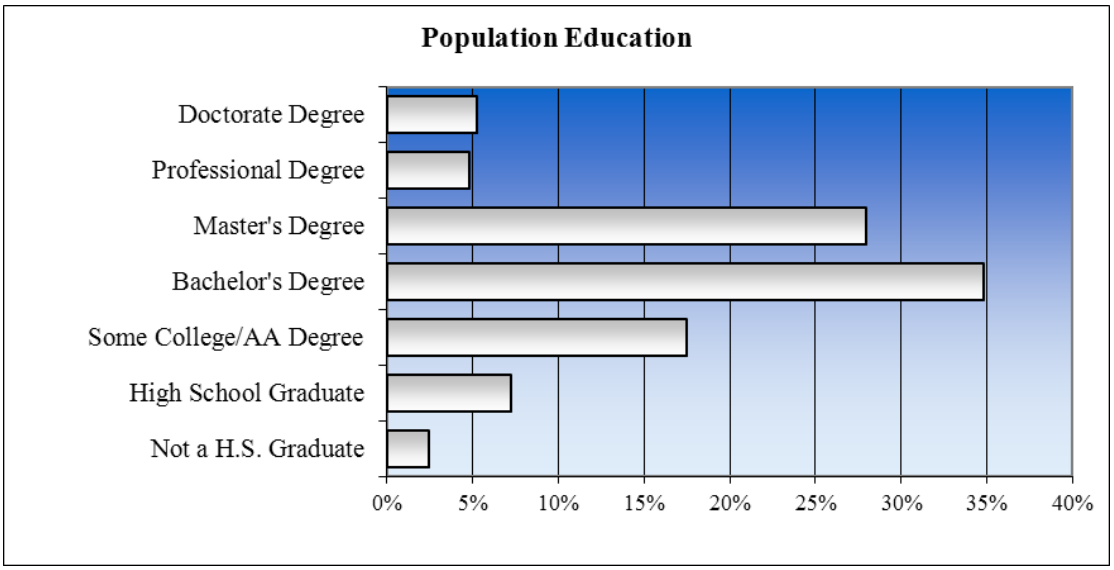
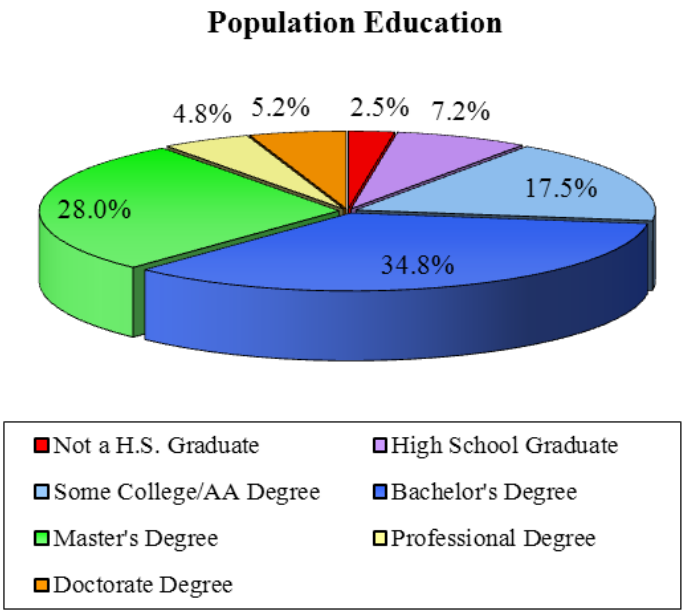
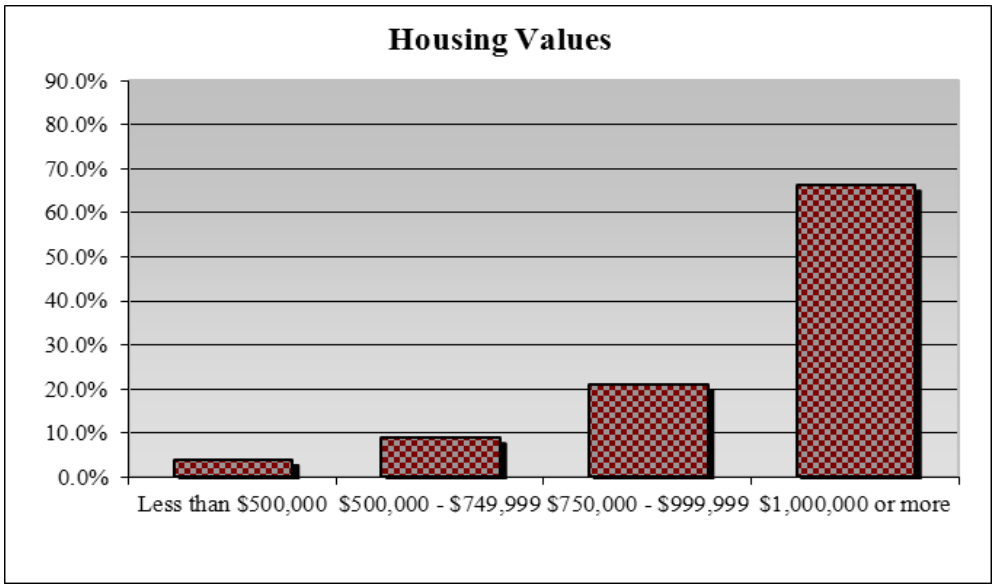


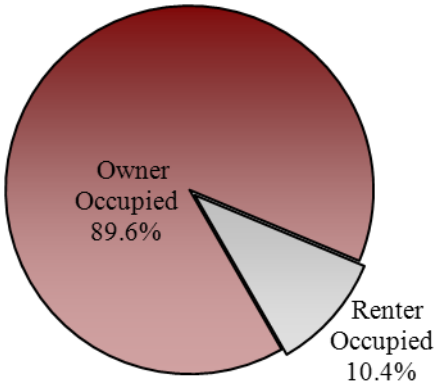


HOUSING FACTORS

Data from Nielsen Reports



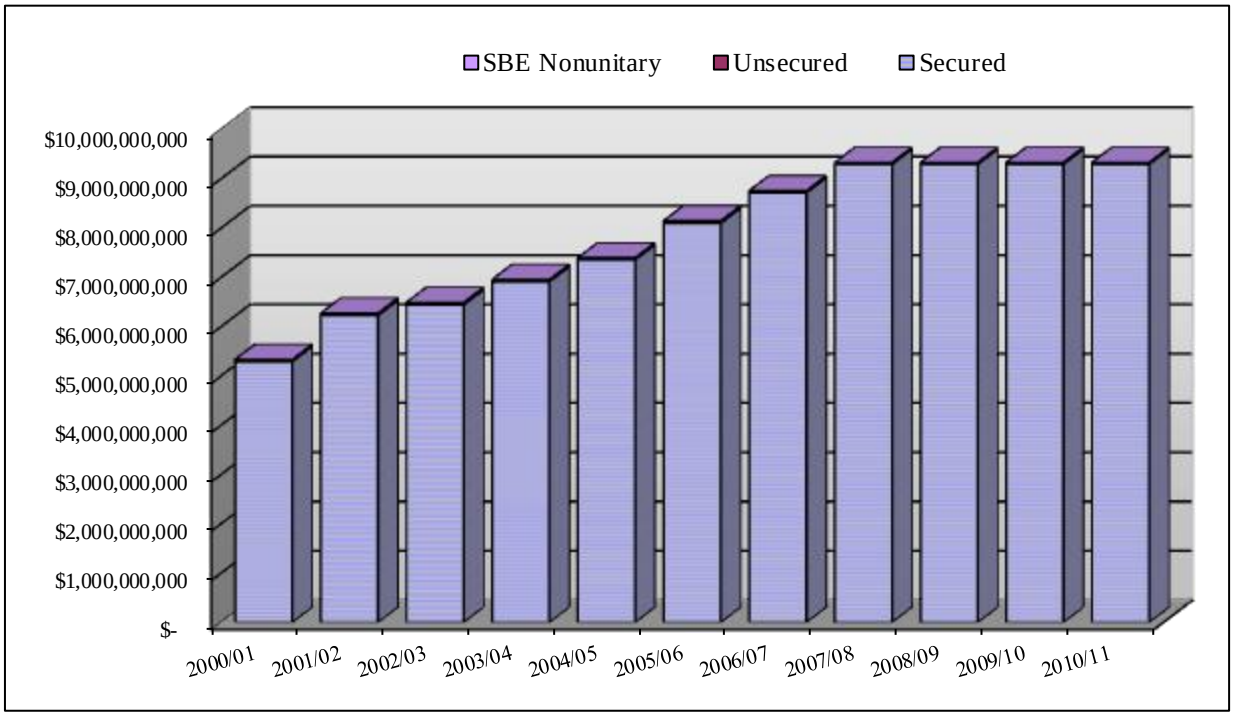
Housing by Resident Ownership



ECONOMIC FACTORS
Source: HdL,Coren & Cone Reports

Net Taxable Assessed Value History
2000/01 - 2010/11 Taxable Property Values

Lien Year	Secured	Unsecured	SBE Nonunitary	Net Total AV	%Change
2000/01	5,292,676,050	38,834,863	116,518	5,331,627,431	10.53%
2001/02	6,227,826,411	42,904,985	729,714	6,271,461,110	17.63%
2002/03	6,441,614,970	46,485,308	1,150,691	6,489,250,969	3.47%
2003/04	6,912,443,373	41,386,146	140,256	6,953,969,775	7.16%
2004/05	7,353,900,797	39,781,926	175,015	7,393,857,738	6.33%
2005/06	8,100,857,149	43,433,397	163,247	8,144,453,793	10.15%
2006/07	8,717,263,637	38,112,166	134,221	8,755,510,024	7.50%
2007/08	9,295,850,465	34,102,900	-	9,329,953,365	6.56%
2008/09	9,893,469,336	40,892,307	-	9,934,361,643	6.48%
2009/10	10,013,048,698	54,542,896	-	10,067,591,594	1.34%
2010/11	9,911,516,040	51,896,057	-	9,963,412,097	-1.03%



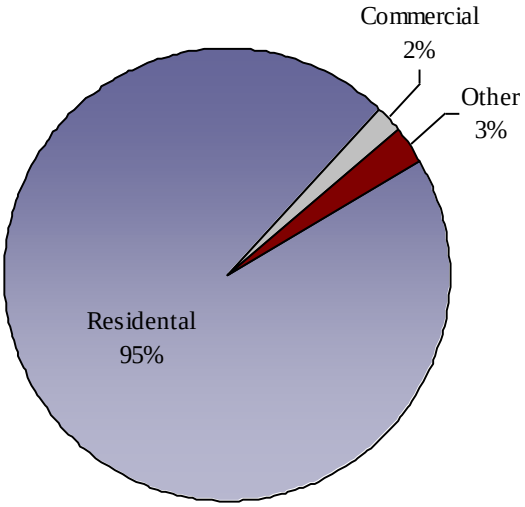
Basic Property Value Table

FY 2010/11 Assessments

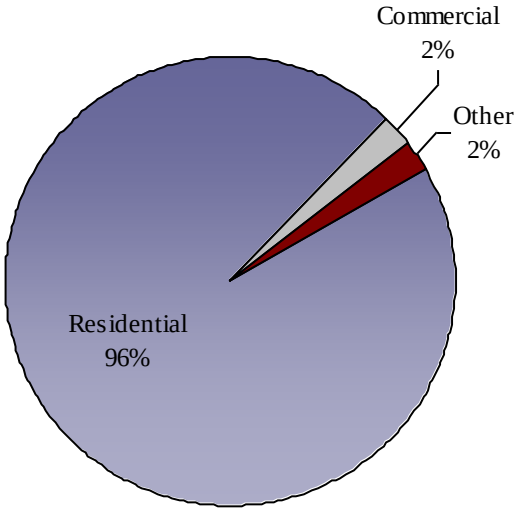
Category	Parcels	Assessed Value	Net Taxable Value
Residential	10,516	$ 9,639,781,777	$ 9,531,576,585
Commercial	165	234,675,430	221,119,338
Industrial	2	9,514,257	9,514,257
Governmental	1	334,355	334,355
Institutional	25	49,446,300	13,931,158
Irrigated	44	26,255,625	26,255,625
Miscellaneous	48	14,910,590	14,910,590
Recreational	5	17,152,719	5,999,649
Vacant Land	240	88,493,617	87,874,483
Exempt	211	-	-
SBE Nonunitary	*(1)	-	-
Unsecured	*(444)	57,171,956	51,896,057
Totals	**11,257**	**$ 10,137,736,626**	**$ 9,963,412,097**

** not included in parcel total*

Assessed Value



Net Taxable Value



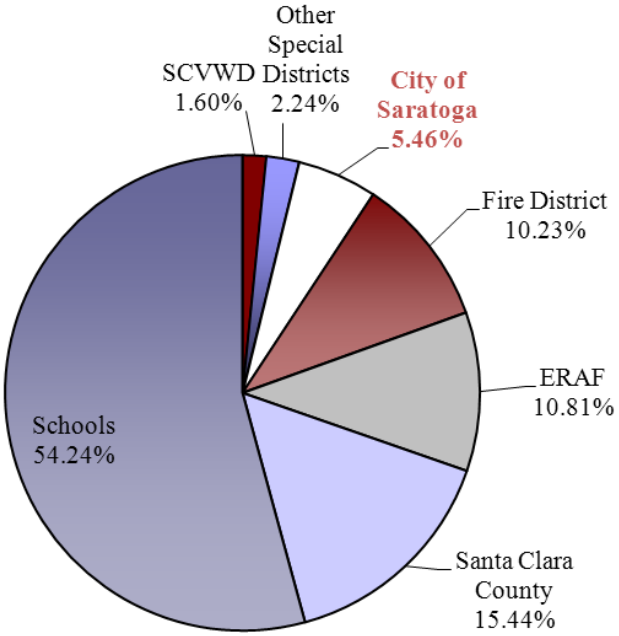
Source: HdL, Coren & Cone Reports

Top Property Taxpayers
FY 2010/11

Owner	Parcels	Assessed Value
Cupertino Villages Association LLC	1	34,806,646
Quito Village Associates LLC	1	19,000,000
Keller Family Living Trust	2	18,456,155
San Jose Water Works	31	14,675,569
Gregpenn Properties LLC	1	14,389,914
John M. Sobrato	2	13,288,933
Argonaut Associates LLC	5	10,485,540
Ashok Krishnamurthi Trustee	2	10,414,429
Public Storage Inc	1	9,407,266
Coyote Properties IV LLC	3	8,305,507

Source: HdL,Coren & Cone Reports

Property Tax Distribution
FY 2010/11



Average Property Tax Distribution

Agency	Allocation %	Allocation $
Santa Clara Valley Water District	1.60%	1,598,100
Other Special Districts	2.24%	2,227,800
City of Saratoga	5.44%	5,420,100
SCC Fire / Saratoga Fire District	10.23%	10,192,600
Educational Relief Augmentation Fund	10.81%	10,770,400
Santa Clara County	15.44%	15,383,500
Schools	54.24%	54,041,500
	100.00%	99,634,121

Source: Santa Clara County and HdL, Coren & Cone Reports

LIST OF ACRONYMS

Following is a list of acronyms common to local government terminology:

AB	Assembly Bill
ABAG	Association of Bay Area Governments
ADA	American Disabilities Act
ARS	Automated Reporting System
BMP	Below Market Price (Housing)
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CERT	Community Emergency Response Team
CLEEP	California Law Enforcement Equipment Program
CIP	Capital Improvement Program
COP	Certificates of Participation
CSMFO	California Society of Municipal Finance Officers
CSO	Community Services Officer
CY	Current Year
DART	Disaster Aid Response Team
DOJ	Department of Justice
EOC	Emergency Operations Center
ERAF	Educational Revenue Augmentation Fund
FEMA	Federal Emergency Management Agency
FTE	Full-Time Equivalent (2080 annual work hours)
FY	Fiscal Year
GAAP	General Accepted Accounting Principals
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographical Information System
GO	General Obligation (Bond)
HCD	Housing and Community Development
HHW	Household Hazardous Waste
HUD	Housing & Urban Development
HVAC	Heating / Ventilation & Air Conditioning
IT	Information Technology
JPA	Joint Powers Authority
LAIF	Local Agency Investment Fund
LLD	Landscaping & Lighting District
LT	Long-Term (as in Long-Term Notes Receivable)

MIS	Management Information Systems
MOU	Memorandum of Understanding
MVLF	Motor Vehicle in Lieu Fee (see also VLF)
NPDES	National Pollutant Discharge Elimination System
OCJP	Office of Criminal Justice Planning
OES	Office of Emergency Services
PCI	Pavement Condition Index
PERS	Public Employees Retirement System
POA	Police Officers Association
PW	Public Works Department
PSAP	Public Safety Answering Point
PY	Prior Year
RDA	Redevelopment Agency
SB	Senate Bill
SCC	Santa Clara County
SLESF	Supplemental Law Enforcement Services Fund Grant
TDA	Transportation Development Act
TEA	Tax Equity Allocation
TFCA	Transportation Fund for Clean Air
TOT	Transient Occupancy Tax
VLF	Motor Vehicles In Lieu Fee (see also MVLF)
VTA	Valley Transportation Agency
WVSD	West Valley Sanitation District

GLOSSARY

Accounting System - The set of records and procedures that are used to record, classify, and report information on the financial status and operations of the City.

Accrual Basis Accounting - Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.

Ad Valorem - Latin for "in proportion to the value". This refers to property taxes levied on value and includes the General Obligation (G.O.) Bond rates added to the 1% rate allowed by Prop. 13. These rates are applied to the secured, unsecured, supplemental, and other miscellaneous tax rolls.

Adoption - Formal action by the City Council, which sets the spending limits for the fiscal year. The City's budget is adopted by Council resolution.

Agency Fund – A fund used to account for assets held by the City in the capacity of an agent for individuals, organizations, or other governmental entities.

Annual Budget - A budget applicable to a single fiscal year.

Appropriation - An authorization made by the City Council, which permits officials to incur obligations against and to make expenditures of government resources. Appropriations are typically granted for a one-year period.

Assessed Valuation - A value established for real property for use as a basis in levying property taxes. For all agencies in the State of California, the County for the secured and unsecured property tax rolls establishes assessed value; the utility property tax roll is valued by the State Board of Equalization. Under Article XIII of the State Constitution (Proposition 13 adopted by the voters on June 6, 1978), properties are assessed at 100% of full value. Proposition 13 also modified the value of real taxable property for fiscal 1979 by rolling back values to fiscal 1976 levels. From this base of assessment, subsequent annual increases in valuation are limited to a maximum of 2%. However, increases to full value are allowed for property improvements or upon change of ownership. Personal property is excluded from these limitations, and is subject to annual reappraisal.

Assessment Fund –A fund used to account for special levies made against certain properties to defray part or all of the costs of a specific improvement or service deemed to primarily benefit those parties.

Audit - Prepared by an independent Certified Public Accountant (CPA), the primary objective of an audit is to determine if the City's Financial Statements present fairly the City's financial position and results of operations in conformity with generally accepted accounting principles. In conjunction with their performance of an audit, it is customary for an independent auditor to issue a Management Letter stating the adequacy of the City's internal controls as well as recommending improvements to the City's financial management practices.

Bonds - A bond is a written promise to pay a specified sum of money (called the face value or principle amount) at a specified date or dates in the future (called the maturity date) together with period interest at a specified rate. Bonds are typically used to finance capital facilities.

GLOSSARY

Budget - As the City's financial operating plan for the fiscal year, the budget displays the estimated expenditures (costs) for providing services and the estimated sources of revenue (income) to pay for them. Once the City Council adopts the budget, the total becomes the maximum spending limit. Saratoga's budget encompasses fiscal year (July 1, through June 30).

Budget Amendment - The Council has the sole responsibility for adopting the City budget, and may amend or supplement the budget at any time after adoption. The City Manager has the authority to approve administrative adjustments to the budget as outlined in the Financial and Administrative Policies set by Council.

Budget Calendar - The schedule of key dates which the City follows in the preparation and adoption of the budget.

Budget Document - The official financial spending and resource plan submitted by the City Manager and adopted by the City Council explaining the approved budget to the public and City Council.

Budget Message - Included in the opening section of the budget, the Budget Message provides the Council and the Public with a general summary of the most important aspects of the budget, comparative data from previous fiscal years, goals and objectives, and the views and recommendations of the City Manager.

Budget Overview - This section provides an overview of the changes adopted in the budget. Additionally, the significant impacts of budgetary changes are outlined along with dollar amounts (increase/decrease).

Budget Policies - General and specific guidelines adopted by the Council that governs the financial plan's preparation and administration.

Building Permit - Fee required for new construction or for any alteration or addition to a residence or commercial building. The fee is based on square footage and valuation. Electrical or plumbing/mechanical work will require a similar permit.

Business License Tax – A tax imposed on those conducting business within the City limits. Business License Tax is a non-regulatory tax implemented for the purpose of raising revenue to support General Fund activities.

Capital Acquisitions/Assets - Assets exceeding $10,000 and having a useful life of several years. Capital assets are also called 'Fixed Assets' and include land, buildings, machinery, and equipment.

Capital Expenditures – Funds spent for the construction, improvement, or rehabilitation of City infrastructure.

Capital Improvement Plan (CIP) - The plan or schedule of expenditures for major construction of roads, sidewalks, City facilities and/or park improvements and for the purchase of equipment. The City of Saratoga's CIP follows a five-year schedule. Although the City adopts the CIP budget in a process that is separate from the adoption of the budget, the budget incorporates the first-year of the five-year CIP.

Capital Projects - Expenditures that have a value of $25,000 or more which result in the acquisition of, construction of, rehabilitation of or additions to, infrastructure and fixed assets with a useful life of at least 5 years at a fixed location.

GLOSSARY

Capital Projects Fund - In governmental accounting, a fund that accounts for financial resources to be used for the acquisition or construction of capital facilities. The total cost of a capital project is accumulated in a single expenditure account which accumulates until the project is completed, at which time the fund ceases to exist.

Cash Basis Accounting - A basis of accounting under which transactions are recognized only when cash is received or disbursed.

Community Development Block Grant (CDBG) - Federal grant funds distributed from the U.S. Department of Housing and Urban Development that are passed through to the City. The City primarily uses these funds for housing rehabilitation, public improvements and local social programs.

Comprehensive Annual Financial Report (CAFR) - The official financial report of the City. It includes an audit opinion as well as basic financial statements and supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contingent Liabilities - Items which may become liabilities of the City but are undetermined at a given date, such as pending lawsuits, unsettled disputed claims, unfilled purchase orders and uncompleted contracts.

Contract Services - Services provided to the City from the private sector or other public agencies.

Debt Service - Payment of the principal and interest on an obligation resulting from the issuance of bonds, notes, or Certificates of Participation (COPs).

Debt Service Fund - A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Deficit - The excess of liabilities over assets.

Department - A major organizational unit of the City, which has been assigned overall management responsibility for an operation, or a group of related operations within a functional area. In Saratoga, Department Heads are the chief administrators within a department.

Encumbrances - Commitments against an approved budget for unperformed (executory) contracts for goods or services. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Enterprise Funds - Established to account for the financing of self-supporting activities of governmental units, which render services on a user charge basis to the general public.

Equipment Replacement Fund – This fund is used to account for the replacement of existing fixed assets as equipment, machinery or building improvements become unserviceable or obsolete.

Expenditure -The outflow of funds paid or to be paid for an asset obtained or goods and services obtained. Note: An encumbrance is not expenditure; an encumbrance reserves funds to be expended. (See encumbrances.)

GLOSSARY

Fiduciary Funds – Used to account for assets held by the City acting in a fiduciary capacity for other entities and individuals. Such funds are operated to carry out the specific actions of trust agreements, ordinances and other governing regulations. There are two categories of fiduciary funds: Trust and Agency.

Fiscal Year - A 12-month period to which the annual operating budget applies and at the end of which the City determines its financial position and results of its operations. The City's fiscal year runs from July 1st to June 30th.

Fixed Assets - Non-consumable assets of long-term nature such as land, buildings, machinery, furniture, and the other equipment. The City has defined such assets as those with an expected life in excess of one year and value in excess of $10,000.

Franchise Fees - Imposed on utility companies for the privilege of doing business in the City. Fees are usually based upon a percentage of gross revenue derived from business conducted in the City.

Full-time Equivalents (FTE) - The amount of time a position has been budgeted for in terms of the amount of time a regular, full-time employee normally works in a year. Full-time employees are paid for 2,080 hours in a year equating 1.0 FTE. Correspondingly, a part-time employee who worked 1,040 hours would equate to 0.5 FTE.

Fund - An independent fiscal and accounting entity with a self-balancing set of accounts in which cities record financial transactions relating to revenues, expenditures, assets and liabilities. Each fund type typically has a unique funding source and purpose. Establishing funds enables the town to account for the use of restricted revenue sources and carry on specific activities or pursue specific objectives.

Fund Accounting - System used by non-profit organizations, particularly governments. Since there is no profit motive, accountability is measured instead of profitability. The main purpose is stewardship of financial resources received and expended in compliance with legal requirements.

Fund Balance - Also known as financial position, fund balance is the excess of current assets over current liabilities, and represents the cumulative effect of revenues and other financing sources over expenditure and other financing uses.

GAAP (Generally Accepted Accounting Principles) - Uniform minimum standards for financial accounting and reporting. They govern the form and content of the basic financial statements of the City.

Gann Appropriation Limit – This is the common name of Proposition 4, approved by voters on November 6, 1979 which mandated an appropriation limit on the amount of tax revenues that government jurisdictions may appropriate within a fiscal year. This bill was named after Paul Gann, who was a co-sponsor of the famous Proposition 13 initiative enacted by the voters of California on June 6, 1978 which resulted in a cap on property taxes in the state, and a prominent author and advocate of this subsequent spending limitation bill.

Gas Fund Tax - The Gas Fund Tax is used to account for revenues and expenditures apportioned under the Streets and Highways Code of the State of California. Expenditures may be made for any street related purpose in the Town's system of streets.

General Fund - In governmental accounting, fund used to account for all assets and liabilities of a non-profit entity, except those particularly assigned for other purposes in another more specialized fund. It is the primary operating fund of the Town.

General Government – City Council, City Manager, City Clerk, City Attorney, Human Resources, Finance, Community Development, Public Works, Recreation, and Public Safety.

General Liability Self Insurance Fund - The General Liability Self Insurance Fund is used to provide the City with liability and property insurance. Coverage is provided through the City participation in a joint powers agreement through (ABAG) Associations of Bay Area Governments.

General Obligation Bond **–** A municipal bond backed by the credit and "taxing power" of the issuing jurisdiction rather than the revenue from a given project. General obligation bonds are issued with the belief that a municipality will be able to repay its debt obligation through taxation or revenue from projects. No assets are used as collateral.

Government Finance Officers Association (GFOA) **–** GFOA is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. Approximately 16,000 GFOA members are dedicated to the sound management of government financial resources.

Governmental Funds **–** the fund used to account for all assets and liabilities of a government agency, except those particularly assigned for other purposes in another more specialized fund. There are five different types of governmental funds: the general fund (which is the primary operating fund), special revenue funds, debt service funds, capital project funds, and permanent funds.

Grant - External contributions, and/or gifts of cash, or other assets typically from another governmental entity to be used or expended for a specific purpose, activity, or facility. An example is Community Development Block grant funding from the Federal Government.

Infrastructure **–** The basic facilities, services, and installations needed for the functioning of a community or society, such as streets and roads, sidewalks, bridges, communications systems, water and power lines, and public institutions including schools, police stations, libraries, and post offices.

Interest Income – The prudent investment of idle funds. The types of investments that can be made are limited by the Government Code to protect the safety of taxpayers' money.

Intergovernmental Revenue – Revenue received from other governmental agencies and municipalities, such as grants from the State or Federal government.

Internal Services Fund –The Internal Service Funds are used to finance and account for special activities and services performed by a designated City department for other departments on a cost reimbursement basis.

Inter-Fund Transfers – When the City moves money between its various funds, it makes an inter-fund transfer, referred to as transfers-in and transfers-out. In aggregate, transfers in and out offset each other for the fiscal year.

GLOSSARY

Landscape and Lighting Fund – The City has formed landscape and lighting district funds established by majority consent of the property owners owning all of the property within the boundaries of the district.

Levy – To impose taxes, special assessments or service charges for the support of governmental activities. The total amount of taxes, special assessments or service charges imposed by Santa Clara County levying property taxes.

Licenses and Permits – Revenues earned by the issuance of licenses or permits levied in accordance with the benefits conferred by the license or permit.

Limited Obligation Bond - A bond sold by a municipality to finance projects which are secured by the revenue generated by those projects.

Line-Item Budget – A budget that lists detailed expenditure categories (salaries & benefits, office supplies, travel, dues, rents, etc.) separately, along with the amount budgeted for each specified category. The Summary Budget reflects the program rather than line item budgets. The Detail Budget reflects the line-item detail.

Management Information Services Fund – The Information Technology Services Fund is used to account for costs associated with the City's centralized computer system and to distribute these costs to departments using the system on a pro rata basis. Included are costs for hardware and software maintenance and development, computer training and staff support.

Modified Accrual Basis – Under this accounting method, revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures for the most part are recognized when the related fund liability is incurred except for prepayments, accumulated employee leave and long-term debt. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

Motor Vehicle in Lieu Fee – A State fee charged for the privilege of operating a vehicle on public streets. A VLF is levied annually against the market value of a motor vehicle and is imposed by the State "in lieu" of local property taxes.

Non-Departmental – This program has the sole purpose of accounting for all expenditures that the City cannot specifically designate to any operating department within the General Fund.

Objective - A statement of specific direction, purpose, or intent based on the needs of the community and the goals established for a specific program or service level.

Ordinance - A formal legislative enactment by the City Council. It has the full force and effect of law within Town boundaries unless pre-empted by a higher form of law. An Ordinance has a higher legal standing than a Resolution and is typically codified in a Town's municipal code.

Operating Budget - The operating budget is the primary means by which most of the financing of acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is required by law.

Other Revenues - Revenues from sources other than those specifically identified that are too immaterial in amount to justify the creation of new revenue account line items

GLOSSARY

Performance Measure - Sets forth a performance objective and a goal for achieving the objective.

Personnel Benefits - Those benefits paid by the City as conditions of employment.

Personnel - City employees.

Present Value - The amount that a future sum of money is worth today given a specified rate of return.
Proposition 218 - A statewide initiative passed by the voters of California on November 5, 1996. The initiative provided voters with the right to vote on new taxes.

Program - As subdivisions of departments, programs are budgetary or organizational units of government with limited sets of work responsibilities within their respective departments. Programs also serve to increase budgetary accountability. Saratoga's budget is compiled on a program basis.

Property Tax - Imposed on real property (land and permanently attached improvements). The tax is based upon the assessed value of such property. The tax rate may not exceed 1% of assessed value.

Proprietary Funds – 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.

Public Employee's Retirement System (PERS) - Provided for the City's employees, by the State of California.

Reserve - An account used to indicate that a portion of fund equity is legally restricted for a specific purpose.

Resolution - A special order of the City Council which has a lower legal standing than an ordinance.

Resources - Total amounts available for appropriation including estimated revenues, inter-fund transfers, and beginning fund balances.

Revenue - Sources of income, which the City receives during a fiscal year. Examples of revenue include taxes, intergovernmental grants, charges for services, resources forward from the prior year, operating transfers for other funds, and other financing sources such as the proceeds derived from the sales of fixed assets.

Road Impact Fees - The City collects road impact fees in order to finance road construction and maintenance projects. Fees are to be used solely for design, construction, and repair of City streets.

Sales Tax - 1% is returned to the City by the State Board of Equalization on a monthly direct deposit basis.

Special Assessment Bonds - Bonds payable from the proceeds of special assessment.

Special Revenue Fund - In governmental accounting, fund used to account for the proceeds of special revenue sources (other than special assessments, expandable trusts, or for major capital projects) that are legally restricted to expenditure for specified purpose.

GLOSSARY

Service Charge - Charges for specific services rendered.

Services and Supplies - Expenditures for services and supplies which are directly related to a department's primary service activities.

Supplies - An expenditure classification for articles and commodities purchased for consumption or resale.

Taxes - Compulsory charges levied by the City, County and State for the purpose of financing services performed for the common benefit.

City Code - A book that contains City Council approved ordinances currently in effect. The code defines City policy with respect to areas such as planning, etc.

Transient Occupancy Tax - Imposed on hotels, motels, inns or other lodging facilities. The rate in Saratoga is 10%.

Transfers In/Out - Money transferred from one City fund to another. Differs from revenues and expenses - see definition of these terms.

Worker's Compensation Fund - The Worker's Compensation Fund accounts for the cost to provide worker's compensation insurance coverage to all Town employees in compliance with State of California requirements