# CITY OF SARATOGA

C A L I F O R N I A

CELEBRATING VILLA MONTALVO'S 100TH ANNIVERSARY

## FISCAL YEAR 2012/13
## OPERATING AND CAPITAL BUDGET

# SARATOGA, CALIFORNIA

## Operating & Capital Summary Budget

**for**

**Fiscal Year July 1, 2012 to June 30, 2013**

### City Council

Chuck Page ..... Mayor
Jill Hunter ..... Vice Mayor
Emily Lo ..... Council Member
Howard Miller ..... Council Member
Manny Cappello ..... Council Member

*Prepared under the direction of:*

David Anderson ..... City Manager
Mary Furey ..... Finance and Administrative Services Director

13777 Fruitvale Avenue, Saratoga, CA 95070
www.saratoga.ca.us

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CITY HALL
13777 FRUITVALE AVENUE
SARATOGA, CALIFORNIA 95070
(408) 868-1200

May 16, 2012

Honorable Mayor and Council Members:

Over the last two years, the national and state economic climates have started to show signs of recovery from the financial crisis and deep economic recession of 2008. The recent Federal Government's Economic Report, published in February 2012, shows that employment opportunities have expanded and more than 3 million new private sector jobs were created in 2010 and 2011. Furthermore, the national unemployment rate fell from 9.4 percent in December 2010 to 8.5 percent in December 2011 to 8.3 percent in January 2012. The economy is recovering more slowly than anticipated because the recession in 2007-2009 was more severe than originally reported. Other factors that have slowed recovery include unforeseen global events, such as the collapse of Libyan crude oil production which raised gas prices and decreased consumer spending, and the earthquake in Japan which disrupted industrial output affecting production in other countries. On a positive note, the long term economic outlook appears encouraging and the federal government projects that the economic recovery will continue to gather speed.

The California economy, which is largest in the United States and the ninth largest in the world, has been one of the hardest hit by the 2007-2009 recession and recovery will be far slower than experienced in past recessions. According to the State government's economic report, California's personal income grew by almost $100 billion in 2011, and 230,000 jobs were created. The Los Angeles County Economic Development Corporation (LAEDC), a nonprofit economic development organization, states that recovery in the housing market is at least two years away and anticipates that California will see economic growth of 1.5 percent this year, with the addition of 200,000 jobs. The recovery of the California economy will rely on the performance of technology companies in Silicon Valley, such as Apple, Google, and Facebook. Recovery will also depend on investments of venture capital firms toward new sustainable technologies, such as those that will clean the air, encourage electric vehicles, and reduce pollution and greenhouse gases.

Silicon Valley, which is synonymous with Santa Clara County, spans approximately 1,300 square miles and encompasses all of County's fifteen cities, including Saratoga. Cities where Silicon Valley's top firms are located enjoy a number of benefits such as increased sales tax and development revenues. Neighboring cities also share the benefits of these thriving firms. Saratoga is primarily a residential community, located in the foothills of the Santa Cruz Mountains and is part of the southern border of Silicon Valley. Many of Saratoga's residents work for Silicon Valley's high tech firms and enjoy the benefits of the short commute to work, the peace and quiet of a bedroom community featuring excellent schools, low crime rate, well paved roads, and beautiful parks. Saratoga is set apart from many of the other Silicon Valley cities due to the high quality of the housing, schools, and city infrastructure.

The City of Saratoga works hard to strengthen the sense of community in Saratoga, to beautify and maintain its existing infrastructure, and to provide park and recreation activities to improve its residents' quality of life. Over the last several years, and again this year, Saratoga has taken difficult but necessary steps to restructure its organization in reaction to the nation's deep recession. The City's goal has been to create a long-term and sustainable operations plan that maintains its level of services to its residents while at the same time operating with less funding.

## ECONOMIC IMPACTS IN SARATOGA

Funding for community programs, services, and infrastructure comes from a variety of sources, such as Property Tax, Sales Tax, Franchise Fee Tax, and from City provided services, permits, and rentals. As these revenues are connected to the economic environment and structural composition of the community, fluctuations have immediate impact upon City funding.

REVENUES

This connection was clearly demonstrated throughout the recent recession. For example, prior to the beginning of the recession (FY 2007/08), General Fund revenues totaled $16.6 million. The following year, in FY 2008/09, revenues decreased by $725,000, and then by another $630,000 in FY 2009/10. Planning services, building permits, and interest income were the most severely affected sources of revenues, however almost all revenues decreased or stalled over the two years as shown in the five year plus proposed budget General Fund revenue chart below:

| Revenue Category | FY 2007/08 Actuals | FY 2008/09 Actuals | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Estimated | FY 2012/13 Proposed |
|---|---|---|---|---|---|---|
| Property Tax | $ 7,922,815 | $ 8,155,362 | $ 8,194,364 | $ 8,026,659 | $ 8,138,595 | $ 8,191,975 |
| Sales Tax | 1,057,977 | 1,043,034 | 954,574 | 990,579 | 1,043,401 | 1,095,000 |
| Transient Occupancy Tax | 211,532 | 151,378 | 144,151 | 184,362 | 175,000 | 175,000 |
| Business & Other Taxes | 482,184 | 511,675 | 415,889 | 448,137 | 392,000 | 405,000 |
| Franchise Fee Tax | 1,623,318 | 1,656,716 | 1,663,657 | 1,821,131 | 1,820,364 | 1,819,500 |
| Intergovernmental | 428,304 | 303,212 | 357,887 | 384,746 | 245,699 | 219,000 |
| Fees, Licenses & Permits | 1,747,922 | 1,186,319 | 1,111,879 | 1,156,486 | 1,118,385 | 1,115,065 |
| Charge for Services | 1,738,918 | 1,670,175 | 1,499,533 | 1,741,291 | 1,611,095 | 1,615,188 |
| Interest | 615,731 | 362,588 | 97,044 | 63,883 | 53,667 | 55,100 |
| Rental Income | 386,834 | 366,619 | 444,262 | 438,901 | 462,562 | 481,182 |
| Other Sources | 387,958 | 467,124 | 361,808 | 485,940 | 569,020 | 330,988 |
| **Total Revenues** | **$ 16,603,493** | **$ 15,874,201** | **$ 15,245,049** | **$ 15,742,117** | **$ 15,629,787** | **$ 15,502,998** |

The City's revenues were significantly affected by the recession and did not have much time to prepare. Once it was evident the economy would be impacted severely, the City acted swiftly and made staff reductions in the middle of FY 2008/09 in each of the three service areas hit the hardest: Planning, Building, and Recreation Services. Additional staff reductions were made in FY 2010/11 with voluntary reductions from full-time to part-time, and again in FY 2011/12 with the elimination of the Assistant City Manager position. FY 2012/13 reflects two more position reductions: a code compliance specialist and a maintenance worker position. Fiscal constraints continue to form the annual budget, and long-term sustainability plans are refined each year. Overall, the City has a goal to protect and increase revenues, and manage expenditures for the best possible uses. The City's long-term forecast is built on conservative fiscal assumptions, based in part on external economic sentiments and projections, and in part on the following revenue and expenditures information specific to Saratoga.

***Property Tax -*** Saratoga relies on Property Tax as its primary revenue source, accounting for more than 50% of General Fund revenues each year. As the community has personal financial strength to weather economic downturns with sufficient resources, the housing market crisis impact was less severe in Saratoga as residents held onto their homes. As a result, a decline in Property Tax revenues over the last several years came primarily from reductions in Document Transfer Tax received when a property is sold.

Unfortunately, the widespread home mortgage foreclosures impacting neighboring cities impacted Saratoga revenues to some degree. The County allocates the initial year's decrease in Secured Property Tax on a county-wide basis rather than to the individual property itself. Therefore, the city in which the property is located shares its loss with all the other cities in the County. While initially detrimental to Saratoga's revenue, this will work to the City's favor when housing prices recover, and the first year's gain is shared. This gain will occur at a much slower pace, however, as new owners fall under the Proposition 13 tax increase limitation, meaning significant gains will be seen only when a property resells after housing prices have recovered.

Overall, Property Tax revenue increased until FY 2010/11, when the County began to apply assessed valuation decreases to resident's property tax bills in significant numbers across the County. Saratoga's Property Tax revenue estimates for the 2011/12 fiscal year reflect a slight increase due to an surge in property turnover. Revenue expectations for FY 2012/13 continue this slow, but positive growth trend.

According to Data Quick News, in March 2012, there were 41 homes sold with the median price of $1,450,000. This reflects an increase of $136,500 or approximately 10.39% compared to the median price of homes sold in March 2011 of $1,313,500. These numbers indicate an increase in Property Tax collections for Saratoga in 2013.

***Sales Tax -*** Sales Tax is a relatively stable revenue source for the City as the tax base encompasses a handful of highly-rated restaurants with established clientele, grocery stores, gas stations, and very little retail. The City's actual Sales Tax does not fluctuate significantly from year to year. The decrease seen in FY 2009/10 is primarily the result of the State's payment practices. The State provides Sales Tax Revenue based on estimated revenues during the fiscal year, and then makes adjustments. As a result of the State's methodology, Sales Tax was overpaid paid in FY 2008/09. Consequently, Sales Tax revenues were reduced in FY 2009/10 by 8.5% from the prior year's revenue. Even with estimated payments continuing at a decreased level, FY 2010/11 revenues increased to make up for the payment shortfall for FY2009/10. FY 2011/12 Sales Tax revenues again reflect an increase, this time with steadier numbers and another positive true-up. With the economy strengthening, FY 2012/13 Sales Tax revenue is again expected to increase from the prior year budgeted amounts.

***Interest Rates*** - The decline in interest income has been, and continues to be, one of the most dramatic losses for the City. City funds are held in the State managed Local Agency Investment Fund (LAIF) and over the preceding thirty years this investment fund traditionally served as a stable source of income for the City. Due to the economic recession, LAIF interest rates fell to historic lows over the last several years. In FY 2007/08, interest income was $615,731. Over the course of five years, interest dropped to $55,100, a decrease of $560,631. Expectations are that rates will not increase above 1% over the next two fiscal years. Quarterly rates over the last five fiscal years are shown below to illustrate the impact on this revenue source:

| Quarterly Apportionment Rates | | | | |
|---|---|---|---|---|
| | September | December | March | June |
| 2007/08 | 5.24 | 4.96 | 4.18 | 3.11 |
| 2008/09 | 2.77 | 2.54 | 1.91 | 1.51 |
| 2009/10 | 0.9 | 0.6 | 0.56 | 0.56 |
| 2010/11 | 0.51 | 0.46 | 0.51 | 0.48 |
| 2011/12 | 0.38 | 0.38 | 0.38 | 0.36 |

Interest rate decreases moved hand-in-hand with credit tightening at the beginning of the recession; LAIF's interest rates continue at historic lows even with strengthening economic conditions due in part to the efforts of the Federal Reserve to continue monetary easing by keeping interest rates low, in order to stimulate the economy.

***Planning and Building Revenues -*** With credit tightening and the bottom falling out of the housing market, demand for planning services dropped off swiftly in FY 2007/08. Revenues decreased more than $200,000 by FY 2009/10, and have remained at this reduced level. Building Permit fees were significantly impacted and dropped more than $500,000 by FY 2009/10. Projects that had been processed through planning review and approved, sometimes years into the process, were on hold waiting for building permits to be pulled. Building Permit revenues would have continued to decrease in the following years; however, the 20-unit Summerhill townhome project pulled a portion of the building permits in FY 2010/11 and the remainder in FY 2011/12 thereby helping to stabilize the permit revenue.

In the year ahead, Community Development Department revenues are expected to slowly increase. In FY 2010/11, the Building counter issued 1,270 permits. In FY 2011/12, an estimated 1,400 building permits will be issued, and the City expects a continued upturn in the number of building permits issued in FY 2012/13. Additionally, 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, and that the amount will continue to increase into FY 2012/13. Budget estimates remain conservative however, in light of the lingering economic softness.

***Franchise Tax Fees*** –Franchise Tax revenues have remained stable over the course of the recession, primarily due to the necessity for services from which these fees are derived. Franchise Fees are comprised of State and City levies on a variety of utilities, including gas, electricity, water, telephone, cable, and solid waste. Revenues remain flat through economic ups and downs as utility usage is generally stable and rates do not change significantly from year to year, unless there are contractual changes to a rate structure.

EXPENDITURES

In addition to the General Fund revenue constraints over the last five years, the City has also faced a number of expenditure difficulties. Primarily, we have seen a marked escalation in salary and benefit costs and contract service costs, as shown in the schedule below:

| Expenditure Category | FY 2007/08 Actuals | FY 2008/09 Actuals | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Estimated | FY 2012/13 Proposed |
|---|---|---|---|---|---|---|
| Salary & Benefits | $ 6,172,956 | $ 6,485,451 | $ 6,303,927 | $ 6,710,412 | $ 6,301,448 | 6,273,796 |
| Materials & Supplies | 316,073 | 216,062 | 154,010 | 150,910 | 162,785 | 175,430 |
| Fees & Charges | 621,787 | 619,648 | 671,493 | 734,205 | 713,253 | 782,440 |
| Consultant/Contract Services | 5,516,722 | 5,985,878 | 5,884,326 | 5,992,977 | 5,851,512 | 6,034,435 |
| Meetings, Events, Training | 73,746 | 74,204 | 47,808 | 63,668 | 35,620 | 61,270 |
| Community Grants/Events | 189,934 | 162,669 | 203,758 | 165,915 | 122,884 | 127,856 |
| Fixed Assets | 30,127 | 30,105 | - | - | - | - |
| Internal Services Charges | 2,053,479 | 2,189,343 | 1,873,576 | 1,798,212 | 1,899,747 | 2,033,577 |
| **Total Expenditures** | **$ 14,974,823** | **$ 15,763,360** | **$ 15,138,898** | **$ 15,616,298** | **$ 15,087,249** | **$ 15,488,804** |

***Salaries and Benefits*** – In past years, increased costs associated with employee salaries and benefits were offset in the budget through revenue increases or through cuts elsewhere in the budget. With the economic downturn, this all changed. Medical insurance premiums and California Public Retirement System (CALPERS) costs continue to rise incrementally every year. Even with significant staffing

decreases over the last five years, as shown in the schedule below, salary and benefit costs had become unsustainable. In FY 2007/08, there were 60.35 FTE positions; over the following five years, staffing decreased by 8.45 FTEs (14%) bringing the City's workforce down to 51.90 FTEs in FY 2012/13.

**TOTAL STAFF BY DEPARTMENT**

***Full Time Equivalents (FTE)***

| | 2007/08 Funded | 2008/09 Funded | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|---|---|
| City Manager's Department | 6.00 | 6.00 | 5.75 | 5.55 | 3.90 | 4.00 |
| Finance & Administrative Services | 7.00 | 6.00 | 6.00 | 5.90 | 6.90 | 6.90 |
| Community Development | 14.00 | 14.00 | 12.00 | 12.00 | 12.00 | 11.00 |
| Public Works | 22.75 | 21.75 | 21.75 | 21.65 | 21.55 | 20.65 |
| Recreation & Facilities Department | 10.60 | 10.60 | 9.35 | 9.50 | 9.50 | 9.35 |
| ***Total Staff by Department*** | **60.35** | **58.35** | **54.85** | **54.60** | **53.85** | **51.90** |

In addition to staffing reductions, the City made structural changes during the current memorandum of understanding employee negotiations. The City and its various bargaining units agreed to a number of contract modifications which reduced employee salary and benefit costs both immediately and over the long term. Changes include:

- Employee pension reform
- Reduced benefits for new employees
- Overtime reform
- Medical insurance premium caps
- Paid time off (vacation/sick leave) accrual cap

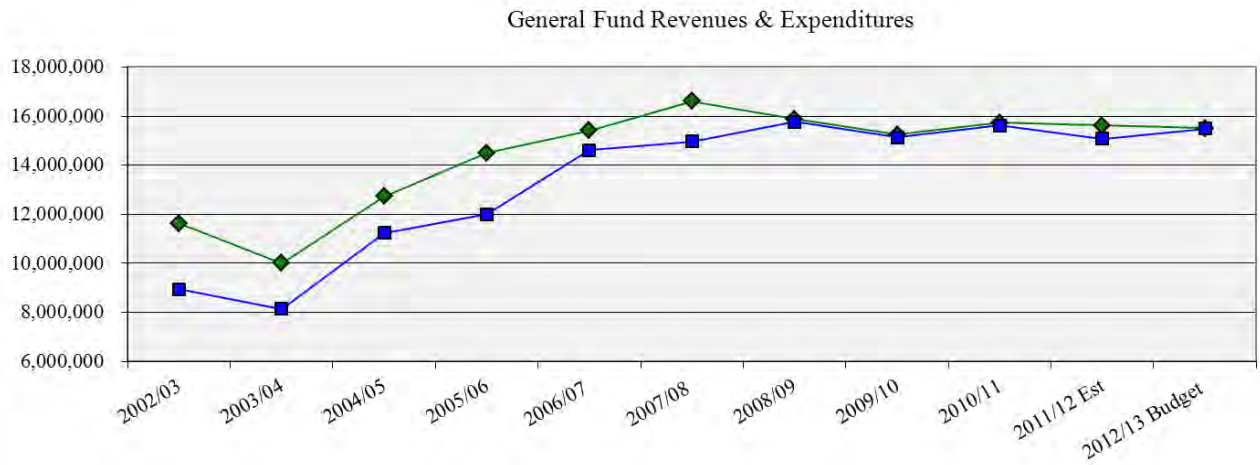
***General Operational Costs -*** The City contracts for many services, ranging from public safety to landscape maintenance, traffic engineering, street sweeping, and information technology support. Consequently, Saratoga is able to maintain a small workforce and still provide essential services. While contracting out creates labor cost savings and reduces equipment and overhead expenses, these costs are directly tied to changes in fuel and consumer prices. Therefore, external increases impact operational costs for contract services as well as materials and supplies.

***Public Safety Services –*** The City's contract with the County of Santa Clara for Sheriff Services is impacted by both salary and benefits increases, and operational cost increases in the Sheriff's Office. Because Public Safety is one of Council's highest priorities, both the City and the County have struggled to maintain service levels in the most cost efficient manner. While some increases are inevitable, progress was made by aligning available resources to peak school and traffic times, cost-sharing the School Resource Officer with the School Districts, and restructuring the contract billing to reflect expected usage rather than building in potential costs and subsequently reimbursing the City. The Sheriff's contract cost was reduced significantly with reductions in labor costs as a result of the County's employee salary and benefit negotiations this year.

***Environmental State Mandates -*** Costs for unfunded mandates continue to increase. 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 FY 2010/11 to $190,000 in FYs 2011/12 and 2012/13. The Household Hazardous Waste Program fees were t $27,824 in FY 2010/11, $42,923 in FY 2011/12, and are expected to increase to approximately $50,000 in FY 2012/13. The Federal and State governments do not provide funding for these mandates, so these programs must be funded from general fund revenues.

Despite the challenges of the recent recession and increasing costs, revenues and expenditures have been closely aligned for many years preceding and throughout the recession, as illustrated in the chart below. The City of Saratoga has remained operationally healthy and prepared for the future through sustainable budgeting practices.




**PREPARING THE BUDGET**

In light of the uncertainty of the economy, the City has been closely monitoring its finances. Quarterly reports are prepared for 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.

The Finance Committee, a City Council subcommittee, 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 & Administrative Services Director on budgetary issues before they are brought to the whole City Council.

Furthermore, 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 & Administrative Services 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 first introduced in the City's FY 2010/11 budget are again included in the City's 2012/13 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.

## SUSTAINABLE APPROACH

To prepare for FY 2012/13, the City further refined its organization and made some short term budget adjustments to balance its budget and maintain its quality of services to residents during the recession. The City continued its reduction of spending of non-essential supplies, services, and expenses, and further reduced staff positions.

The City of Saratoga's total budgeted salary and benefit expenditures are projected to total almost $7.1 million dollars in FY 2012/13, representing approximately 24.5% of total budgeted expenditures. Just under $6.3 million (88.7%) of labor costs are funded in the General Fund and represent 38.7% of the General Fund's budgeted expenditures.

Budgeted salary and benefit amounts reflect a $234,005 decrease from last year as a result of a reduction in positions and restructuring. After the Code Compliance Specialist position was vacated early in FY 2011/12, code compliance duties were shifted to other staff positions. For instance, Building staff now follow up on complaints and field checks. Administrative functions were absorbed by the department's office staff, special event permits are overseen by City Manager's staff, parking ticket appeals are managed by Finance, and the DMV compliance program is handled by Human Resources staff. Additional salary savings are generated by the elimination of a temporary Maintenance Worker and a .90 Parks Maintenance worker position that is now backfilled with contract landscape services.

For comparison, budgeted FY 2011/12 salaries and benefits amounts were already discounted by approximately $260,000 (5%) in anticipation of labor negotiations. Therefore, the additional decrease in salary and benefit expenditures budgeted for FY 2012/13 is primarily from additional staff reductions.

Last year's labor negotiations resulted in a shift of the employee's portion of the California Public Employees' Retirement System (CalPERS) charges paid fully by employees rather than the City. This provides a savings of approximately $340,000 in FY 2012/13. Additional savings will accrue from reductions in auto allowance and uniform allowance, changes in overtime and call-out pay. For new employees hired after July 1, 2011, medical benefits are limited to fixed dollar amounts. For new employees hired on or after May 12, 2012, a second tier CalPERS retirement package with 2% at 60 will be in effect. Although the expected saving from implementing this new tier will be minimal in the first several years, such savings will slowly increase over time.

## NOTABLE ACCOMPLISHMENTS IN FY 2011/2012

GO Bond Refunding

In addition to long term savings resulting from amendments to employee contracts, the City will also save taxpayers $2.67 million over the next 20 years in debt payment on its General Obligation bond for the Saratoga Library renovations.

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 bond debt payments through these separate bond assessments collected along with property tax payments. The City does not earn revenue or expend City funds for this obligation.

The 30 year GO Bonds were issued at competitive interest rates in 2001 (ranging between 5 - 6%); however, with interest rates at historic lows, and the City's Standard & Poor's AAA bond rating (the highest Standard & Poor's rating available) the outstanding bond debt was refunded to obtain even lower rates. The refunded bonds were issued on August 1, 2011.

Quarry Property Acquisition

After many years of negotiations, Santa Clara County, the Mid-Peninsula Open Space District, and the City of Saratoga finalized funding and Conservation Agreement terms for the transfer of a 63.35 acre former quarry property to the City of Saratoga in 2011. The Conservation Agreement calls for the City to assure the property will be retained in its natural scenic and open space condition in perpetuity. In addition, the City is to prevent any use of the property that will impair its open space value, and to promote public access for hiking and other recreation uses.

The agreement requires the City to develop a Final Management Plan for the property in order to accomplish the purposes of the Conservation Easement. Development and implementation of the Plan is to include provisions which will promote the protection of public resources, provide public access for recreation, implement erosion control programs, obtain necessary regulatory approvals, and develop the Saratoga-to-the-Sea Trail as contemplated by the City of Saratoga's General Plan.

Village Improvements/ Village Beautification Plan

During the summer of 2011, the City finished the first phase of the Village Sidewalk and Pedestrian Enhancements. Improvements include bulb-outs and enhanced crosswalks that help make pedestrians more visible to drivers. Improvements also include additional landscaping, benches, and bike racks 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.

During FY 2012/13, 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. Improvements will be developed through a public process and are expected to increase pedestrian safety and improve the appearance of the Village, further enhancing the popularity of the retail and dining destination.

In addition to improvements to the streetscape, the City will continue the Village Façade Improvement Program that allows business or property owners on Big Basin Way to receive a 50% reimbursement up to $5,000 for façade improvement projects.

Sign Ordinance Update
In fiscal year 2011/12 the City completed the update of the sign ordinance. Portions of the City Code regulating signage were unenforceable due to conflicts with the First Amendment. With the update of the sign ordinance, the City's sign regulations are now enforceable and reflect the nature of signage in Saratoga.

Crosswalks by Cox Avenue
An enhanced crosswalk on Cox Avenue near the Quito Market was installed this year. The new crosswalk includes in-pavement warning lights to alert drivers when pedestrians are crossing the street. The project increases visibility of pedestrians to prevent accidents.

Garrod's Family Ranch
Annexation of the Garrod Family Ranch will be completed by the end of June 2012. The City has been working on the annexation of the Garrod family property throughout the past year. Half of the property is located in Saratoga with the other half of the property in the unincorporated area of Santa Clara County. Due to the challenges of dealing with multiple jurisdictions, the Garrod family approached the City about bringing their property into the City and becoming a permanent part of the Saratoga community.

Montalvo's 100th Birthday
This year marked the 100th anniversary of the historic Montalvo property. The event was celebrated on April 21, 2012 with a variety of activities, including presentation of a City of Saratoga proclamation by the Mayor. Built by Senator James D. Phelan, California's first democratically elected Senator; Montalvo has evolved into one of the Bay Area's leading arts institutions and artist residency programs.

Highway 9 Pedestrian Safety Improvements
As a result of 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.

The 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 a median at Austin Way, 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 and work will start in late May 2012.

In the 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 4 improvements were designed during Phase 2.

Lighting and Landscaping Assessment Districts
The City has a total of 25 lighting and landscaping assessment districts, which have been an extremely effective method for beautifying Saratoga neighborhoods. Residents in these districts voted for assessments on their properties to pay for City contractors to install upgrades and perform maintenance on landscaping, lighting, and other beautification projects. Last year, the Westbrook neighborhood became the City's newest lighting and landscaping assessment.

Summerhill Homes
By the end of the 2011/12 fiscal year, the Summerhill Homes housing development will be complete. Through this project, a total of 20 new homes were built on Saratoga-Sunnyvale Road near Saratoga Creek. The development notably increased Community Development Department revenues and resulted in park-in-lieu revenues that helped pay for a number of park-related projects in the City.

Corp Yard Solar
In early 2012, the City completed construction of a solar array on the roof of the City's Corporation Yard building. A total of 78 solar panels were installed, 42 of which were won by the City in 2010 in a contest between Saratoga and Los Gatos as to which city could install more solar panels in a given year. The new solar array will produce approximately 18 kilowatts (kW) of energy and will provide for 100% of the Corporation Yard's energy use.

Joe's Trail at Saratoga DeAnza
The City celebrated completion of Joe's Trail at Saratoga DeAnza in November 2011. Joe's Trail is a dual use pedestrian and bicycle trail and is 12 feet wide in most areas. The trail, about 1.4 miles, is located on the PG&E right-of-way and runs between Saratoga-Sunnyvale Road and Saratoga Avenue. A significant portion of the funding for the project came from resident Dee Sanfilipo, who made the donation in honor of her late husband, Joe. In recognition of the Sanfilipo family donation, the trail name was changed to Joe's Trail at Saratoga DeAnza.

Election Information
In November 2012, the City of Saratoga will be holding an election for two positions on the City Council. The City consolidates its election with Santa Clara County in an effort to reduce election costs. For this year, the County has estimated election costs at $55,000. A portion of the election expense includes the cost of printing candidate statements of qualifications in the Sample Ballot and Voter Information Pamphlet. Candidates that would like to submit a statement of qualifications must pay for their pro rata share of the cost of their candidate statement, which is estimated at $3,095 for each statement. Candidates will be billed if actual cost is higher, or receive a refund if the cost is lower than the estimated amount.

## NEW INITIATIVES IN FY 2012/ 2013

TEA Assembly Bill 1816
The City continues to be 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. The cities of Saratoga, Los Altos Hills, Cupertino, and

Monte Sereno are eligible for TEA. The City received a portion of its TEA allocation in 2006 and in December 2010 new TEA legislation (Assembly Bill 1816) was introduced by Assembly Member Jim Beall in an effort to garner the remaining allocation

Destination Saratoga

In 2012, the Saratoga Chamber of Commerce embarked on an effort to develop a city-wide brand that is now called Destination Saratoga. To support the effort, Council allocated $8,000 to Destination Saratoga. With financial and staffing support from the City, the Destination Saratoga Committee will assist with the development of websites and identification of new businesses that will help re-energize the local business environment. The City will also focus on facilitating pop-up or temporary businesses to help fill chronically vacant spaces, continue supporting the Saratoga Chamber of Commerce to promote and assist Saratoga business owners, and highlight visitor information services.

New Business Development Program

The Council funded a new Business Development Project in the FY 2012/13 Administrative Improvements Capital Improvement Program Budget that will replace the Conditional Use Permit Reimbursement Incentive Program started in 2009. This project is discussed in more detail in the Capital Budget section.

Community Events Process

In Fiscal Year 2012/13, the City will introduce a more formalized application process for community event grants. For years, the City has provided grants to support the efforts of Saratoga's community event organizers. The new process will include an annual application process to allow event organizers to come before the Council to request funds. Additionally, the new Community Event Grant program allows event organizers that are unable to participate in the annual application process to come before the Council at any point during the year to request event funds.

Concurrently, the City is also working to streamline and improve the special event permitting process to provide a higher level of customer service to the community. The City is working on creating clear guidelines regarding special events. The City plans to communicate the event requirements to the organizations early in the process so that the organizations may obtain all of the necessary permits, insurance, security, and equipment, as well as comply with certain Fire codes that apply to large events. This function will be administered in the City Manager's Office in coordination with other City departments.

Improved Communication Using 1610 AM Radio

The City recently purchased a Work Audio Control (WAC) system to enhance its existing Alert AM Emergency Advisory System (EAS). The Alert System is designed to inform area motorists of Amber alerts, school incidents, flash floods, industrial accidents, terror threats, and natural disasters. The Alert System may also be used to inform motorists of street repairs, traffic hazards, recent criminal activities, public notices, travel advisories, city history, visitor information, and community events. The WAC system is a work station tool that has automated features that will simplify and improve the current process of delivering timely news to the community.

Social Media Outreach

In February 2012, the City Council adopted a social media policy to guide community engagement through social media sites. The term "social media" refers to the web-based and mobile technologies that allow for interactive dialogue, collaboration, and sharing. Samples of social media sites include Facebook, Twitter, and YouTube. In recent years, use of social media sites has grown dramatically and

an increasing number of Americans use social media sites as their primary method for obtaining information and communicating with others.

With the widespread use of social media sites, many cities have started to take advantage of these sites to increase communications with their communities. A number of cities have used sites like Twitter and Facebook for a variety of purposes, including civic engagement, emergency notifications, and economic development. The City plans to begin using social media sites more extensively to share information and connect with residents.

## CAPITAL BUDGET HIGHLIGHTS

For this fiscal year, a total of ten new projects are proposed to be added to the Capital Improvement Budget (CIP) budget, totaling approximately $940,000. 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. Additionally, non-infrastructure projects may be included in the CIP under the Administrative Program if they are one-time, operational efficiency or technology, or multi-faceted administrative projects.

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 designated funding sources such as gas tax and road impact fees, grants, year-end budget surpluses, and general fund transfers. New projects approved by Council for the 2012/13 fiscal year budget are listed below.

Administrative Improvements Program

*General Plan Safety Element* — This project was made possible by $175,000 in grant funds from the 2008 Disaster Recovery Initiative and will involve hiring a consultant to update the City's Safety Element. The update will include identifying potential hazards associated with fire, geological activity, flooding, and any combinations of these hazards. The Safety Element should also identify existing manmade structures that might be vulnerable during these types of emergency conditions and dangers which might result from poor emergency service delivery, difficult access, and lack of public preparedness or information

*Business Development Project* — Council has allocated $25,000 toward this program, which replaces the previously funded Conditional Use Permit Reimbursement Incentive Program that started in 2009. The new program will be available to support business and economic development efforts throughout the City. Individual businesses or groups of businesses may submit proposals for the use of these funds to the City Council for approval. Proposals could include, but not be limited to, percentage matching grants for business improvement efforts or City fee reimbursements.

*Risk Management/ADA Mitigation*

This project will allocate $50,000 in annual funding to mitigate risks associated with accessibility requirements and to comply with the American with Disability Act (ADA). Project examples include repairing excess of slopes, installing handrails and ADA compliant signage, and replacing or relocating fixtures.

Facility Improvements Program

*Electronic Door Lock System-Phase 2*

This $40,000 project will fund the installation of a Stanley wireless security system to the exterior doors at both buildings at the Saratoga Prospect Center, and update the master key system used at the Corporation Yard. Doors would be set to automatically unlock and lock based on requirements of the buildings, thereby limiting rentals to appropriate times. Subsequently, the threat of loss or damage to City property during off hours would be reduced. This project will help to reduce the possibility of loss of or damage to City property that could result from doors being left unlocked after hours. This will also make it more convenient for facility renters who will no longer have to make an extra trip to City Hall to return keys directly after an event.

*Emergency Power Back up-Phase 2*

This project will cost $60,000 and will pay for the purchase and installment of an emergency power generator for the City's information technology server room and City Hall buildings during power outages. 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 as part of the City's responsibility is to provide emergency services.

Park & Trails Program

*Quarry Property Park and Trail Master Plan*

Project funding of $300,000 will provide for the development of a Master Plan and will secure certain areas on the property to allow public access during the development phase. The Master Plan will be used to promote the protection of public resources and public access for recreation, implement an erosion control program, develop the Saratoga-to-the-Sea Trail as contemplated by the City of Saratoga General Plan, and provide resources for obtaining any necessary regulatory approvals.

Street Projects

| | |
|---|---|
| *Arroyo de Arguello Outfall Repair* | A site assessment by Santa Clara Valley Water District (SCVWD) staff in 2011 revealed this 36-inch corrugated metal storm drain outfall pipe was corroded and recommended replacement to prevent the erosion of creek banks. The City of Saratoga owns the outfall pipe; however SCVWD offered to make the repairs and pay for half of the cost. The City will reimburse SCVWD for half of the cost, approximated at $70,000 |
| *Fruitvale Area Median Improvements* | This is a joint project with West Valley College and will cost $140,000. The College will pay $90,000 toward the project and the remaining $50,000 in expenses will be funded by the City. The project involves the installation of an irrigation system and landscaping on Fruitvale Avenue between Allendale Avenue and San Marcos Road. The project will also include restoring the edge of the median and repairing the drainage system. |
| *Parker Ranch Retaining Wall Repair* | This project is estimated at $40,000. The funds for the project will be used to repair the retaining walls on Parker Ranch and Vista Arroyo Court. |
| *Quito Road Storm Drain Project* | The project is estimated at $40,000, which will be used to build two storm drains and replace the curb, gutter, and ruined asphalt at Quito Road and Paseo Olivos. One storm drain will be installed on the south west corner of Quito Road and Paseo Olivos and the other storm drain will be at the opposing corner on the north west corner and connect to the City of San Jose's storm drain system on Quito Road. |

**CONCLUSION**

The City of Saratoga has taken difficult yet necessary steps to restructure its organization in reaction to the nation's deep recession. The slow recovery of the economy has been a source of frustration, but there is evidence that the economy will be restored in the near future. As my letter has highlighted, the City is a lean and sustainable organization that will be able to deliver quality service to its residents today and for many more years to come. Thanks to our conservative approach and structural changes, the City is able to present a balanced 2012/13 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**

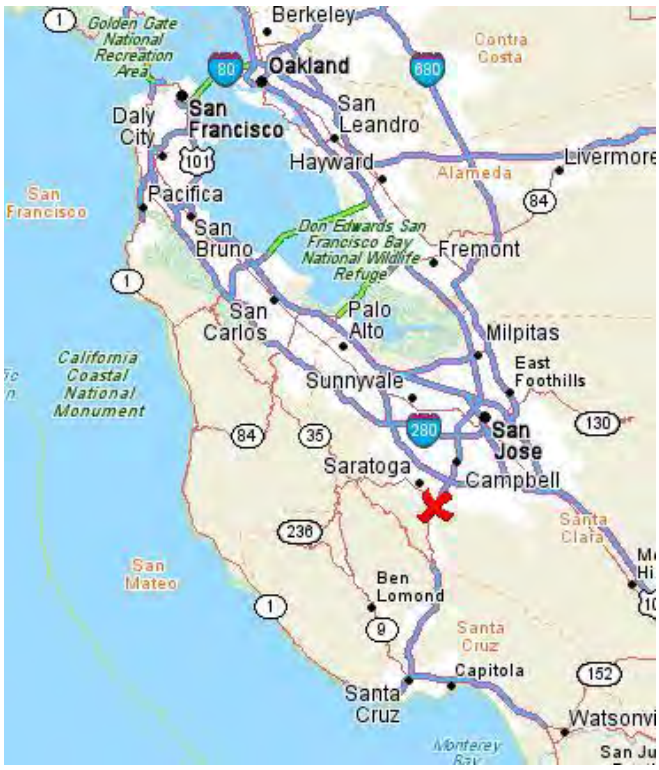
For the Fiscal Year Beginning

**July 1, 2011**

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 30,363 (January 1, 2012) 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 (51.90 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 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 building inspection, 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 Statement of Values

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 statement of values 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.

# STRATEGIC PLAN
# GOALS & OBJECTIVES

(DRAFT DOCUMENT)

# CITY OF SARATOGA
# STRATEGIC PLAN

## (DRAFT)
## GOALS & OBJECTIVES

**I City Leadership: Provide a proactive, responsible, inclusive, respectful, transparent, and trustworthy government dedicated to delivering effective high quality leadership for the community.**

A. Responsive and accountable to the community
B Effective City Leadership
C Organization Performance Management
D Transparent Government
E Civic Engagement
F Community Partnerships

**II Fiscal Stewardship: Ensure fiscal responsibility and transparency, proactively seeking opportunities for improvement.**

A Strengthen the City's Fiscal Health and Stability
B Preserve Essential Services
C Effectively manage revenue streams
D Expend and use fiscal resources responsibly
E Maintain fund balance reserves
F Nurture an environment which attracts, retains, and expands economic opportunities

**III Public Safety: Provide for a safe and secure community.**

A Preservation of life and property
B Crime Prevention
C Emergency Preparedness

**IV Facility & Infrastructure: Maintain the City's facilities and public infrastructure in a safe, sustainable, and cost effective manner.**

A Excellent Street System
B Safe, well-functioning, and beautiful roadway Infrastructure
C Well-maintained, safe parks
D Useful and safe trails and open space
E Clean, safe, and pleasant City facilities
F Well-maintained vehicles and equipment
G Support externally funded community infrastructure improvements

**V Community Heritage: Honor and respect Saratoga's heritage; preserve significant historic assets and small town character.**

A Enhance policies to maintain the City's historic heritage
B Enhance standards to maintain architectural attractiveness
C Protect Saratoga's natural beauty

**VI Community Enrichment: Foster a culturally enriched and vibrant community.**

A Engaged and vibrant community
B Enhance and promote quality of life in the community
C Promote health as a community value
D Cultivate organizational and leadership potential in the community
E Foster a business-friendly environment

**VII Environmental Sustainability: Proactively support environmental sustainability efforts.**

A. Protect and optimize the City's natural resources and environment through sustainable practices
B Establish and implement comprehensive, long-range environmental sustainability goals and policies
C Embrace environmentally friendly practices
D Educate the community on environmental issues

# 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 worksheets

**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, scope of work, and cost estimates for new proposed projects

**March**

For Operating Budget:

- Departments to finalize budget work plans
- Review proposed budgets with City Manager
- Departments and Budget Office to finalize budget changes

For Capital Budget:

- Project Managers to determine year end CIP project estimates
- City Manager to finalize new proposed CIP projects

**April**

For Operating Budget:
- Departments to finalize program narratives and performance measures
- Budget Office to compile final program narratives, financial and supplemental schedules, and financial budget summaries and charts for City Council Budget Study Session

For Capital Budget:
- Project Managers to finalize new project information for CIP submittal
- Public Works Manager to bring new projects to Planning Commission meeting for General Plan conformance review

City Council to hold Public Hearing for Annual User Fee Update

City Council to hold Budget Study Session

**May**

For Operating & Capital Budgets:
- Final budget briefing with City Manager
- Budget Office to incorporate Council directed changes into proposed budgets and prepare final documents for Public Hearing presentation

City Council to hold Proposed Budget Hearing

**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/ October**

Final document preparation of financial and supplemental schedules, charts, reference materials, etc

Adopted Operating and CIP Budget documents finalized, posted on website, 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%).

- Council has designated the following capital projects as fundamental to maintaining City infrastructure on an ongoing basis, and are therefore directed to have priority for available Capital Project funding in the amount of $50,000 each year:
  - Annual Sidewalk Repairs
  - Annual Storm Drain Repairs
  - Roadway Safety and Traffic Calming
  - Risk Management ADA Mitigation Projects

**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:**

- The City is to maintain Fund Balance Reserves as directed by Council, in accordance with GASB 54 classifications:

  ***Non-Spendable Fund Balance*** – represents resources that are inherently non-spendable from the vantage point of the current period. The City does not currently hold Non-Spendable Reserve funds.

  ***Restricted Fund Balance*** – represents fund balance that is subject to external enforceable legal restrictions. The City maintains the following restricted fund balances under this designation:
  - Environmental Services Fund Balance – in the General Fund
  - Fund Balance – in all Special Assessment Funds
  - Fund Balance – in the Debt Service Fund

  ***Committed Fund Balance*** – represents fund balance constrained by limitations the government imposes upon itself at its highest level of decision making and remains binding unless removed in the same manner. The City maintains the following fund balances under this designation:
  - Hillside Stability Fund Balance – in the General Fund
  - Capital Improvement Plan Fund Balances

  ***Assigned Fund Balance*** – represents fund balance identified by Council for an intended use; however as no legal obligations exist, the funds may be re-designated and utilized for another

purpose if Council chooses. The City maintains the following General Fund reserves under this designation:

- Future Capital Projects Reserve
- Carryforward Reserves

***Unassigned Fund Balance*** – represents funding which may be held for specific types of uses or stabilization purposes, but is not yet directed to be used for a specific purpose. All Internal Service Fund Balances fall into this category, as well as the following General Fund reserves:

- Operations Reserve
- Economic Uncertainty Reserve
- Development Services Reserve
- Uncollected Deposits Reserve
- Other Unassigned Fund Balance

- 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 Unassigned Fund Balance, (or Restricted Fund Balance in Special Revenue Funds).

- For the General Fund, Council established $500,000 as the base amount of Other Unassigned Fund Balance. Any accumulated available funding in excess of $500,000 will be distributed in the following order:

  1. Funding of legal obligations and liability reserves
  2. Repayment of Fund Balance Reserve loan back to established level *(e.g. use of Economic Uncertainty Reserve requires replenishment back to $1,500,000)*
  3. Replenishment of Unassigned Fund Balance to $500,000
  4. Annual contribution of $100,000 to Hillside Stability Reserve, until reserve balance reaches $1,000,000
  5. Remaining funds are allocated to Capital Improvement Reserve for Capital Improvement and Cost Efficiency Projects

- The following Fund Balance Reserves are to be maintained on an on-going basis for the following Council established purposes and obligations:
  1. Operations Reserve (Established on July 1, 1999 at $2,000,000 to provide working capital cash flow for the General Fund, and increased by interest earnings at fiscal year-end at LAIF interest rate up to a maximum of 20% of General Fund appropriations in the following fiscal year budget.
  2. Economic Uncertainty established at $1,500,000
  3. Development Services Fund Balance *(Reserve may be utilized per Council direction during development economic downturns)*
  4. Environmental Services Fund Balance *(Reserve is utilized at $50,000 per year to support of environmental/waste management programs)*

- General Fund Unassigned Reserve in total is to be maintained at a minimum of 20% of General Fund appropriations.

**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 next year coupled with a slight population increase, the appropriation factor is positive for FY 2012/13. The following schedule reflects historical appropriations for the prior ten years, and the calculation for FY 2012/13:

### 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 |
|---|---|---|---|---|---|---|
| 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 | 2.07% |
| 2013 | 31,907,666 | 1.0124 | 1.0070 | 1.0377 | 33,521,156 | 8.65% |

The City of Saratoga's appropriation limit for fiscal year 2012/13 is calculated as follows:

**FY 2012/13 Calculation**

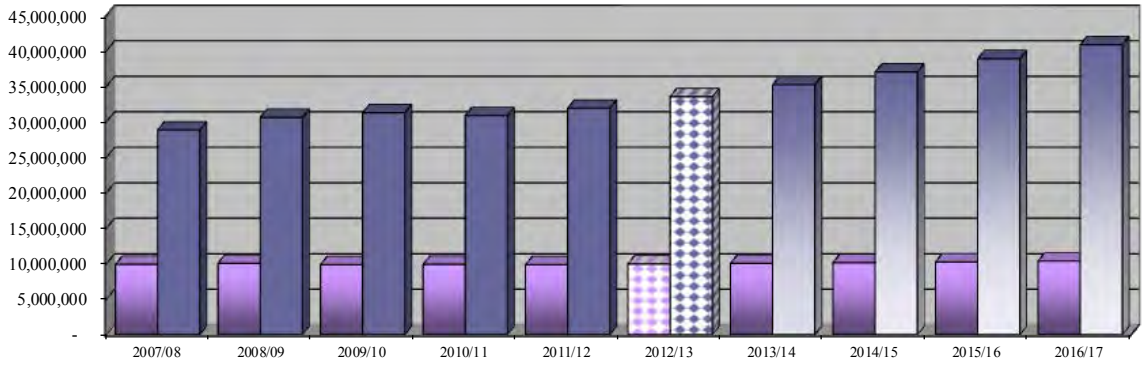
| % Increase in County Population | | California Per Capita Income Δ | | Appropriation Factor | | 2011/12 Appropriation Limit | | 2012/13 Appropriation Limit |
|---|---|---|---|---|---|---|---|---|
| 1.0124 | X | 1.0377 | = | 1.0506 | X | $ 31,907,666 | = | $ 33,521,156 |

As illustrated above, the total amount of tax revenues appropriated to the City in FY 2012/13 is not to exceed $33,521,156. The FY 2012/13 budget anticipates $9,941,600 in Gann designated tax revenues which equates to $23,579,556 less than, or approximately 30% of, the appropriation limit for FY 2012/13. 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 5.5% appropriation growth trends (based on a 34 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 2007/08 | Actuals 2008/09 | Actuals 2009/10 | Actuals 2010/11 | Estimated 2011/12 | Budgeted 2012/13 | Projected 2013/14 | Projected 2014/15 | Projected 2015/16 | Projected 2016/17 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Tax Revenues** | 9,887,504 | 10,050,407 | 9,860,645 | 9,873,525 | 9,839,076 | 9,941,600 | 10,041,016 | 10,141,426 | 10,242,840 | 10,345,269 |
| **Appropriation Limit** | 28,837,681 | 30,592,104 | 31,261,971 | 30,851,813 | 31,907,666 | 33,521,156 | 35,216,237 | 36,997,033 | 38,867,880 | 40,833,331 |
| **Revenue to Limit %** | 35% | 34% | 33% | 32% | 32% | 32% | 32% | 30% | 30% | 30% |

* 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 $33,521,156 for FY 2012/13 will be brought to Council via Resolution on June 6, 2012.

# GANN APPROPRIATION LIMIT RESOLUTION

**RESOLUTION NO. 12-031**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SARATOGA ESTABLISHING THE FISCAL YEAR 2012/13 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 2012/13 Appropriation Limit, which includes:

- County population adjustments for the year ended December 31, 2011 equal to 1.24%, and
- City population adjustment for the year ended December 31, 2011 equal to .70%, and
- Change in California per capita cost of living for fiscal year 2012/13 equal to 1.0377%

**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 2012/13 Appropriation Limit for the City of Saratoga at: $33,521,156

The above and foregoing resolution was passed and adopted at a regular meeting of the Saratoga City Council held on the 6th day of June 2012 by the following vote:

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

NOES: None

ABSENT: None

ABSTAIN: None

Chuck Page, Mayor

ATTEST:

Crystal Morrow, City Clerk

DATE: 6/7/2012

# ANNUAL BUDGET RESOLUTION

**RESOLUTION NO. 12-039**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SARATOGA TO ADOPT THE FISCAL YEAR 2012/13 OPERATING & CAPITAL BUDGET**

**WHEREAS,** the City Council held a public hearing on the Proposed Operating & Capital Budget for Fiscal Year 2012/13 on May 16, 2012;

**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 2012/13 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 to adopt the Fiscal Year 2012/13 Operating and Capital budgets as proposed;

**NOW THEREFORE, BE IT RESOLVED,** that the City Council of the City of Saratoga hereby adopts the Fiscal Year 2012/13 Operating & Capital Budget as shown in the *Total Fund Activity Summary* schedule in the budget adoption report;

**AND BE IT FURTHER RESOLVED,** that the final adopted budget includes carry-forward appropriations for prior year capital projects, identified funding for specified expenditures, grants, and pass-through balances; that capital projects are in compliance with the General Plan; that there be carried forward from the prior year within each fund an amount sufficient to cover approved outstanding encumbrances as of June 30, 2012;

**AND BE IT FURTHER RESOLVED**, that the City Council hereby directs staff that any changes or impacts resulting from: Council approval of the meet and confer process or management compensation plan; from classification adjustments or miscellaneous corrections; from changes due to more refined estimates, grant approvals, claim reimbursements, budget carryforwards, or added revenue and expenditures; from development fee based pass-through budget appropriations; or from further City Council consensus direction received on June 6, 2012 be incorporated within the final Fiscal Year 2012/13 Operating & Capital Budgets;

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

above and foregoing resolution was passed and adopted at a regular meeting of the Saratoga City ncil held on the 6th day of June, 2012, by the following vote:

ES: Council Member Manny Cappello, Emily Lo, Howard Miller, Vice Mayor Jill Hunter, Mayor Chuck Page

ES: None

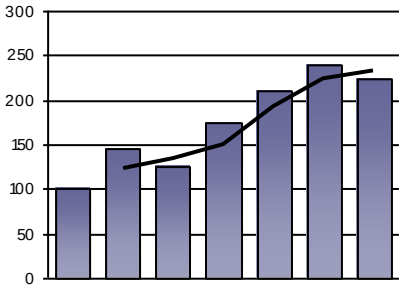
SENT: None

STAIN: None

Chuck Page, Mayor

ATTEST:

Crystal Morrow, City Clerk




# 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.*

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Total Revenues – by Fund ..... B – 4
Total Expenditures – by Fund ..... B – 6
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## 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
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General Fund Revenues – by Category ..... B – 12
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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.*

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## 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
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## 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 - 28
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Staffing by Department ..... B – 34
Staffing by Fund ..... B – 35

# TOTAL FUND ACTIVITY SUMMARY
## FY 2012/13

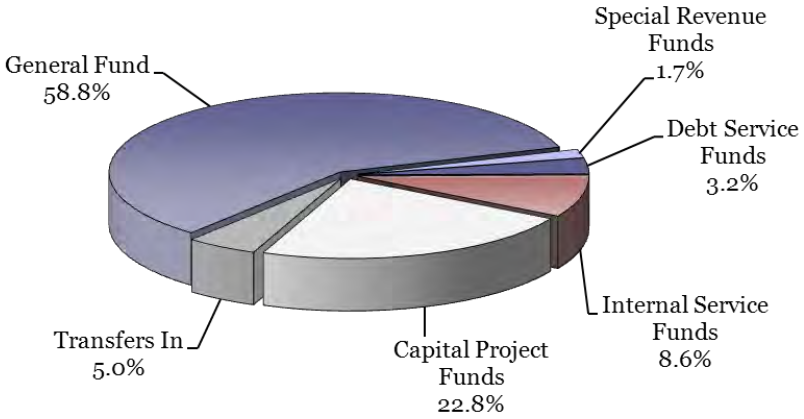
| Fund Category | Estimated Fund Balance July 1, 2012 | Revenues & Transfers In | Expenditures & Transfers Out | Source (Use) of Fund Balance | Estimated Fund Balance June 30, 2013 |
|---|---|---|---|---|---|
| ***Operating Funds*** | | | | | |
| *General Fund* | | | | | |
| Environmental Services | 513,182 | - | - | (50,000) | 463,182 |
| Hillside Stability | 600,000 | - | - | - | 600,000 |
| Capital Projects | 1,923,658 | - | - | (635,000) | 1,288,658 |
| Carryforwards | 247,201 | - | - | - | 247,201 |
| Operations | 2,914,426 | - | - | - | 2,914,426 |
| Economic Uncertainity | 1,500,000 | - | - | - | 1,500,000 |
| Development Services | 667,233 | - | - | - | 667,233 |
| Uncollected Deposits | 44,791 | - | - | - | 44,791 |
| Other Unassigned | 518,631 | 15,927,815 | (16,538,005) | 685,000 | 593,441 |
| *Total General Fund* | $ 8,929,122 | $ 15,927,815 | $ (16,538,005) | $ - | $ 8,318,932 |
| *Special Revenue Funds* | | | | | |
| Landscape & Lighting Districts | 562,504 | 464,734 | (633,929) | - | 393,309 |
| *Total Special Revenue Funds* | $ 562,504 | $ 464,734 | $ (633,929) | $ - | $ 393,309 |
| *Internal Service Funds* | | | | | |
| Liability/Risk Management | 134,757 | 468,527 | (489,249) | - | 114,035 |
| Workers Compensation | 231,966 | 255,000 | (284,684) | - | 202,282 |
| Office Support Services | 11,220 | 67,000 | (59,250) | - | 18,970 |
| IT Services | 256,701 | 400,000 | (422,758) | - | 233,943 |
| Vehicle & Equipment Maintenance | 23,031 | 215,000 | (225,477) | - | 12,554 |
| Building Maintenance | 200,926 | 750,000 | (767,229) | - | 183,696 |
| Vehicle & Equipment Replacement | 437,089 | 100,000 | (95,000) | - | 442,089 |
| IT Equipment Replacement | 156,760 | 46,236 | (52,600) | - | 150,396 |
| *Total Internal Service Funds* | $ 1,452,449 | $ 2,301,763 | $ (2,396,247) | $ - | $ 1,357,966 |
| ***Total Operating Funds*** | **$ 10,944,076** | **$ 18,694,312** | **$ (19,568,181)** | **$ -** | **$ 10,070,207** |
| ***Debt Service*** | | | | | |
| 2001 Series GO Bonds | 862,414 | 850,600 | (869,285) | - | 843,729 |
| ***Total Debt Service*** | **$ 862,414** | **$ 850,600** | **$ (869,285)** | **$ -** | **$ 843,729** |
| **TOTAL OPERATING BUDGET** | **$ 11,806,490** | **$ 19,544,912** | **$ (20,437,466)** | **$ -** | **$ 10,913,936** |
| ***Capital Funds**** | | | | | |
| Street Projects | 2,265,632 | 5,828,093 | (8,093,726) | - | - |
| Park & Trail Projects | 655,463 | 855,533 | (1,510,997) | - | - |
| Facility Projects | 493,710 | 416,790 | (875,500) | - | 35,000 |
| Administrative Projects | 129,400 | 260,000 | (389,400) | - | - |
| ***Total Capital Funds*** | **$ 3,544,205** | **$ 7,360,417** | **$ (10,869,622)** | **$ -** | **$ 35,000** |
| **TOTAL ALL FUNDS** | **$ 15,350,690** | **$ 26,905,329** | **$ (31,307,089)** | **$ -** | **$ 10,948,936** |

*Capital Project funding incorporates remaining funds not yet received 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 to which new funding is added to produce total available funding for project budgets. All available funds are appropriated as expenditures and transfers out 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 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted |
|---|---|---|---|---|---|
| ***General Fund*** | | | | | |
| General Fund | 15,245,050 | 15,742,117 | 15,402,895 | 16,230,633 | $ 15,821,815 |
| ***Total General Fund*** | **15,245,050** | **15,742,117** | **15,402,895** | **16,230,633** | **15,821,815** |
| ***Special Revenue Funds*** | | | | | |
| CDBG Program Fund | 123,812 | 300,692 | - | - | - |
| SHARP Program Fund | 858 | 714 | - | - | - |
| Landscape & Lighting Districts | 456,092 | 460,113 | 486,394 | 491,241 | 464,734 |
| ***Total Special Revenue Funds*** | **580,762** | **761,520** | **486,394** | **491,241** | **464,734** |
| ***Internal Service Funds*** | | | | | |
| Liability / Risk Management Ins | 259,056 | 275,014 | 377,000 | 352,455 | 468,527 |
| Workers Compensation Ins | 277,694 | 221,966 | 225,000 | 219,287 | 255,000 |
| Office Support Services | 34,694 | 38,535 | 52,000 | 50,626 | 67,000 |
| Information Technology Services | 400,961 | 400,000 | 400,000 | 400,000 | 400,000 |
| Vehicle & Equipment Maintenance | 208,000 | 200,000 | 200,000 | 200,000 | 215,000 |
| Building Maintenance | 709,214 | 732,601 | 725,000 | 725,000 | 750,000 |
| Vehicle & Equipment Replacement | 110,000 | 100,000 | 100,000 | 115,715 | 100,000 |
| IT Equipment Replacement | 58,009 | 50,000 | 50,000 | 50,000 | 46,236 |
| ***Total Internal Service Funds*** | **2,057,628** | **2,018,116** | **2,129,000** | **2,113,083** | **2,301,763** |
| ***Debt Service Funds*** | | | | | |
| 2001 Series GO Bond | 976,509 | 972,940 | 953,600 | 932,578 | 850,600 |
| ***Total Debt Service Funds*** | **976,509** | **972,940** | **953,600** | **932,578** | **850,600** |
| ***Trust Funds*** | | | | | |
| Library Capital Improvement Fund | 2,828 | - | - | - | - |
| KSAR Community Access Trust | 72,704 | 18,573 | - | - | - |
| ***Total Trust Funds*** | **75,533** | **18,573** | **-** | **-** | **-** |
| ***Capital Project Funds*** | | | | | |
| Street Projects | 1,705,779 | 2,223,355 | 6,130,002 | 3,455,125 | 5,211,275 |
| Park & Trail Projects | 408,048 | 877,706 | 1,185,548 | 647,874 | 555,533 |
| Facility Projects | 46,640 | 47,111 | 113,460 | 39,219 | 184,623 |
| Administrative Projects | - | 5,072 | 17,102 | 5,736 | 175,000 |
| ***Total Capital Improvement Projects*** | **2,160,467** | **3,153,244** | **7,446,112** | **4,147,954** | **6,126,432** |
| **Total Revenues** | **21,095,948** | **22,666,510** | **26,418,000** | **23,915,488** | **$ 25,565,344** |
| **Operating Transfers In** | | | | | |
| General Fund | 325,842 | 224,550 | 205,222 | 205,222 | 106,000 |
| Street Capital Project Funds | 502,786 | 781,272 | 369,909 | 400,308 | 616,818 |
| Park & Trail Capital Project Funds | 318,217 | 198,791 | 25 | 25 | 300,000 |
| Facility Capital Project Fund | 540,776 | 810,418 | 218,878 | 264,659 | 232,167 |
| Admin Capital Project Fund | 113,887 | - | 55,978 | 55,941 | 85,000 |
| **Total Operating Transfers In** | **1,801,508** | **2,015,031** | **850,012** | **926,156** | **1,339,985** |
| **Total Revenues & Transfers In** | **$ 22,897,456** | **$ 24,681,540** | **$ 27,268,012** | **$ 24,841,643** | **$ 26,905,329** |
| GO Bond Debt Refunding | - | - | - | 12,454,738 | - |
| **Total Other Funding Sources** | **-** | **-** | **-** | **12,454,738** | **-** |
| **Total Revenues, Transfers & Sources** | **$ 22,897,456** | **$ 24,681,540** | **$ 27,268,012** | **$ 37,296,381** | **$ 26,905,329** |

## TOTAL REVENUES & TRANSFERS IN
### BY FUND TYPE




### FY 2012/13 REVENUES BY FUND

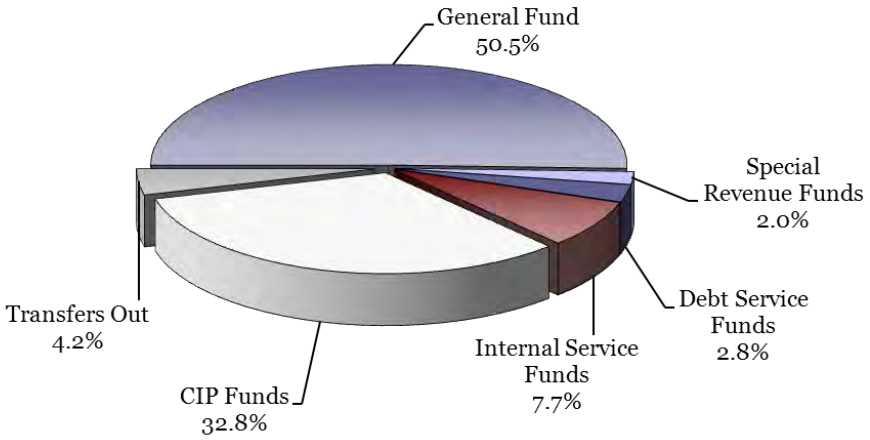
| Fund | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted |
|---|---|---|---|---|---|
| General Fund | $ 15,245,050 | $ 15,742,117 | $ 15,402,895 | $ 16,230,633 | $ 15,821,815 |
| Special Revenue Funds | 580,762 | 761,520 | 486,394 | 491,241 | 464,734 |
| Internal Service Funds | 2,057,628 | 2,018,116 | 2,129,000 | 2,113,083 | 2,301,763 |
| Debt Service Funds | 976,509 | 972,940 | 953,600 | 932,578 | 850,600 |
| Trust Funds | 75,533 | 18,573 | - | - | - |
| Capital Project Funds | 2,160,467 | 3,153,244 | 7,446,112 | 4,147,954 | 6,126,432 |
| **Total Revenues by Fund** | **$ 21,095,948** | **$ 22,666,510** | **$ 26,418,000** | **$ 23,915,488** | **$ 25,565,344** |
| Operating Fund Transfers | 325,842 | 224,550 | 205,222 | 205,222 | 106,000 |
| CIP Fund Transfers | 1,475,666 | 1,790,481 | 644,790 | 720,934 | 1,233,985 |
| **Total Revenues & Transfers In** | **$ 22,897,456** | **$ 24,681,540** | **$ 27,268,012** | **$ 24,841,643** | **$ 26,905,329** |
| GO Bond Debt Refunding | - | - | - | 12,454,738 | - |
| **Total Other Funding Sources** | **$ -** | **$ -** | **$ -** | **$ 12,454,738** | **$ -** |
| **Total Revenues, Transfers & Sources** | **$ 22,897,456** | **$ 24,681,540** | **$ 27,268,012** | **$ 37,296,381** | **$ 26,905,329** |

**Note:** *Capital Project 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 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted |
|---|---|---|---|---|---|
| ***General Fund*** | | | | | |
| General Fund | $ 15,138,898 | $ 15,616,298 | $ 15,453,350 | $ 14,710,797 | 15,803,005 |
| ***Total General Fund*** | **15,138,898** | **15,616,298** | **15,453,350** | **14,710,797** | **15,803,005** |
| ***Special Revenue Funds*** | | | | | |
| SHARP Program Fund | - | 210,748 | - | - | - |
| Landscape & Lighting Districts | 375,619 | 396,379 | 641,518 | 432,862 | 633,929 |
| ***Total Special Revenue Funds*** | **375,619** | **607,127** | **641,518** | **432,862** | **633,929** |
| ***Internal Service Funds*** | | | | | |
| Liability / Risk Management Ins | 217,366 | 359,670 | 403,631 | 352,603 | 489,249 |
| Workers Compensation Ins | 202,136 | 196,454 | 233,035 | 211,425 | 284,684 |
| Office Support Services | 47,496 | 49,534 | 58,482 | 55,236 | 59,250 |
| Information Technology Services | 361,859 | 382,877 | 429,723 | 374,362 | 422,758 |
| Vehicle & Equipment Maintenance | 210,396 | 211,441 | 217,321 | 219,786 | 225,477 |
| Building Maintenance | 715,486 | 726,653 | 742,761 | 732,592 | 767,229 |
| Vehicle & Equipment Replacement | 26,985 | 4,856 | 10,000 | 10,000 | 95,000 |
| IT Equipment Replacement | 31,614 | 51,119 | 54,200 | 53,844 | 52,600 |
| ***Total Internal Service Funds*** | **1,813,338** | **1,982,604** | **2,149,153** | **2,009,849** | **2,396,247** |
| ***Debt Service Funds*** | | | | | |
| 2001 Series GO Bond | 1,015,276 | 1,014,876 | 1,047,556 | 920,820 | 869,285 |
| ***Total Debt Service Funds*** | **1,015,276** | **1,014,876** | **1,047,556** | **920,820** | **869,285** |
| ***Trust Funds*** | | | | | |
| Library Capital Improvement Fund | 5,458 | - | - | - | - |
| KSAR Community Access Trust | 47,465 | 128,416 | - | - | - |
| ***Total Trust Funds*** | **52,923** | **128,416** | **-** | **-** | **-** |
| ***Capital Project Funds*** | | | | | |
| Street Projects | 1,374,181 | 2,590,294 | 8,535,500 | 3,693,733 | 7,520,910 |
| Park & Trail Projects | 544,168 | 649,959 | 2,141,940 | 948,802 | 1,510,997 |
| Facility Projects | 616,015 | 381,677 | 1,030,329 | 492,379 | 843,332 |
| Administrative Projects | 44,136 | 81,707 | 184,788 | 43,986 | 389,399 |
| ***Total Capital Project Funds*** | **2,578,501** | **3,703,637** | **11,892,557** | **5,178,900** | **10,264,637** |
| **Total Expenditures** | **$ 20,974,555** | **$ 23,052,958** | **$ 31,184,134** | **$ 23,253,229** | **29,967,103** |
| **Operating Transfers Out** | | | | | |
| General Fund | 650,000 | 876,983 | 280,000 | 280,000 | 735,000 |
| Liability/Risk Mgmt Fund | - | 25,000 | - | - | - |
| IT Equipment Replacement to CIP | 155,000 | - | 25,000 | 24,963 | - |
| CDBG Fund | 133,432 | 291,071 | - | - | - |
| Library Capital Trust Fund to CIP | 405 | 351,360 | - | - | - |
| Street Capital Project Funds | 410,589 | 316,558 | 294,497 | 324,896 | 572,818 |
| Park & Trail Capital Project Funds | 43,217 | 95,000 | 25 | 25 | - |
| Facility Capital Projects Fund | 399,978 | 59,058 | 214,060 | 259,841 | 32,167 |
| Admin Capital Projects Fund | 8,887 | - | 36,430 | 36,430 | - |
| **Total Operating Transfers Out** | **1,801,508** | **2,015,031** | **850,012** | **926,156** | **1,339,985** |
| **Total Expenditures & Transfers Out** | **$ 22,776,063** | **$ 25,067,989** | **$ 32,034,146** | **$ 24,179,385** | **31,307,089** |
| GO Bond Debt Refunding | - | - | - | **12,454,738** | - |
| **Total Other Funding Uses** | **$ -** | **$ -** | **$ -** | **$ 12,454,738** | **$ -** |
| **Total Expenditures, Transfers & Uses** | **$ 22,776,063** | **$ 25,067,989** | **$ 32,034,146** | **$ 36,634,123** | **$ 31,307,089** |

## TOTAL EXPENDITURES & TRANSFERS OUT
### BY FUND TYPE

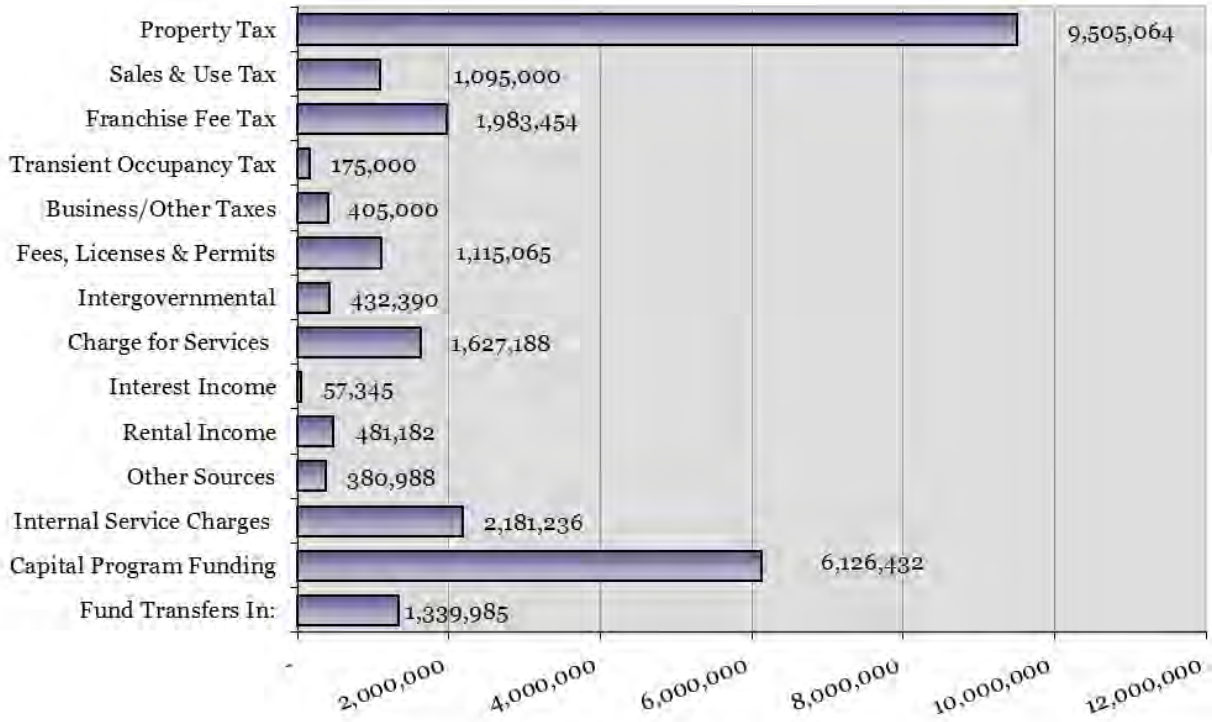



### FY 2012/13 EXPENDITURES BY FUND

| Fund | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted |
|---|---|---|---|---|---|
| General Fund | $ 15,138,898 | $ 15,616,298 | $ 15,453,350 | $ 14,710,797 | $ 15,803,005 |
| Special Revenue Funds | 375,619 | 607,127 | 641,518 | 432,862 | 633,929 |
| Internal Service Funds | 1,813,338 | 1,982,604 | 2,149,153 | 2,009,849 | 2,396,247 |
| Debt Service Funds | 1,015,276 | 1,014,876 | 1,047,556 | 920,820 | 869,285 |
| Trust Funds | 52,923 | 128,416 | - | - | - |
| Capital Project Funds | 2,578,501 | 3,703,637 | 11,892,557 | 5,178,900 | 10,264,637 |
| **Total Expenditures by Fund** | **$ 20,974,555** | **$ 23,052,958** | **$ 31,184,134** | **$ 23,253,229** | **$ 29,967,103** |
| Operating Fund Transfers | 938,837 | 1,544,415 | 305,000 | 304,963 | 735,000 |
| CIP Fund Transfers Out | 862,671 | 470,617 | 545,012 | 621,193 | 604,985 |
| **Total Expenditures & Transfers** | **$ 22,776,063** | **$ 25,067,989** | **$ 32,034,146** | **$ 24,179,385** | **$ 31,307,089** |
| GO Bond Debt Refunding | - | - | - | 12,454,738 | - |
| **Total Expenditures, Transfers & Uses** | **$ 22,776,063** | **$ 25,067,989** | **$ 32,034,146** | **$ 36,634,123** | **$ 31,307,089** |

**Note:** *Capital Project 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

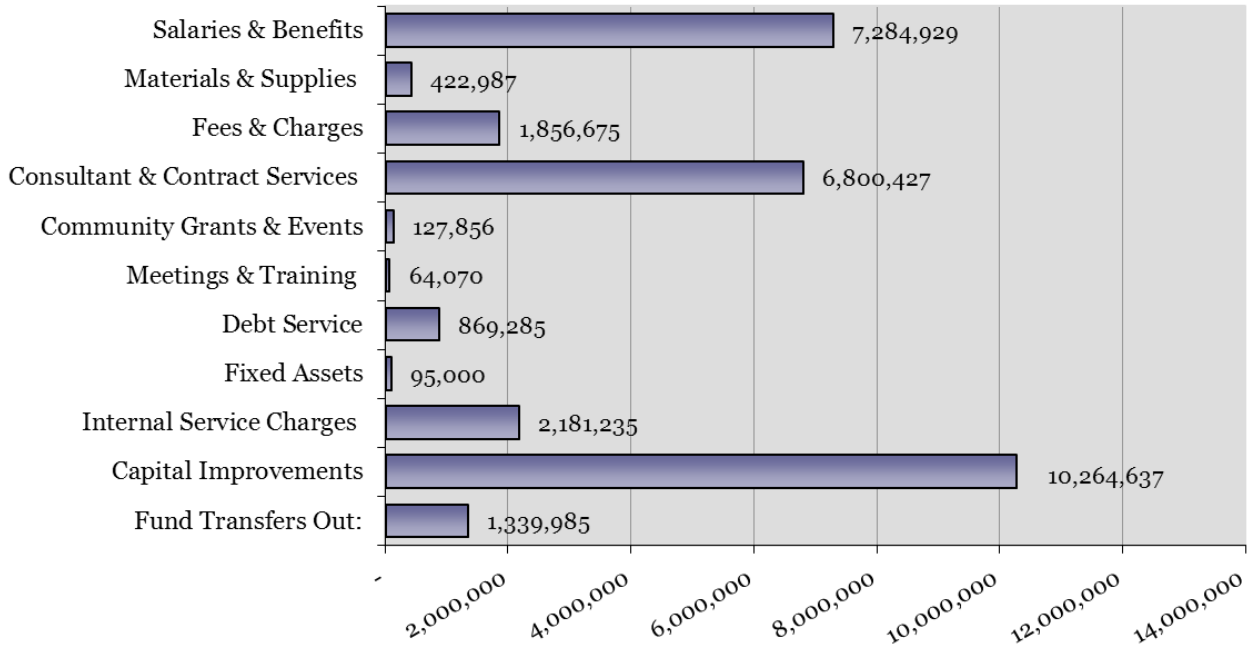



## FY 2012/13 Revenues by Category

| Revenue Category | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted | % of Total |
|---|---|---|---|---|---|---|
| Property Tax | 9,618,177 | 9,453,877 | 9,413,300 | 9,699,503 | 9,505,064 | 35.3% |
| Sales Tax | 954,574 | 990,579 | 1,025,000 | 1,100,489 | 1,095,000 | 4.1% |
| Franchise Fee Tax | 1,735,896 | 1,839,568 | 1,695,000 | 1,852,390 | 1,983,454 | 7.4% |
| Transient Occupancy Tax | 144,151 | 184,362 | 150,000 | 205,421 | 175,000 | 0.7% |
| Business/Other Taxes | 415,889 | 448,138 | 415,000 | 477,962 | 405,000 | 1.5% |
| Fees, Licenses & Permits | 1,112,132 | 1,156,486 | 1,049,065 | 1,236,460 | 1,115,065 | 4.1% |
| Intergovernmental | 491,276 | 726,312 | 380,140 | 313,453 | 432,390 | 1.6% |
| Charge for Services | 1,511,227 | 1,749,826 | 1,621,681 | 1,743,515 | 1,627,188 | 6.0% |
| Interest Income | 109,895 | 69,861 | 65,745 | 48,994 | 57,345 | 0.2% |
| Rental Income | 444,262 | 438,458 | 455,302 | 507,941 | 481,182 | 1.8% |
| Misc Refunds/Reimbursements | 394,993 | 535,801 | 671,656 | 551,405 | 380,988 | 1.4% |
| **Operational Revenues** | **$ 16,932,470** | **$ 17,593,268** | **$ 16,941,889** | **$ 17,737,532** | **$ 17,257,676** | 64.1% |
| Internal Service Charges | 2,003,009 | 1,920,000 | 2,030,000 | 2,030,000 | 2,181,236 | 8.1% |
| Capital Program Funding | 2,160,467 | 3,153,244 | 7,446,112 | 4,147,954 | 6,126,432 | 22.8% |
| **Total Revenues** | **$ 21,095,947** | **$ 22,666,512** | **$ 26,418,001** | **$ 23,915,486** | **$ 25,565,344** | 95.0% |
| Fund Transfers In: | 1,801,508 | 2,015,031 | 850,012 | 926,156 | 1,339,985 | 5.0% |
| **Total Revenues & Transfers In** | **$ 22,897,455** | **$ 24,681,542** | **$ 27,268,013** | **$ 24,841,641** | **$ 26,905,329** | **100.0%** |
| GO Bond Debt Refunding | - | - | - | 12,454,738 | - | 0.0% |
| **Total Other Funding Sources** | **$ -** | **$ -** | **$ -** | **$ 12,454,738** | **$ -** | 0.0% |
| **Total Revenues, Transfers & Sources** | **$ 22,897,455** | **$ 24,681,542** | **$ 27,268,013** | **$ 37,296,379** | **$ 26,905,329** | **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

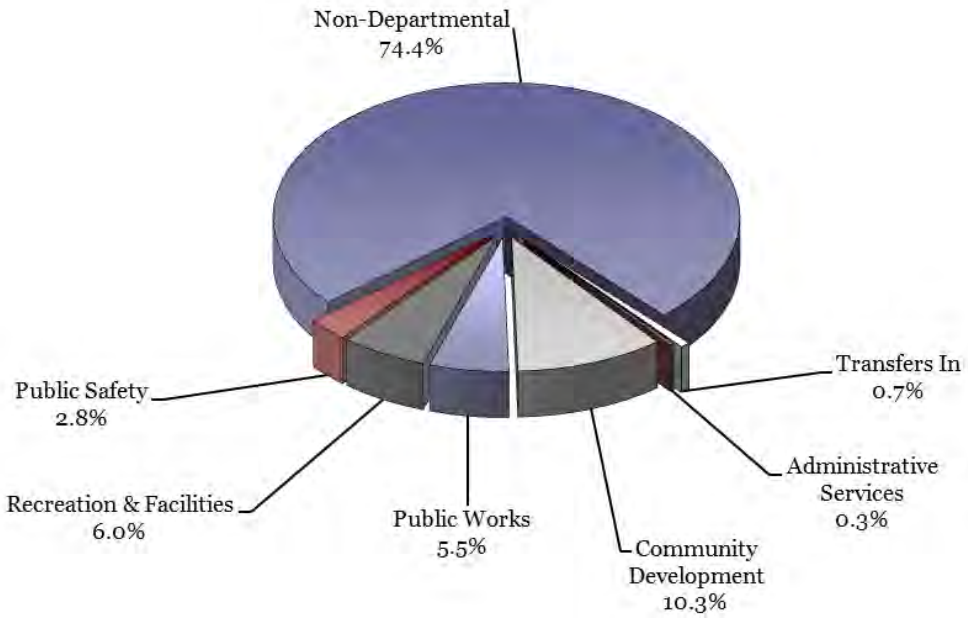



## FY 2012/13 Expenditures by Category

| Expenditure Category | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted | % of Total |
|---|---|---|---|---|---|---|
| Salaries & Benefits | 7,018,518 | 7,488,036 | 7,307,266 | 6,850,735 | 7,284,929 | 23.3% |
| Materials & Supplies | 329,160 | 370,868 | 417,455 | 382,800 | 422,987 | 1.4% |
| Fees & Charges | 1,499,005 | 1,947,920 | 1,674,418 | 1,616,183 | 1,856,675 | 5.9% |
| Consultant & Contract Serv | 6,245,993 | 6,373,050 | 6,597,225 | 6,097,975 | 6,800,427 | 21.7% |
| Meetings & Training | 48,892 | 63,799 | 51,225 | 38,277 | 64,070 | 0.2% |
| Bldg/Infrastructure Projects | - | - | - | - | - | 0.0% |
| Community Grants & Events | 203,758 | 165,915 | 156,434 | 116,203 | 127,856 | 0.4% |
| Debt Service | 1,015,276 | 1,014,876 | 1,047,556 | 920,820 | 869,285 | 2.8% |
| Fixed Assets | 32,443 | 4,856 | 10,000 | 21,336 | 95,000 | 0.3% |
| **Operational Expenditures** | **16,393,045** | **17,429,320** | **17,261,579** | **16,044,329** | **17,521,229** | 56.0% |
| Internal Service Charges | 2,003,009 | 1,920,001 | 2,029,997 | 2,030,000 | 2,181,235 | 7.0% |
| Capital Improvements | 2,578,501 | 3,703,637 | 11,892,557 | 5,178,900 | 10,264,637 | 32.8% |
| **Total Expenditures** | **$ 20,974,555** | **$ 23,052,958** | **$ 31,184,133** | **$ 23,253,229** | **$ 29,967,101** | 95.7% |
| Fund Transfers Out | 1,801,508 | 2,015,031 | 850,012 | 926,156 | 1,339,985 | 4.3% |
| **Total Expenditures & Transfers Out** | **$ 22,776,063** | **$ 25,067,989** | **$ 32,034,145** | **$ 24,179,385** | **$ 31,307,087** | **100.0%** |
| Bond Debt Refunding | - | - | - | 12,454,738 | - | 0.0% |
| **Total Other Funding Uses** | **$ -** | **$ -** | **$ -** | **$ 12,454,738** | **$ -** | 0.0% |
| **Total Expenditures, Transfers & Uses** | **$ 22,776,063** | **$ 25,067,989** | **$ 32,034,145** | **$ 36,634,123** | **$ 31,307,087** | |

**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.*

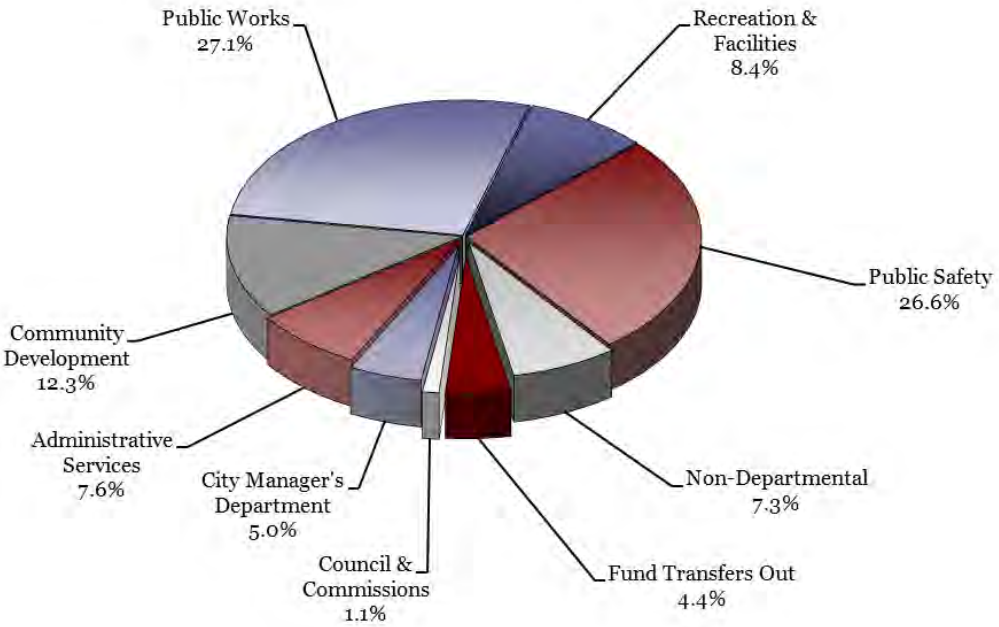
# GENERAL FUND REVENUES
## BY DEPARTMENT




## FY 2012/13 REVENUES BY DEPARTMENT

| Departments | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adopted | 2011/12 Actuals | 2012/13 Adopted | % of Total |
|---|---|---|---|---|---|---|
| Council & Commissions | $ 1,200 | $ 600 | $ 1,200 | $ 2,400 | $ 600 | 0.0% |
| City Manager's Department | 2,005 | 20,820 | 20,190 | 20,412 | 13,400 | 0.1% |
| Administrative Services | 72,471 | 58,574 | 52,000 | 49,758 | 50,000 | 0.3% |
| Community Development | 1,586,565 | 1,734,095 | 1,601,425 | 1,922,649 | 1,637,265 | 10.3% |
| Public Works | 503,584 | 589,929 | 543,063 | 587,480 | 875,110 | 5.5% |
| Recreation & Facilities | 844,176 | 882,355 | 913,510 | 852,736 | 953,900 | 6.0% |
| Public Safety | 569,552 | 661,253 | 737,802 | 694,129 | 448,025 | 2.8% |
| Non-Departmental | 11,665,496 | 11,794,492 | 11,533,704 | 12,101,067 | 11,843,515 | 74.4% |
| **Total General Fund Revenues** | **$ 15,245,049** | **$ 15,742,117** | **$ 15,402,895** | **$ 16,230,633** | **$ 15,821,815** | **99.3%** |
| Fund Transfers In: | 325,842 | 224,550 | 205,222 | 205,222 | 106,000 | 0.7% |
| **Total Operating Revenues** | **$ 15,570,891** | **$ 15,966,667** | **$ 15,608,117** | **$ 16,435,855** | **$ 15,927,815** | **100.0%** |
| **Funding from Use of Deposits/Carryforwards/Designated Funds** | | | | | | |
| Funding Carryforward | 22,000 | 68,600 | 31,900 | 31,900 | 247,200 | |
| Development Reserve | 75,000 | - | 210,000 | - | - | |
| Environmental Reserve | 50,000 | 50,000 | 50,000 | - | 50,000 | |
| CIP Reserve | 550,000 | 726,983 | 160,000 | 160,000 | 635,000 | |
| Hillside Reserve | - | 50,000 | - | - | - | |
| Use of Undesignated Funds | 25,000 | 95,000 | - | - | - | |
| **Total Operating Sources** | **16,292,891** | **16,957,250** | **16,060,017** | **16,627,755** | **16,860,015** | |

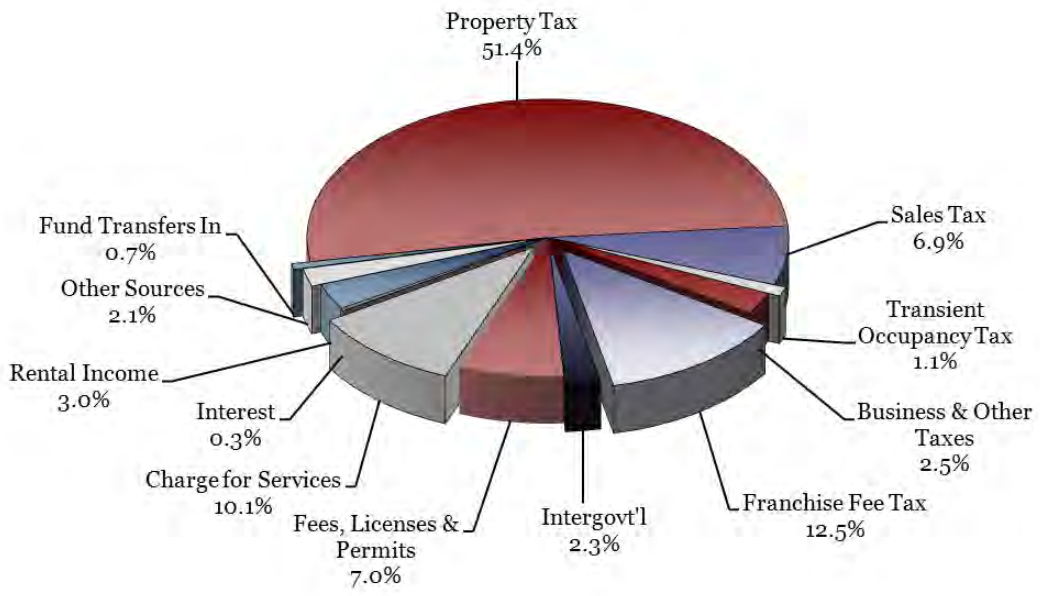
## GENERAL FUND EXPENDITURES
### BY DEPARTMENT




### FY 2012/13 EXPENDITURES BY DEPARTMENT

| Departments | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adopted | 2011/12 Actuals | 2012/13 Adopted | % of Total |
|---|---|---|---|---|---|---|
| Council & Commissions | $ 149,646 | $ 154,340 | $ 187,718 | $ 152,149 | $ 188,343 | 1.1% |
| City Manager's Department | 875,397 | 1,455,993 | 809,336 | 798,582 | 830,318 | 5.0% |
| Administrative Services | 1,196,643 | 795,490 | 1,268,738 | 1,166,825 | 1,255,903 | 7.6% |
| Community Development | 2,111,172 | 1,981,762 | 2,057,417 | 1,887,796 | 2,040,643 | 12.3% |
| Public Works | 4,353,903 | 4,320,463 | 4,415,350 | 4,318,432 | 4,482,354 | 27.1% |
| Recreation & Facilities | 1,222,649 | 1,322,152 | 1,340,872 | 1,269,497 | 1,396,144 | 8.4% |
| Public Safety | 4,348,778 | 4,467,738 | 4,326,360 | 4,310,113 | 4,400,463 | 26.6% |
| Non-Departmental | 880,712 | 1,118,359 | 1,047,558 | 807,403 | 1,208,837 | 7.3% |
| **Total General Fund Exp** | **$ 15,138,898** | **$ 15,616,298** | **$ 15,453,350** | **$ 14,710,797** | **$ 15,803,005** | **95.6%** |
| Fund Transfers Out | 650,000 | 876,983 | 280,000 | 280,000 | 735,000 | 4.4% |
| **Total Exp & Transfers Out** | **$ 15,788,898** | **$ 16,493,281** | **$ 15,733,350** | **$ 14,990,797** | **$ 16,538,005** | **100.0%** |

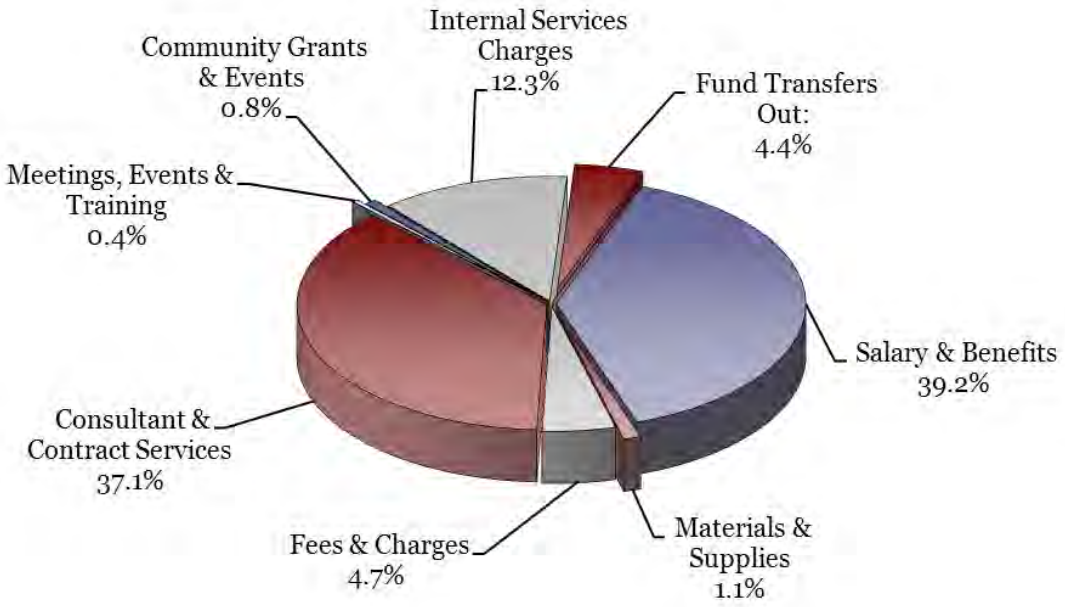
## GENERAL FUND REVENUES
### BY CATEGORY




### FY 2012/13 REVENUES BY CATEGORY

| Revenue Category | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted | % of Total |
|---|---|---|---|---|---|---|
| Property Tax | $ 8,194,364 | $ 8,026,659 | $ 7,979,050 | $ 8,279,947 | $ 8,191,975 | 51.4% |
| Sales Tax | 954,574 | 990,579 | 1,025,000 | 1,100,489 | 1,095,000 | 6.9% |
| Transient Occupancy Tax | 144,151 | 184,362 | 150,000 | 205,421 | 175,000 | 1.1% |
| Business & Other Taxes | 415,889 | 448,137 | 415,000 | 477,963 | 405,000 | 2.5% |
| Franchise Fee Tax | 1,663,657 | 1,821,131 | 1,695,000 | 1,852,390 | 1,983,454 | 12.5% |
| Intergovernmental | 357,887 | 384,746 | 318,140 | 274,848 | 373,863 | 2.3% |
| Fees, Licenses & Permits | 1,111,879 | 1,156,486 | 1,049,065 | 1,236,460 | 1,115,065 | 7.0% |
| Charge for Services | 1,499,533 | 1,741,291 | 1,609,681 | 1,732,889 | 1,615,188 | 10.1% |
| Interest | 97,044 | 63,883 | 60,000 | 44,731 | 55,100 | 0.3% |
| Rental Income | 444,262 | 438,901 | 455,302 | 508,647 | 481,182 | 3.0% |
| Other Sources | 361,808 | 485,940 | 646,656 | 516,848 | 330,988 | 2.1% |
| **Total Revenues** | **$ 15,245,049** | **$ 15,742,117** | **$ 15,402,895** | **$ 16,230,633** | **$ 15,821,815** | 99.3% |
| Fund Transfers In | 325,842 | 224,550 | 205,222 | 205,222 | 106,000 | 0.7% |
| **Total Revenues & Transfers** | **$ 15,570,891** | **$ 15,966,667** | **$ 15,608,117** | **$ 16,435,855** | **$ 15,927,815** | **100.0%** |
| **Funding from Use of Designated Funds** | | | | | | |
| Funding Carryforward | 22,000 | 68,600 | 31,900 | 31,900 | 247,200 | |
| Development Reserve | 75,000 | - | 210,000 | - | - | |
| Environmental Reserve | 50,000 | 50,000 | 50,000 | - | 50,000 | |
| CIP Reserve | 550,000 | 726,983 | 160,000 | 160,000 | 635,000 | |
| Hillside Reserve | - | 50,000 | - | - | - | |
| Use of Undesignated Funds | 25,000 | 95,000 | - | - | - | |
| **Total Operating Sources** | **16,292,891** | **16,957,250** | **16,060,017** | **16,627,755** | **16,860,015** | |

## GENERAL FUND EXPENDITURES
### BY CATEGORY

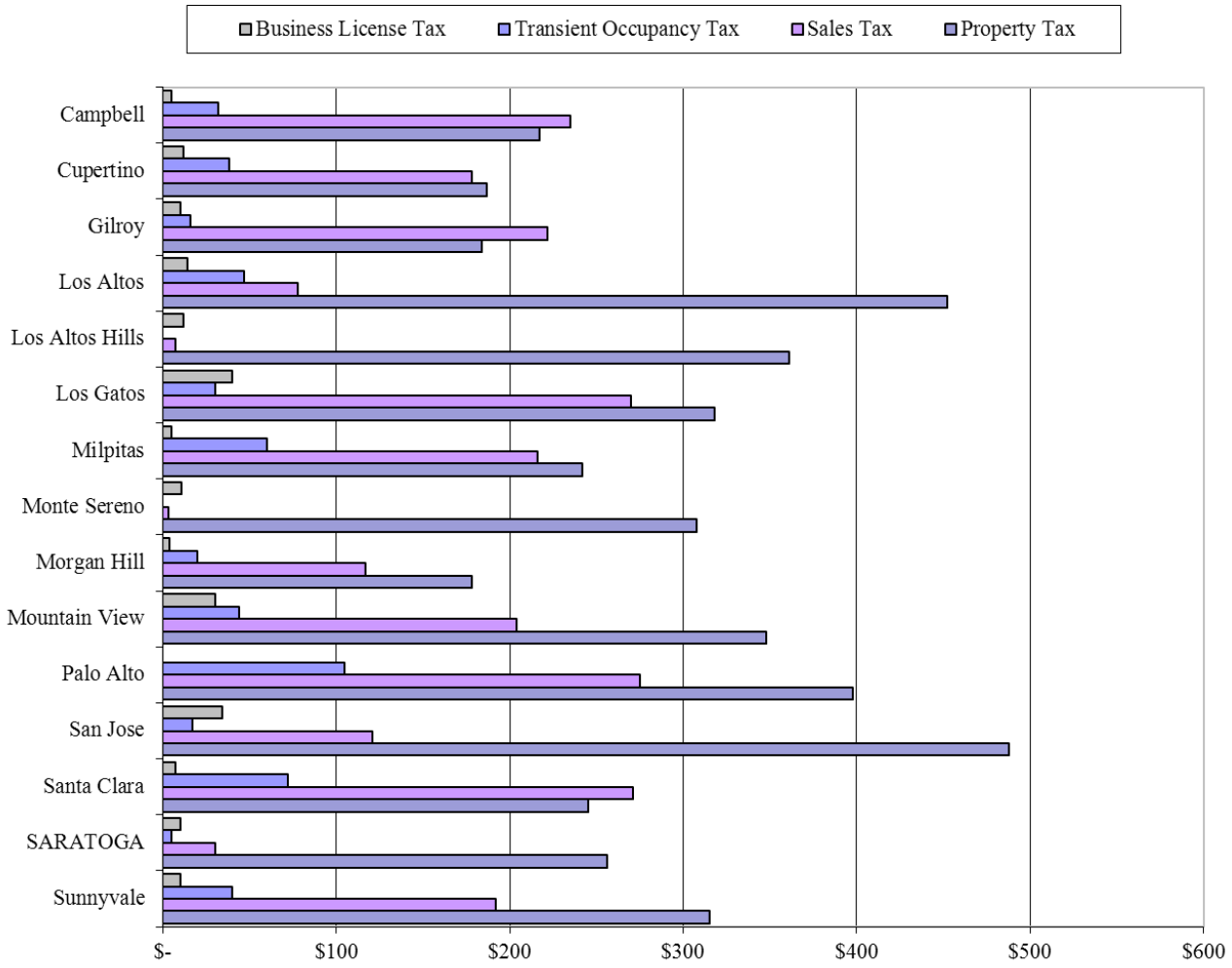



### FY 2012/13 EXPENDITURES BY CATEGORY

| Expenditure Category | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted | % of Total |
|---|---|---|---|---|---|---|
| Salary & Benefits | $ 6,303,927 | $ 6,710,412 | $ 6,507,801 | $ 6,074,360 | 6,484,682 | 39.2% |
| Materials & Supplies | 154,010 | 150,910 | 171,015 | 163,990 | 185,270 | 1.1% |
| Fees & Charges | 671,493 | 734,205 | 727,336 | 708,175 | 782,440 | 4.7% |
| Consultant & Contract Services | 5,884,326 | 5,992,977 | 5,940,392 | 5,699,202 | 6,127,910 | 37.1% |
| Meetings, Events & Training | 47,808 | 63,668 | 50,625 | 37,783 | 61,270 | 0.4% |
| Community Grants & Events | 203,758 | 165,915 | 156,434 | 116,203 | 127,856 | 0.8% |
| Internal Services Charges | 1,873,576 | 1,798,212 | 1,899,747 | 1,899,748 | 2,033,577 | 12.3% |
| **Total Expenditures** | **$ 15,138,898** | **$ 15,616,298** | **$ 15,453,350** | **$ 14,710,797** | **$ 15,803,005** | **95.6%** |
| Fund Transfers Out: | 650,000 | 876,983 | 280,000 | 280,000 | 735,000 | 4.4% |
| **Total Expenditures & Transfers** | **$ 15,788,898** | **$ 16,493,281** | **$ 15,733,350** | **$ 14,990,797** | **$ 16,538,005** | **100.0%** |

# GENERAL FUND TAX REVENUES

## CITIES OF SANTA CLARA COUNTY – TAX REVENUES PER CAPITA




### *FY 2009/10 TAX REVENUE AMOUNTS AND PER CAPITA

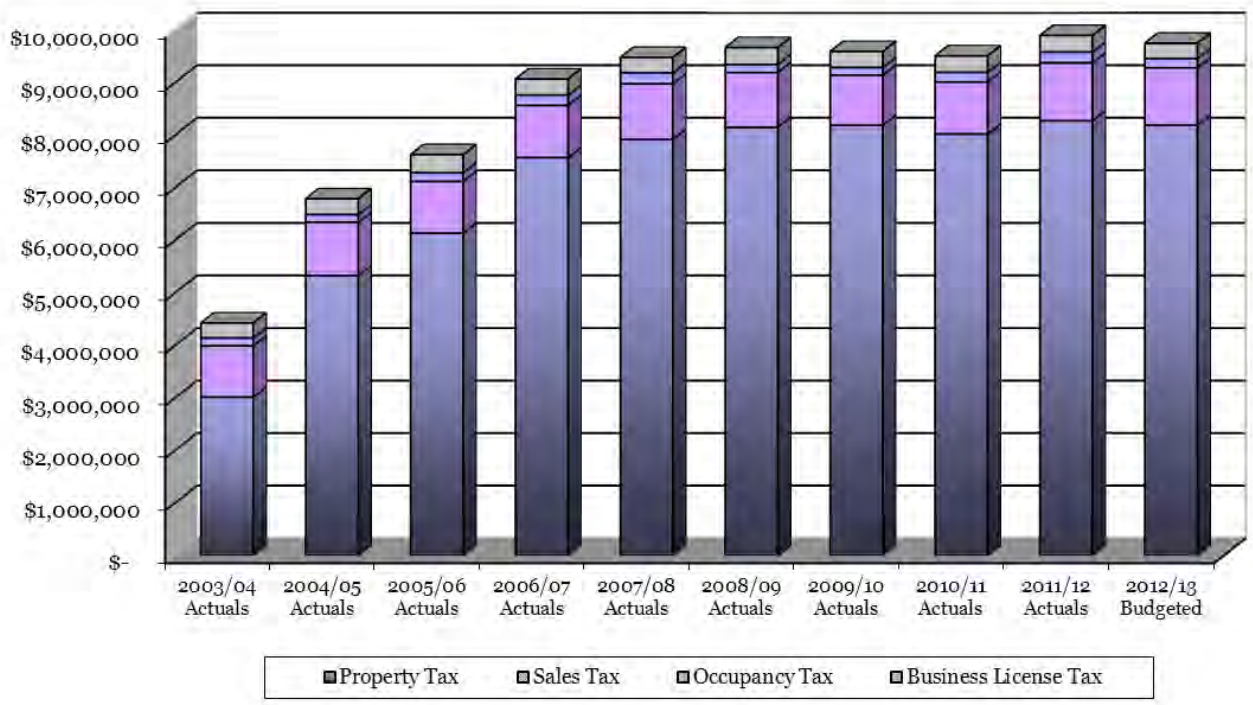
| | | Property Tax | | Sales Tax | | Transient Occupancy | | Business License | |
|---|---|---|---|---|---|---|---|---|---|
| City | Population | Amount | Per capita | Amount | Per capita | Amount | Per capita | Amount | Per capita |
| Campbell | 40,420 | 8,761,390 | 217 | 9,494,403 | 235 | 1,297,573 | 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:**

***most recent information available***

***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 |
|---|---|---|---|---|---|---|---|
| 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 | Actuals | $ 8,279,947 | $ 1,100,489 | $ 205,421 | $ 313,984 | 9,899,841 | 3.2% |
| 2012/13 | Budgeted | $ 8,191,975 | $ 1,095,000 | $ 175,000 | $ 290,000 | 9,751,975 | 2.5% |

**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 from 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 7/1/2012 Balance | Revenues | Plus Transfers In | Expenditures | Less Transfers Out | Sources (Uses) of Fund Balance | Estimated 6/30/2013 Balance |
|---|---|---|---|---|---|---|---|
| ***Restricted*** | | | | | | | |
| Environmental Services | 513,182 | - | - | - | - | (50,000) | 463,182 |
| Committed | | | | | | | |
| Hillside Stability | 600,000 | - | - | - | - | - | 600,000 |
| ***Assigned*** | | | | | | | |
| Capital Projects | 1,923,658 | - | - | - | - | (635,000) | 1,288,658 |
| Carryforwards | 247,201 | - | - | - | - | - | 247,201 |
| ***Unassigned*** | | | | | | | |
| Operations | 2,914,426 | - | - | - | - | - | 2,914,426 |
| Economic Uncertainity | 1,500,000 | - | - | - | - | - | 1,500,000 |
| Development Services | 667,233 | - | - | - | - | - | 667,233 |
| Uncollected Deposits | 44,791 | - | - | - | - | - | 44,791 |
| Other Unassigned | 518,631 | 15,821,815 | 106,000 | 15,803,005 | 735,000 | 685,000 | 593,441 |
| **Total Fund Balance Reserves** | **$8,929,122** | | | | | | **$8,318,932** |

**GENERAL FUND Reserve Activity includes:**

*Fund Balance Reserves reflect the cumulative effect of revenues and other financing sources over expenditures and other financing uses.* ***Restricted Fund Balance*** *represents legal restrictions and obligations;* ***Committed Fund Balance*** *represents Council directed funding for a specific and binding use;* ***Assigned Fund Balance*** *represents resources that reflects the City's intended use of funds; whereas* ***Unassigned Fund Balance*** *includes 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's Operating Reserve was established at $2,000,000 to provide operational cash flow funding for the General Fund. Beginning with FY 1999/00, the reserve is adjusted at the end of each fiscal year by the amount of interest income earned on the balance in the reserve. Council Policy caps the reserve at 20% of appropriations.*

*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 when required.*

*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 Council directed, encumbered, or designated obligations that are to be paid for in the following fiscal year.*

# SCHEDULE OF INTERFUND TRANSFERS

| Fund Description | Actuals 2011/12 Transfers In | Actuals 2011/12 Transfers Out | Budgeted 2012/13 Transfers In | Budgeted 2012/13 Transfers Out |
|---|---|---|---|---|
| ***General Funds*** | | | | |
| General Fund | 205,222 | 280,000 | 106,000 | 735,000 |
| ***Internal Service Funds*** | | | | |
| IT Equipment Replacement | - | 24,963 | - | - |
| ***Capital Project Funds*** | | | | |
| Street Projects | 400,308 | 324,896 | 150,000 | 106,000 |
| Parks & Trail Projects | 25 | 25 | 300,000 | - |
| Facility Projects | 264,659 | 259,841 | 200,000 | - |
| Administrative Projects | 55,941 | 36,430 | 85,000 | - |
| **Total Interfund Transfers** | **$ 926,156** | **$ 926,156** | **$ 841,000** | **$ 841,000** |

***FY 2012/13 Interfund Transfers In***

*General Fund Transfer In of $106,000 from Gas Tax Fund to reimburse Engineering and Administrative Services*

*Capital Project Funds Transfer In of $735,000 is comprised of :*

*1. $150,000 from GF Reserve for Capital to CIP Street projects*

*2. $300,000 from GF Reserve for Capital to CIP Parks project*

*3. $100,000 from GF Operations, $100,000 from GF Reserve and $5,000 from Annual Facilities to CIP Facilities*

*4. $85,000 from GF Reserves for Capital to CIP Admin projects*

***FY 2012/13 Interfund Transfers Out***

*$735,000 transfer from the General Fund is comprised of:*

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

*2. $150,000 to CIP Streets for projects*

*3. $100,000 to CIP Facilities for City Hall Emergency Power and Security System Phase III*

*4. $300,000 to CIP Parks for Saratoga to the Sea Master Plan*

*5. $85,000 to CIP Admin for Risk Management, Business Development and CMO Document Imaging Projects*

*$106,000 is comprised of $106,000 from CIP Gas Tax Fund to reimburse Engineering and Administrative Services*

***FY 2011/12 Interfund Transfers In***

*General Fund Transfer In of $205,222 is comprised of:*

*1. $106,000 from the CIP Gas Tax Fund to reimburse Engineering and Administrative Services*

*2. $99,222 from closed CIP projects moving funds back to CIP Reserve*

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

*1. $400,308 to CIP Street projects from: $180,483 from other Street projects, $170,000 from the General Fund and $49,825 from CIP Parks projects*

*2. $25 to CIP Park projects from other park projects*

*3. $264,659 to CIP Facility Projects from: $100,000 from the GF, $25,000 from Administrative CIP project, $139,659 from the Annual Facility funding project to specific Facility projects*

*4. $55,941 to CIP Adminstration projects from: $10,000 from the GF, $24,963 from the IT Equipment Replacement Fund, $20,978 from the CIP Streets fund*

***FY 2011/12 Interfund Transfers Out***

*$260,000 transfer from the General Fund is comprised of:$100,000 annual transfer to the CIP Facilitiies Fund for projects, $150,000 to CIP Streets for projects , $10,000 to CIP Facilities for various other projects*

*$280,000 transfer from GF is comprised of $100,000 to CIP Facilities, and $180,000 to CIP Streets projects*

*$24,963 transfer from the IT Equipment Internal Service Funds for the Emergency Power Backup project*

*$324,896 transfer from CIP Streets is comprised of $106,000 from Gas Tax back to General Fund, $197,918 from CIP Streets project to other CIP Street projects, and $20,978 from CIP Street to CIP Admin*

*$25 from a closed CIP park project to another CIP park project*

*$259,841 transfer from CIP Facilities is comprised of: $128,229 to other CIP Facility projects, $32,390 to CIP Streets, and $36,430 from CIP Admin to CIP Facilities*

# FUND BALANCE ACTIVITY
## FY 2012/13

| | 7/1/2012 Estimated Balance | Plus Revenues & Carryfwds | Plus Transfers In | Less Exp & Carryfwds | Less Transfers Out | Sources (Uses) of Fund Bal | 6/30/2013 Estimated Balance |
|---|---|---|---|---|---|---|---|
| ***General Fund*** | | | | | | | |
| ***Restricted*** | | | | | | | |
| Environmental Services | 513,182 | - | - | - | - | (50,000) | 463,182 |
| ***Committed*** | | | | | | | |
| Hillside Stability | 600,000 | - | - | - | - | - | 600,000 |
| ***Assigned*** | | | | | | | |
| Capital Projects | 1,923,658 | - | - | - | - | (635,000) | 1,288,658 |
| Carryforwards | 247,201 | - | - | - | - | - | 247,201 |
| ***Unassigned*** | | | | | | | |
| Operations | 2,914,426 | - | - | - | - | - | 2,914,426 |
| Economic Uncertainity | 1,500,000 | - | - | - | - | - | 1,500,000 |
| Development Services | 667,233 | - | - | - | - | - | 667,233 |
| Uncollected Deposits | 44,791 | - | - | - | - | - | 44,791 |
| Other Unassigned | 518,631 | 15,821,815 | 106,000 | 15,803,005 | 735,000 | 685,000 | 593,441 |
| ***Total General Fund*** | **$ 8,929,122** | **$ 15,821,815** | **$ 106,000** | **$ 15,803,005** | **$ 735,000** | **$ -** | **$ 8,318,932** |

*Restricted Fund Balance is for legally required uses, and Committed Fund Balance represents Council directed use of reserves. Assigned Fund Balance Reserves are held for specific purposes, but not specifically directed uses by Council. Unassigned Fund Balance represents funding set aside for future uses as designated, but not specifically identified. Other Unassigned Fund Balance represents the operating budget's ongoing revenues, expenditures, carryforwards, transfers in and out, and the use of fund balance reserves.*

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| ***Special Revenue Funds*** | | | | | | | |
| Landscape & Lighting Districts | 562,504 | 464,734 | - | 633,929 | - | - | 393,309 |
| ***Total Special Revenue Funds*** | **$ 562,504** | **$ 464,734** | **$ -** | **$ 633,929** | **$ -** | **$ -** | **$ 393,309** |

*Special Revenue Funds represent legally restricted revenues and obilgations. Landscape & Lighting Fund budgeted expenditures include a majority of all available funds to allow for the use of funds for unplanned repairs if necessary - but are not expected to be used in full*

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| ***Internal Service Funds*** | | | | | | | |
| Liability / Risk Management | 134,757 | 468,527 | - | 489,249 | - | - | 114,035 |
| Workers Compensation | 231,966 | 255,000 | - | 284,684 | - | - | 202,282 |
| Office Stores Fund | 11,220 | 67,000 | - | 59,250 | - | - | 18,970 |
| IT Services | 256,701 | 400,000 | - | 422,758 | - | - | 233,943 |
| Vehicle & Equip Maintenance | 23,031 | 215,000 | - | 225,477 | - | - | 12,554 |
| Building Maintenance | 200,926 | 750,000 | - | 767,229 | - | - | 183,696 |
| Vehicle & Equip Replacement | 437,089 | 100,000 | - | 95,000 | - | - | 442,089 |
| IT Equipment Replacement | 156,760 | 46,236 | - | 52,600 | - | - | 150,396 |
| ***Total Internal Service Funds*** | **$ 1,452,449** | **$ 2,301,763** | **$ -** | **$ 2,396,247** | **$ -** | **$ -** | **$ 1,357,965** |

*The City maintains Internal Service Funds to provide full operational costing for services. Two of these funds are equipment replacement funds which charge back to departments the cost of the assets over their lifespan, to ensure funding is set aside to replace the asset when required, 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 2012/13

| | 7/1/2012 Estimated Balance | Plus Revenues & Carryforwards | Plus Transfers In | Less Expenditures & Carryforwards | Less Transfers Out | Source & (Use) of Fund Bal | 6/30/2013 Estimated Balance |
|---|---|---|---|---|---|---|---|
| ***Debt Service Funds*** | | | | | | | |
| 2001 Series GO Bonds | 862,414 | 850,600 | - | 869,285 | - | - | 843,729 |
| ***Total Debt Service Funds*** | **$ 862,414** | **$ 850,600** | **$ -** | **$ 869,285** | **$ -** | **$ -** | **$ 843,729** |

*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*

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| ***Capital Improvement Plan Funds*** | | | | | | | |
| Street Projects | 2,265,632 | 5,211,275 | 616,818 | 7,520,908 | 572,818 | - | - |
| Parks & Trails Projects | 655,463 | 555,533 | 300,000 | 1,510,997 | - | - | - |
| Facility Projects | 493,710 | 184,623 | 232,167 | 843,333 | 32,167 | - | 35,000 |
| Administrative Projects | 129,400 | 175,000 | 85,000 | 389,399 | - | - | - |
| ***Total Capital Improvement Funds*** | **$ 3,544,205** | **$ 6,126,432** | **$ 1,233,985** | **$ 10,264,636** | **$ 604,985** | **$ -** | **$ 35,000** |

*Capital project revenues include all identified outstanding funding sources for projects, however as a good portion of funding comes from grant reimbursements, not all funding will become available in the current budget year. New revenue is added to a project's remaining unexpended fund balance from the prior year to determine the available funding for a project.*

*Capital projects are fully appropriated each budget year to allow work to be fully contracted out if needed; however, most projects will take multiple years to complete. Actual revenues and expenditures will roll into fund balance at year-end, and the remaining project balance will then be rolled forward and re-appropriated in the following year.*

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **FUND BALANCE TOTALS** | **$ 15,350,694** | **$ 25,565,344** | **$ 1,339,985** | **$ 29,967,102** | **$ 1,339,985** | **$ -** | **$ 10,948,935** |

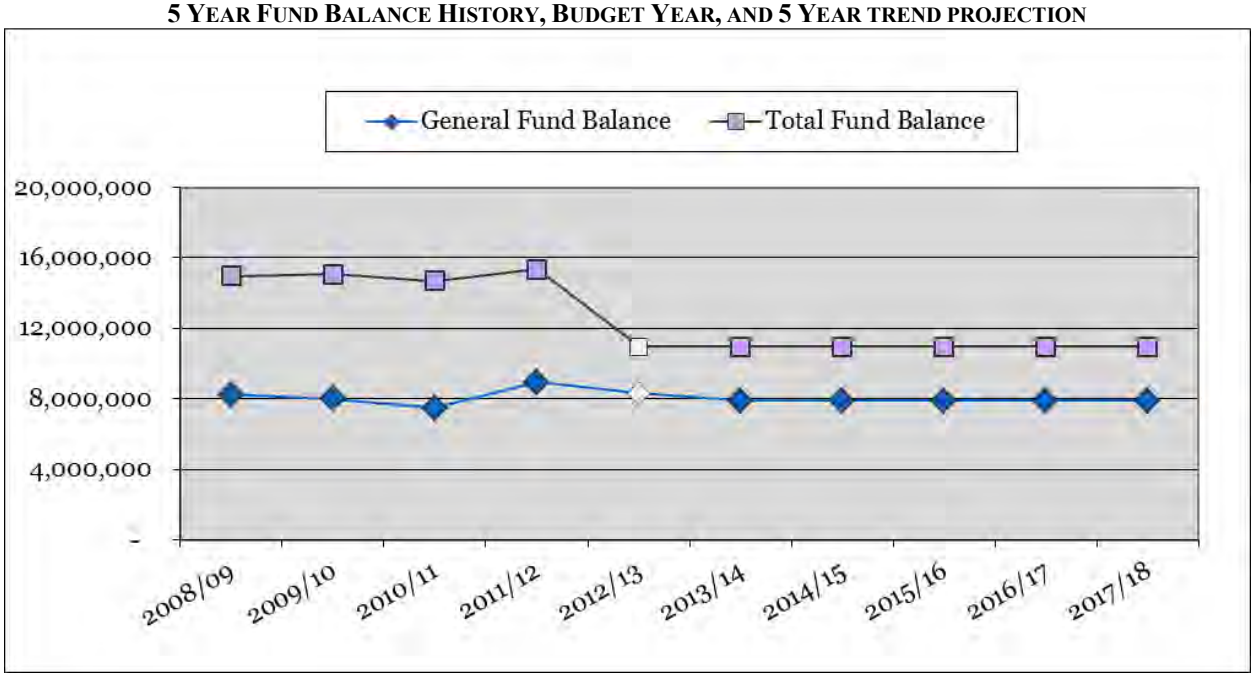
# FUND BALANCE RESERVES
## 5 YEAR COMPARATIVE HISTORY

| Fund Balance Reserves | 6/30/2009 Actual YE Balance | 6/30/2010 Actual YE Balance | 6/30/2011 Actual YE Balance | 6/30/2012 Estimated YE Balance | 6/30/2013 Budgeted YE Balance |
|---|---|---|---|---|---|
| ***General Fund*** | | | | | |
| ***Reserved*** | | | | | |
| Reserved for Petty Cash | 1,300 | 1,300 | 1,300 | - | - |
| ***Designated*** | | | | | |
| Operations Reserve | 2,870,139 | 2,889,077 | 2,903,522 | 2,914,426 | 2,914,426 |
| 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 | 613,182 | 563,182 | 513,182 | 513,182 | 463,182 |
| Development Services Reserve | 707,380 | 632,380 | 632,380 | 667,233 | 667,233 |
| Uncollected Deposits Reserve | 182,159 | 44,791 | 44,791 | 44,791 | 44,791 |
| Carryforward Reserve | 22,000 | 68,600 | 166,900 | 247,201 | 247,201 |
| Capital Project Reserve | 300,000 | 126,983 | 500,000 | 1,923,658 | 1,288,658 |
| Grant Matching Reserve | 600,000 | 600,000 | - | - | - |
| Hillside Stability Reserve | 300,000 | 300,000 | 500,000 | 600,000 | 600,000 |
| Open Space Land Reserve | 250,000 | - | - | - | - |
| ***Undesignated*** | | | | | |
| Undesignated Fund Balance | 857,525 | 1,284,366 | 721,989 | 518,631 | 593,441 |
| ***Total General Fund Reserves*** | **8,228,686** | **8,010,679** | **7,484,065** | **8,929,122** | **8,318,932** |
| ***Special Revenue Funds*** | | | | | |
| CDBG Program Fund | - | (9,621) | - | - | - |
| SHARP Program Fund | 209,175 | 210,033 | - | - | - |
| Landscape & Lighting Districts | 359,916 | 440,389 | 504,122 | 562,504 | 393,309 |
| ***Total Special Revenue Funds*** | **569,091** | **640,802** | **504,122** | **562,504** | **393,309** |
| ***Internal Service*** | | | | | |
| Liability / Risk Management | 202,871 | 244,562 | 134,906 | 134,757 | 114,035 |
| Workers Compensation | 123,033 | 198,592 | 224,105 | 231,966 | 202,282 |
| Office Support Services | 39,633 | 26,830 | 15,831 | 11,220 | 18,970 |
| IT Services | 174,837 | 213,940 | 231,063 | 256,701 | 233,943 |
| Vehicle & Equipment Maintenance | 56,654 | 54,258 | 42,817 | 23,031 | 12,554 |
| Building Maintenance | 208,841 | 202,569 | 208,517 | 200,926 | 183,696 |
| Vehicle & Equipment Replacement | 153,214 | 236,230 | 331,374 | 437,089 | 442,089 |
| IT Equipment Replacement | 315,289 | 186,686 | 185,567 | 156,760 | 150,396 |
| ***Total Internal Service Reserves*** | **1,274,373** | **1,363,667** | **1,374,179** | **1,452,449** | **1,357,966** |
| ***Debt Service*** | | | | | |
| 2001 Series Library GO Bonds | 931,360 | 892,593 | 850,657 | 862,414 | 843,729 |
| ***Total Debt Service*** | **931,360** | **892,593** | **850,657** | **862,414** | **843,729** |

## FUND BALANCE RESERVES
### 5 YEAR COMPARATIVE HISTORY

| Fund Balance Reserves | 6/30/2009 Actual YE Balance | 6/30/2010 Actual YE Balance | 6/30/2011 Actual YE Balance | 6/30/2012 Estimated YE Balance | 6/30/2013 Budgeted YE Balance |
|---|---|---|---|---|---|
| ***Trust & Agency*** | | | | | |
| Library Capital Improvement | 354,395 | 351,360 | - | - | - |
| KSAR Trust Fund | 84,603 | 109,842 | - | - | - |
| ***Total Trust & Agency Reserves*** | **438,997** | **461,202** | **-** | **-** | **-** |
| **OPERATING BUDGET RESERVES** | **$ 11,442,508** | **$ 11,368,943** | **$ 10,213,023** | **$ 11,806,490** | **$ 10,913,936** |
| ***Capital Project Funds*** | | | | | |
| Street Project Funds | 1,907,261 | 2,331,056 | 2,428,830 | 2,265,632 | - |
| Park & Trail Project Funds | 486,302 | 624,854 | 956,392 | 655,463 | - |
| Facility Improvement Funds | 953,835 | 525,258 | 942,051 | 493,710 | 35,000 |
| Administrative Project Funds | 163,910 | 224,773 | 148,139 | 129,400 | - |
| ***Total Capital Projects Funds*** | **3,511,308** | **3,705,940** | **4,475,412** | **3,544,205** | **35,000** |
| **TOTAL RESERVES** | **$ 14,953,815** | **$ 15,074,883** | **$ 14,688,435** | **$ 15,350,695** | **$ 10,948,936** |

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




**Note -** *FY 2012/13 fund balance (in white) 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. Future year projections represent a sustainable operating and capital budget with zero growth in outlaying year's fund balances.*

# DEPARTMENT REVENUES
## BY PROGRAM

| | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted |
|---|---|---|---|---|---|
| ***Council & Commissions*** | | | | | |
| General Fund Program: | | | | | |
| City Council | 1,200 | 600 | 1,200 | 2,400 | 600 |
| City Commissions | - | - | - | - | - |
| ***Total Council & Commissions*** | **$ 1,200** | **$ 600** | **$ 1,200** | **$ 2,400** | **600** |
| ***City Manager's Department*** | | | | | |
| General Fund Program: | | | | | |
| City Manager's Office | 1,419 | - | - | - | 1,000 |
| City Clerk | 586 | 20,820 | 20,190 | 20,412 | 12,400 |
| ***Total City Manager's Department*** | **$ 2,005** | **$ 20,820** | **$ 20,190** | **$ 20,412** | **13,400** |
| ***Finance & Administrative Services Department*** | | | | | |
| General Fund Program: | | | | | |
| Finance Services | 72,471 | 58,574 | 52,000 | 49,758 | 50,000 |
| Human Resources | - | - | - | - | - |
| Internal Service Funds: | | | | | |
| Office Support Services | 34,694 | 38,535 | 52,000 | 50,626 | 67,000 |
| Information Technology Services | 400,961 | 400,000 | 400,000 | 400,000 | 400,000 |
| IT Equipment Replacement | 58,009 | 50,000 | 50,000 | 50,000 | 46,236 |
| ***Total Finance & Administrative Services*** | **$ 566,135** | **$ 547,108** | **$ 554,000** | **$ 550,384** | **563,236** |
| ***Community Development*** | | | | | |
| General Fund Program: | | | | | |
| Development Services | 525,204 | 521,545 | 506,560 | 591,958 | 517,500 |
| Advanced Planning | 127,260 | 149,563 | 130,000 | 169,574 | 140,000 |
| Code Compliance | 18,942 | 12,491 | 9,265 | 9,600 | 8,265 |
| Building & Inspection Services | 915,159 | 1,050,497 | 955,600 | 1,151,517 | 971,500 |
| Special Revenue Funds: | | | | | |
| CDBG Program Fund | 123,812 | 300,692 | - | - | - |
| SHARP Program Fund | 858 | 714 | - | - | - |
| ***Total Community Development*** | **$ 1,711,235** | **$ 2,035,502** | **$ 1,601,425** | **$ 1,922,649** | **1,637,265** |
| ***Public Works Department*** | | | | | |
| General Fund Program: | | | | | |
| General Engineering | 100,804 | 98,294 | 160,000 | 102,822 | 169,563 |
| Development Engineering | 77,370 | 177,166 | 66,500 | 107,099 | 61,500 |
| Environmental Services | 22,101 | 24,110 | 21,000 | 23,571 | 339,817 |
| Streets & Storm Drains | 47,450 | 11,560 | - | 2,912 | 12,568 |
| Parks & Landscape Maintenance | 255,858 | 278,799 | 295,563 | 351,076 | 291,662 |
| Internal Service Funds: | | | | | |
| Vehicle & Equipment Maintenance | 208,000 | 200,000 | 200,000 | 200,000 | 215,000 |
| Vehicle & Equipment Replacement | 110,000 | 100,000 | 100,000 | 115,715 | 100,000 |
| Special Revenue Fund: | | | | | |
| Landscape & Lighting Districts | 456,092 | 460,113 | 486,394 | 491,241 | 464,734 |
| ***Total Public Works Department*** | **$ 1,277,675** | **$ 1,350,042** | **$ 1,329,457** | **$ 1,394,436** | **1,654,844** |

# DEPARTMENT REVENUES
## BY PROGRAM

| | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted |
|---|---|---|---|---|---|
| ***Recreation & Facilities Department*** | | | | | |
| General Fund Program: | | | | | |
| Recreation Services | 603,037 | 652,281 | 670,150 | 614,400 | 685,500 |
| Teen Services | 5,294 | 4,287 | 5,400 | 2,758 | 5,500 |
| Facility Rentals | 235,846 | 225,787 | 237,960 | 235,579 | 262,900 |
| Internal Service Funds: | | | | | |
| Building Maintenance | 709,214 | 732,601 | 725,000 | 725,000 | 750,000 |
| ***Total Recreation Department*** | **$ 1,553,390** | **$ 1,614,956** | **$ 1,638,510** | **$ 1,577,736** | **1,703,900** |
| ***Public Safety*** | | | | | |
| General Fund Program: | | | | | |
| Public Safety Services | 569,552 | 661,253 | 737,802 | 684,430 | 448,025 |
| Emergency Preparedness | - | - | - | 9,700 | - |
| ***Total Public Safety*** | **$ 569,552** | **$ 661,253** | **$ 737,802** | **$ 694,129** | **448,025** |
| ***Non-Departmental*** | | | | | |
| General Fund Program: | | | | | |
| General Administration | 11,665,496 | 11,794,462 | 11,533,050 | 12,100,422 | 11,843,515 |
| Legal Services | - | 30 | - | - | - |
| Community Grants | - | - | - | - | - |
| Community Events | - | - | 654 | 645 | - |
| Internal Service Funds: | | | | | |
| Risk Management/Liability Ins | 259,056 | 275,014 | 377,000 | 352,455 | 468,527 |
| Workers Compensation Ins | 277,694 | 221,966 | 225,000 | 219,287 | 255,000 |
| Debt Service Funds | | | | | |
| 2001 Series Bond Debt Service Fund | 976,509 | 972,940 | 953,600 | 932,578 | 850,600 |
| Trust & Agency Funds | | | | | |
| Library Capital Improvement Fund | 2,828 | - | - | - | - |
| KSAR Community Access | 72,704 | 18,573 | - | - | - |
| ***Total Non-Departmental*** | **$ 13,254,287** | **$ 13,282,985** | **$ 13,089,304** | **$ 13,605,387** | **13,417,642** |
| ***Capital Improvement Projects*** | | | | | |
| Capital Improvement Funds | | | | | |
| Street Projects | 1,705,779 | 2,223,355 | 6,130,002 | 3,455,125 | 5,211,275 |
| Park & Trail Projects | 408,048 | 877,706 | 1,185,548 | 647,874 | 555,533 |
| Facility Projects | 46,640 | 47,111 | 113,460 | 39,219 | 184,623 |
| Administrative Projects | - | 5,072 | 17,102 | 5,736 | 175,000 |
| ***Total Capital Improvement Projects*** | **$ 2,160,467** | **$ 3,153,244** | **$ 7,446,112** | **$ 4,147,954** | **6,126,432** |
| ***Operating Transfers In*** | | | | | |
| General Fund | 325,842 | 224,550 | 205,222 | 205,222 | 106,000 |
| Capital Projects - Streets | 502,786 | 781,272 | 369,909 | 400,308 | 616,818 |
| Capital Projects - Parks & Trails | 318,217 | 198,791 | 25 | 25 | 300,000 |
| Capital Projects - Facilities | 540,776 | 810,418 | 218,878 | 264,659 | 232,167 |
| Capital Projects - Administrative | 113,887 | - | 55,978 | 55,941 | 85,000 |
| ***Total Operating Transfers In*** | **$ 1,801,508** | **$ 2,015,031** | **$ 850,012** | **$ 926,156** | **1,339,985** |
| ***Total Revenues and Transfers In*** | **$ 22,897,456** | **$ 24,681,540** | **$ 27,268,012** | **$ 24,841,643** | **$ 26,905,329** |
| GO Bond Debt Refunding | - | - | - | 12,454,738 | - |
| ***Total Other Funding Sources*** | **$ -** | **$ -** | **$ -** | **$ 12,454,738** | **$ -** |
| ***Total Revenues, Transfers & Sources*** | **$ 22,897,456** | **$ 24,681,540** | **$ 27,268,012** | **$ 37,296,381** | **$ 26,905,329** |

# DEPARTMENT EXPENDITURES
## BY PROGRAM

| | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted |
|---|---|---|---|---|---|
| ***Council & Commissions*** | | | | | |
| City Council | 129,954 | 130,898 | 161,167 | 126,832 | 157,901 |
| City Commissions | 19,691 | 23,442 | 26,551 | 25,317 | 30,442 |
| ***Total Council & Commissions*** | **149,645** | **154,340** | **187,718** | **152,149** | **188,343** |
| ***City Manager's Department*** | | | | | |
| City Manager's Office | 624,836 | 695,114 | 509,033 | 508,150 | 485,274 |
| City Clerk | 250,560 | 323,836 | 300,304 | 290,432 | 345,045 |
| Human Resources* | 357,365 | 437,043 | - | - | - |
| ***Total City Manager's Department*** | **$ 1,232,762** | **$ 1,455,993** | **$ 809,336** | **$ 798,582** | **830,318** |
| ***Administrative Services Department*** | | | | | |
| Finance Services | 839,278 | 795,490 | 862,091 | 800,562 | 914,981 |
| Human Resources * | - | - | 406,648 | 366,263 | 340,922 |
| Internal Service Funds: | | | | | |
| Office Stores Fund | 47,496 | 49,534 | 58,482 | 55,236 | 59,250 |
| Information Technology Services | 361,859 | 382,877 | 429,723 | 374,362 | 422,758 |
| IT Equipment Replacement | 31,614 | 51,119 | 54,200 | 53,844 | 52,600 |
| ***Total Administrative Services Dept*** | **$ 1,280,247** | **$ 1,279,019** | **$ 1,811,143** | **$ 1,650,268** | **1,790,511** |
| ***Community Development*** | | | | | |
| Development Services | 895,626 | 821,240 | 878,344 | 822,267 | 917,271 |
| Advanced Planning | 162,900 | 148,916 | 158,191 | 144,716 | 162,020 |
| Code Compliance | 190,904 | 184,066 | 185,382 | 92,821 | 96,967 |
| Building & Inspection Services | 861,742 | 827,540 | 835,499 | 827,991 | 864,385 |
| Special Revenue Funds | | | | | |
| SHARP Program Fund | - | 210,748 | - | - | - |
| ***Total Community Development*** | **2,111,172** | **2,192,510** | **2,057,417** | **1,887,796** | **2,040,643** |
| ***Public Works Department*** | | | | | |
| General Engineering | 475,622 | 465,610 | 474,950 | 469,404 | 471,625 |
| Development Engineering | 238,737 | 187,417 | 195,900 | 191,598 | 200,513 |
| Environmental Services | 479,250 | 496,370 | 543,586 | 545,492 | 624,079 |
| Streets & Storm Drains | 1,240,174 | 1,182,999 | 1,208,252 | 1,186,626 | 1,268,167 |
| Parks & Landscape Maintenance | 1,920,118 | 1,988,066 | 1,992,662 | 1,925,312 | 1,917,971 |
| Internal Service Funds: | | | | | |
| Equipment Maintenance | 210,396 | 211,441 | 217,321 | 219,786 | 225,477 |
| Vehicle & Equipment Replacement | 26,985 | 4,856 | 10,000 | 10,000 | 95,000 |
| Special Revenue Funds | | | | | |
| Landscape & Lighting Districts | 375,619 | 396,379 | 641,518 | 432,862 | 633,929 |
| ***Total Public Works Department*** | **4,966,903** | **4,933,139** | **5,284,189** | **4,981,080** | **5,436,760** |
| ***Recreation & Facilities Department*** | | | | | |
| Recreation Services | 882,491 | 945,962 | 937,113 | 900,930 | 981,588 |
| Teen Services | 58,496 | 66,461 | 67,785 | 67,859 | 72,611 |
| Facility Rentals | 281,662 | 309,728 | 335,974 | 300,708 | 341,945 |
| Internal Service Funds: | | | | | |
| Building Maintenance | 715,486 | 726,653 | 742,761 | 732,592 | 767,229 |
| ***Total Recreation Department*** | **1,938,135** | **2,048,805** | **2,083,633** | **2,002,090** | **2,163,373** |

# DEPARTMENT EXPENDITURES
## BY PROGRAM

| | FY 2009/10 Actuals | FY 2010/11 Actuals | FY 2011/12 Adjusted | FY 2011/12 Actuals | FY 2012/13 Adopted |
|---|---|---|---|---|---|
| ***Public Safety*** | | | | | |
| Public Safety Services | 4,313,632 | 4,423,899 | 4,278,195 | 4,241,260 | 4,336,785 |
| Emergency Preparedness | 35,146 | 43,840 | 48,165 | 68,854 | 63,678 |
| ***Total Public Safety*** | **4,348,778** | **4,467,738** | **4,326,360** | **4,310,113** | **4,400,463** |
| ***Non-Departmental*** | | | | | |
| General Administration | 441,285 | 593,948 | 586,809 | 431,480 | 778,603 |
| Legal Services | 235,669 | 358,496 | 304,315 | 259,720 | 302,378 |
| Community Grants | 188,356 | 156,476 | 141,434 | 109,459 | 107,856 |
| Community Events | 15,402 | 9,439 | 15,000 | 6,744 | 20,000 |
| Internal Service Funds: | | | | | |
| Liability / Risk Management | 217,366 | 359,670 | 403,631 | 352,603 | 489,249 |
| Workers Compensation | 202,136 | 196,454 | 233,035 | 211,425 | 284,684 |
| Debt Service Fund: | | | | | |
| 2001 Series Bond Debt Service Fund | 1,015,276 | 1,014,876 | 1,047,556 | 920,820 | 869,285 |
| Trust & Agency Funds: | | | | | |
| Library Capital Improvement Fund | 5,458 | - | - | - | - |
| KSAR Community Access | 47,465 | 128,416 | - | - | - |
| ***Total Non-Departmental*** | **2,368,413** | **2,817,775** | **2,731,780** | **2,292,251** | **2,852,055** |
| ***Capital Improvement Projects*** | | | | | |
| Capital Improvement Funds: | | | | | |
| Street Projects | 1,374,181 | 2,590,294 | 8,535,500 | 3,693,733 | 7,520,910 |
| Park & Trail Projects | 544,168 | 649,959 | 2,141,940 | 948,802 | 1,510,997 |
| Facility Projects | 616,015 | 381,677 | 1,030,329 | 492,379 | 843,332 |
| Administrative Projects | 44,136 | 81,707 | 184,788 | 43,986 | 389,399 |
| ***Total Capital Improvement Projects*** | **2,578,501** | **3,703,637** | **11,892,557** | **5,178,900** | **10,264,637** |
| ***Operating Transfers Out*** | | | | | |
| General Fund | 650,000 | 876,983 | 280,000 | 280,000 | 735,000 |
| CDBG Fund to GF & CIP | 133,432 | 291,071 | - | - | - |
| Liability/Risk Mgmt Fund | - | 25,000 | - | - | - |
| IT Equipment Replacement to CIP | 155,000 | - | 25,000 | 24,963 | - |
| Library Capital Trust Fund to CIP | 405 | 351,360 | - | - | - |
| Capital Projects - Streets | 410,589 | 316,558 | 294,497 | 324,896 | 572,818 |
| Capital Projects - Parks & Trails | 43,217 | 95,000 | 25 | 25 | - |
| Capital Projects - Facilities | 399,978 | 59,058 | 214,060 | 259,841 | 32,167 |
| Capital Projects - Administrative | 8,887 | - | 36,430 | 36,430 | - |
| ***Total Operating Transfers Out*** | **1,801,508** | **2,015,031** | **850,012** | **926,156** | **1,339,985** |
| ***Total Expenditures and Transfers Out*** | **$ 22,776,063** | **$ 25,067,989** | **$ 32,034,146** | **$ 24,179,385** | **$ 31,307,089** |
| GO Bond Debt Refunding | - | - | - | 12,454,738 | - |
| ***Total Other Funding Uses*** | **-** | **-** | **-** | **12,454,738** | **-** |
| ***Total Expenditures, Transfers & Uses*** | **$ 22,776,063** | **$ 25,067,989** | **$ 32,034,146** | **$ 36,634,123** | **$ 31,307,089** |

*Program Funds are in the General Fund unless categorized as other fund type.*
**Human Resources moved from City Manager to Administrative Services Department effective FY 2011/12*

# STAFFING INFORMATION

## 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 2012/13, representing approximately 23.3% of total budgeted expenditures. Approximately $6.5 million (89.0%) of labor costs are funded in the General Fund and represent 39.2% of General Fund's budgeted expenditures.

Budgeted salary and benefit amounts reflect a $23,000 decrease from last year's budgeted amount as a result of a reduction in funded positions offset against increases in salaries and benefits. After the Code Compliance Specialist position was vacated in FY 2011/12, code compliance duties were shifted to other staff positions. For instance, Building staff now follow up on complaints and field checks. Administrative functions were absorbed by the department's office staff, special events by City Manager's staff, parking ticket appeals by Finance staff, and the DMV compliance program by Human Resources staff. This restructuring was continued into FY 2012/13 as the assessment of the position is ongoing. Staff changes will also occur in the Recreation and Facilities Department with a scheduled retirement early in FY 2012/13. A shift in work schedules and duties will provide a .15 FTE reduction between two Office Specialist positions. A portion of the savings from the FTE reduction will be utilized in FY2012/13 to increase the Executive Administrative Assistant to the City Manager/Deputy City Clerk position back to 1.00 FTE from .90 FTE in FY 2011/2012.

For comparison, budgeted FY 2011/12 salaries and benefits amounts were already discounted by approximately $260,000 (5%) in anticipation of labor negotiations. Therefore, the additional decrease in salary and benefit expenditures budgeted this year is primarily from additional staff reductions.

Last year's labor negotiations resulted in a shift of the employee's portion of the California Public Employees' Retirement System (CalPERS) charges paid fully by employees rather than the City. This will result in a savings of approximately $340,000 for FY 2012/13. Additional savings will accrue from reductions in auto allowance and uniform allowance, changes in overtime and call-out pay. For new employees hired after July 1, 2011, medical benefits are limited to fixed dollar amounts ($800 per month for single coverage, $1,200 per month for double coverage, and $1,500 per month for family coverage). For new employees hired on or after May 12, 2012, a second tier CalPERS retirement package with 2% at 60 will be in effect. The annual savings equals the difference between the pool-specific rates times the second tier payroll. Although the expected saving from implementing this new tier will be minimal at first, such savings will slowly increase over time.

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 known and 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 staff positions are at top step, and health insurance benefits are budgeted at the employee's current status (Single/Double/Family) under their chosen health insurance plan to provide accuracy in the total salary and benefit costs. However, a small contingency is built into budgeted salary numbers to offset some unknowns which may occur.

***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 fifteen 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 32 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, 2011 through June 30, 2015. The City Manager has a negotiated contract, and the Human Resources Manager falls under a negotiated contract for unrepresented staff.

***Wages***
Salaries are adjusted as defined by the MOUs. Effective July 1, 2012 SMO and SEA negotiated contracts provide cost of living adjustments based upon the annual average for the 12 month period of January 1 to December 31 of the U.S. Department of Labor, Bureau of Labor Statistics, "All Urban Consumers (CPI-U)" for the San Francisco-Oakland-San Jose region. . The UNION negotiated contract included an hourly rate increase effective November 14, 2011 and calls for a reopener if Property and Sales Tax revenues increase by more than 3%, however specific wage increase adjustments are not stated.

***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 the 2012 calendar year, the City has contracted with Ameritas as its dental insurance provider. Ameritas increased the City's premium rates by 33.80% in January 2010, 9.30% in January 2011, and 6% in January 2012. Staff is currently working with the City's broker to lower premium costs through changes in plan design.

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 and 2% at 60 defined benefit plans are part of CalPERS "Miscellaneous 2% at 55 Risk Pool" and "Miscellaneous 2% at 60 Risk Pool", cost sharing multiple-employer defined benefit plans. The City's payment of CalPERS Contribution Rates is comprised of employee and employer contributions. The Employee Contribution Rate under the 2% at 55 and 2% at 60 benefit plans is constant at 7%, while the Employer Contribution Rates are determined each year through an actuarial valuation of the plan. In addition to the above two pension plans, effective January 1, 2013 the State mandated 2% @62 plan will go into effect for all new CalPERS member employees.

Employer rates are based on CalPERS' principle assumptions, including but not limited to an Investment Rate of Return and an Annual Payroll Growth Rate. 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 (IRR) was slightly higher than the 7.75% target until the economic downturn began in 2009. Since then, with returns diminishing heavily, CalPERS has requested the Investment Rate of Return be adjusted. In March 2012, the CalPERS Board agreed to a reduction in the IRR to 7.5%, to be phased in over two years. This IRR change will increase Miscellaneous Employer Contribution Rates between 1-2%, while most Public Safety Plan's Employer Contribution Rate will increase by 2-3%. The City's rate increases will begin in FY 2013/14.

Even though the economic downturn has impacted investment returns heavily, the "Miscellaneous 2% at 55 Risk Pool" was able to sustain the plan long-term because the plan design was 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 were estimated, not realized, and ultimately proved to be financially unsustainable. Those plans will experience greater PERS rate increases in the coming years.

A five year history of Saratoga's employer contribution rates for the 2%@55 Risk Pool is provided below, along with the new PERS employer contribution rate for FY 2012/13, and the projected PERS employer contribution rate for FY 2013/14. The 2%@60 Risk Pool Plan (2nd tier) went into effect on May 12, 2012 for new employees.

| Fiscal Year | 2% @55 Employer Contribution Rate | 2% @60 Employer Contribution Rate |
|---|---|---|
| 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% | 8.438% |
| FY 2012/13 | 13.031% | 8.552% |
| FY 2013/14 | 13.200% | unknown |

As shown in the above schedule, the City of Saratoga pension plan Employer Contribution Rate reflects slight increases for FY 2013/14. The FY 2013/14 rates are CalPERS projections from their October 2011 valuation report which assumes there are no amendments and/or 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 2013/14 employer contribution rate is just an estimate. CalPERS will provide actual rates for FY 2013/14 for all cities in the annual valuation reports to be issued in October or November, 2012.

***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 minimum employer contribution is $112 for calendar year 2012, and $115 for calendar year 2013. The City includes this amount in the budget as an ongoing retiree cost, which currently amounts to approximately $20,000 per year for an estimated 15 retirees.

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# TOTAL FUNDED POSITIONS BY DEPARTMENT

| Full Time Equivalents (FTE) | 2008/09 Funded | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|---|
| ***City Manager's Department*** | | | | | |
| City Manager | 1.00 | 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 | 1.00 |
| City Clerk | 1.00 | 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 | 1.00 |
| **Total FTEs** | **6.00** | **5.75** | **5.55** | **3.90** | **4.00** |
| ***Finance & Administrative Services Department*** | | | | | |
| Finance & Administrative Services Direct | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Reources Manager | - | - | - | 1.00 | 1.00 |
| Information Technology Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Supervising Accountant | 1.00 | - | - | - | - |
| Accountant I/II | 1.00 | 1.00 | 0.90 | 0.90 | 0.90 |
| Accounting Technicians | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| **Total FTEs** | **6.00** | **6.00** | **5.90** | **6.90** | **6.90** |
| ***Community Development Department*** | | | | | |
| Community Development Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Planner | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Planner I/II | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Plan Check Examiner/Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Arborist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Building Official | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Building Inspector | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Office Specialist II/III | 2.00 | 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** | **11.00** |
| ***Public Works Department*** | | | | | |
| Public Works Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Civil Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant/Associate Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Analyst I/II | 1.00 | 1.00 | 0.90 | 0.90 | 0.90 |
| Office Specialist II/III | 1.75 | 1.75 | 1.75 | 1.75 | 1.75 |
| Parks Maintenance Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks Maintenance Lead | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks Maintenance Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks Maintenance Worker I/II/III | 6.00 | 6.00 | 6.00 | 5.90 | 5.00 |
| Street Maintenance Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Street Maintenance Lead | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Street Maintenance Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Street Maintenance Worker I/II/III | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| **Total FTEs** | **21.75** | **21.75** | **21.65** | **21.55** | **20.65** |

# TOTAL FUNDED POSITIONS BY DEPARTMENT

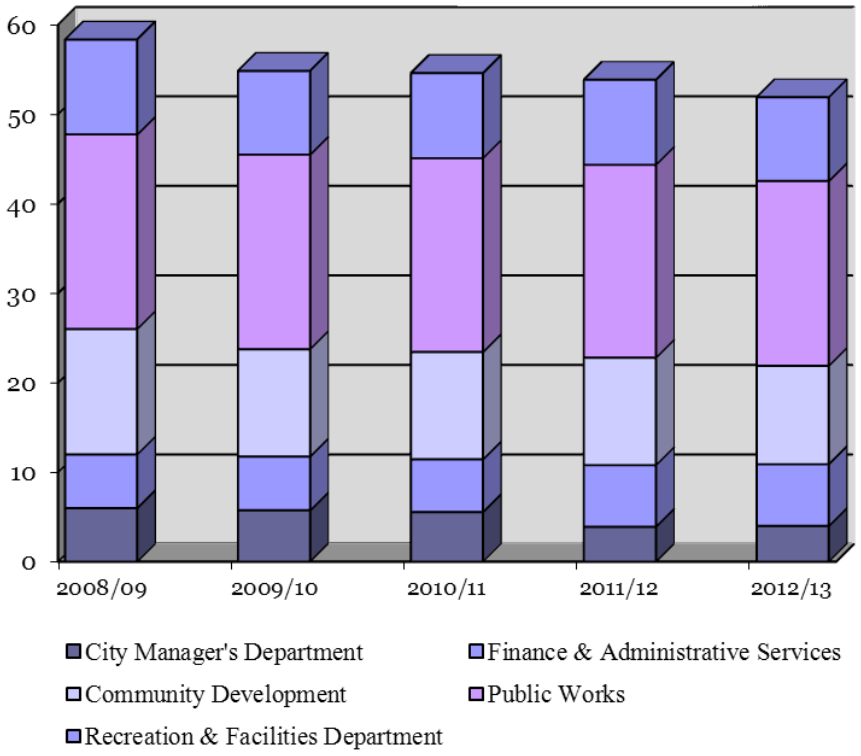
| | 2008/09 Funded | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|---|
| ***Recreation & Facilities Department*** | | | | | |
| Recreation & Facilities Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Recreation Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Program Coordinator | 1.00 | - | - | - | - |
| Facility Coordinator | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 |
| Office Specialist II/III | 2.00 | 1.75 | 1.90 | 1.90 | 1.75 |
| Facility Maintenance Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Facility Maintenance Lead | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Facility Maintenance Worker I/II/III | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| **Total FTEs** | **10.60** | **9.35** | **9.50** | **9.50** | **9.35** |
| **TOTAL STAFF FTEs** | **58.35** | **54.85** | **54.60** | **53.85** | **51.90** |

## FUNDED HOURLY STAFFING BY DEPARTMENT

| | 2008/09 Funded | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|---|
| ***City Manager's Department*** | | | | | |
| HR Specialists | 1,600 | 1,600 | 1,568 | - | - |
| Student Interns | - | 900 | - | - | - |
| Executive Assistant | 800 | - | - | - | - |
| ***Administrative Services Department*** | | | | | |
| Senior Accountant | 960 | 960 | 960 | 1,200 | 1,200 |
| Accounting Technician | 2,000 | - | - | - | - |
| IT Specialist | 2,000 | 2,080 | 2,040 | 2,000 | 2,000 |
| HR Specialists | - | - | - | 1,768 | 1,568 |
| Student Interns | - | - | - | - | - |
| ***Community Development Department*** | | | | | |
| GIS/Forestry Intern | 940 | 940 | 940 | 940 | 940 |
| Planning Intern | 450 | - | - | - | - |
| Office Specialist II/III | 1,200 | 1,200 | 800 | 800 | 800 |
| ***Public Works Department*** | | | | | |
| Engineering Inspectors | 1,840 | 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 | 1,500 |
| Recreation Leaders | 4,300 | 2,034 | 2,667 | 500 | 500 |
| **Total Annual Hours** | **19,870** | **14,834** | **14,217** | **12,548** | **10,348** |
| Temporary Hours converted to FTEs | 9.55 | 7.13 | 6.84 | 6.03 | 4.98 |
| **Total FTEs** | **67.90** | **61.98** | **61.44** | **59.88** | **56.88** |

## STAFFING BY DEPARTMENT

### Five Year History



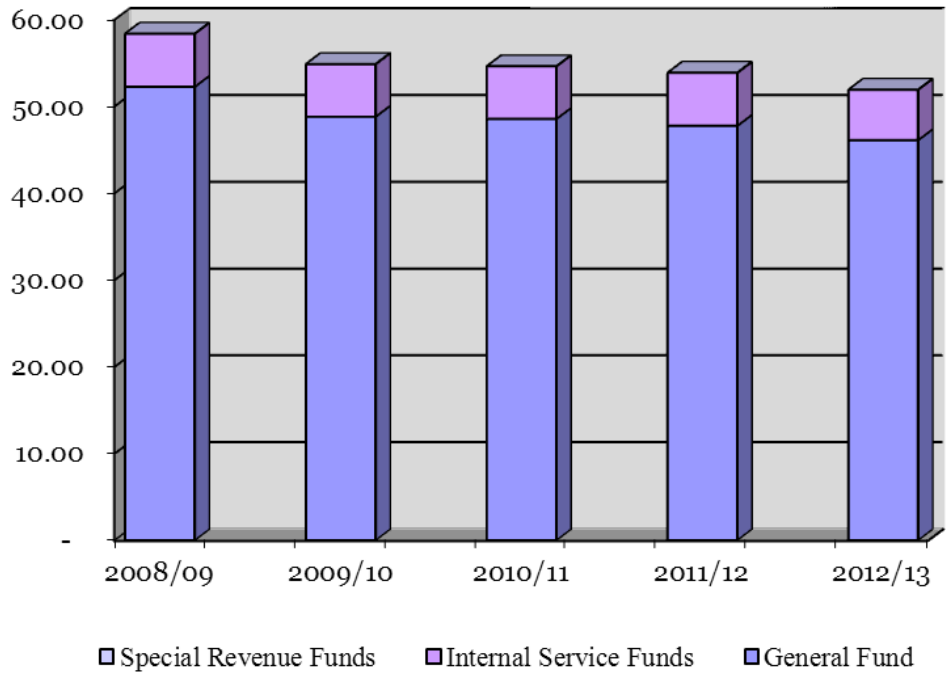

**TOTAL STAFF BY DEPARTMENT**

***Full Time Equivalents (FTE)***

| | 2008/09 Funded | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|---|
| City Manager's Department | 6.00 | 5.75 | 5.55 | 3.90 | 4.00 |
| Finance & Administrative Services | 6.00 | 6.00 | 5.90 | 6.90 | 6.90 |
| Community Development | 14.00 | 12.00 | 12.00 | 12.00 | 11.00 |
| Public Works | 21.75 | 21.75 | 21.65 | 21.55 | 20.65 |
| Recreation & Facilities Department | 10.60 | 9.35 | 9.50 | 9.50 | 9.35 |
| ***Total Staff by Department*** | **58.35** | **54.85** | **54.60** | **53.85** | **51.90** |

# STAFFING BY FUND

## Five Year History




**TOTAL DEPARTMENTAL STAFF BY FUND**

***Full Time Equivalents (FTE)***

| | 2008/09 Funded | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|---|
| ***General Fund*** | | | | | |
| City Manager's Department | 5.70 | 5.70 | 5.50 | 3.90 | 4.00 |
| Administrative Services | 4.85 | 4.85 | 4.75 | 5.70 | 5.70 |
| Community Development | 14.00 | 12.00 | 12.00 | 12.00 | 11.00 |
| Public Works | 21.05 | 21.05 | 20.95 | 20.85 | 19.95 |
| Recreation Department | 6.65 | 5.20 | 5.35 | 5.30 | 5.45 |
| ***Total General Fund FTEs*** | **52.25** | **48.80** | **48.55** | **47.75** | **46.10** |
| ***Internal Service Funds*** | | | | | |
| City Manager's Department | 0.30 | 0.05 | 0.05 | - | - |
| Administrative Services | 1.15 | 1.15 | 1.15 | 1.20 | 1.20 |
| Public Works | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 |
| Recreation Department | 3.95 | 4.15 | 4.15 | 4.20 | 3.90 |
| ***Total Internal Service Funds*** | **6.10** | **6.05** | **6.05** | **6.10** | **5.80** |
| **Total FTEs** | **58.35** | **54.85** | **54.60** | **53.85** | **51.90** |

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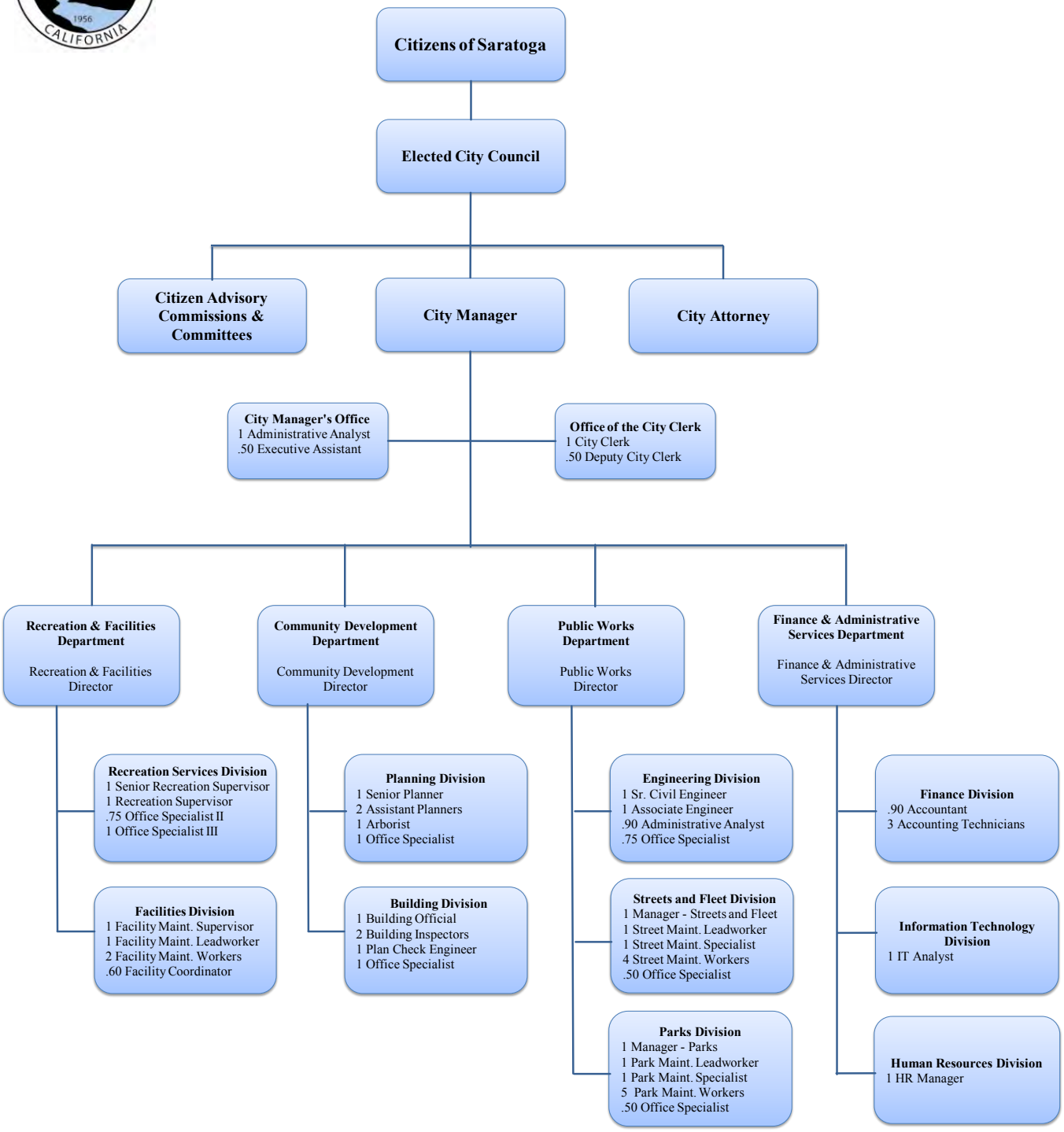
# City of Saratoga - Organization Chart




*FY 2012/13 FTE = 51.90*

# 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 2012/13 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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 1,200 | 600 | 1,200 | 2,400 | 600 |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | - | - | - | - |
| **TOTAL REVENUES** | **1,200** | **600** | **1,200** | **2,400** | **600** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 27,865 | 28,855 | 27,711 | 27,345 | 27,097 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 4,119 | 4,862 | 6,250 | 6,882 | 8,675 |
| *Fees & Charges* | 71,768 | 63,917 | 76,754 | 54,436 | 76,370 |
| *Consultant & Contract Services* | - | - | 20,920 | 10,010 | 13,000 |
| *Meetings, Events, & Training* | 14,272 | 19,806 | 15,500 | 12,892 | 18,220 |
| Total Operating Expenditures | 90,160 | 88,586 | 119,424 | 84,220 | 116,265 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 31,621 | 36,900 | 40,583 | 40,584 | 44,981 |
| **TOTAL EXPENDITURES** | **149,646** | **154,340** | **187,718** | **152,149** | **$ 188,343** |

## DEPARTMENTAL EXPENDITURES BY PROGRAM

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| City Council | $ 129,954 | $ 130,898 | $ 161,167 | $ 126,832 | $ 157,901 |
| City Commissions | 19,691 | 23,442 | 26,551 | 25,317 | 30,442 |
| **TOTAL GENERAL FUND** | **$ 149,646** | **$ 154,340** | **$ 187,718** | **$ 152,149** | **$ 188,343** |
| **TOTAL EXPENDITURES** | **$ 149,646** | **$ 154,340** | **$ 187,718** | **$ 152,149** | **$ 188,343** |

# 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 one or two 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.

The Council has elected to contribute a pro-rata share toward a legislative consultant services contract 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. On April 11, 2012, the State Assembly's Committee on Local Government discussed the TEA item was approved by the committee. The Assembly's finance committee will now hear the proposed bill, and if approved, will pass to the Senate's finance committee. The bill will continue to move through the process, and results should be known by August 2012.

## CITY COUNCIL

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 1,200 | 600 | 1,200 | 2,400 | 600 |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | - | - | - | - |
| **TOTAL REVENUES** | **1,200** | **600** | **1,200** | **2,400** | **600** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 15,556 | 15,408 | 14,147 | 13,818 | 13,533 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 2,114 | 2,611 | 2,200 | 2,338 | 1,700 |
| *Fees & Charges* | 71,768 | 63,917 | 76,754 | 54,436 | 76,370 |
| *Consultant & Contract Services* | - | - | 20,920 | 10,010 | 13,000 |
| *Meetings,Events & Training* | 8,896 | 14,061 | 9,500 | 8,582 | 12,220 |
| Total Operating Expenditures | 82,777 | 80,589 | 109,374 | 75,367 | 103,290 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 31,621 | 34,901 | 37,646 | 37,647 | 41,078 |
| **TOTAL EXPENDITURES** | **$ 129,954** | **$ 130,898** | **$ 161,167** | **$ 126,832** | **$ 157,901** |

### FY 2012/13 OBJECTIVES

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

***Community Engagement*** – Encourage a greater sense of community among residents and increase 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*** – Encourage the local economy and enhance 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

- Represent the residents and community of Saratoga
- Provide community leadership as the legislative and policy-making body
- Effectively represent the City of Saratoga in coordination with other local, county, state, and federal agencies
- Oversee the City's Commissions and provides support to community organizations on emergent issues
- Work 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 City Commissions budget does not include revenues as commissioners do not provide a service function to the public. Commissions primarily act as advisory boards, and report back to the City Council. Budgeted expenditures do include a small amount of funding for Planning Commissioner stipends as this commission's time commitment is often very time-intensive with public meetings held twice a month and special study sessions throughout the year. The other commissions meet less often and are purely on a volunteer basis.

The seven Planning Commissioners are each awarded a stipend of $150 per month as a token of appreciation for providing this community service. 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 the City Commissions budget may include memberships to commissioner associations that provide training or resources. Funding for the City's annual Commissioner Recognition Dinner which the Council holds to honor the service of the City's Commissioners is also included in this program.

Staffing costs which support the various commissions are not included in the City Commissions budget, as activities are primarily limited to support functions.

## CITY COMMISSIONS

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Other Sources | - | - | - | - | - |
| **TOTAL REVENUES** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 12,309 | 13,447 | 13,564 | 13,527 | 13,564 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 2,006 | 2,251 | 4,050 | 4,544 | 6,975 |
| *Fees & Charges* | - | - | - | - | - |
| *Consultants & Contract Services* | - | - | - | - | - |
| *Meetings, Events & Training* | 5,377 | 5,746 | 6,000 | 4,310 | 6,000 |
| Total Operating Expenditures | 7,383 | 7,997 | 10,050 | 8,854 | 12,975 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | - | 1,999 | 2,937 | 2,937 | 3,903 |
| **TOTAL EXPENDITURES** | **$ 19,691** | **$ 23,442** | **$ 26,551** | **$ 25,317** | **$ 30,442** |

### 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. The City Clerk position was realigned to focus solely on Clerk Administration duties by shifting the Risk Management-related duties to the Recreation and Facilities Director, resulting in an increased staffing allocation from .75 FTE to 1.0 FTE in the Clerk's Division. In 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 eliminated the Assistant City Manager position. The Administrative Analyst position returned to full-time, and the Executive Assistant position increased from .75 FTE to .90 FTE. Additionally, the Executive Assistant's time was reallocated 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 was reassigned to the Administrative Services Department to 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. In FY 2012/13, the Executive Assistant will return to a full 1.0 FTE position due to City Manager workload needs and salary savings from a staff restructure in the Recreation & Facilities Department.

Due to employee benefit reductions negotiated under the new Memorandum of Understanding, FY 2012/13 staffing costs reflect a decrease, primarily due to employees paying for a portion of retirement costs. However, with two Council seats up for election next fiscal year, an additional $55,000 is budgeted for election fees, resulting in an overall increase.

**GENERAL FUND REVENUES AND EXPENDITURES**

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | 20,140 | 20,023 | - |
| Fees, Licenses and Permits | 586 | 17,673 | 50 | 389 | 13,400 |
| Charge for Services | - | - | - | - | - |
| Other Sources | 1,418 | 3,147 | - | - | - |
| **TOTAL REVENUES** | **$ 2,005** | **$ 20,820** | **$ 20,190** | **$ 20,412** | **$ 13,400** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 998,511 | 1,109,973 | 660,022 | 659,368 | 621,410 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 6,782 | 7,283 | 4,400 | 5,395 | 4,210 |
| *Fees & Charges* | 24,052 | 96,080 | 16,835 | 9,210 | 69,905 |
| *Consultant & Contract Services* | 59,420 | 90,589 | 26,500 | 23,297 | 29,100 |
| *Meetings, Events & Training* | 19,745 | 31,700 | 5,450 | 5,184 | 9,600 |
| Total Operating Expenditures | 109,998 | 225,652 | 53,185 | 43,086 | 112,815 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 124,253 | 120,368 | 96,129 | 96,129 | 96,093 |
| **TOTAL EXPENDITURES** | **$1,232,762** | **$1,455,993** | **$ 809,336** | **$ 798,582** | **$ 830,318** |

**DEPARTMENTAL EXPENDITURES BY PROGRAM**

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| City Manager's Office | $ 624,836 | $ 695,114 | $ 509,033 | $ 508,150 | 485,274 |
| City Clerk | 250,560 | 323,836 | 300,304 | 290,432 | 345,045 |
| Human Resources | 357,365 | 437,043 | - | - | - |
| **TOTAL GENERAL FUND** | **$1,232,762** | **$1,455,993** | **$ 809,336** | **$ 798,582** | **$ 830,318** |
| | | | | | |
| **TOTAL DEPT EXPENDITURES** | **$1,232,762** | **$1,455,993** | **$ 809,336** | **$ 798,582** | **$ 830,318** |

**CITY MANAGER'S DEPARTMENT STAFF**

***Full Time Equivalents (FTE)***

| *City Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| City Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant City Manager | 1.00 | 0.90 | - | - |
| Executive Assistant to CM | 0.75 | 0.75 | 0.90 | 1.00 |
| City Clerk | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Manager | 0.95 | 0.95 | - | - |
| Administrative Analyst I/II | 1.00 | 0.90 | 1.00 | 1.00 |
| **Total FTEs** | **5.70** | **5.50** | **3.90** | **4.00** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| HR Specialists | 1,600 | 1,568 | - | - |
| Student Interns | 900 | - | - | - |
| Executive Assistant | - | - | - | - |
| **Total Annual Hours** | **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, Cable Television, and Emergency Preparedness services to the City.

## BUDGET OVERVIEW

The City Manager's Office primarily provides a managerial oversight and coordination role for City operations and City Council support. Duties vary as new initiatives and needs arise. For example, with the elimination of the Code Specialist position, the Special Event permitting process was shifted to the City Manager's Office. As City Manager's staff will now work with community members to facilitate special events; permit revenues will be accounted for in this program as of FY 2012/13. An estimated $1,000 will be collected for Special Permit Fees.

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 eliminated the Assistant City Manager position. As a result, the Administrative Analyst position returned to a full-time position to assist with the additional workload presented with the elimination of the Assistant City Manager position. The Executive Assistant position, which also functions as the Deputy City Clerk and Records Manager positions, increased from .75 FTE to .90 FTE to provide staff coverage equally between the City Manager's Office and the City Clerk's Office. Due to workload and coverage needs, the Executive Assistant position was returned to full-time effective with FY 2012/13.

## CITY MANAGER'S OFFICE

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Fees, Licenses and Permits | - | - | - | - | 1,000 |
| **TOTAL REVENUES** | **$ 1,418** | **$ -** | **$ -** | **$ -** | **$ 1,000** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 565,225 | 642,199 | 453,067 | 451,672 | 430,526 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 3,915 | 3,400 | 3,500 | 4,386 | 3,300 |
| *Fees & Charges* | 4,635 | 3,228 | 3,580 | 3,732 | 4,260 |
| *Consultant & Contract Services* | - | - | - | - | - |
| *Meetings, Events & Training* | 7,270 | 3,044 | 3,600 | 3,076 | 3,945 |
| Total Operating Expenditures | 15,820 | 9,671 | 10,680 | 11,193 | $ 11,505 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 43,792 | 43,244 | 45,286 | 45,285 | 43,243 |
| **TOTAL EXPENDITURES** | **$ 624,836** | **$ 695,114** | **$ 509,033** | **$ 508,150** | **$ 485,274** |

### FY 2012/13 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
- Facilitate strong 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
- Inform the City Council, in a timely manner, 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*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| City Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant City Manager | 0.75 | 0.75 | - | - |
| Executive Assistant to CM | 0.60 | 0.60 | 0.45 | 0.50 |
| City Clerk | - | - | - | - |
| Human Resources Manager | - | - | - | - |
| Administrative Analyst I/II | 1.00 | 0.90 | 1.00 | 1.00 |
| **Total FTE's** | **3.35** | **3.25** | **2.45** | **2.50** |

| ***Temporary Staff*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| HR Specialists | - | - | - | - |
| Student Interns | 300 | - | - | - |
| Executive Assistant | - | - | - | - |
| **Total Annual Hours** | **300** | **-** | **-** | **-** |

### CITY MANAGER'S OFFICE

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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* | 75% | 75% | 75% |
| b. Meet with each Department Director on a weekly basis to provide strategic direction on priority projects and problems: | *Information not available* | 90% | 90% | 90% |
| c. Actively participate in monthly meetings with SCCCMA, West Valley Mayors/Managers and Asst. City Managers: | *Information not available* | 90% | 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: | 75% | 95% | 95% | 95% |
| b. Seek input from City Council on a quarterly basis for Saratogan; publish and distribute on a quarterly basis: | 100% | 100% | 100% | 100% |
| c. Format weekly statistical report from Sheriff's Office and upload on City website: | *Information not available* | 90% | 96% | 96% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of City Council Meetings per year | 37 | 38 | 35 | 35 |
| 2 West Valley Waste Management JPA meetings: | 3 | 3 | 4 | 4 |
| 3 Parks & Recreation Commission meetings: | 6 | 6 | 6 | 6 |
| 4 Library Commission meetings: | 6 | 5 | 6 | 6 |
| 5 Prepare and distribute Quarterly Council Priorities Update: | 4 | 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. FY 2012/13 election costs are budgeted at $55,000.

Other notable program costs include: $9,000 for public noticing expenses over the year; $20,100 for streaming video service for City Council meetings; and another $8,000 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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Intergovernmental Revenues | - | - | 20,140 | 20,023 | - |
| Fees, Licenses and Permits | 586 | 17,673 | 50 | 389 | 12,400 |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | 3,147 | - | - | - |
| **TOTAL REVENUES** | **$ 586** | **$ 20,820** | **$ 20,190** | **$ 20,412** | **$ 12,400** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 159,800 | 165,744 | 206,955 | 207,696 | 190,884 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 815 | 2,991 | 900 | 1,010 | 910 |
| *Fees & Charges* | 9,407 | 84,288 | 13,255 | 5,478 | 65,645 |
| *Consultant & Contract Services* | 27,552 | 21,358 | 26,500 | 23,297 | 29,100 |
| *Meetings, Events & Training* | 1,911 | 223 | 1,850 | 2,108 | 5,655 |
| Total Operating Expenditures | 39,685 | 108,859 | 42,505 | 31,893 | 101,310 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 51,076 | 49,234 | 50,844 | 50,843 | 52,851 |
| **TOTAL EXPENDITURES** | **$ 250,560** | **$ 323,836** | **$ 300,304** | **$ 290,432** | **$ 345,045** |

### FY 2012/13 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 a guide containing information about the City, Santa Clara County Registrar of Voters Office requirements, and candidacy filing documents related to running for City Council. As a result of hiring a new City Clerk in November 2011, the City Clerk's Office Training expenses have increased in fiscal year 2012/2013. The City Clerk will be attending technical training and training on new laws that impact local government.

## 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*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| City Manager | - | - | - | - |
| Assistant City Manager | - | - | - | - |
| Executive Assistant to CM | 0.15 | 0.15 | 0.45 | 0.50 |
| City Clerk | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Manager | - | - | - | - |
| Administrative Analyst I/II | - | - | - | - |
| **Total FTE's** | **1.15** | **1.15** | **1.45** | **1.50** |

| ***Temporary Staff*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| HR Specialists | - | - | - | - |
| Student Interns | 300 | - | - | - |
| Executive Assistant | - | - | - | - |
| **Total Annual Hours** | **300** | **-** | **-** | **-** |

### CITY CLERK'S OFFICE

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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: | 98% | 100% | 98% | 98% |
| b. Percentage of ordinances prepared and signed within three business days: | 100% | 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: | 98% | 100% | 100% | 100% |
| d. Percentage of approved City Council Minutes posted to City Website within three business days after approval: | 99% | 100% | 99% | 100% |
| 2. *Provide efficient and effective Records Management.* | | | | |
| a. Annually review documents for retention and preparation for destruction: | *Information not available* | 100% | 100% | 100% |
| b. Prepare boxes for digital scanning: | 15 | 15 | 15 | 20 |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of City Council Meetings/minutes prepared per year | 37 | 38 | 35 | 35 |
| 2 Number of Commission recruitments and appointments processed: | 18 | 25 | 22 | 9 |
| 3 Number of Fair Political Practices Form 700's distributed: | 61 | 67 | 61 | 66 |
| 4 Number of boxes of City records processed for disponsal: | 167 | 132 | 81 | 93 |
| 5 Number of documents recorded: | 25 | 28 | 24 | 24 |
| 6 Number of public records requests: | 44 | 36 | 30 | 30 |

# 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**

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | - | - | - | - |
| **TOTAL REVENUES** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 273,486 | 302,031 | - | - | - |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 2,052 | 893 | - | - | - |
| *Fees & Charges* | 10,010 | 8,564 | - | - | - |
| *Consultant & Contract Services* | 31,868 | 69,231 | - | - | - |
| *Meetings, Events & Training* | 10,564 | 28,433 | - | - | - |
| Total Operating Expenditures | 54,494 | 107,121 | - | - | - |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 29,385 | 27,891 | - | - | - |
| **TOTAL EXPENDITURES** | **$ 357,365** | **$ 437,043** | **$ -** | **$ -** | **$ -** |

**HUMAN RESOURCES STAFF**

***Full Time Equivalents (FTE)***

| ***City Staff*** | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| City Manager | - | - | - | - |
| Assistant City Manager | 0.25 | 0.15 | - | - |
| Executive Assistant to CM | - | - | - | - |
| City Clerk | - | - | - | - |
| Human Resources Manager | 0.95 | 0.95 | - | - |
| Administrative Analyst I/II | - | - | - | - |
| **Total FTE's** | **1.20** | **1.10** | **-** | **-** |

| ***Temporary Staff*** | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| HR Specialists | 1,600 | 1,568 | - | - |
| Student Interns | 300 | - | - | - |
| **Total Annual Hours** | **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*

# 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 service 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

There is slight change in staffing allocation for FY 2012/13. The Administrative Services Director was realigned to reflect a slight shift (5%) into the Human Resources program and the Human Resources Manager was realigned to reflect a slight shift (5%) into the Workers Compensation program to better reflect staff's time spent on workload and training. As the Human Resources Division (HR) was previously assigned to the City Manager's Department and transitioned into the department in March 2011, 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.

With the department's focus primarily on 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.

Overall the department's operating budget is steady, as services and functions do not vary much from year to year, with the exception of staffing and legal costs in the Human Resources program. With employee negotiations undertaken in FY 2011/12 completed, the legal account budget reflects normal funding levels required for personnel rules revisions and miscellaneous matters that occur during the year.

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.

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 42,618 | 42,457 | 40,000 | 41,560 | 40,000 |
| Charge for Services | - | - | - | - | - |
| Other Sources | 29,854 | 16,117 | 12,000 | 8,198 | 10,000 |
| **TOTAL REVENUES** | **$ 72,471** | **$ 58,574** | **$ 52,000** | **$ 49,758** | **$ 50,000** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 651,817 | 619,498 | 906,946 | 867,053 | 933,109 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 11,057 | 11,130 | 11,700 | 9,651 | 11,600 |
| *Fees & Charges* | 12,433 | 9,558 | 23,751 | 20,701 | 22,880 |
| *Consultants & Contract Services* | 52,017 | 48,299 | 172,462 | 120,851 | 124,675 |
| *Meetings, Events & Training* | 2,525 | 584 | 14,025 | 8,716 | 18,050 |
| Total Operating Expenditures | 78,032 | 69,570 | 221,938 | 159,919 | 177,205 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 109,429 | 106,422 | 139,854 | 139,853 | 145,589 |
| **TOTAL EXPENDITURES** | **$ 839,278** | **$ 795,490** | **$ 1,268,738** | **$ 1,166,825** | **$ 1,255,903** |

### DEPARTMENTAL EXPENDITURES BY PROGRAM

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| Financial Services | 839,278 | 795,490 | 862,091 | 800,562 | 914,981 |
| Human Resources | - | - | 406,648 | 366,263 | 340,922 |
| **TOTAL GENERAL FUND** | **$ 839,278** | **$ 795,490** | **$ 1,268,738** | **$ 1,166,825** | **$ 1,255,903** |
| **INTERNAL SERVICE FUNDS** | | | | | |
| Office Support Services | 47,496 | 49,534 | 58,482 | 55,236 | 59,250 |
| Information Technology Services | 361,859 | 382,877 | 429,723 | 374,362 | 422,758 |
| IT Replacement Fund | 31,614 | 51,119 | 54,200 | 53,844 | 52,600 |
| **TOTAL INTERNAL SERVICES** | **$ 440,969** | **$ 483,530** | **$ 542,405** | **$ 483,443** | **$ 534,608** |
| **TOTAL DEPT EXPENDITURES** | **$ 1,280,247** | **$ 1,279,019** | **$ 1,811,143** | **$ 1,650,268** | **$ 1,790,511** |
| **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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Finance & Administrative Services Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Manager | - | - | 0.95 | 0.90 |
| Information Technology Administrator | 1.00 | 1.00 | 1.00 | 1.00 |
| Accountant I/II | 1.00 | 0.90 | 0.90 | 0.90 |
| Accounting Technicians | 3.00 | 3.00 | 3.00 | 3.00 |
| **Total FTEs** | **6.00** | **5.90** | **6.85** | **6.80** |

| *Temporary Staff Hours* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Sr. Accountant | 960 | 960 | 1,200 | 1,200 |
| IT Specialist | 2,080 | 2,040 | 2,000 | 2,000 |
| HR Specialist | - | - | 1,568 | 1,568 |
| **Total Annual Hours** | **3,040** | **3,000** | **4,768** | **4,768** |

*The departmental FTEs above includes General Fund and Internal Fund staffing accounted for within this department section and are reflected in the following program sections schedules as assigned. Ten 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 2012/13 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 which began 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, 10% of the Director's position is allocated for oversight and program training, with the Financial Services program backfilled with hourly Sr. Accountant time to assist with specific financial projects and excess workload such as overseeing the City's Operating and Capital Budget, fiscal year end close and reporting functions, and overseeing the audit and preparation of the Comprehensive Annual Financial Report.

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, the voluntary reduction of the Accountant from 1.0 FTE to .90 FTE, and very limited funding for operating supplies, services, and training in order to reduce overall operational costs.

### FINANCIAL SERVICES

**GENERAL FUND REVENUES AND EXPENDITURES**

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 42,618 | 42,457 | 40,000 | 41,560 | 40,000 |
| Charge for Services | - | - | - | - | - |
| Other Sources | 29,854 | 16,117 | 12,000 | 8,198 | 10,000 |
| **TOTAL REVENUES** | **$ 72,471** | **$ 58,574** | **$ 52,000** | **$ 49,758** | **$ 50,000** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 651,817 | 619,498 | 665,474 | 640,944 | 688,530 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 11,057 | 11,130 | 10,100 | 7,551 | 10,500 |
| *Fees & Charges* | 12,433 | 9,558 | 13,285 | 9,924 | 11,420 |
| *Consultants & Contract Service* | 52,017 | 48,299 | 60,950 | 29,847 | 84,575 |
| *Meetings, Events & Training* | 2,525 | 584 | 1,750 | 1,766 | 3,950 |
| Total Operating Expenditures | 78,032 | 69,570 | 86,085 | 49,088 | 110,445 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 109,429 | 106,422 | 110,532 | 110,530 | 116,006 |
| **TOTAL EXPENDITURES** | **$ 839,278** | **$ 795,490** | **$ 862,091** | **$ 800,562** | **$ 914,981** |

### FY 2012/13 OBJECTIVES

***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 the 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 business license tax compliance audit moves into its fourth full year.

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

***Collection Agency Services*** – Staff will research and pursue options for contracting with a collection agency for uncollectible billings.

***Reporting Enhancements*** – Continue to enhance the City's Operating and Capital Budget, the Comprehensive Annual Financial Report, Monthly Treasurers Reports, and Quarterly Budget Reports to improve presentation, documentation, compliance requirements, and readability.

## 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*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| Finance & Administrative Services Director | 0.85 | 0.85 | 0.80 | 0.80 |
| Human Resources Manager | - | - | - | - |
| Information Technology Administrator | - | - | - | - |
| Accountant I/II | 1.00 | 0.90 | 0.90 | 0.90 |
| Accounting Technicians | 3.00 | 3.00 | 3.00 | 3.00 |
| **Total FTEs** | **4.85** | **4.75** | **4.70** | **4.70** |

| ***Temporary Staff Hours*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| Sr. Accountant | 960 | 960 | 1,200 | 1,200 |
| HR Specialist | - | - | - | - |
| **Total Annual Hours** | **960** | **960** | **1,200** | **1,200** |

### FINANCIAL SERVICES

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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: | 100% | 100% | 100% | 100% |
| b. Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Budgeting' awarded to the City: | Not submitted | Yes | 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: | 100% | 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: | 75% | 83% | 100% | 100% |
| 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% | 97% | 99% | 100% |
| b. Percentage of Payroll checks paid accurately and on-time: | 100% | 99.80% | 100% | 100% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of corrections resulting from annual financial audit: | 0 | 0 | 0 | 0 |
| 2 Number of Cash Receipt batches processed annually: | 1,264 | 1,188 | 1,220 | 1,200 |
| 3. Number of Business Licenses issued annually: | 2,121 | 2,112 | 2,124 | 2,125 |
| 4. Number of invoices entered into Accounts Payable system: | 4,827 | 6,072 | 5,760 | 5,700 |
| 5. Average number of Accounts Payable checks issued weekly: | 60 | 56 | 49 | 50 |
| 6. Number of payroll checks, paycheck vouchers, and stipends issued annually: | 2,090 | 1,970 | 1,881 | 1,850 |

# 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 service 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: recruitment and selection; employee and labor relations; classification and compensation; benefit design, negotiation, and administration; performance management; records management; employee training (both legally mandated and discretionary); policies and procedures; employment and labor law compliance; special projects in support of City operations; and management of a variety of City programs including: Employee Recognition; "Volunteer Saratoga"; Emergency Volunteer Management; Workers Compensation, Safety and Wellness; Custodian of Records Department of Justice; and the Department of Motor Vehicles' Employee Pull Notice (EPN) program

## 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 in the budget schedules, with prior year financial and staffing reflected in the City Manager's Department.

The HR Division is minimally staffed with .90 FTE of the Human Resources Manager (the remaining .10 FTE is included in the internal service fund for Workers Compensation Administration under the Non-Departmental Section). The budget includes .10 FTE of the Finance and Administrative Services Director for division administration oversight and funding for non-benefited, part-time clerical human resources support.

As the Human Resources program focus is to support citywide personnel and administrative functions, there are no direct service activities which generate revenues. Ongoing expenditures include: membership in the Santa Clara County Bay Area Employee Relations Services (BAERS), a joint powers agency which provides online access to relevant classification, benefits and compensation data of Northern California agencies for survey analysis and classification studies; membership with CalOpps (www.calopps.org), a public sector job board for recruiting regular, temporary, and volunteer positions; the annual Employee Tenure Recognition Event; and contract legal services.

Included in the FY 2012/13 budget is ongoing operational funding for supplies, association dues, employee training, and the employee assistance program (EAP). Additional funding is included in this year's budget for the legal review and update of the City's Personnel Rules and Policies document and training for the Finance and Administrative Services Director in the areas of employment law and human resources and payroll best practices.

## HUMAN RESOURCES

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Other Sources | - | - | - | - | - |
| **TOTAL REVENUES** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | - | - | 241,472 | 226,109 | 244,579 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | - | - | 1,600 | 2,100 | 1,100 |
| *Fees & Charges* | - | - | 10,466 | 10,776 | 11,460 |
| *Consultants & Contract Services* | - | - | 111,512 | 91,004 | 40,100 |
| *Meetings, Events & Training* | - | - | 12,275 | 6,950 | 14,100 |
| Total Operating Expenditures | - | - | 135,853 | 110,831 | **$ 66,760** |
| Internal Service Charges | - | - | 29,323 | 29,323 | 29,583 |
| **TOTAL EXPENDITURES** | **$ -** | **$ -** | **$ 406,648** | **$ 366,263** | **$ 340,922** |

### FY 2012/13 OBJECTIVES

***Personnel Rules and Policies Document Update*** – Review and update the City's personnel rules and policies document including obtaining legal review of employment law sections of the document.

***Staff Training*** – Coordinate on-site AB1825 mandatory harassment training for employees, supervisors, and management (required every two years by law and required within six months of hire of supervisory positions)

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

***Emergency Volunteer Management Plan*** – Update the City's Emergency Volunteer Center Kit in accordance with the City's Volunteer Management Plan and provides training to Emergency Operation Center (EOC) positions assigned to the Emergency Volunteer Center in the event of a disaster.

## HUMAN RESOURCES

### KEY SERVICES

- Serve as Custodian of Records (Pursuant to Penal Code section 11102.2(b) responsible for the security, storage, administration, and destruction of employee criminal records furnished by the Department of Justice
- Manage the Department of Motor Vehicles' Employer Pull Notice Program (EPN) including promoting driver safety by monitoring the driving records of employees who are required to drive a City vehicle
- Manage the City's self-insured workers compensation program as part of the Association of Bay Area Governments (ABAG) Shared Risk Pool (SHARP)
- 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
- Negotiate and administer Memorandum of Understandings (MOU's) with the City's collective bargaining units
- Maintain the City's classification and compensation systems, administer benefits and benefit recordkeeping systems, provide customer service, and manage benefit contracts with third party administrators
- 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 Program, 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*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| Finance & Administrative Services Director | - | - | 0.05 | 0.10 |
| Human Resources Manager | - | - | 0.95 | 0.90 |
| Information Technology Administrator | - | - | - | - |
| Accountant I/II | - | - | - | - |
| Accounting Technicians | - | - | - | - |
| **Total FTE's** | **-** | **-** | **1.00** | **1.00** |

| ***Temporary Staff*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| HR Specialist | - | - | 1,568 | 1,568 |
| **Total Annual Hours** | **-** | **-** | **1,568** | **1,568** |

### HUMAN RESOURCES

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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 | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|---|
| 1 | Number of recruitments conducted for regular, benefited positions. | 0 | 0 | 4 | 2 |
| 2 | Number of employment applications received and processed: | 56 | 0 | 500 | 300 |
| 3 | Total number of employees (benefited, non-benefited, and temporary, part-time and full-time): | 77 | 78 | 68 | 68 |
| 4 | Number of participants in Volunteer Saratoga program: | *Information not available* | 302 | 160 | 165 |
| 5 | Value of volunteer hours: | *Information not available* | 149,888 | 59,000 | 60,000 |
| 6 | Number of meet and confer process hours: | *Information not available* | 700 | 1,040 | 40 |
| 7 | Number of training hours offered to employees: | *Information not available* | 36 | 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 2012/13, service chargebacks to the departments were increased to more closely 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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCES OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | 39,633 | 26,830 | 15,831 | 15,831 | 11,220 |
| **Total Beginning Fund Balance** | **$ 39,633** | **$ 26,830** | **$ 15,831** | **$ 15,831** | **$ 11,220** |
| **Revenues** | | | | | |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | 11,694 | 8,535 | 12,000 | 10,626 | 12,000 |
| Other Sources | - | - | - | - | - |
| Internal Service Charges | 23,000 | 30,000 | 40,000 | 40,000 | 55,000 |
| **Total Revenues** | **$ 34,694** | **$ 38,535** | **$ 52,000** | **$ 50,626** | **$ 67,000** |
| **TOTAL SOURCE OF FUNDS** | **$ 74,326** | **$ 65,365** | **$ 67,831** | **$ 66,457** | **$ 78,220** |
| **USE OF FUNDS** | | | | | |
| **Expenditures** | | | | | |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 19,252 | 17,161 | 19,200 | 15,991 | 19,200 |
| *Fees & Charges* | 27,900 | 29,232 | 36,282 | 37,281 | 37,050 |
| *Consultants & Contract Services* | 344 | 3,142 | 3,000 | 1,965 | 3,000 |
| *Meetings, Events & Training* | - | - | - | - | - |
| Total Operating Expenditures | **$ 47,496** | **$ 49,534** | **$ 58,482** | **$ 55,236** | **$ 59,250** |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | - | - | - | - | - |
| **Total Expenditures** | **$ 47,496** | **$ 49,534** | **$ 58,482** | **$ 55,236** | **$ 59,250** |
| **Operating Transfers** | | | | | |
| Transfer Out | - | - | - | - | - |
| **Total Operating Transfers** | **-** | **-** | **-** | **-** | **-** |
| **Ending Fund Balance** | | | | | |
| Unassigned | 26,830 | 15,831 | 9,349 | 11,220 | 18,970 |
| **Total Ending Fund Balance** | **$ 26,830** | **$ 15,831** | **$ 9,349** | **$ 11,220** | **$ 18,970** |
| **TOTAL USE OF FUNDS** | **$ 74,326** | **$ 65,365** | **$ 67,831** | **$ 66,457** | **$ 78,220** |

# 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 2012/13 chargebacks will continue to be funded at $400,000 as sufficient fund balance remains to offset a slight underfunding of program operations.

Staff continues to pursue operational savings where possible, however IT annual license and support expenditures continue to increase each year as additional technology services are added and annual support costs increase. With the consolidation of multiple small servers into a larger server with a virtual server environment, some software and maintenance duplication costs were eliminated, providing ongoing savings.

Funding is provided for IT support services on an as-needed basis. With the ever increasing demand driven by new technology, the breadth of knowledge and expertise necessary for implementation and support of new technology requires the assistance of a consultant which can provide high-level assistance for ever-changing and specialized IT projects, as well as for emergency operations backup. The consultant draws upon multiple staff in the firm, for specialized training and skills to implement projects, and to support and train IT staff in new and specialized technology, as needed. In FY 2011/12, the consultant eliminated the $12,000 annual fee for ongoing backup support as they were confident the IT staff are fully capable and experienced and do not require basic support services. The vacant IT Technician position continues to be frozen and under-filled with an hourly IT Specialist to provide essential backup and desk-top support.

## INFORMATION TECHNOLOGY SERVICES

### SOURCE & USE OF FUNDS

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCES OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | 174,838 | 213,941 | 231,064 | 231,064 | 256,701 |
| **Total Beginning Fund Balance** | **$ 174,838** | **$ 213,941** | **$ 231,064** | **$ 231,064** | **$ 256,701** |
| **Revenues** | | | | | |
| Intergovernmental Revenues | - | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Other Sources | 961 | - | - | - | - |
| Internal Service Charges | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| **Total Revenues** | **$ 400,961** | **$ 400,000** | **$ 400,000** | **$ 400,000** | **$ 400,000** |
| **TOTAL SOURCE OF FUNDS** | **$ 575,799** | **$ 613,941** | **$ 631,064** | **$ 631,064** | **$ 656,701** |
| **USE OF FUNDS** | | | | | |
| **Expenditures** | | | | | |
| Salaries and Benefits | 189,437 | 200,448 | 221,989 | 206,092 | 209,740 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 8,705 | 11,957 | 8,750 | 6,369 | 7,750 |
| *Fees & Charges* | 10,437 | 10,230 | 13,410 | 10,013 | 24,140 |
| *Consultants & Contract Services* | 120,842 | 134,482 | 158,805 | 124,457 | 145,533 |
| *Meetings, Events & Training* | - | - | - | 661 | 2,200 |
| Total Operating Expenditures | 139,984 | 156,669 | 180,965 | 141,501 | 179,623 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 32,438 | 25,760 | 26,769 | 26,769 | 33,395 |
| **Total Expenditures** | **$ 361,859** | **$ 382,877** | **$ 429,723** | **$ 374,362** | **$ 422,758** |
| **Ending Fund Balance** | | | | | |
| Unassigned | 213,941 | 231,064 | 201,341 | 256,701 | 233,943 |
| **Total Ending Fund Balance** | **$ 213,941** | **$ 231,064** | **$ 201,341** | **$ 256,701** | **$ 233,943** |
| **TOTAL USE OF FUNDS** | **$ 575,799** | **$ 613,941** | **$ 631,064** | **$ 631,064** | **$ 656,701** |

## FY 2012/13 OBJECTIVES

***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.

***Prospect Center IT Room*** – Install a backup offsite location to provide redundancy for primary network servers through a point-to-point connection.

***Stanley Security Doors*** – Key card security access doors will be installed at Saratoga Prospect Center buildings upon completion of the Prospect Center IT Room. The doors will be managed and monitored at City Hall.

***EOC Network Upgrade / Blaney Plaza Wireless*** – Network upgrade will include acquiring a private internet line for the EOC. Wireless connectivity will be available for both private and public connections. The public wireless connection will extend from the Saratoga Fire Station to Blaney Plaza.

***Power-over-Ethernet (PoE) switches*** – Replace existing network switches with new PoE switches enabling a centralized power management system to eliminate the use of individual power bricks for each land line telephone and simplify the number of resources needed to provide power in the event of a power outage.

***Network Bandwidth Analysis*** – Analyze existing network bandwidth usage and determine areas for performance improvement. Software will also provide detailed reports of network traffic.

## 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*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| Finance & Administrative Services Director | 0.15 | 0.15 | 0.15 | 0.10 |
| Human Resources Manager | - | - | - | - |
| Information Technology Administrator | 1.00 | 1.00 | 1.00 | 1.00 |
| Accountant I/II | - | - | - | - |
| Accounting Technicians | - | - | - | - |
| **Total FTEs** | **1.15** | **1.15** | **1.15** | **1.10** |

| ***Temporary Staff Hours*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| Accounting Technician | - | - | - | - |
| IT Specialist | 2,080 | 2,040 | 2,000 | 2,000 |
| HR Specialist | - | - | - | - |
| **Total Annual Hours** | **2,080** | **2,040** | **2,000** | **2,000** |

### INFORMATION TECHNOLOGY SERVICES

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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: | 99% | 99% | 97% | 99% |
| b. Percent of time network remains available during normal business hours: | 96% | 98% | 98% | 98% |
| c. Percent of time IT responds/resolves support requests within one working day: | 95% | 98% | 98% | 99% |
| d. Percent of time IT responds to technology system emergency events: | 100% | 100% | 100% | 100% |
| e. Number of telephone system failures restored during normal business hours: | 5 | 2 | 0 | 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: | 4 | 4 | 5 | 3 |
| b. Number of new technology sytems or equipment for which oversight and support was provided by IT staff: | 3 | 4 | 5 | 7 |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1. Number of users supported: | 80 | 77 | 76 | 75 |
| 2. Number of IT software applications monitored and maintained: | 19 | 22 | 23 | 24 |
| 3. Number of network servers maintained: | 14 | 16 | 18 | 20 |
| 4. Number of desktop systems maintained: | 56 | 59 | 59 | 57 |
| 5. Number of laptop systems maintained: | 17 | 17 | 17 | 17 |
| 6. Number of network copiers, printers, plotters, scanners, fax machines, and postage machines maintained: | 32 | 25 | 25 | 24 |
| 7. Number of landlines serviced and maintained: | 67 | 70 | 70 | 75 |
| 8. Number of cell phones and PDAs serviced and maintained: | 35 | 33 | 33 | 31 |

# 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.

Planned replacements for the budget year total $52,600 and include: $12,100 for desktop and laptop computer replacements, $23,000 for 3 network server replacements, $10,000 for network switches, routers, firewalls, and UPS battery equipment. Another $1,500 is set aside for communication equipment and $6,000 for Microsoft Office software.

## INFORMATION TECHNOLOGY EQUIPMENT REPLACEMENT FUND

**SOURCE & USE OF FUNDS**

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCES OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | 315,290 | 186,686 | 185,567 | 185,567 | 156,760 |
| **Total Beginning Fund Balance** | **$ 315,290** | **$ 186,686** | **$ 185,567** | **$ 185,567** | **$ 156,760** |
| **Revenues** | | | | | |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | - | - | - | - |
| Internal Service Charges | 58,009 | 50,000 | 50,000 | 50,000 | 46,236 |
| **Total Revenues** | **$ 58,009** | **$ 50,000** | **$ 50,000** | **$ 50,000** | **$ 46,236** |
| **Operating Transfers In** | | | | | |
| *Transfer In from General Fund* | - | - | - | - | - |
| **Total Operating Transfers In** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **TOTAL SOURCE OF FUNDS** | **$ 373,299** | **$ 236,686** | **$ 235,567** | **$ 235,567** | **$ 202,996** |
| **USE OF FUNDS** | | | | | |
| **Expenditures** | | | | | |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 31,614 | 51,119 | 54,200 | 53,844 | 52,600 |
| Total Operating Expenditures | 31,614 | 51,119 | 54,200 | 53,844 | 52,600 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | - | - | - | - | - |
| **Total Expenditures** | **$ 31,614** | **$ 51,119** | **$ 54,200** | **$ 53,844** | **$ 52,600** |
| **Operating Transfers** | | | | | |
| Transfer Out to General Fund | 50,000 | - | - | - | - |
| Transfer Out to CIP | 105,000 | - | 25,000 | 24,963 | - |
| **Total Operating Transfers** | **$ 155,000** | **$ -** | **$ 25,000** | **$ 24,963** | **$ -** |
| **Ending Fund Balance** | | | | | |
| Unassigned | 186,686 | 185,567 | 156,367 | 156,760 | 150,396 |
| **Total Ending Fund Balance** | **$ 186,686** | **$ 185,567** | **$ 156,367** | **$ 156,760** | **$ 150,396** |
| **TOTAL USE OF FUNDS** | **$ 373,299** | **$ 236,686** | **$ 235,567** | **$ 235,567** | **$ 202,996** |

## 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 | 46 | 1,000 | 46,000 | 5 | 9,200 |
| Monitors | 57 | 200 | 11,400 | 7 | 1,629 |
| Laptops | 15 | 1,500 | 22,500 | 7 | 3,214 |
| **Software** | | | | | |
| Operating System | 61 | 300 | 18,300 | 5 | 3,660 |
| **Printers** | | | | | |
| Check Printer | 1 | 1,500 | 1,500 | 5 | 300 |
| Counter Printers | 2 | 1,500 | 3,000 | 5 | 600 |
| **UPS Battery Backups** | | | | | |
| Desktop Battery | 46 | 100 | 4,600 | 3 | 1,533 |
| Server Battery | 3 | 2,000 | 6,000 | 4 | 1,500 |
| **IT System Servers** | | | | | |
| Exchange Server | 1 | 10,000 | 10,000 | 5 | 2,000 |
| Virtual Server | 2 | 10,000 | 20,000 | 5 | 4,000 |
| 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 | 1 | 7,000 | 7,000 | 5 | 1,400 |
| TrakIT Server | 1 | 7,000 | 7,000 | 5 | 1,400 |
| GIS Server | 1 | 7,000 | 7,000 | 5 | 1,400 |
| Vermont Server | 1 | 7,000 | 7,000 | 5 | 1,400 |
| 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 |
| Websense Server | 1 | 1,000 | 1,000 | 5 | 200 |
| Sharepoint Server | 1 | 1,000 | 1,000 | 5 | 200 |
| **Network Equipment** | | | | | |
| Switch - Admin. Services / CMO | 1 | 2,000 | 2,000 | 5 | 400 |
| Switch - Community Development | 1 | 2,000 | 2,000 | 5 | 400 |
| Switch - Public Works | 1 | 2,000 | 2,000 | 5 | 400 |
| Switch - Recreation | 1 | 2,000 | 2,000 | 5 | 400 |
| Switch - Corporation Yard | 1 | 2,000 | 2,000 | 5 | 400 |
| Switch - Saratoga Prospect Center | 2 | 2,000 | 4,000 | 5 | 800 |
| Firewall - Primary | 2 | 3,000 | 6,000 | 5 | 1,200 |
| SPAM firewall | 1 | 3,000 | 3,000 | 5 | 600 |
| **Total Annual Funding Requirement** | | | **236,300** | | **46,236** |

# COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department guides the physical growth of the City, preserving the community's quality of life by supporting local businesses and administrating zoning regulations, code compliance, building and inspection services, City Arborist services, and 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

The Community Development Department is projecting a modest increase in the number of development reviews processed and building permits issued as compared to FY 2011/12. The Klear office and Kang mixed use buildings are two of the larger project that are expected to be built in FY 2012/13. The economic forecasts for the local Bay Area economy predict a continued growth in job opportunities which should result in a healthier residential real estate market and more economic opportunities for local businesses. The slight increase in revenue is expected to cover 80% of the projected expenses within the Department for FY 2011/12. 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. One additional FTE position (Code Compliance Specialist) will be defunded in FY 2012/13. The Department is able to provide similar levels of service without these three positions with current development activity levels. Funding is included in the Department's budget to temporarily supplement staffing levels if development activity exceeds projections. Beginning in the last half of FY 2011/12, City wide economic development programs are being administered by the Department. These programs, such as the Chamber of Commerce's branding effort, will be a high priority in FY 2012/2013 and receive the necessary staffing resources to support them.

All other budgeted operating expenditures are again held to minimal levels, in coordination with reduced revenues. However, as General Plan Update Fees provide funding specific for maintenance of the General Plan, $50,000 was budgeted for the Department to update the General Plan Noise Element and Noise Ordinance in FY 2012/13.

## GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 938,697 | 1,000,388 | 906,665 | 1,092,109 | 961,765 |
| Charge for Services | 645,349 | 732,096 | 694,760 | 829,356 | 675,500 |
| Interest Income | - | - | - | - | - |
| Other Sources | 2,519 | 1,612 | - | 1,184 | - |
| **TOTAL REVENUES** | **$1,586,565** | **$1,734,095** | **$1,601,425** | **$1,922,649** | **$1,637,265** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 1,577,364 | 1,591,214 | 1,610,089 | 1,447,562 | 1,544,585 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 8,310 | 10,009 | 10,650 | 17,109 | 10,550 |
| *Fees & Charges* | 49,423 | 30,677 | 40,247 | 28,622 | 31,968 |
| *Consultant & Contract Services* | 103,212 | 34,071 | 56,315 | 56,036 | 113,300 |
| *Meetings, Events & Training* | 2,472 | 4,715 | 4,900 | 3,250 | 6,500 |
| Total Operating Expenditures | 163,416 | 79,472 | 112,112 | 105,017 | 162,318 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 370,391 | 311,077 | 335,216 | 335,217 | 333,740 |
| **TOTAL EXPENDITURES** | **$2,111,172** | **$1,981,762** | **$2,057,417** | **$1,887,796** | **$2,040,643** |

## TOTAL DEPARTMENTAL EXPENDITURES BY PROGRAM

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| Development Services | 895,626 | 821,240 | 878,344 | 822,267 | 917,271 |
| Advanced Planning | 162,900 | 148,916 | 158,191 | 144,716 | 162,020 |
| Code Compliance | 190,904 | 184,066 | 185,382 | 92,821 | 96,967 |
| Building Inspection Services | 861,742 | 827,540 | 835,499 | 827,991 | 864,385 |
| **TOTAL GENERAL FUND** | **$2,111,172** | **$1,981,762** | **$2,057,417** | **$1,887,796** | **$2,040,643** |
| **SPECIAL REVENUE FUNDS** | | | | | |
| CDBG Fund | 133,432 | 291,071 | - | - | - |
| Housing & Rehabilitation Program | - | 210,748 | - | - | - |
| **TOTAL SPECIAL REV FUNDS** | **$ 133,432** | **$ 501,819** | **$ -** | **$ -** | **$ -** |
| **TOTAL EXPENDITURES** | **$2,244,604** | **$2,483,582** | **$2,057,417** | **$1,887,796** | **$2,040,643** |

## COMMUNITY DEVELOPMENT DEPARTMENT STAFFING

***Full Time Equivalents (FTE)***

| *City Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Community Development Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Planner | 1.00 | 1.00 | 1.00 | 1.00 |
| Planner I/II | 2.00 | 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 | 2.00 | 2.00 | 2.00 | 2.00 |
| Code Compliance Specialist | 1.00 | 1.00 | 1.00 | - |
| Office Specialist II/III | 2.00 | 2.00 | 2.00 | 2.00 |
| **Total FTEs** | **12.00** | **12.00** | **12.00** | **11.00** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| GIS/Forestry Intern | 940 | 940 | 940 | 940 |
| Office Specialist II/III | 1,200 | 800 | 800 | 800 |
| **Total Annual Hours** | **2,140** | **1,740** | **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

Development Services has experienced declining revenues over the past three fiscal years due to the economic downturn. This trend is slowly reversing as revenues are expected to increase by approximately $11,000 over last fiscal year. Design review applications for large remodels or the replacement of existing homes with new ones are increasing. Local commercial economic conditions are also improving as is evident by the new office and mixed-use building approved in the Village in FY 2011/12.

Counter hours for walk-in service will continue to be Monday through Thursday, with the closure of the Planning and Building counters every Friday. Additional reductions undertaken in FY 2009/10 to meet budget constraints – including reduced staffing, 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 2012/13.

The City's economic development programs will be administered through Development Services. The Village Façade Improvement program, assisting the Chamber of Commerce's branding efforts, continued implementation of the Administrative Use Permit grant, and working with owners of chronically vacant properties are among the programs that Development Services will be working on in FY 2012/13.

## DEVELOPMENT SERVICES

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 129,786 | 92,765 | 71,800 | 82,399 | 82,000 |
| Charge for Services | 393,149 | 427,188 | 434,760 | 508,375 | 435,500 |
| Other Sources | 2,269 | 1,592 | - | 1,184 | - |
| **TOTAL REVENUES** | **$ 525,204** | **$ 521,545** | **$ 506,560** | **$ 591,958** | **$ 517,500** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 629,238 | 625,276 | 648,521 | 599,786 | 693,173 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 7,497 | 7,443 | 7,700 | 15,804 | 7,700 |
| *Fees & Charges* | 7,183 | 10,401 | 11,276 | 9,402 | 11,135 |
| *Consultant & Contract Services* | 89,863 | 23,759 | 47,300 | 35,652 | 36,800 |
| *Meetings, Events & Training* | 2,023 | 3,515 | 3,700 | 1,775 | 5,000 |
| Total Operating Expenditures | 106,567 | 45,118 | 69,976 | 62,633 | 60,635 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 159,822 | 150,847 | 159,847 | 159,848 | 163,463 |
| **TOTAL EXPENDITURES** | **$ 895,626** | **$ 821,240** | **$ 878,344** | **$ 822,267** | **$ 917,271** |

### FY 2012/13 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 Information*** – Staff will be providing additional on-line information on the City's web site such as public hearing notification postings. We will also be investigating the use of inter-active Google maps to display pending and approved projects.

***Noise Ordinance*** – The Noise Ordinance establishes noise standards for land uses throughout the City and implements the goals and policies contained in the General Plan Noise Element. The General Plan Noise Element was last updated in 1988. Staff will be requesting City Council approval to update both the Noise Element and the Noise Ordinance as part of the 2013 Work Plan.

## 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 and CIP environmental assessments

***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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Community Development Director | 0.60 | 0.60 | 0.60 | 0.50 |
| Senior Planner | 0.70 | 0.70 | 0.70 | 0.65 |
| Planner I/II | 1.40 | 1.40 | 1.40 | 1.80 |
| 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** | **4.50** | **4.50** | **4.50** | **4.75** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| GIS/Forestry Intern | 940 | 940 | 940 | 940 |
| Office Specialist II/III | 1,200 | 800 | 800 | 800 |
| **Total Annual Hours** | **2,140** | **1,740** | **1,740** | **1,740** |

### DEVELOPMENT SERVICES

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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* | 100% | 100% | 100% |
| b. Review all zone clearances from the Building Division within 2 weeks: | *Information not available* | 95% | 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* | 90% | 90% |
| b. Return all phone calls within 24 hours from the time received: | *Information not available* | 95% | 95% | 95% |
| c. Percentage of applications continued by Planning Commission: | *Information not available* | *Information not available* | 5% | 5% |
| d. Percentage of applications appealed to the Planning Commission or City Council: | *Information not available* | 5% | 5% | 5% |
| e. Percentage of applications upheld by the City Council: | *Information not available* | *Information not available* | 95% | 95% |
| 3. *Effectively administer HUD funding of projects and programs targeted at households of low and moderate income.* | | | | |
| d. Number of capital projects: | 4 | 2 | 2 | 1 |
| e. Funds allocated to capital projects: | 74,010 | 89,066 | 78,460 | 60,150 |
| 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* | 100% | 100% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of planning projects processed: | 147 | 233 | 235 | 230 |
| 2. Number of tree removal permits processed: | 292 | 347 | 308 | 300 |
| 3. Number of Arborist plan reviews: | 47 | 65 | 80 | 80 |
| 4. Number of Planning Commission Hearings: | *Information not available* | 17 | 20 | 21 |
| 5. Number of Plannning Commission Study Sessions: | *Information not available* | 9 | 15 | 6 |
| 6. Number of Heritage Preservation Commission Meetings: | *Information not available* | 9 | 12 | 12 |
| 7. Number of public input meetings for citywide programs: | *Information not available* | *Information not available* | 2 | 4 |
| 8. Number of complex projects (General Plan, amendments/ rezonings, planned developments, environmental review): | *Information not available* | 9 | 8 | 10 |

# 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

The budgeted General Plan Update fee revenues for FY 2012/13 have been set near FY 2011/12 actual receipts. The majority of advanced planning work will continue to be completed in-house thereby reducing the need for paid consultants. However, $50,000 has been budgeted to complete an update to the General Plan Noise Element as specialized technical work is required for this update.

Each year, work is completed by staff and/or consultants on at least one of the City's General Plan Elements. In FY 2009/10, the City completed the Housing Element update for the General Plan and in FY 2010/11 the Circulation Element was updated. In FY 2011/12, work began on the Noise Element, and will continue into FY 2012/13, along with support for the Safety Element Update coordinated in the City Manager's Office. Advanced Planning work also involves ongoing and anticipated annexations as well as Zoning Ordinance updates.

## ADVANCED PLANNING

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 127,260 | 149,563 | 130,000 | 169,574 | 140,000 |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | - | - | - | - |
| **TOTAL REVENUES** | **$ 127,260** | **$ 149,563** | **$ 130,000** | **$ 169,574** | **$ 140,000** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 137,971 | 134,608 | 141,421 | 126,992 | 91,685 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 437 | 132 | - | 285 | - |
| *Fees & Charges* | 2,001 | 625 | 2,000 | 3,170 | 4,000 |
| *Consultant & Contract Services* | 8,641 | 619 | 500 | - | 50,500 |
| *Meetings, Events & Training* | - | - | - | - | - |
| Total Operating Expenditures | 11,079 | 1,375 | 2,500 | 3,454 | 54,500 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 13,850 | 12,933 | 14,270 | 14,270 | 15,835 |
| **TOTAL EXPENDITURES** | **$ 162,900** | **$ 148,916** | **$ 158,191** | **$ 144,716** | **$ 162,020** |

### FY 2012/13 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 begin preparations for updating the Noise Element in FY 2011/12, and will continue this work in FY 2012/13.

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

***Safety Element*** – The Community Development department will also support the Safety Element Update coordinated out of the City Manager's Office.

## 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*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| Community Development Director | 0.25 | 0.25 | 0.25 | 0.25 |
| Senior Planner | 0.20 | 0.20 | 0.20 | 0.25 |
| Planner I/II | 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** | **0.95** | **0.95** | **0.95** | **0.50** |

| ***Temporary Staff*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| GIS/Forestry Intern | - | - | - | - |
| Office Specialist II/III | - | - | - | - |
| **Total Annual Hours** | **-** | **-** | **-** | **-** |

### ADVANCED PLANNING

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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 | Yes | Yes | Yes |
| 2 *Mandatory General Plan Elements updated within last eight years.* | | | | |
| a. Housing Element: | Yes | Yes | No | No |
| b. Land Use Element: | Yes | Yes | No | No |
| c. Circulation and Transportation Element: | No | Yes | No | No |
| d. Conservation Element: | Yes | Yes | No | No |
| e. Open Space Element: | Yes | Yes | No | No |
| f. Noise Element: | No | No | No | Yes |
| g. Safety Element: | No | No | No | Yes |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of ordinances completed (multiple section updates): | 7 | 7 | 4 | 5 |
| 2 General Plan Elements updated: | 1 | 1 | 0 | 2 |
| 3 Number of General Plan amendments requested: | *Information not available* | *Information not available* | 1 | 1 |
| 4 Annexation applications in process: | *Information not available* | *Information not available* | 3 | 4 |
| 6 General Plan annual reports prepared: | *Information not available* | *Information not available* | 1 | 1 |
| 7 General Plan conformity reports prepared: | *Information not available* | *Information not available* | 1 | 1 |
| 8 Community and committee workshops: | *Information not available* | *Information not available* | 2 | 1 |

# 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. Compliance is achieved through education, enforcement of laws and codes, and maintaining the safety and livability of neighborhoods for the citizens and business community of Saratoga. 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 various special activity permits, such as for Noise Exception Permits, Alcohol Permits, Field Rental Permits, Massage Permits, and Solicitor Permits. 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, fewer permits are being issued by the City. If an insufficient number of practitioners pursue City certification, the City may choose to discontinue certification entirely, 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 2012/13, but over the last year, the numbers of practitioners has dropped.

Funding for a Code Compliance Specialist (1 FTE) has not been included in the FY 2012/13 budget. The Code Compliance program is being implemented through the Chief Building Official with assistance from Building Inspectors and Planning staff. Salaries, benefits, and internal services charges are the only expenditures attributable to the program aside from postage charges.

## CODE COMPLIANCE

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 18,692 | 12,471 | 9,265 | 9,600 | 8,265 |
| Charge for Services | - | - | - | - | - |
| Other Sources | 250 | 20 | - | - | - |
| **TOTAL REVENUES** | **$ 18,942** | **$ 12,491** | **$ 9,265** | **$ 9,600** | **$ 8,265** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 155,396 | 155,717 | 153,476 | 63,527 | 87,214 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 141 | 154 | 200 | - | 100 |
| *Fees & Charges* | 1,118 | 528 | 800 | 148 | - |
| *Consultant & Contract Services* | 2,568 | 2,425 | 2,715 | 955 | - |
| *Meetings, Events & Training* | 79 | - | - | - | - |
| Total Operating Expenditures | 3,906 | 3,107 | 3,715 | 1,103 | 100 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 31,602 | 25,243 | 28,191 | 28,192 | 9,653 |
| **TOTAL EXPENDITURES** | **$ 190,904** | **$ 184,066** | **$ 185,382** | **$ 92,821** | **$ 96,967** |

### FY 2012/13 OBJECTIVES

***Abatement Priorities*** – Prioritize responses to code compliance cases based on the Council's adopted priorities and procedures..

## CODE COMPLIANCE

### KEY SERVICES

- Issue Noise Exception 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
- 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

**CODE COMPLIANCE STAFF**

***Full Time Equivalents (FTE)***

| *City Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Community Development Director | 0.10 | 0.10 | 0.10 | 0.10 |
| Senior Planner | - | - | - | - |
| Planner I/II | - | - | - | 0.10 |
| Plan Check Examiner/Engineer | - | - | - | - |
| Senior Arborist | 0.05 | 0.05 | 0.05 | 0.05 |
| Building Official | - | - | - | 0.15 |
| Building Inspector | - | - | - | 0.10 |
| Code Compliance Specialist | 1.00 | 1.00 | 1.00 | - |
| Office Specialist II/III | 0.10 | 0.10 | 0.10 | 0.10 |
| **Total FTE's** | **1.25** | **1.25** | **1.25** | **0.60** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| GIS/Forestry Intern | - | - | - | - |
| Office Specialist II/III | - | - | - | - |
| **Total Annual Hours** | **-** | **-** | **-** | **-** |

### CODE COMPLIANCE

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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* | *Information not available* | *Information not available* | 90% |
| 2 *Ensure compliance with City regulations for permitted activities.* | | | | |
| a. Annual number of Solicitor Permits issued: | 70 | 75 | 80 | 40 |
| b. Annual number of Massage Permits issued: | 25 | 20 | 20 | 15 |
| c. Annual number of Special Event Permits issued: | 13 | 16 | 15 | 0 |
| d. Annual number of Noise Permits issued: | 11 | 20 | 20 | 20 |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Annual number of new code enforcement cases : | *Information not available* | *Information not available* | 80 | 100 |
| 2 Total number of Administrative Citations: | 0 | 0 | 1 | 5 |
| 3 Cases requiring City Attorney review: | *Information not available* | 4 | 2 | 2 |

# 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 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. 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.

The local economy is showing signs of recovery and building activity has been gradually increasing. Building & Inspection revenues are expected to increase by approximately $16,000 over last fiscal year. However, revenues are still not sufficient to fund the Building Inspector position (1 FTE) that was de-funded in FY 2009/10. As a result of the staffing reduction, inspection requests will continue to be extended to a 48-hour response time. Funding has been included in the Building & Inspection budget to temporarily supplement staffing levels if building activity exceeds projections.

## BUILDING & INSPECTION SERVICES

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 662,958 | 745,589 | 695,600 | 830,536 | 731,500 |
| Charge for Services | 252,201 | 304,908 | 260,000 | 320,981 | 240,000 |
| Other Sources | - | - | - | - | - |
| **TOTAL REVENUES** | **$ 915,159** | **$1,050,497** | **$ 955,600** | **$1,151,517** | **$ 971,500** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 654,760 | 675,613 | 666,671 | 657,257 | 672,513 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 235 | 2,281 | 2,750 | 1,021 | 2,750 |
| *Fees & Charges* | 39,120 | 19,123 | 26,171 | 15,902 | 16,833 |
| *Consultant & Contract Services* | 2,139 | 7,269 | 5,800 | 19,429 | 26,000 |
| *Meetings & Events* | 370 | 1,200 | 1,200 | 1,475 | 1,500 |
| Total Operating Expenditures | 41,864 | 29,872 | 35,921 | 37,827 | 47,083 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 165,117 | 122,054 | 132,907 | 132,908 | 144,789 |
| **TOTAL EXPENDITURES** | **$ 861,742** | **$ 827,540** | **$ 835,499** | **$ 827,991** | **$ 864,385** |

### FY 2012/13 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.

***New Village Projects*** – A new office building and a mixed use building were approved along Big Basin Way in FY2011/12 and are estimated to be under construction during FY 2012/13. Adequate resources will be assigned to these projects to help the owners meet their completion timeline.

## 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Community Development Director | 0.05 | 0.05 | 0.05 | 0.15 |
| Senior Planner | 0.10 | 0.10 | 0.10 | 0.10 |
| Planner I/II | 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 | 0.85 |
| Building Inspector | 2.00 | 2.00 | 2.00 | 1.90 |
| Code Compliance Specialist | - | - | - | - |
| Office Specialist II/III | 1.00 | 1.00 | 1.00 | 1.00 |
| **Total FTE's** | **5.30** | **5.30** | **5.30** | **5.15** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| GIS/Forestry Intern | - | - | - | - |
| Office Specialist II/III | - | - | - | - |
| **Total Annual Hours** | **-** | **-** | **-** | **-** |

## BUILDING & INSPECTION SERVICES

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1. *Ensure property improvements comply with City Building Codes.* | | | | |
| a. Percentage of inspections delivered within 48 hours of request: | *Information not available* | 95% | 95% | 95% |
| b. Percentage of plan checks completed within 45 days of receipt: | *Information not available* | 95% | 95% | 95% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of Building Division permits issued: | 1,300 | 1,270 | 1,400 | 1,400 |
| 2. Number of Over-the-Counter Plan Checks for Remodels: | 205 | 240 | 250 | 250 |
| 3. Number of inspections performed: | 3,776 | 3,950 | 4,200 | 4,200 |
| 4 Number of building plan checks completed: | 251 | 250 | 280 | 280 |
| 5 Dollar value of construction permitted (in $Millions): | 46.0 | 34.0 | 50.0 | 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, including activities that benefit low and moderate income persons; aid in the prevention or elimination of slums or blight; and meet urgent community development needs. Santa Clara County administers this grant program, in compliance with Title I of the Federal Housing and Community Development Act of 1974.

In 2011, Santa Clara County revised the CDBG program to a competitive allocation of funds for local service providers (e.g., SASCC). Each City provides the County with a statement of local priorities for public service funding. Saratoga has designated Senior Adult Care Services and Emergency Assistance Services as their local priority. Each participating Urban County City will also be allocated a portion of funding for capital projects (e.g., ADA). The City will have to apply directly to the County for these funds to determine eligibility and compliance with HUD and County CDBG goals.

## BUDGET OVERVIEW

In past years, the CDBG program functioned 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 were not included in this program.

With the transfer of the CDBG program oversight to the County, this fund closed effective with the FY 2011/12 year end. No activity will occur in future years, however the fund statement of sources and uses will remain in the budget until prior year activity phases out of the budget.

## COMMUNITY DEVELOPMENT BLOCK GRANT FUND

### STATEMENT OF SOURCE & USE OF FUNDS

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCES OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | - | (9,621) | - | - | - |
| **Total Beginning Fund Balance** | **$ -** | **$ (9,621)** | **$ -** | **$ -** | **$ -** |
| **Revenues** | | | | | |
| Intergovernmental Revenues | 123,812 | 300,692 | - | - | - |
| **Total Revenues** | **$ 123,812** | **$ 300,692** | **$ -** | **$ -** | **$ -** |
| **Operating Transfers In** | | | | | |
| Transfer In | - | - | - | - | - |
| **Total Operating Transfers In** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **TOTAL SOURCE OF FUNDS** | **$ 123,812** | **$ 291,072** | **$ -** | **$ -** | **$ -** |
| **USE OF FUNDS** | | | | | |
| **Expenditures** | | | | | |
| Salaries and Benefits | - | - | - | - | - |
| Operating Expenditures | - | - | - | - | - |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | - | - | - | - | - |
| **Total Expenditures** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Operating Transfers** | | | | | |
| Transfer Out - Admin Fee | 15,000 | 15,000 | - | - | - |
| Transfer Out - Service Grants | 27,859 | 28,550 | - | - | - |
| Transfer Out - SSR Curb Ramps | 585 | 105,040 | - | - | - |
| Transfer Out - ADA Signals | 49,595 | 138,691 | - | - | - |
| Transfer Out - Museum Ramps | 40,393 | - | - | - | - |
| Transfer Out - ADA Hakone | - | 3,791 | - | - | - |
| **Total Operating Transfers** | **$ 133,432** | **$ 291,071** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance** | | | | | |
| Unassigned | (9,621) | - | - | - | - |
| **Total Ending Fund Balance** | **$ (9,621)** | **$ -** | **$ -** | **$ -** | **$ -** |
| **TOTAL USE OF FUNDS** | **$ 123,812** | **$ 291,071** | **$ -** | **$ -** | **$ -** |

# 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 folded into the Santa Clara County Rehabilitation Program under the Housing and Community Development Act.

The City's SHARP program was thus terminated, and the fund closed effective with the FY 2010/11 year end. No activity will occur in future years, however the fund statement of sources and uses 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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCES OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | 209,175 | 210,033 | - | - | - |
| **Total Beginning Fund Balance** | **$ 209,175** | **$ 210,033** | **$ -** | **$ -** | **$ -** |
| **Revenues** | | | | | |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Other Sources | 858 | 714 | - | - | - |
| Internal Service Charges | - | - | - | - | - |
| **Total Revenues** | **$ 858** | **$ 714** | **$ -** | **$ -** | **$ -** |
| **Operating Transfers In** | | | | | |
| Transfer In (from CDBG) | - | - | - | - | - |
| **Total Operating Transfers In** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **TOTAL SOURCE OF FUNDS** | **$ 210,033** | **$ 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** | | | | | |
| Unassigned | 210,033 | - | - | - | - |
| **Total Ending Fund Balance** | **210,033** | **-** | **-** | **-** | **-** |
| **TOTAL USE OF FUNDS** | **$ 210,033** | **$ 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 25 separate Landscape and Lighting Assessment Districts. The Public Works Department provides many of the City's services that maintain the quality of life in neighborhoods and in the 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 departmental functions.

FY 2012/13 budget holds most operational revenues and expenditures at prior year service levels. Exceptions are the ongoing increases in environmental programs, and an increase in the Parks & Landscape Maintenance Program contract services budget linked to the retirement of a landscape staff position which will not be filled and the elimination of a temporary maintenance worker position.

## GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | 163,954 |
| Intergovernmental Revenues | 22,101 | 24,110 | 21,000 | 23,571 | 175,863 |
| Fees, Licenses and Permits | 119,179 | 88,839 | 91,000 | 94,226 | 92,800 |
| Charge for Services | 237,629 | 337,219 | 231,521 | 275,525 | 240,188 |
| Rental Income | 120,801 | 118,120 | 123,342 | 177,993 | 123,342 |
| Other Sources | 3,874 | 21,641 | 76,200 | 16,164 | 78,963 |
| **TOTAL REVENUES** | **$ 503,584** | **$ 589,929** | **$ 543,063** | **$ 587,480** | **$ 875,110** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 2,430,541 | 2,500,288 | 2,513,619 | 2,395,770 | 2,337,882 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 68,558 | 77,773 | 79,870 | 81,899 | 79,870 |
| *Fees & Charges* | 456,846 | 467,448 | 460,079 | 505,901 | 476,999 |
| *Consultants & Contract Service* | 723,175 | 622,426 | 653,460 | 627,559 | 779,400 |
| *Meetings, Events & Training* | 7,483 | 5,069 | 7,350 | 6,330 | 5,500 |
| Total Operating Expenditures | 1,256,062 | 1,172,716 | 1,200,759 | 1,221,689 | 1,341,769 |
| Internal Service Charges | 667,299 | 647,459 | 700,972 | 700,973 | 802,703 |
| **TOTAL EXPENDITURES** | **$4,353,903** | **$4,320,463** | **$4,415,350** | **$4,318,432** | **$4,482,354** |

## DEPARTMENTAL EXPENDITURES BY FUND/PROGRAM

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| General Engineering | $ 475,622 | $ 465,610 | $ 474,950 | $ 469,404 | 471,625 |
| Development Engineering | 238,737 | 187,417 | 195,900 | 191,598 | 200,513 |
| Environmental Services | 479,250 | 496,370 | 543,586 | 545,492 | 624,079 |
| Streets & Storm Drains | 1,240,174 | 1,182,999 | 1,208,252 | 1,186,626 | 1,268,167 |
| Parks & Landscape Maint | 1,920,118 | 1,988,066 | 1,992,662 | 1,925,312 | 1,917,971 |
| **TOTAL GENERAL FUND** | **$4,353,903** | **$4,320,463** | **$4,415,350** | **$4,318,432** | **$4,482,354** |
| **INTERNAL SERVICE FUNDS** | | | | | |
| Equipment Maintenance | 210,398 | 211,441 | 217,321 | 219,786 | 225,477 |
| Equipment Replacement | 26,985 | 4,856 | 10,000 | 10,000 | 95,000 |
| **TOTAL INTERNAL SERVICES** | **$ 237,383** | **$ 216,297** | **$ 227,321** | **$ 229,786** | **$ 320,477** |
| **SPECIAL REVENUE FUNDS** | | | | | |
| Landscape & Lighting Districts | 375,619 | 396,379 | 641,518 | 432,862 | 633,929 |
| **TOTAL SPECIAL REVENUE** | **$ 375,619** | **$ 396,379** | **$ 641,518** | **$ 432,862** | **$ 633,929** |
| **TOTAL DEPT EXPENDITURES** | **$4,966,904** | **$4,933,139** | **$5,284,189** | **$4,981,080** | **$5,436,760** |

## PUBLIC WORKS DEPARTMENT STAFFING

***Full Time Equivalents (FTE)***

| *City Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 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 | 0.90 | 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 | 5.90 | 5.00 |
| 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** | **21.65** | **21.55** | **20.65** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Engineering Inspectors | 92 | 92 | 92 | 92 |
| Maintenance Workers | 2,080 | 2,040 | 2,000 | - |
| **Total Annual Hours** | **2,172** | **2,132** | **2,092** | **92** |

# 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 program staff and operating budget is consistent with prior year's functions and service levels, providing ongoing support for the Capital Improvement Program's infrastructure maintenance and improvement objectives. Revenue fluctuations are limited to encroachment permits and reimbursements for engineering staff time spent on capital projects.

General Engineering anticipates approximately $90,000 will be received for encroachment permits in FY 2012/13. Public Works has seen an increase in utility companies choosing to undertake capital improvement projects due to favorable construction costs during the economic slowdown, resulting in steady encroachment permit revenue, and projected to continue for the FY 2012/13 budget. The $140,000 of projected CIP reimbursements for General Engineering staff time associated with grant funded capital improvement projects was originally budgeted for receipt in FY 2010/11, but later revised to be received over several years during the life of the projects, continuing into FY 2012/13.

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 due to a backlog of traffic safety requests. Since FY 2009/10, with the backlog cleared up, 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. The remaining expenses are for office support, landscape assessment services, and VTA Congestion Management fees.

## GENERAL ENGINEERING

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 100,804 | 86,057 | 90,000 | 93,726 | 91,800 |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | 12,237 | 70,000 | 9,096 | 77,763 |
| Pass-Through Accounts | - | - | - | - | - |
| **TOTAL REVENUES** | **$ 100,804** | **$ 98,294** | **$ 160,000** | **$ 102,822** | **$ 169,563** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 291,555 | 293,376 | 299,498 | 303,421 | 299,918 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 2,170 | 1,992 | 2,000 | 1,594 | 2,000 |
| *Fees & Charges* | 24,098 | 23,146 | 25,104 | 22,784 | 25,204 |
| *Consultants & Contract Services* | 68,908 | 60,565 | 54,500 | 47,759 | 54,500 |
| *Meetings, Events & Training* | 31 | 249 | 250 | 247 | 400 |
| Total Operating Expenditures | 95,208 | 85,952 | 81,854 | 72,384 | 82,104 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 88,859 | 86,283 | 93,598 | 93,599 | 89,603 |
| **TOTAL EXPENDITURES** | **$ 475,622** | **$ 465,610** | **$ 474,950** | **$ 469,404** | **$ 471,625** |

### FY 2012/13 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.

***Capital Improvement Program Oversight*** – Several new General Engineering projects were funded in the Capital Improvement Plan this fiscal year:

- Arroyo de Arguello Outfall Repair: This project will cost approximately $70,000 and will pay for the replacement of a 36-inch rusted corrugated metal storm drain outfall pipe to prevent the erosion of creek banks in that location.

- Parker Ranch Retaining Walls: This project will cost approximately $40,000 and will pay for the replacement of failing horizontal boards on the wall located at Parker Ranch, and the extension of the wall located on Vista Arroyo Court to prevent erosion.

- Quarry Property Park and Trail Master Plan: This project will cost approximately $300,000 and will pay for the development of a Trail Master Plan and the clearing and securing of certain sections of the park to prevent injury and to allow for limited access.

## 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 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 | 0.45 | 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** | **2.05** | **2.05** | **2.05** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Engineering Inspectors | - | - | - | - |
| Maintenance Workers | - | - | - | - |
| **Total Annual Hours** | **-** | **-** | **-** | **-** |

### GENERAL ENGINEERING

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1. *To effectively manage City traffic issues.* | | | | |
| a. Resolve traffic issues within one year of notification: | *Information not available* | 90% | 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* | 100% | 95% | 95% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of traffic calming projects completed: | *Information not available* | 10 | 15 | 12 |
| 2 Number of encroachment permits issued: | *Information not available* | 150 | 150 | 150 |
| 3 Number of oversize permits issued: | *Information not available* | 12 | 12 | 20 |
| 3 Number of contracts executed: | 16 | 12 | 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 various types of engineering consultant services that are outsourced, 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 deposit accounts on the balance sheet, and is therefore not recognized in the Development Engineering budget as a revenue or expense.

The downturn in the economy continues to impact private development, and is reflected in projected revenues for FY 2012/13. Budgeted operational expenses for FY 2012/13 are consistent with prior years and limited to office supplies, GIS services, and internal service charges.

## DEVELOPMENT ENGINEERING

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 18,374 | 2,782 | 1,000 | 500 | 1,000 |
| Charge for Services | 58,996 | 174,384 | 65,500 | 106,599 | 60,500 |
| Other Sources | - | - | - | - | - |
| **TOTAL REVENUES** | **$ 77,370** | **$ 177,166** | **$ 66,500** | **$ 107,099** | **$ 61,500** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 141,012 | 151,072 | 154,476 | 153,390 | 154,769 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 344 | 335 | 250 | 236 | 250 |
| *Fees & Charges* | 58 | 7 | 25 | 28 | 25 |
| *Consultants & Contract Services* | 65,241 | 2,500 | 4,700 | 1,495 | 4,700 |
| *Meetings, Events & Training* | - | - | - | - | - |
| Total Operating Expenditures | 65,643 | 2,842 | 4,975 | 1,759 | 4,975 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 32,082 | 33,504 | 36,449 | 36,449 | 40,769 |
| **TOTAL EXPENDITURES** | **$ 238,737** | **$ 187,417** | **$ 195,900** | **$ 191,598** | **$ 200,513** |

### FY 2012/13 OBJECTIVES

***GIS Development Interface*** – Staff will continue to implement this project during FY 2012/13 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 five 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Engineering Inspectors | 92 | 92 | 92 | 92 |
| Maintenance Workers | - | - | - | - |
| **Total Annual Hours** | **92** | **92** | **92** | **92** |

## DEVELOPMENT ENGINEERING

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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* | 90% | 90% | 90% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1. Number of development applications processed: | *Information not available* | 15 | 20 | 25 |
| 2. Number of lot line adjustments processed: | 2 | 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

Environmental Services revenue comes from Assembly Bill 939 fees as part of the Integrated Waste Management Act. Enacted in 1989, AB 939 required local governments to prepare, adopt, implement, and maintain plans to reduce waste disposal in landfills. The law required that the integrated waste management plans include provisions for the proper disposal of household hazardous waste. Household hazardous waste includes materials such as pesticides, paints, pool cleaning chemicals, fluorescent lamps, and other materials that are prohibited from being disposed of in landfills.

The bill also allowed jurisdictions to impose fees collected at landfills to pay for the costs associated with preparing, adopting, and implementing integrated waste management plans. In Santa Clara County, the AB 939 fee for Fiscal Year 2012/13 is $4.10 per ton of garbage disposed of at landfills within Santa Clara County or taken to non-disposal facilities within the County then subsequently transported to landfills outside of Santa Clara County. Of the $4.10 per ton of waste, a total of $2.60 per ton is set aside to fund the countywide Household Hazardous Waste Collection Program. The remaining $1.50 per ton is allocated to the cities in Santa Clara County to implement AB 939 compliance activities.

The portion of the AB 939 fee set aside for household hazardous waste collection is intended fund household hazardous waste collection services for a minimum of 4% of households from each of the jurisdictions in the County. Cities must pay for the added cost of use, if more than 4% of their population uses the Household Hazardous Waste Collection Program. $50,000 is set aside in FY 2012/13 for this purpose.

Other program expenses are comprised of staff time and costs associated with environmental programs and regulatory requirements. Notable expenditures 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, $$35,000 for West Valley Sanitation District's storm drain cleaning, and $100,000 for Street Sweeping.

GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes: Franchise Fees | - | - | - | - | 163,954 |
| Intergovernmental Revenues | 22,101 | 24,110 | 21,000 | 23,571 | 175,863 |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | - | - | - | - |
| Pass-Through Accounts | - | - | - | - | - |
| **TOTAL REVENUES** | **$ 22,101** | **$ 24,110** | **$ 21,000** | **$ 23,571** | **$ 339,817** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 120,929 | 118,915 | 126,674 | 120,500 | 124,728 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | - | - | - | 9,768 | - |
| *Fees & Charges* | 183,262 | 203,185 | 224,000 | 223,454 | 223,300 |
| *Consultants & Contract Services* | 158,543 | 158,734 | 175,400 | 174,258 | 252,400 |
| *Meetings, Events & Training* | - | - | - | - | - |
| Total Operating Expenditures | 341,805 | 361,919 | 399,400 | 407,480 | 475,700 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 16,517 | 15,536 | 17,512 | 17,512 | 23,651 |
| **TOTAL EXPENDITURES** | **$ 479,250** | **$ 496,370** | **$ 543,586** | **$ 545,492** | **$ 624,079** |

## FY 2012/13 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 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 | 0.45 | 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** | **0.95** | **0.95** | **0.95** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Engineering Inspectors | - | - | - | - |
| Maintenance Workers | - | - | - | - |
| **Total Annual Hours** | **-** | **-** | **-** | **-** |

### ENVIRONMENTAL SERVICES

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1. *Provide effective oversight of waste collection and recycling programs* | | | | |
| a. Percentage of complaints resolved: | *Information not available* | 100% | 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* | 90% | 90% | 90% |
| b. Percentage of required reports completed and submitted by deadline: | *Information not available* | 100% | 100% | 100% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of solid waste collection service complaints received and resolved: | *Information not available* | 15 | 9 | 90 |
| 2 Miles of streets swept per month: | *Information not available* | 275 | 275 | 25 |
| 3 Number of individuals participating in creek clean-up event: | 48 | 48 | 30 | 2 |

# 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 2012/13. 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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | 43,576 | 2,156 | - | 2,912 | 12,568 |
| Other Sources | 3,874 | 9,404 | - | - | - |
| **TOTAL REVENUES** | **$ 47,450** | **$ 11,560** | **$ -** | **$ 2,912** | **$ 12,568** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 833,364 | 853,213 | 852,102 | 842,782 | 851,744 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 8,464 | 8,435 | 8,550 | 7,724 | 8,550 |
| *Fees & Charges* | 24,726 | 22,398 | 17,500 | 21,700 | 22,500 |
| *Consultants & Contract Services* | 100,398 | 45,457 | 51,500 | 38,016 | 51,500 |
| *Meetings, Events & Training* | 5,691 | 3,396 | 5,100 | 2,905 | 5,100 |
| Total Operating Expenditures | 139,278 | 79,686 | 82,650 | 70,345 | 87,650 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 267,532 | 250,101 | 273,500 | 273,499 | 328,773 |
| **TOTAL EXPENDITURES** | **$1,240,174** | **$1,182,999** | **$1,208,252** | **$1,186,626** | **$1,268,167** |

## FY 2012/13 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. A previous 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 latest ranking places Saratoga 4th among cities in Santa Clara County, which the department will strive to maintain.

***Capital Improvement Project Oversight*** – A new Street and Storm Drain project was funded in the Capital Improvement Plan this fiscal year:

- Quito Road/ Paseo Olivos Storm Drain: This project will cost approximately $40,000 and will fund the installment of two storm drains and the replacement of the gutter and ruined asphalt at Quito Road and Paseo Olivos. This action will correct the problem of water collecting at that corner which currently creates potential traffic hazards and undermines the roadway.

## 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Engineering Inspectors | - | - | - | - |
| Maintenance Workers | - | - | - | - |
| **Total Annual Hours** | **-** | **-** | **-** | **-** |

### STREETS & STORM DRAINS

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1. *To provide safe and functional roadway systems throughout the City.* | | | | |
| a. Pavement Condition Index (out of 100 total points): | *Information not available* | 72 | 76 | 76 |
| b. Percentage of potholes repaired within 24 hours of notification: | *Information not available* | 100% | 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* | 1,300 | 1,300 | 1,300 |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of signs installed and replaced: | *Information not available* | 500 | 800 | 800 |
| 2 Tons of asphalt used to pave City streets: | 7,000 | 8,000 | 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.

With two maintenance worker retirements in FY 2011/12, the FY 2012/13 budgeted operating expenditures reflects the elimination of a temporary maintenance worker hired to replace one retirement, and the elimination of the other staff position with landscape contract services for maintenance of the Library and Civic Center grounds. There are additional contract service increases in parks monthly landscape and park bathroom janitorial services, trail maintenance, and general repairs and maintenance. With a review of internal services allocations, additional charges were expensed to this program to reflect more proportional risk and equipment appropriations.

## PARKS & LANDSCAPE MAINTENANCE

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | 135,057 | 160,678 | 166,021 | 166,015 | 167,120 |
| Other Sources | - | - | 6,200 | 7,068 | 1,200 |
| Rental Income | 120,801 | 118,120 | 123,342 | 177,993 | 123,342 |
| **TOTAL REVENUES** | **$ 255,858** | **$ 278,799** | **$ 295,563** | **$ 351,076** | **$ 291,662** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 1,043,681 | 1,083,713 | 1,080,869 | 975,678 | 906,723 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 57,581 | 67,011 | 69,070 | 62,577 | 69,070 |
| *Fees & Charges* | 224,701 | 218,712 | 193,450 | 237,935 | 205,970 |
| *Consultants & Contract Services* | 330,086 | 355,171 | 367,360 | 366,031 | 416,300 |
| *Meetings, Events & Training* | 1,761 | 1,423 | 2,000 | 3,177 | - |
| Total Operating Expenditures | 614,128 | 642,318 | 631,880 | 669,721 | 691,340 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 262,309 | 262,035 | 279,913 | 279,914 | 319,908 |
| **TOTAL EXPENDITURES** | **$1,920,118** | **$1,988,066** | **$1,992,662** | **$1,925,312** | **$1,917,971** |

### FY 2012/13 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.

***Capital Improvement Project Oversight*** – A new Park & Landscape Maintenance project was funded in the Capital Improvement Plan this fiscal year:

- Fruitvale Avenue Median Improvements: Staff will prepare landscaping plans for this project, expected to cost approximately $140,000, of which $90,000 will be funded by West Valley College and the other $50,000 from the City's Gas Tax Revenue. This is a joint median beautification project which involves the installation of an irrigation system and landscaping on Fruitvale Avenue between Allendale Avenue and San Marcos Road. The project will also restore the edge of the median and repair the drainage system.

## 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 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 | 5.65 | 4.75 |
| Street Maintenance Manager | - | - | - | - |
| Street Maintenance Lead | - | - | - | - |
| Street Maintenance Specialist | - | - | - | - |
| Street Maintenance Worker I/II/III | - | - | - | - |
| **Total FTE's** | **9.40** | **9.40** | **9.30** | **8.40** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Engineering Inspectors | - | - | - | - |
| Maintenance Workers | 2,080 | 2,040 | 2,000 | - |
| **Total Annual Hours** | **2,080** | **2,040** | **2,000** | **-** |

### PARKS & LANDSCAPE MAINTENANCE

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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* | 100% | 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* | 100% | 100% | 100% |
| b. Percentage of reports of needed trail maintenance receiving response within 48 hours: | *Information not available* | 100% | 100% | 100% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of sport user group agreements: | 12 | 12 | 12 | 12 |
| 2 Total acres of City parks maintained: | *Information not available* | 61 | 61 | 125 |
| 3 Total number of new trees planted in City parks: | *Information not available* | 25 | 30 | 30 |

# VEHICLE & EQUIPMENT MAINTENANCE

The Vehicle & Equipment Maintenance Fund was opened as an Internal Service Fund effective with the FY 2007/08 budget 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 the 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. Mechanical and body work repairs are provided through auto and equipment shops and services.

## BUDGET OVERVIEW

Revenues from this program reflect allocated charges to departments with assigned vehicles for the cost of providing maintenance and repair services, and fueling vehicles and equipment. The chargeback increased to $215,000 to offset the ongoing increases in expenses over the last several years. Current year's expenditures reflect a $5,000 increase in vehicle and equipment fuel, and slightly higher internal service charges for other support funds.

## VEHICLE & EQUIPMENT MAINTENANCE

### SOURCE AND USE OF FUNDS

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCE OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | 56,656 | 54,258 | 42,817 | 42,817 | 23,031 |
| **Total Beginning Fund Balance** | **$ 56,656** | **$ 54,258** | **$ 42,817** | **$ 42,817** | **$ 23,031** |
| **Revenues** | | | | | |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | - | - | - | - |
| Internal Service Charges | 208,000 | 200,000 | 200,000 | 200,000 | 215,000 |
| **TOTAL REVENUES** | **$ 208,000** | **$ 200,000** | **$ 200,000** | **$ 200,000** | **$ 215,000** |
| **Operating Transfers In** | | | | | |
| Transfer In | - | - | - | - | - |
| **Total Operating Transfers** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **TOTAL SOURCE OF FUNDS** | **$ 264,656** | **$ 254,258** | **$ 242,817** | **$ 242,817** | **$ 238,031** |
| **USE OF FUNDS** | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 73,498 | 76,250 | 76,124 | 74,689 | 76,251 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 57,659 | 64,408 | 56,500 | 69,815 | 61,500 |
| *Fees & Charges* | 5,494 | 5,660 | 6,000 | 5,361 | 6,000 |
| *Consultant & Contract Services* | 36,257 | 27,739 | 40,000 | 31,224 | 40,000 |
| *Meetings & Training* | - | - | - | - | - |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 37,491 | 37,384 | 38,697 | 38,697 | 41,726 |
| **Total Expenditures** | **$ 210,398** | **$ 211,441** | **$ 217,321** | **$ 219,786** | **$ 225,477** |
| **Operating Transfers** | | | | | |
| Transfers Out | - | - | - | - | - |
| **Total Operating Transfers** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance** | | | | | |
| Unassigned | 54,258 | 42,817 | 25,496 | 23,031 | 12,554 |
| **Total Ending Fund Balance** | **$ 54,258** | **$ 42,817** | **$ 25,496** | **$ 23,031** | **$ 12,554** |
| **TOTAL USE OF FUNDS** | **$ 264,656** | **$ 254,258** | **$ 242,817** | **$ 242,817** | **$ 238,031** |

## FY 2012/13 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Engineering Inspectors | - | - | - | - |
| Maintenance Workers | - | - | - | - |
| **Total Annual Hours** | **-** | **-** | **-** | **-** |

### VEHICLE & EQUIPMENT MAINTENANCE

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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* | 100% | 100% | 100% |
| b. Percentage of fleet vehicles receiving annual preventative maintenance: | *Information not available* | 100% | 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* | 20% | 20% | 17% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of vehicles maintained | 32 | 27 | 27 | 23 |
| 2 Number of oil changes performed per year: | *Information not available* | 31 | 50 | 46 |
| 3 Number of required smog checks performed per year: | *Information not available* | 14 | 13 | 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. A replacement schedule for the City's vehicles and equipment replacements over the next twenty years is maintained on an ongoing basis, with estimated life spans and calculated replacement costs to determine funding needs each year. 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 is calculated to provide 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 most 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

With the economic downturn, annual funding for the replacement fund was cut. The FY 2012/13 revenue budget consists of $100,000 of allocated service chargebacks to department programs with vehicles and equipment on the replacement schedule. Prior year's funding is used to fund the planned vehicle and equipment replacement expenditures for this year, as shown in the replacement schedule on following pages.

Also included on the schedule is the cost for an upgrade to the loader/backhoe. An examination by a heavy equipment mechanic determined that the loader/backhoe was still in pretty good condition, and with an upgrade would continue to meet EPA requirements for limited use. This upgrade is expected to keep the machine in good shape for the next 10 years.

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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCE OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | 153,214 | 236,229 | 331,373 | 331,373 | 437,088 |
| **Total Beginning Fund Balance** | **$ 153,214** | **$ 236,229** | **$ 331,373** | **$ 331,373** | **$ 437,088** |
| **Revenues** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | - | - | 15,715 | - |
| Internal Service Charges | 110,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| **Total Revenues** | **$ 110,000** | **$ 100,000** | **$ 100,000** | **$ 115,715** | **$ 100,000** |
| **Operating Transfers In** | | | | | |
| Transfer In from General Fund | - | - | - | - | - |
| **Total Operating Transfers** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **TOTAL SOURCE OF FUNDS** | **$ 263,214** | **$ 336,229** | **$ 431,373** | **$ 447,088** | **$ 537,088** |
| **USE OF FUNDS** | | | | | |
| **EXPENDITURES** | | | | | |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | - | - | - | - | - |
| *Fees & Charges* | - | - | - | - | - |
| *Consultant & Contract Services* | - | - | - | - | - |
| *Meetings, Events & Training* | - | - | - | - | - |
| Fixed Assets | 26,985 | 4,856 | 10,000 | 10,000 | 95,000 |
| Internal Service Charges | - | - | - | - | - |
| **Total Expenditures** | **$ 26,985** | **$ 4,856** | **$ 10,000** | **$ 10,000** | **$ 95,000** |
| **Operating Transfers** | | | | | |
| Transfers Out | - | - | - | - | - |
| **Total Operating Transfers** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance** | | | | | |
| Unassigned | 236,229 | 331,373 | 421,373 | 437,088 | 442,088 |
| **Total Ending Fund Balance** | **$ 236,229** | **$ 331,373** | **$ 421,373** | **$ 437,088** | **$ 442,088** |
| **TOTAL USE OF FUNDS** | **$ 263,214** | **$ 336,229** | **$ 431,373** | **$ 447,088** | **$ 537,088** |

## FY 2012/13 OBJECTIVES

***Vehicle Replacement*** – Purchase replacement vehicles and equipment in accordance with the FY 2012/13 replacement schedule.

***Vehicle Extensions*** – Upgrade Loader/Backhoe to meet EPA requirements to extend life of asset for an additional 10 years.

***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

### 2012/13 VEHICLE & EQUIPMENT REPLACEMENT SCHEDULE

| Program | Current Asset # | Yr Purch | Current Vehicle / Equipment | Asset Life | Assigned | Estimated Cost |
|---|---|---|---|---|---|---|
| ***Equipment*** | | | | | | |
| Parks | | 2003 | Ex-Marx 60" Mower | 10 | | 15,000 |
| ***Special Use Vehicles*** | | | | | | |
| Streets | | 2012 | Loader/Grinder | 15 | | 65,000 |
| Streets | | 1998 | Loader/Backhoe Upgrade | 10 | | 15,000 |
| | | | | | | **$ 95,000** |

# LANDSCAPE & LIGHTING DISTRICTS

The City maintains 25 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 reflect the continued practice of building fund balance levels for future year's repairs and projects. This creates a level of protection to prevent the City from paying for unplanned costs up front, and waiting to be repaid in following years.

### LANDSCAPE & LIGHTING DISTRICTS

**SOURCE AND USE OF FUNDS**

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adopted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCE OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | 359,916 | 440,389 | 504,123 | 504,123 | 562,502 |
| **Total Beginning Fund Balance** | **$359,916** | **$440,389** | **$ 504,123** | **$504,123** | **$ 562,502** |
| **Revenues** | | | | | |
| Property Taxes | 186,006 | 180,234 | 176,100 | 184,242 | 172,550 |
| L&L Assessments | 266,609 | 276,724 | 308,149 | 304,840 | 290,539 |
| Other Sources | 3,477 | 3,155 | 2,145 | 2,159 | 1,645 |
| **Total Revenues** | **$456,092** | **$460,113** | **$ 486,394** | **$491,241** | **$ 464,734** |
| **Operating Transfers In** | | | | | |
| Transfer in from General Fund | - | - | - | - | - |
| Transfer in from L&L Funds | - | - | - | - | - |
| **Total Operating Transfers In** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **TOTAL SOURCE OF FUNDS** | **$816,008** | **$900,502** | **$ 990,516** | **$995,364** | **$1,027,236** |
| **USE OF FUNDS** | | | | | |
| **Expenditures** | | | | | |
| Salaries and Benefits | - | - | - | - | - |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 426 | - | - | - | - |
| *Fees & Charges* | 231,497 | 259,465 | 275,390 | 267,278 | 275,945 |
| *Consultant & Contract Serv* | 143,696 | 136,915 | 366,128 | 165,585 | 357,984 |
| Total Operating Expenditures | 375,619 | 396,379 | 641,518 | 432,862 | 633,929 |
| **Total Expenditures** | **$375,619** | **$396,379** | **$ 641,518** | **$432,862** | **$ 633,929** |
| **Operating Transfers Out** | | | | | |
| Transfers Out to General Fund | - | - | - | - | - |
| Transfers Out to Other Funds | - | - | - | - | - |
| **Total Operating Transfers Out** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance** | | | | | |
| Unassigned | 440,389 | 504,123 | 348,998 | 562,502 | 393,307 |
| **Total Ending Fund Balance** | **$440,389** | **$504,123** | **$ 348,998** | **$562,502** | **$ 393,307** |
| **TOTAL USE OF FUNDS** | **$816,008** | **$900,502** | **$ 990,516** | **$995,364** | **$1,027,236** |

## FY 2012/13 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 2012/13**
**Annual District Assessments**

| Zone # | Assessment District | Number of Parcels | Parcel Assessment | Total Assessment | Total Property Tax |
|---|---|---|---|---|---|
| ***Lighting Districts*** | | | | | |
| 231 | Village Lighting District | - | - | - | 58,550 |
| 232 | Azule LightingDistrict | 120 | - | - | 24,500 |
| 233 | Sarahills Lighting District | 64 | 99.33 | 6,357 | - |
| ***Landscape Districts*** | | | | | |
| 241 | Arroyo de Saratoga Landscape District | 250 | 67.56 | 16,890 | - |
| 242 | Bonnet Way Landscape District | 41 | 127.27 | 5,218 | - |
| 243 | Carnelian Glen | 20 | 188.20 | 3,764 | - |
| 244 | Cunningham/Glasgow Landscape District | 31 | 224.45 | 6,958 | - |
| 245 | Fredericksburg Landscape District | 85 | 60.51 | 5,143 | 600 |
| 246 | Greenbriar Landscape District | 176 | 115.64 | 20,352 | 4,800 |
| 247 | Kerwin Ranch Landscape District | 16 | 695.38 | 11,126 | - |
| 248 | Leutar Court Landscape District | 9 | 397.44 | 3,577 | - |
| 249 | Manor Drive Landscape District | 29 | 82.90 | 2,404 | 3,150 |
| 251 | McCartysville Landscape District | 48 | 286.44 | 13,749 | - |
| 252 | Prides Crossing Landscape District | 864 | 55.91 | 48,309 | - |
| 253 | Saratoga Legends Landscape District | 15 | 624.47 | 9,367 | - |
| 254 | Sunland Park Landscape District | 200 | 79.12 | 15,823 | - |
| 255 | Tricia Woods Landscape District | 9 | 284.67 | 2,562 | - |
| ***Landscape & Lighting Districts*** | | | | | |
| 271 | Beauchamps Landscape District | 55 | 167.22 | 9,197 | - |
| 272 | Bellgrove Landscape & Lighting District | 94 | 747.65 | 70,279 | - |
| 273 | Gateway Landscape & Lighting District | 11 | 1,310.91 | 14,420 | - |
| 274 | Horseshoe Landscape & Lighting District | 52 | 211.33 | 10,989 | - |
| 275 | Quito Lighting District | 698 | - | - | 47,000 |
| 276 | Tollgate Landscape & Lighting District | 61 | 169.26 | 10,325 | - |
| 277 | Village Commercial Landscape District | 132 | - | - | 33,950 |
| 278 | Brookglen Landscape & Lighting Dist | 92 | 78.84 | 3,730 | - |
| | | **3,172** | | **$290,539** | **$172,550** |

# 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 2012/13 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. In FY 2012/13, a retirement will prompt a staff restructuring to increase an Office Specialist III position from .90 FTE back to a full 1.0 FTE, and reduce a 1.0 FTE Office Specialist II position to .75 FTE, for a net decrease of .15 FTE. The restructuring will include a shift in hourly coverage time to better support the department's functions. An additional .05 FTE of the Director position is reassigned to the Risk Management/Liability program to reflect actual time spent.

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 allocated by square foot 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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | 9,600 | 6,530 | 10,150 | 5,777 | 6,500 |
| Charge for Services | 598,641 | 649,954 | 665,400 | 611,321 | 684,500 |
| Rental Income | 235,846 | 225,787 | 237,960 | 235,579 | 262,900 |
| Other Sources | 89 | 84 | - | 60 | - |
| **TOTAL REVENUES** | **$ 844,176** | **$ 882,355** | **$ 913,510** | **$ 852,736** | **$ 953,900** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 603,495 | 658,494 | 669,414 | 645,755 | 695,714 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 18,331 | 13,493 | 20,995 | 14,234 | 22,275 |
| *Fees & Charges* | 20,957 | 16,160 | 17,265 | 16,566 | 20,380 |
| *Consultants & Contract Services* | 347,651 | 402,084 | 394,840 | 356,282 | 411,150 |
| *Meetings, Events & Training* | 1,156 | 1,625 | 2,100 | 402 | 2,300 |
| Total Operating Expenditures | 388,094 | 433,363 | 435,200 | 387,485 | 456,105 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 231,060 | 230,295 | 236,258 | 236,258 | 244,325 |
| **TOTAL EXPENDITURES** | **$1,222,649** | **$1,322,152** | **$1,340,872** | **$1,269,497** | **$1,396,144** |

## TOTAL DEPARTMENTAL EXPENDITURES BY PROGRAM

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| Recreation Services | 882,491 | 945,962 | 937,113 | 900,930 | 981,588 |
| Teen Services | 58,496 | 66,461 | 67,785 | 67,859 | 72,611 |
| Facility Rentals | 281,662 | 309,728 | 335,974 | 300,708 | 341,945 |
| **TOTAL GENERAL FUNDS** | **$1,222,649** | **$1,322,152** | **$1,340,872** | **$1,269,497** | **$1,396,144** |
| **INTERNAL SERVICES FUNDS** | | | | | |
| Building Maintenance | 715,486 | 726,653 | 742,761 | 732,592 | 767,229 |
| **TOTAL INTERNAL SERVICES** | **$ 715,486** | **$ 726,653** | **$ 742,761** | **$ 732,592** | **$ 767,229** |
| **TOTAL EXPENDITURES** | **$1,938,135** | **$2,048,805** | **$2,083,633** | **$2,002,090** | **$2,163,373** |

## RECREATION & FACILITIES DEPARTMENT STAFF

***Full Time Equivalents (FTE)***

| *City Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Recreation & Facilities Director | 1.00 | 1.00 | 0.80 | 0.75 |
| Senior Recreation Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Facility Coordinator | 0.60 | 0.60 | 0.60 | 0.60 |
| Office Specialist II/III | 1.75 | 1.90 | 1.90 | 1.75 |
| 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** | **9.35** | **9.50** | **9.30** | **9.10** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Facility Attendents | 1,200 | 1,362 | 1,500 | 1,500 |
| Recreation Leaders | 2,034 | 2,667 | 500 | 500 |
| **Total Annual Hours** | **3,234** | **4,029** | **2,000** | **2,000** |

*The departmental FTE schedule above includes both General Fund and Internal Fund staffing within this department. 25 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 1,600 classes and activities per year. This includes managing approximately 100 independent contractors, and offering over 13,000 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 five 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. The Recreation Services program has four revenue sources to support services. For FY 2012/13, revenues include a net of $83,000 in excursion fees, $596,000 from classes and special program fees, and $6,500 from advertisements in the Recreation Guide. Camp fees were eliminated by contracting out summer camp services that were previously provided by City staff, thereby changing the revenue categorization from camp revenues to class fees. Of note, is the addition of the Saratoga School of Dance program and additional class space from the Saratoga Prospect Center Friendship Hall facility has provided revenue growth over the last several years, even throughout this economic downturn.

Ongoing expenditures in the Recreation Services budget include $325,000 for instructors, $60,000 for excursions, $5,400 for materials and supplies, $18,000 for recreation brochure printing, $14,00 for mailing costs, $15,000 for credit card fees, $1,000 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.

Staffing costs will reflect a change in FY 2012/13. With a retirement, a restructuring will increase an Office Specialist III position from a .90 FTE back to a full 1.0 FTE, and reduce an Office Specialist II from a 1.0 FTE to a .75 FTE position, with a shift in hourly coverage time to better support the department's functions. The budget savings from the restructuring will also enable the City Manager's Executive Assistant to return to full time status.

## RECREATION SERVICES

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| *Intergovernmental Revenues* | - | - | - | - | - |
| *Fees, Licenses and Permits* | 9,600 | 6,530 | 10,150 | 5,777 | 6,500 |
| *Charge for Services* | 593,437 | 645,751 | 660,000 | 608,623 | 679,000 |
| *Rental Income* | - | - | - | - | - |
| *Other Sources* | - | - | - | - | - |
| **TOTAL REVENUES** | **$ 603,037** | **$ 652,281** | **$ 670,150** | **$ 614,400** | **$ 685,500** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| *Salaries and Benefits* | 423,202 | 446,200 | 431,594 | 441,254 | 456,366 |
| *Operating Expenditures* | | | | | |
| *Materials & Supplies* | 17,420 | 12,186 | 19,100 | 12,985 | 19,400 |
| *Fees & Charges* | 20,957 | 16,160 | 17,265 | 16,553 | 19,580 |
| *Consultants & Contract Services* | 346,852 | 401,449 | 393,500 | 356,282 | 408,500 |
| *Meetings, Events & Training* | 1,156 | 527 | 1,900 | 102 | 1,900 |
| *Total Operating Expenditures* | 386,385 | 430,322 | 431,765 | 385,922 | 449,380 |
| *Fixed Assets* | - | - | - | - | - |
| *Internal Service Charges* | 72,904 | 69,440 | 73,754 | 73,754 | 75,842 |
| **TOTAL EXPENDITURES** | **$ 882,491** | **$ 945,962** | **$ 937,113** | **$ 900,930** | **$ 981,588** |

### FY 2012/13 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 2012/13 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 1,600 classes, holiday camps, and 12 excursions per year
- Provide a community 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Recreation & Facilities Director | 0.40 | 0.40 | 0.35 | 0.35 |
| Senior Recreation Supervisor | 0.90 | 0.90 | 0.90 | 0.90 |
| Recreation Supervisor | 0.75 | 0.75 | 0.75 | 0.75 |
| Facility Coordinator | - | - | - | - |
| Office Specialist II/III | 1.50 | 1.65 | 1.65 | 1.50 |
| Facility Maintenance Supervisor | - | - | - | - |
| Facility Maintenance Lead | - | - | - | - |
| Facility Maintenance Worker I/II/III | - | - | - | - |
| **Total FTE's** | **3.55** | **3.70** | **3.65** | **3.50** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Facility Attendents | - | - | - | - |
| Recreation Leaders | 2,034 | 2,034 | 500 | 500 |
| **Total Annual Hours** | **2,034** | **2,034** | **500** | **500** |

### RECREATION SERVICES

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1. *Promote healthy lifestyles and personal growth through organized recreation activities.* | | | | |
| a. Offer a variety of new and ongoing recreation activities: | 1443 | 1662 | 1612 | 1700 |
| b. Percentage of recreation class participants which agreed recreation activities contribute to healthy lifestyle and personal growth: | *Information not available* | 95% | 100% | 100% |
| c. Number of Recreation Activity Guides published each year which include "Healthy Lifestyle" educational information: | 3 | 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: | 108 | 95 | 79 | 100 |
| b. Saratoga "households" using online registration software to register for recreation activites: | 17% | 22% | 18% | 20% |
| c. Percentage of recreation class participants which agreed activities met or exceeded expectations: | *Information not available* | 95% | 100% | 100% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of recreation activity hours offered: | 10,681 | 13,172 | 13,000 | 14,000 |
| 2 Number of participant registrations: | 7,605 | 6,135 | 6,000 | 6,100 |

# 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

The FY 2012/13 Teen Services budget reflects minimal staffing as the program is primarily limited to the Youth Commission program. Revenues for the Teen Services program come from Youth Commission generated dances, concerts, and lectures.

The Youth Commission is an 11 member commission with a focus to enhance the well-being of local youth, offer positive influences to teens, and provide opportunities for youth involvement in the community. The Commission is comprised of middle and high school students appointed by the City Council for two-year terms, with the commissioners serving as teen leaders, communicating with the City Council on current youth issues, and planning, promoting, and participating in community events, fundraisers, social, and educational activities. Staff members oversee and guide all these activities. Operating expenses are minimal for this program, limited to a small amount of materials and supplies and printing costs, and remain at prior year levels.

## TEEN SERVICES

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| *Intergovernmental Revenues* | - | - | - | - | - |
| *Fees, Licenses and Permits* | - | - | - | - | - |
| *Charge for Services* | 5,205 | 4,203 | 5,400 | 2,698 | 5,500 |
| *Other Sources* | 89 | 84 | - | 60 | - |
| **TOTAL REVENUES** | **$ 5,294** | **$ 4,287** | **$ 5,400** | **$ 2,758** | **$ 5,500** |
| **EXPENDITURES** | | | | | |
| *Salaries and Benefits* | 47,069 | 54,404 | 55,965 | 56,791 | 61,376 |
| *Operating Expenditures* | | | | | |
| *Materials & Supplies* | 423 | 435 | 775 | 156 | 775 |
| *Fees & Charges* | - | - | - | 7 | - |
| *Consultants & Contract Services* | - | - | 140 | - | 150 |
| *Meetings, Events & Training* | - | 1,098 | - | - | - |
| *Total Operating Expenditures* | 423 | 1,533 | 915 | 163 | $ 925 |
| *Fixed Assets* | - | - | - | - | - |
| *Internal Service Charges* | 11,004 | 10,524 | 10,905 | 10,905 | 10,310 |
| **TOTAL EXPENDITURES** | **$ 58,496** | **$ 66,461** | **$ 67,785** | **$ 67,859** | **$ 72,611** |

### FY 2012/13 OBJECTIVES

***Collaboration*** – The Teen Services program will collaborate with the neighboring Monte Sereno and Los Gatos' Youth Commissions during FY 2012/13 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 by participating in Project Cornerstone Activities
- 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Recreation & Facilities Director | 0.10 | 0.10 | 0.10 | 0.10 |
| Senior Recreation Supervisor | 0.05 | 0.05 | 0.05 | 0.05 |
| Recreation Supervisor | 0.25 | 0.25 | 0.25 | 0.25 |
| Facility Coordinator | - | - | - | - |
| Office Specialist II/III | - | - | - | - |
| Facility Maintenance Supervisor | - | - | - | - |
| Facility Maintenance Lead | - | - | - | - |
| Facility Maintenance Worker I/II/III | - | - | - | - |
| **Total FTE's** | **0.40** | **0.40** | **0.40** | **0.40** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Facility Attendents | - | - | - | - |
| Recreation Leaders | - | - | - | - |
| **Total Annual Hours** | **-** | **-** | **-** | **-** |

### TEEN SERVICES

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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* | 100% | 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* | 95% | 100% | 100% |
| c. Provide teen volunteer opportunity hours: | *Information not available* | 145 | 700 | 700 |
| 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* | 95% | 100% | 100% |
| b. Practice and contribute to "Developmental Assets" for teens as measured by survey: | *Information not available* | 95% | 100% | 100% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of teen-age volunteer service hours offered: | *Information not available* | 145 | 700 | 700 |
| 2 Number of teen-age volunteers supervised: | *Information not available* | 24 | 14 | 11 |

# 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 $100,000 for Community Center rentals, another $10,000 for Senior Center rentals, and $8,000 for the Warner Hutton House. The Civic Center Theater will bring in approximately $55,000 and the Saratoga Prospect Center buildings another $65,000. Revenue projections for the Saratoga Prospect Center reflect an expected increase in income after the Friendship Hall building has become increasingly more recognized for its rental potential. 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 $14,500 over the year.

Expenditures for this program reflect staffing by: the Facility Coordinator, whose function is to market and rent the facilities; 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 Saratoga Prospect Center increases.

Direct costs for this program are minimal, with $5,000 budgeted for operational supplies. Another $800 is now budgeted for ASCAP/BMI fees as a result of copyrighted music played at events. 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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| *Intergovernmental Revenues* | - | - | - | - | - |
| *Fees, Licenses and Permits* | - | - | - | - | - |
| *Charge for Services* | - | - | - | - | - |
| *Other Sources* | - | - | - | - | - |
| *Rental Income* | 235,846 | 225,787 | 237,960 | 235,579 | 262,900 |
| *Pass-Through Accounts* | - | - | - | - | - |
| **TOTAL REVENUES** | **$ 235,846** | **$ 225,787** | **$ 237,960** | **$ 235,579** | **$ 262,900** |
| **EXPENDITURES** | | | | | |
| *Salaries and Benefits* | 133,224 | 157,889 | 181,855 | 147,709 | 177,972 |
| *Operating Expenditures* | | | | | |
| *Materials & Supplies* | 488 | 872 | 1,120 | 1,093 | 2,100 |
| *Fees & Charges* | - | - | - | 7 | 800 |
| *Consultants & Contract Services* | 799 | 636 | 1,200 | - | 2,500 |
| *Meetings, Events & Training* | - | - | 200 | 300 | 400 |
| *Total Operating Expenditures* | 1,287 | 1,507 | 2,520 | 1,400 | 5,800 |
| *Building Maint Projects* | - | - | - | - | - |
| *Fixed Assets* | - | - | - | - | - |
| *Internal Service Charges* | 147,152 | 150,332 | 151,599 | 151,599 | 158,173 |
| **TOTAL EXPENDITURES** | **$ 281,662** | **$ 309,728** | **$ 335,974** | **$ 300,708** | **$ 341,945** |

### FY 2012/1/13 OBJECTIVES

***Saratoga Prospect Center Building Rentals*** - With the availability of the Saratoga Prospect Center Friendship Hall building, 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*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| Recreation & Facilities Director | 0.10 | 0.10 | 0.10 | 0.05 |
| Senior Recreation Supervisor | 0.05 | 0.05 | 0.05 | 0.05 |
| Recreation Supervisor | - | - | - | - |
| 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 | - | - | - | 0.10 |
| Facility Maintenance Lead | 0.10 | 0.10 | 0.10 | 0.10 |
| Facility Maintenance Worker I/II/III | 0.15 | 0.15 | 0.15 | 0.40 |
| **Total FTE's** | **1.25** | **1.25** | **1.25** | **1.55** |

| ***Temporary Staff*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| Facility Attendents | 1,200 | 1,200 | 1,500 | 1,500 |
| Recreation Leaders | - | - | - | - |
| **Total Annual Hours** | **1,200** | **1,200** | **1,500** | **1,500** |

## FACILITY RENTALS

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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* | 95% | 100% | 100% |
| c. Percentage of customers which agreed facilities met or exceeded expectations: | *Information not available* | 95% | 100% | 100% |
| 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* | 95% | 100% | 100% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of facility rental applications processed: | *Information not available* | 451 | 394 | 450 |
| 2 Number of fee-based and no-charge (for City meetings, events, etc.) facility rental hours for public use: | *Information not available* | 23,366 | 8,322 | 10,000 |
| 3 Average dollars per receipt: | *Information not available* | $382 | $420 | $420 |

# 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, safe, 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, HVAC, and alarm 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 five years of history-based data on the actual expenses, minor revisions are included in the FY 2012/13 budget to better reflect actual amounts.

The Internal Service Fund charge-backs were increased this fiscal year due to ongoing facility maintenance increases from aging facilities, increases in usage, and service cost increases. Program expenditures include ongoing facility supplies, building expenses, and contract services for maintenance and repairs. For example, the addition of the Saratoga Prospect Center buildings in FY 2010/11 resulted in increased usage, thereby increasing supplies and maintenance costs. Continued efforts to "go green" are also reflected in the costs of maintenance supplies and equipment as biodegradable supplies often are more expensive. Planned facility improvement projects are located in the Capital Improvement Plan.

## BUILDING MAINTENANCE FUND

### SOURCE & USE OF FUNDS

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCE OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | 208,841 | 202,569 | 208,518 | 208,518 | 200,925 |
| **Total Beginning Fund Balance** | **$ 208,841** | **$ 202,569** | **$ 208,518** | **$ 208,518** | **$ 200,925** |
| **Revenues** | | | | | |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Other Sources | 5,214 | - | - | - | - |
| Internal Service Charges | 704,000 | 732,601 | 725,000 | 725,000 | 750,000 |
| **Total Revenues** | **$ 709,214** | **$ 732,601** | **$ 725,000** | **$ 725,000** | **$ 750,000** |
| **Operating Transfers In** | | | | | |
| Transfer In from General Fund | - | - | - | - | - |
| Transfer In from Library Deposit | - | - | - | - | - |
| **Total Operating Transfers In** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **TOTAL SOURCE OF FUNDS** | **$ 918,055** | **$ 935,170** | **$ 933,518** | **$ 933,518** | **$ 950,925** |
| **USE OF FUNDS** | | | | | |
| **Expenditures** | | | | | |
| Salaries and Benefits | 419,273 | 440,885 | 440,106 | 441,563 | 437,302 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 40,337 | 34,007 | 33,790 | 37,101 | 38,140 |
| *Fees & Charges* | 135,778 | 116,589 | 124,000 | 116,827 | 119,100 |
| *Consultant & Contract Services* | 60,180 | 76,815 | 79,900 | 72,703 | 100,000 |
| *Meetings, Events & Training* | 414 | 132 | 600 | 32 | 600 |
| *Building Maint Projects* | - | - | - | - | - |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 59,504 | 58,225 | 64,365 | 64,365 | 72,087 |
| **Total Expenditures** | **$ 715,486** | **$ 726,653** | **$ 742,761** | **$ 732,592** | **$ 767,229** |
| **Operating Transfers** | | | | | |
| Transfer Out to General Fund | - | - | - | - | - |
| **Total Operating Transfers** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance** | | | | | |
| Unassigned | 202,569 | 208,518 | 190,757 | 200,925 | 183,696 |
| **Total Ending Fund Balance** | **$ 202,569** | **$ 208,518** | **$ 190,757** | **$ 200,925** | **$ 183,696** |
| **TOTAL USE OF FUNDS** | **$ 918,055** | **$ 935,170** | **$ 933,518** | **$ 933,518** | **$ 950,925** |

## FY 2012/13 OBJECTIVES

***Facility Improvement Project Management*** – Facility staff will oversee services to undertake the planned facility improvement projects for FY 2012/13. 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 through a CDBG funded grant; a new facility access control system (door lock system) at Saratoga Prospect Center; as well as emergency repairs and improvements, and smaller ongoing energy savings projects.

***Library Building Repairs*** – Staff will work with Santa Clara County Library staff to finalize bond funded building improvements to the Library. Improvements are expected to be completed in the Summer of 2012.

## 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 | 2012/13 Funded |
|---|---|---|---|---|---|
| Recreation & Facilities Director | 0.20 | 0.20 | 0.20 | 0.25 | 0.25 |
| Senior Recreation Supervisor | - | - | - | - | - |
| Recreation Supervisor | - | - | - | - | - |
| Facility Coordinator | - | - | - | - | - |
| Office Specialist II/III | - | - | - | - | - |
| Facility Maintenance Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 0.90 |
| Facility Maintenance Lead | 0.90 | 0.90 | 0.90 | 0.90 | 0.90 |
| Facility Maintenance Worker I/II/III | 1.85 | 1.85 | 1.85 | 1.85 | 1.60 |
| **Total FTE's** | **3.95** | **3.95** | **3.95** | **4.00** | **3.65** |

| *Temporary Staff* | 2008/09 Funded | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|---|
| Facility Attendents | - | - | - | - | - |
| Recreation Leaders | - | - | - | - | - |
| **Total Annual Hours** | **-** | **-** | **-** | **-** | **-** |

### BUILDING MAINTENANCE FUND

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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* | 90% | 95% | 100% |
| 2. *Provide safe and functional, City buildings using environmentally sensitive and cost-effective practices.* | | | | |
| a. Quarterly preventative maintenance of all City HVAC systems: | 100% | 100% | 100% | 100% |
| b. Six-day per week cleaning of all City facilities including emptying trash, vacuuming, mopping, and cleaning windows, etc. | 100% | 100% | 100% | 100% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of work orders received: | 2,631 | 3,292 | 3,300 | 3,300 |
| 2 Number of work orders completed: | 2,615 | 3,249 | 3,270 | 3,275 |

# 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. 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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | 231,366 | 198,368 | 182,000 | 209,955 | 192,000 |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | 17,914 | 21,993 | 18,000 | 16,687 | 15,000 |
| Other Sources | 320,272 | 440,892 | 537,802 | 467,487 | 241,025 |
| **TOTAL REVENUES** | **$ 569,552** | **$ 661,253** | **$ 737,802** | **$ 694,129** | **$ 448,025** |
| | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | - | - | - | - | - |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 5,104 | 5,934 | 5,500 | 14,400 | 16,840 |
| *Fees & Charges* | 28,342 | 35,056 | 39,605 | 36,659 | 42,338 |
| *Consultants & Contract Services* | 4,304,997 | 4,416,320 | 4,270,695 | 4,237,249 | 4,330,785 |
| *Meetings, Events & Training* | 155 | 169 | 300 | 209 | 300 |
| Total Operating Expenditures | 4,338,598 | 4,457,479 | 4,316,100 | 4,288,517 | 4,390,263 |
| Fixed Assets | - | - | - | 11,336 | - |
| Internal Service Charges | 10,180 | 10,260 | 10,260 | 10,260 | 10,200 |
| **TOTAL EXPENDITURES** | **$4,348,778** | **$4,467,738** | **$4,326,360** | **$4,310,113** | **$4,400,463** |

### DEPARTMENTAL EXPENDITURES BY PROGRAM

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| Public Safety Services | $ 4,313,632 | $ 4,423,899 | $ 4,278,195 | $ 4,241,260 | $ 4,336,785 |
| Emergency Preparedness | 35,146 | 43,840 | 48,165 | 68,854 | 63,678 |
| **GENERAL FUND PROGRAMS** | **$4,348,778** | **$4,467,738** | **$4,326,360** | **$4,310,113** | **$4,400,463** |

# 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 Supplemental Law Enforcement Services Fund (SLESF) 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 reductions in patrol hours since FY 2011/12, 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. Under the Governor's FY 2011/12 State Budget, SLESF funding was initially eliminated, however through a swap where the State took the City's VLF revenues in exchange; it was "permanently" reinstated, and is therefore included in FY 2012/13 revenues. The SLESF grant funds a School Resource Officer position for Public Safety.

An additional $80,000 comes from an allocated share of the State's Public Safety Sales Tax (Proposition 172). Budgeted revenues for False Alarm Fines, Vehicle Code Bails and Fines, and Parking Citations are expected to bring in approximately $250,000 for the year, and another $15,000 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 resulted in annual increases which far exceeded the City's ability to continue funding the contract at the same service level. With some minor reductions in service, a restructuring of how services are billed, and County negotiated personnel cost reductions, the Sheriff's Office was able to decrease the contract amount in FY 2011/12, which continues to minimize the impact into FY 2012/13.

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

## PUBLIC SAFETY SERVICES

Jose, provides fingerprint identification services. The City discontinued participation in the program in 2009 after Santa Clara County conducted an audit and determined that cities served under the Sheriff's contract were charged on a population-based formula, which resulted in an inequity when compared to system usage. The Cal-ID contract was therefore renegotiated to a usage formula lowering the annual cost from over $31,000 to $487 for the year. Thereafter, the City rejoined the program. FY 2012/13 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 either by Santa Clara County Sheriff's Office or 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**

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| *Taxes* | - | - | - | - | - |
| *Intergovernmental Revenues* | 231,366 | 198,368 | 182,000 | 200,255 | 192,000 |
| *Fees, Licenses and Permits* | - | - | - | - | - |
| *Charge for Services* | 17,914 | 21,993 | 18,000 | 16,687 | 15,000 |
| *Other Sources* | 320,272 | 440,892 | 537,802 | 467,487 | 241,025 |
| **TOTAL REVENUES** | **$ 569,552** | **$ 661,253** | **$ 737,802** | **$ 684,430** | **$ 448,025** |
| **EXPENDITURES** | | | | | |
| *Operating Expenditures* | | | | | |
| *Materials & Supplies* | - | - | 500 | - | - |
| *Fees & Charges* | 8,636 | 7,579 | 7,000 | 4,011 | 6,000 |
| *Consultants & Contract Services* | 4,304,997 | 4,416,320 | 4,270,695 | 4,237,249 | 4,330,785 |
| *Meetings, Events & Training* | - | - | - | - | - |
| *Total Operating Expenditures* | 4,313,632 | 4,423,899 | 4,278,195 | 4,241,260 | 4,336,785 |
| *Internal Service Charges* | - | - | - | - | - |
| **TOTAL EXPENDITURES** | **$4,313,632** | **$4,423,899** | **$4,278,195** | **$4,241,260** | **$4,336,785** |

### FY 2012/13 OBJECTIVES

***Traffic Enforcement***– Continue to focus traffic enforcement efforts near Saratoga schools in an effort to ease congestion and continue traffic calming. A newly trained traffic enforcement deputy came on duty in January 2012 due to the recent retirement of a seasoned traffic deputy.

***School Resource Officer-*** Newly assigned SRO Deputy will become acquainted with school administration, staff, and children for all Saratoga schools, elementary through High School, and will provide educational services and programs that meet their needs and expectations, as well as liaison for law enforcement services as needed.

***Speed Law Violation Reduction Program*** – Continue to participate in and maintain relationships with the Traffic Safety Commission, and to identify the most effective locations to deploy the City's radar trailers with the goal of educating motorists of the speed limits on some of the City's more problematic locations where a percentage of drivers have a propensity to speed. 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 | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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): | 62 | 63 | 58 | 58 |
| b. Priority II calls ( immediate response, but non-emergency): | 2,901 | 2,930 | 2,858 | 2,900 |
| c. Priority III calls (non-emergency): | 2,357 | 2,390 | 1,925 | 1,900 |
| 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: | 4.12 min | 4.01 min | 3.98 min | 4.03 min |
| b. Average response to Priority II calls for service: | 6.34 min | 6.24 min | 7.15 min | 6.80 min |
| c. Average response to Priority II calls for service: | 10.28 min | 10.16 min | 10.48 min | 10.50 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: | 98% | 100% | 100% | 100% |
| b. Provide monthly reports to staff and commissions: | 99% | 100% | 100% | 100% |
| c. Provide community with weekly reports on city website: | *Information not available* | 100% | 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 | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Radio calls for service received in the city: | 13,158 | 13,200 | 11,200 | 10,675 |
| 2 Total number of crime reports taken: | 2,140 | 2,000 | 1,050 | 1,050 |
| 3 Total number of collision reports taken: | 308 | 350 | 250 | 260 |
| 4 Total number of cases filed with the DA for prosecution: | 1,100 | 1,200 | 950 | 950 |
| 5 Total number of cases assigned to Detectives: | 2,331 | 2,480 | 2,100 | 2,175 |
| 6 Neighborhood Watch meetings presented: | 3 | 3 | 3 | 4 |
| 7 Participation in Community Events: | 22 | 20 | 15 | 23 |

# 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 Emergency Preparedness expenses come from General Fund revenues. The Emergency Management Plan Grant (EMPG) is 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 $28,800 is budgeted for the City's portion of the Silicon Valley Regional Interoperability Authority (SVRIA). The SVRIA 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 the organization. The City's allocation for the SVRIA system maintenance cost is included in the SVRIA pro-rate cost allocation formula. Another $5,000 is set aside each year to fund the ongoing effort to obtain needed emergency preparedness supplies, $2,000 for Records Emergency Action Plan supplies, and $300 for meeting costs associated with the of Community Emergency Response Team (CERT) volunteer training program.

### EMERGENCY PREPAREDNESS

**GENERAL FUND REVENUES AND EXPENDITURES**

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| *Intergovernmental Revenues* | - | - | - | 9,700 | - |
| *Fees, Licenses and Permits* | - | - | - | - | - |
| *Charge for Services* | - | - | - | - | - |
| *Other Sources* | - | - | - | - | - |
| *Pass-Through Accounts* | - | - | - | - | - |
| **TOTAL REVENUES** | **$ -** | **$ -** | **$ -** | **$ 9,700** | **$ -** |
| **EXPENDITURES** | | | | | |
| *Operating Expenditures* | | | | | |
| *Materials & Supplies* | 5,104 | 5,934 | 5,000 | 14,400 | 16,840 |
| *Fees & Charges* | 19,707 | 27,477 | 32,605 | 32,648 | 36,338 |
| *Consultants & Contract Services* | - | - | - | - | - |
| *Meetings, Events & Training* | 155 | 169 | 300 | 209 | 300 |
| *Total Operating Expenditures* | 24,966 | 33,580 | 37,905 | 47,257 | 53,478 |
| *Fixed Assets* | - | - | - | 11,336 | - |
| *Internal Service Charges* | 10,180 | 10,260 | 10,260 | 10,260 | 10,200 |
| **TOTAL EXPENDITURES** | **$ 35,146** | **$ 43,840** | **$ 48,165** | **$ 68,854** | **$ 63,678** |

**FY 2012/13 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 annexes to be developed include a Mass Care/Shelter Operations plan, a Spontaneous Volunteer Plan, a Community Wildfire Preparedness Plan, and a Donations Management Plan, as additions to a revised City Emergency Operations 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.

***Records Emergency Action Plan*** – Staff will develop and implement a written plan that includes the information and actions needed to respond to and recover from a records emergency to ensure City documents are protected in the event of a disaster.

## 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 | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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 | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of annual community disaster training exercises: | 3 | 3 | 3 | 3 |
| 2 Number of annual disaster training exercises for City staff: | 1 | 2 | 2 | 1 |
| 3 Number of CERT training courses offered per year: | 1 | 2 | 2 | 4 |

# 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, and the 2001 Bond Debt Service Fund. In past years, the Library Capital Maintenance and the KSAR Trust Funds were accounted for in this section. 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. Similarly, expenses in this program are general city expenses which are not based on departmental services (such as retiree insurance premiums, business license and sales tax audit fees, and assessment taxes.) 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 oversight of the two insurance programs: Risk Management/Liability and Workers Comp. These programs are structured as Internal Service Funds to properly charge back centralized expenses to departments. Staffing for these programs are represented in the insurance programs for funding purposes, 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 Fund accounts for receipts and payments associated with the City's voter approved 2001 bond debt approved to remodel and enlarge the Library Building. Due to historically low interest rates, it became financially advantageous to refund the bond in FY 2011/12. The bond's terms remains the same - to be paid off in twenty years, however the refunding allowed Saratoga taxpayers to buy down a portion of the principal while taking advantage of lower interest rates, thereby lowering annual payments and saving almost $2.4 million dollars over the next twenty years. With this refunding, the 2001 Bond Debt program was closed, and a 2011 GO Bond Debt program was established.

In past years, there were two Trust Funds. The Library Improvement Fund which accounted for the remaining GO Bond proceeds which were restricted for building improvements was closed in FY 2010/11 with the transfer of the remaining funds to a capital project. The building's final improvements included various projects such as upgrades to the roof and a solar panel installation, a book drop overhang, and flooring upgrades. The second Trust Fund accounted for funds held on behalf of the non-profit Community Access Television group (KSAR). With the return of the management of the funds to the KSAR foundation, this program was also closed in FY 2010/11.

**GENERAL FUND REVENUES AND EXPENDITURES**

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | 11,372,636 | 11,470,869 | 11,264,050 | 11,916,209 | 11,686,475 |
| Intergovernmental Revenues | 104,420 | 162,269 | 95,000 | 21,299 | 6,000 |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | 30 | - | - | - |
| Interest Income | 97,044 | 63,883 | 60,000 | 44,731 | 55,100 |
| Rental Income | 87,615 | 94,994 | 94,000 | 95,075 | 94,940 |
| Other Sources | 3,782 | 2,447 | 20,654 | 23,754 | 1,000 |
| **TOTAL REVENUES** | **$11,665,496** | **$11,794,492** | **$11,533,704** | **$12,101,067** | **$11,843,515** |
| Operating Transfers In | 325,842 | 224,550 | 205,222 | 205,222 | 106,000 |
| **TOTAL REVENUE & TRANSFERS I** | **$11,991,338** | **$12,019,042** | **$11,738,926** | **$12,306,289** | **$11,949,515** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 14,335 | 202,091 | 120,000 | 31,508 | 324,885 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 31,749 | 20,425 | 31,650 | 14,419 | 31,250 |
| *Fees & Charges* | 7,672 | 15,309 | 52,800 | 36,080 | 41,600 |
| *Consultant & Contract Services* | 293,855 | 379,187 | 345,200 | 267,918 | 326,500 |
| *Meetings, Events & Training* | - | - | 1,000 | 800 | 800 |
| *Community Grants & Events* | 203,758 | 165,915 | 156,434 | 116,203 | 127,856 |
| Total Operating Expenditures | 537,034 | 580,837 | 587,084 | 435,420 | 528,006 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 329,343 | 335,432 | 340,474 | 340,474 | 355,946 |
| **TOTAL EXPENDITURES** | **$ 880,712** | **$ 1,118,359** | **$ 1,047,558** | **$ 807,403** | **$ 1,208,837** |
| Operating Transfers Out | 650,000 | 876,983 | 280,000 | 280,000 | 735,000 |
| **TOTAL EXP & TRANSFERS OUT** | **$ 1,530,712** | **$ 1,995,342** | **$ 1,327,558** | **$ 1,087,403** | **$ 1,943,837** |

## TOTAL NON-DEPARTMENTAL EXPENDITURES BY PROGRAM

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| General Administration | 441,285 | 593,948 | 586,809 | 431,480 | 778,603 |
| Legal Services | 235,669 | 358,496 | 304,315 | 259,720 | 302,378 |
| Community Grants | 188,356 | 156,476 | 141,434 | 109,459 | 107,856 |
| Community Events | 15,402 | 9,439 | 15,000 | 6,744 | 20,000 |
| **TOTAL GENERAL FUND** | **$ 880,712** | **$ 1,118,359** | **$ 1,047,558** | **$ 807,403** | **$ 1,208,837** |
| **INTERNAL SERVICES FUNDS** | | | | | |
| Risk Management | 217,366 | 359,670 | 403,631 | 393,756 | 489,249 |
| Workers Compensation | 202,136 | 196,454 | 233,035 | 211,425 | 284,684 |
| **TOTAL INTERNAL SERVICES** | **$ 419,502** | **$ 556,124** | **$ 636,666** | **$ 605,181** | **$ 773,933** |
| **DEBT SERVICE FUNDS** | | | | | |
| General Obligation Bond | 1,015,276 | 1,014,876 | 1,047,556 | 13,375,558 | 869,285 |
| **TOTAL DEBT SERVICE FUNDS** | **$ 1,015,276** | **$ 1,014,876** | **$ 1,047,556** | **$13,375,558** | **$ 869,285** |
| **TRUST FUNDS** | | | | | |
| Library Capital Improvement Fund | 5,458 | - | - | - | - |
| KSAR 15 Trust Fund | 47,465 | 128,416 | - | - | - |
| **TOTAL TRUST FUNDS** | **$ 52,923** | **$ 128,416** | **$ -** | **$ -** | **$ -** |
| **TOTAL DEPT EXPENDITURES** | **$ 2,368,413** | **$ 2,817,775** | **$ 2,731,780** | **$14,788,142** | **$ 2,852,055** |
| **TRANSFERS OUT** | | | | | |
| General Fund | 650,000 | 876,983 | 280,000 | 280,000 | 735,000 |
| Internal Service Funds | - | 25,000 | - | - | - |
| Trust Funds | 405 | 351,360 | - | - | - |
| **TOTAL TRANSFERS OUT** | **$ 650,405** | **$ 1,253,343** | **$ 280,000** | **$ 280,000** | **$ 735,000** |
| **TOTAL EXP & TRANSFERS OUT** | **$ 3,018,818** | **$ 4,071,118** | **$ 3,011,780** | **$15,068,142** | **$ 3,587,055** |

## NON-DEPARTMENTAL STAFFING

***Full Time Equivalents (FTE)***

| *City Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Recreation & Facilities Director | 0.20 | 0.20 | 0.20 | 0.25 |
| Human Resources Manager | 0.05 | 0.05 | 0.05 | 0.10 |
| **Total FTEs** | **0.25** | **0.25** | **0.25** | **0.35** |

| *Temporary Staff Hours* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 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 2012/13 budgeted General Fund tax revenues reflect a small increase overall. Homes are beginning to sell more quickly and above asking price in some areas. Transfer tax revenue is increasing, and countywide foreclosures resulting from the economic recession are impacting the City's property tax revenues less and less, lending support to the perception that the economy is stabilizing. Sales Tax revenues are also coming in higher than the prior year, and are expected to increase next year according to the City's sales tax auditors. 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 relatively flat, as is the Construction Tax.

Transient Occupancy Tax receipts are also supporting the perception that the economy is improving as receipts increased in FY 2011/12. Franchise Fee Taxes are expected to remain flat however as revenue increases are restricted to the City's proportion of fee increases without expectations for measurable growth in usage. On a less optimistic note, interest income continues to be at historic lows; the City's investments are limited to the LAIF investment pool which is at the lowest rates in their 34 year history. Hovering under 1% since July of 2009, interest income is expected to remain low during FY 2012/13.

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 charges, 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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | | | | | |
| *Property Tax* | 8,194,364 | 8,026,659 | 7,979,050 | 8,279,947 | 8,191,975 |
| *Sales Tax* | 954,574 | 990,579 | 1,025,000 | 1,100,489 | 1,095,000 |
| *Transient Occupancy Tax* | 144,151 | 184,362 | 150,000 | 205,421 | 175,000 |
| *Business License Tax* | 303,990 | 310,273 | 305,000 | 313,984 | 290,000 |
| *Other Taxes* | 111,899 | 137,865 | 110,000 | 163,979 | 115,000 |
| *Franchise Tax* | 1,663,657 | 1,821,131 | 1,695,000 | 1,852,390 | 1,819,500 |
| Intergovernmental Revenues | 104,420 | 162,269 | 95,000 | 21,299 | 6,000 |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Interest Income | 97,044 | 63,883 | 60,000 | 44,731 | 55,100 |
| Rental Income | 87,615 | 94,994 | 94,000 | 95,075 | 94,940 |
| Other Sources | 3,782 | 2,447 | 20,000 | 23,108 | 1,000 |
| **TOTAL REVENUES** | **$11,665,496** | **$11,794,462** | **$11,533,050** | **$12,100,422** | **$11,843,515** |
| Operating Transfers In | 325,842 | 224,550 | 205,222 | 205,222 | 106,000 |
| **TOTAL REV & TRANSFERS IN** | **$11,991,338** | **$12,019,012** | **$11,738,272** | **$12,305,644** | **$11,949,515** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | 14,335 | 202,091 | 120,000 | 31,508 | 324,885 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 31,713 | 18,755 | 31,150 | 13,119 | 30,750 |
| *Fees & Charges* | 6,292 | 15,154 | 51,800 | 36,080 | 41,600 |
| *Consultant & Contract Services* | 61,365 | 24,332 | 45,200 | 11,313 | 26,500 |
| *Meetings & Training* | - | - | - | 800 | 800 |
| Total Operating Expenditures | 99,370 | 58,241 | 128,150 | 61,312 | 99,650 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 327,580 | 333,617 | 338,659 | 338,659 | 354,068 |
| **TOTAL EXPENDITURES** | **$ 441,285** | **$ 593,948** | **$ 586,809** | **$ 431,480** | **$ 778,603** |
| Operating Transfers Out | 650,000 | 876,983 | 280,000 | 280,000 | 735,000 |
| **TOTAL EXP & TRANSFERS OUT** | **$ 1,091,285** | **$ 1,470,931** | **$ 866,809** | **$ 711,480** | **$ 1,513,603** |

# 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 2012/13 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. The City Attorney may also spend time updating the City's General Plan, which is charged to the Advanced Planning program in the Community Development Department.

Budgeted expenditures are primarily comprised of regular on-going City Attorney services, with some contingency funding for litigation expenditures, based on the City Attorney's estimate of outstanding and future litigation.

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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | 30 | - | - | - |
| Other Sources | - | - | - | - | - |
| **TOTAL REVENUES** | **$ -** | **$ 30** | **$ -** | **$ -** | **-** |
| **EXPENDITURES** | | | | | |
| Salaries and Benefits | - | - | - | - | - |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 36 | 1,670 | 500 | 1,300 | 500 |
| *Fees & Charges* | 1,379 | 155 | 1,000 | - | - |
| *Consultant & Contract Services* | 232,490 | 354,856 | 300,000 | 256,605 | 300,000 |
| *Meetings & Training* | - | - | 1,000 | - | - |
| Total Operating Expenditures | 233,906 | 356,681 | 302,500 | 257,905 | 300,500 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | 1,763 | 1,815 | 1,815 | 1,815 | 1,878 |
| **TOTAL EXPENDITURES** | **$ 235,669** | **$ 358,496** | **$ 304,315** | **$ 259,720** | **$ 302,378** |

### FY 2012/13 OBJECTIVES

***General Plan Update*** – Assist Community Development staff with Council directed workplan, to include updating the General Plan's Safety Element and Noise Element, to be followed by an update of the Zoning Code as time permits.

***Risk Management*** – Work with staff to identify and implement Best Practices to mitigate risk in City operations.

***Annexations*** – Prepare legal documents necessary for Council approved annexations of unincorporated islands and recently acquired City property near Hakone Gardens

***City Contracts*** – Update the City's standard contract templates to incorporate best practices and reduce risk liability.

***City Codes and Ordinances*** – Work with staff to integrate Best Practices for ordinance adoption and recordation procedures.

## 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 | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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* | 24 | 22 | 24 |
| b. Number of ordinances drafted or reviewed: | *Information not available* | 6 | 7 | 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* | 72 | 75 | 75 |
| b. Number of agreements/contracts using non-standard forms prepared or reviewed: | *Information not available* | 4 | 21 | 21 |
| 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* | 90% | 85% | 90% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 Number of City Council meetings or study sessions attended: | *Information not available* | 24 | 23 | 24 |
| 2 Number of multi-agency agreements prepared: | *Information not available* | 2 | 7 | 7 |

# 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 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 the Saratoga Area Senior Coordinating Council (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.

In past years, the Community Grant program included funding from both the City and the Federal Community Development Block Grant (CDBG) program's allocation for Human Service grants. In FY 2011/12, Santa Clara County revised the CDBG grant program's funding process to both determine which organization would receive a grant, and to pay the recipients directly. With this change, CDBG Public Service Grants are no longer included in the Community Grants budget.

Grant amounts listed reflect City funding provided to service groups and non-profit organizations. On occasion, the City may also contribute in-kind services, such as staff support, rental and permit waivers, sheriff services, or street sweeping.

## BUDGET OVERVIEW

In FY 2011/12, Santa Clara County revised the CDBG grant program's funding process to award and fund grant recipients directly rather than reimburse the Cities for the grant pass-through payments. As a result, CDBG Public Service Grants are no longer budgeted in the Community Grants program, and total grant awards have decreased.

With an expectation that in FY 2012/13 the SASCC program may not receive a CDBG grant, the City Council awarded the majority of the General Fund's Public Service grant allocation to SASCC ($20,000) to help support the adult day care program. The remainder of the City's Public Service Grant was split between two non-profit group programs which delivers other types of support to the Saratoga community: West Valley Community Services ($3,250) provides food and housing assistance, and; Catholic Charities Ombudsmen ($3,250) acts as advocates for residents in long-term care facilities. The City also provides ongoing annual funding to support the SASCC senior program and adult day care services, the KSAR community access channel, the Saratoga Chamber of Commerce, and United Way's 211 Call Center.

The distribution of grant funding for FY 2012/13 and the three prior years is illustrated in the Grant Schedule on the following pages.

## COMMUNITY GRANTS

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 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* | - | - | - | - | - |
| *Consultant & Contract Services* | - | - | - | - | - |
| *Meetings & Training* | - | - | - | - | - |
| *Community Grants* | 188,356 | 156,476 | 141,434 | 109,459 | 107,856 |
| Total Operating Expenditures | 188,356 | 156,476 | 141,434 | 109,459 | 107,856 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | - | - | - | - | - |
| **TOTAL EXPENDITURES** | **$ 188,356** | **$ 156,476** | **$ 141,434** | **$ 109,459** | **$ 107,856** |

## COMMUNITY GRANTS

| | 2009/10 Grants | 2010/11 Grants | 2011/12 Grants | 2012/13 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 | 25,200 | 23,400 | 27,600 | 27,600 |
| Chamber of Commerce Annual Support | 11,672 | 12,024 | 12,384 | 12,756 |
| 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*** | 102,872 | 101,424 | 80,984 | 81,356 |
| ***Community Service Support Groups - One Time Grants*** | | | | |
| ***SASCC*** | | | | |
| Adult Daycare Support | 8,344 | 3,938 | 1,422 | 20,000 |
| ***KSAR*** | | | | |
| Media Arts Mentoring Program | 4,617 | 1,313 | 1,825 | - |
| ***Other Non-Profit Organizations*** | | | | |
| Historical Museum Annual Support | 4,288 | - | - | - |
| Silicon Valley Wildlife Service Support | 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 | 14,913 | 14,691 | 3,250 |
| Children's Health Insurance Assistance | - | - | 7,037 | - |
| Catholic Charities Ombudsmen Funding | 5,000 | 4,000 | 4,125 | 3,250 |
| ***Total Community Service One-Time Grant*** | 57,625 | 26,502 | 31,900 | 26,500 |
| ***CDBG Funded Public Service Grants*** | | | | |
| SASCC Adult Daycare Support | 27,859 | 28,550 | - | - |
| ***Total CDBG Funded Grants*** | 27,859 | 28,550 | - | - |
| ***Total Grants*** | **188,356** | **156,476** | **112,884** | **107,856** |

# 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, though external groups and volunteers are responsible for staffing and organizing most of these events. This support 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 Taste of Saratoga/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 2012/13, $20,000 has been set aside toward community events. Funds are used to pay for a variety of expenses associated with City and community events, including food, entertainment, park rental fees, park attendant, permits and licenses, additional sanitary units, security, and other event-related expenses. Council has established the Community Event Program to support Saratoga organizations in their effort to build a stronger sense of community.

In past years, the Council has provided funding and in-kind support for events such as: the Mustard Faire to celebrate Saratoga's orchard heritage; the annual tree lighting ceremony to celebrate the start of the holiday season; the Arbor Day celebration, and numerous park and facility ceremonies. More recently, the Council established the Special Event Grant Process which allows event organizers to come before the Council once per year to request community event grants and includes provisions to allow community organizations that were unable to participate in the annual application process to come before the Council throughout the year to request funds.

In FY 2011/12, the Council set aside $15,000 toward community events. The City anticipates that development of a formal application process will result in an increase in demand for City funding for events and the Council has consequently increased its budget by $5,000. The City has also established a new streamlined process involving the Special Event Permits, which strives to improve customer service delivery during these times of economic austerity.

## COMMUNITY EVENTS

### GENERAL FUND REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **REVENUES** | | | | | |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | - | 654 | 645 | - |
| **TOTAL REVENUES** | **$ -** | **$ -** | **$ 654** | **$ 645** | **$ -** |
| **EXPENDITURES** | | | | | |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | - | - | - | - | - |
| *Fees & Charges* | - | - | - | - | - |
| *Consultant & Contract Services* | - | - | - | - | - |
| *Meetings & Training* | - | - | - | - | - |
| *Community Grants & Events* | 15,402 | 9,439 | 15,000 | 6,744 | 20,000 |
| Total Operating Expenditures | 15,402 | 9,439 | 15,000 | 6,744 | 20,000 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | - | - | - | - | - |
| **TOTAL EXPENDITURES** | **$ 15,402** | **$ 9,439** | **$ 15,000** | **$ 6,744** | **$ 20,000** |

## COMMUNITY EVENTS

| | 2009/10 Grants | 2010/11 Grants | 2011/12 Grants | 2012/13 Grants |
|---|---|---|---|---|
| ***Chamber of Commerce Events*** | | | | |
| Art & Wine Festival | 4,258 | 3,204 | - | 5,000 |
| Annual Tree Lighting | 1,037 | 140 | - | - |
| ***General Community Events*** | | | | |
| Unspecified Event Funding | - | 1,309 | 3,462 | 15,000 |
| Mustard Faire | 4,000 | 4,600 | - | - |
| Arbor Day Celebration | 21 | 42 | - | - |
| Fourth of July Event | - | 100 | - | - |
| Citywide Garage Sale | 5,845 | 45 | - | - |
| Chamber of Commerce BBQ | | | 600 | - |
| Wildwood Movie Night | - | - | 1,202 | - |
| Saratoga Community Band | - | - | 240 | - |
| Saratoga Serves Family Picnic | - | - | 3,640 | - |
| Odd Fellows Easter Event | - | - | 800 | - |
| ***Facility Opening Events*** | | | | |
| Fellowship Hall Opening | 104 | - | - | - |
| Joe's Trail at Saratoga DeAnza Trail Opening | - | - | 56 | - |
| KMP Groundbreaking / Opening | 138 | - | - | - |
| ***Total Community Events*** | 15,402 | 9,439 | 10,000 | 20,000 |

# 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 (30) 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 2012/13, premium costs are budgeted at $312,000, which represents a $35,000 increase from the prior year's estimated ABAG premium, due primarily to increases in the General Liability premium resulting from a rise in claims. The Administration and Property premiums also increased. As a cost savings, and due to Risk Management policies put into effect by the City's Insurance Joint Powers Agency, the City no longer provide insurance for events sponsored by outside organizations. Instead, outside parties are required to obtain a certificate of insurance naming the City as additionally insured.

The FY 2012/13 budget includes three ABAG grants with matching expenditures. The $15,000 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 $23,527 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 also 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 training and conferences, such as the Risk Manager (Public Administration Risk Management Association [PARMA], the Public Risk Management Association [PRIMA] conferences, and Playground Safety training. The Grant also funds the ongoing Associate Risk Management (ARM) certification and testing for the Risk Manager.

Additional program expenses include .25 FTE staffing for program administration by the Recreation and Facilities Director and $25,000 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

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCE OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | 202,871 | 244,561 | 134,905 | 134,905 | 134,757 |
| **Total Beginning Fund Balance** | **$ 202,871** | **$ 244,561** | **$ 134,905** | **$ 134,905** | **$ 134,757** |
| **Revenues** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | (423) | 34,207 | 52,000 | 34,318 | 43,527 |
| Fees, Licenses and Permits | 252 | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Other Sources | 9,227 | 40,807 | 25,000 | 18,137 | 50,000 |
| Internal Service Charges | 250,000 | 200,000 | 300,000 | 300,000 | 375,000 |
| **Total Revenues** | **$ 259,056** | **$ 275,014** | **$ 377,000** | **$ 352,455** | **$ 468,527** |
| **TOTAL SOURCE OF FUNDS** | **$ 461,928** | **$ 519,575** | **$ 511,905** | **$ 487,360** | **$ 603,284** |
| **USE OF FUNDS** | | | | | |
| **Expenditures** | | | | | |
| Salaries and Benefits | 23,673 | 41,858 | 44,333 | 43,634 | 58,351 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 6,656 | 32,471 | 52,000 | 30,159 | 43,527 |
| *Fees & Charges* | (21,362) | 53,213 | 45,000 | 24,710 | 75,000 |
| *Consultant & Contract Services* | - | - | - | 2,221 | - |
| *Meetings & Training* | 470 | - | - | - | - |
| *Insurance Premiums* | 207,929 | 231,831 | 262,000 | 251,581 | 312,000 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | - | 298 | 298 | 298 | 371 |
| **Total Expenditures** | **$ 217,366** | **$ 359,670** | **$ 403,631** | **$ 352,603** | **$ 489,249** |
| **Operating Transfers** | | | | | |
| Transfer Out | - | 25,000 | - | - | - |
| **Total Operating Transfers** | **$ -** | **$ 25,000** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance** | | | | | |
| Unassigned | 244,561 | 134,905 | 108,274 | 134,757 | 114,035 |
| **Total Ending Fund Balance** | **$ 244,561** | **$ 134,905** | **$ 108,274** | **$ 134,757** | **$ 114,035** |
| **TOTAL USE OF FUNDS** | **$ 461,928** | **$ 519,575** | **$ 511,905** | **$ 487,360** | **$ 603,284** |

## RISK MANAGEMENT / LIABILITY

### FY 2012/13 OBJECTIVES

***Premium Management*** –In an effort to minimize insurance claims, ABAG offers safety training in areas which produce a high liability risk, such as courses in defensive driving, accident investigation, ADA compliance and contract management. In addition, the City will continue to pursue available training programs and seminars 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 citywide 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* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| Recreation & Facilities Director | 0.20 | 0.20 | 0.20 | 0.25 |
| Human Resources Manager | - | - | - | - |
| **Total FTE's** | **0.20** | **0.20** | **0.20** | **0.25** |

| *Temporary Staff* | 2009/10 Funded | 2010/11 Funded | 2011/12 Funded | 2012/13 Funded |
|---|---|---|---|---|
| HR Specialists | - | - | - | - |
| **Total Annual Hours** | **-** | **-** | **-** | **-** |

## RISK MANAGEMENT / LIABILITY

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 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: | 100% | 100% | 100% | 100% |
| b. Number of Liability Claims processed within 48 hours of receipt: | 100% | 100% | 100% | 100% |
| c. Quarterly City-owned facility inspections conducted: | 100% | 100% | 100% | 100% |

| Activity and Workload Highlights | 2009/10 Actual | 2010/11 Actual | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 ABAG risk management annual goals and objectives -- ADA transition plan and Playground imrpovement plans: | *Information not available* | 2 | 6 | 6 |
| 2 Regular inspections and reporting -- streets, sidewalks, urban forest, parks, buildings, and equipment: | *Information not available* | 12 | 12 | 12 |
| 3 Number of Liability Claims received: | *Information not available* | 9 | 15 | 12 |

# WORKERS COMPENSATION FUND

The City's Workers Compensation Program provides insurance benefit coverage for employee work-related illnesses and/or injuries. The City has been a member of the Association of Bay Area Government's (ABAG) Shared Risk Pool (SHARP) since January 1, 1989. SHARP is a self-funded public agency insurance pool providing workers compensation coverage for four public entities that are too small to self-insure independently (City of Saratoga, ABAG, Town of Los Altos Hills, and Town of Ross). SHARP is liable for City of Saratoga claims up to a per occurrence self-insurance retention (SIR) of $250,000. SHARP members jointly purchase excess insurance to cover claims exceeding the SIR through the Local Agency Workers' Compensation Excess (LAWCX) Joint Powers Authority.

The Human Resources Division manages the workers compensation processes according to the California State Department of Industrial Relations (DIR) regulations, serves as the liaison between the City and SHARP's third party administrator (TPA) York Insurance Services Group, monitors the TPA's performance, periodically meets with the TPA to provide guidance and direction on behalf of the City, and works with the injured worker in developing a return to work plan to hold down the workers' compensation costs.

There are three major categories of workers compensation claims. 1. Medical only claims are claims that involve little or no time lost from work (3 days or less) and no disability payments. 2. Indemnity claims tend to be more serious injuries, and provide payments for lost wages for 3 or more days lost from work until full recovery after an injury. 3. Indemnity claims also involve permanent disabilities. Permanent disability benefits (either permanent total disability or permanent partial disability) are paid to workers who never recover their full functions after an injury.

The TPA investigates, accepts, or denies claims. If the TPA accepts medical only claims, the City pays for any lost time (3 days or less). If the TPA accepts indemnity claims, the TPA uses the California Labor Code to decide the type of disability, the percentage of disability, the payment amount, and the period of payment. The TPA issued payments are funded through SHARP.

## BUDGET OVERVIEW

The annual revenue appropriation for this fund represents service charge-backs to the departments, based on department experience factors and program operational costs, and a wellness grant of $10,000.

Program costs covered in the internal service rates include program staff time, insurance premiums, and $25,000 for potential claim expenses. Approximately $18,600 of staff time is budgeted to account for .10 FTE of the Human Resource Manager position to manage the program functions including workers compensation, safety, wellness, ergonomics, and contracts. Reimbursable ABAG SHARP Wellness Grant expenses are budgeted for $10,000, and $1,000 is available for ergonomic evaluations as required during the year.

## WORKERS COMPENSATION

### SUMMARY OF REVENUES AND EXPENDITURES

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCE OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | 123,033 | 198,591 | 224,103 | 224,103 | 231,966 |
| **Total Beginning Fund Balance** | **$ 123,033** | **$ 198,591** | **$ 224,103** | **$ 224,103** | **$ 231,966** |
| **Revenues** | | | | | |
| Taxes | - | - | - | - | - |
| Intergovernmental Revenues | 10,000 | 6,666 | 10,000 | 4,287 | 15,000 |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Other Sources | 17,694 | 300 | - | - | - |
| Internal Service Charges | 250,000 | 215,000 | 215,000 | 215,000 | 240,000 |
| **Total Revenues** | **$ 277,694** | **$ 221,966** | **$ 225,000** | **$ 219,287** | **$ 255,000** |
| **TOTAL SOURCE OF FUNDS** | **$ 400,727** | **$ 420,557** | **$ 449,103** | **$ 443,390** | **$ 486,966** |
| **USE OF FUNDS** | | | | | |
| **Expenditures** | | | | | |
| Salaries and Benefits | 8,711 | 18,184 | 16,913 | 10,395 | 18,605 |
| Operating Expenditures | | | | | |
| *Materials & Supplies* | 10,503 | 8,835 | 10,000 | 4,699 | 15,000 |
| *Fees & Charges* | - | - | - | 3 | - |
| *Consultant & Contract Services* | 348 | 981 | 1,000 | 619 | 1,000 |
| *Meetings & Training* | - | - | - | - | - |
| *Insurance Premiums* | 182,575 | 168,332 | 205,000 | 195,587 | 250,000 |
| Operating Expenditures | 193,425 | 178,148 | 216,000 | 200,908 | 266,000 |
| Fixed Assets | - | - | - | - | - |
| Internal Service Charges | - | 122 | 122 | 122 | 79 |
| **Total Expenditures** | **$ 202,136** | **$ 196,454** | **$ 233,035** | **$ 211,425** | **$ 284,684** |
| **Operating Transfers** | | | | | |
| Transfer Out | - | - | - | - | - |
| **Total Operating Transfers** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance** | | | | | |
| Unassigned | 198,591 | 224,103 | 216,068 | 231,966 | 202,282 |
| **Total Ending Fund Balance** | **$ 198,591** | **$ 224,103** | **$ 216,068** | **$ 231,966** | **$ 202,282** |
| **TOTAL USE OF FUNDS** | **$ 400,727** | **$ 420,557** | **$ 449,103** | **$ 443,390** | **$ 486,966** |

## WORKERS COMPENSATION

### FY 2012/13 OBJECTIVES

***Wellness Program Initiative -*** Continue Wellness Program Initiative (funded by ABAG Grant) to successfully minimize the exposure to incidents which may cause loss to the City or injury to its employees. The Wellness Program Initiative provides benefits to employees to increase productivity, reduced absenteeism, result in health care costs reductions, and improve morale.

***Return to Work, Modified Duty Program*** – To the extent possible and as needed, HR, department directors, managers, and line supervisors will proactively identify light duty assignments for injured employees, to ensure the proposed work is compatible with restrictions that are expected to be imposed by an injured employee's physician.

***Injury and Illness Prevention Program (IIPP)*** – Lead a project team in the development of an Injury and Illness Prevention Program (IIPP) which describes specific requirements for program responsibility, compliance, communication, hazard assessment, accident/exposure investigations, hazard correction, training, and recordkeeping, in compliance with California Code of Regulations, Title 8, Section 3203.

**WORKERS COMPENSATION STAFF**

***Full Time Equivalents (FTE)***

| ***City Staff*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| Recreation & Facilities Director | - | - | - | - |
| Human Resources Manager | 0.05 | 0.05 | 0.05 | 0.10 |
| **Total FTE's** | **0.05** | **0.05** | **0.05** | **0.10** |

| ***Temporary Staff*** | **2009/10 Funded** | **2010/11 Funded** | **2011/12 Funded** | **2012/13 Funded** |
|---|---|---|---|---|
| HR Specialists | - | 200 | 200 | - |
| **Total Annual Hours** | **-** | **200** | **200** | **-** |

## WORKERS COMPENSATION

### KEY SERVICES

- Minimize the City's exposure to losses through employee work safety, wellness, and ergonomic training programs
- Manage the workers compensation processes according to the California State Department of Industrial Relations (DIR) regulations
- Serve on Association of Bay Area Government's (ABAG) Shared Risk Pool (SHARP) Board and provide oversight of third party administrator (TPA)
- Review injury and illness trends
- Mandatory reporting of injury and illness records (OSHA log 300) and recordkeeping
- Review injury and illness trends
- Communicate workplace safety and health practices and ensure workplace incidences (injuries, exposures, or illnesses) are reported, investigated, and that corrective actions are taken promptly

| Performance Objectives and Measures | 2009/10 Actual | 2010/11 Actuals | 2011/12 Estimated | 2012/13 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 | 2009/10 Actual | 2010/11 Actuals | 2011/12 Estimated | 2012/13 Budget |
|---|---|---|---|---|
| 1 New claims (based on date of claim): | 2 | 4 | 4 | 3 |
| 2 Closed claims (based on date closed): | 2 | 2 | 2 | 6 |
| 3 Number of open claims to date (since FY 1998/99): | *Information not available* | 246 | 246 | 249 |
| 4 Number of closed claims to date (since FY 1998/99): | *Information not available* | 240 | 240 | 246 |
| 5 Lost time in full work days: | 275 | 32 | 32 | 0 |

# GENERAL OBLIGATION BOND DEBT SERVICE FUND

More than two-thirds of the electors of the City voting at a general municipal election held on March 7, 2000 approved the issuance of $15 million dollars of General Obligation Bonds to improve, renovate, and expand the Saratoga Community Library and to pay for the issuance costs of the Bonds. The Series 2001 General Obligation Bonds were subsequently 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.

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 2001 GO Bond's principal and interest on the bonds was established to be payable on February 1 and August 1 of each year, commencing February 1, 2002, and ending August 1, 2031. However, with interest rates falling to historic lows in the fall of 2010, Council requested the 2001 GO Bonds be refunded. This refunding was completed and the refunding effective date held until the ten year anniversary date, August 1, 2011 to eliminate the premium penalty. As with the 2001 GO Bonds, principal and interest for the new 2011 GO Bonds are payable on February 1 and August 1 of each year, commencing February 1, 2012 and ending August 1, 2031. The refunding will save Saratoga taxpayers approximately $2.7 million over twenty years.

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, the refunding of the General Obligation Bond significantly reduced the bond's outstanding debt over its issuance, saving Saratoga property taxpayers almost $2.7 million over the bond's remaining twenty years. As the lower interest rates will reduce funding requirements, both revenues and expenditures are decreased from prior years.

The FY 2012/13 revenue budget reflects an estimate of the total bond assessment, which is collected along with Saratoga property owner's annual property taxes. With property values increasing rapidly in prior years, higher than expected assessment revenues were received. Therefore, to reduce the fund balance, the assessed levy is now calculated at slightly under the annual scheduled debt service to reduce the fund balance. Expenditures reflect principal and interest payments, fees for continuing disclosure services, and financial advisor fees for the refunding.

## LIBRARY GO BOND DEBT SERVICE

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.

**SOURCE & USE OF FUNDS**

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCES OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Unassigned | 931,360 | 892,592 | 850,656 | 850,656 | 862,414 |
| **Total Beginning Fund Balance** | **$ 931,360** | **$ 892,592** | **$ 850,656** | **$ 850,656** | **$ 862,414** |
| **Revenues** | | | | | |
| Taxes | 971,198 | 970,258 | 950,000 | 930,474 | 850,000 |
| Other Sources | - | - | - | - | - |
| Interest | 5,311 | 2,683 | 3,600 | 2,104 | 600 |
| Other Sources | - | - | - | 12,454,738 | - |
| **Total Revenues** | **$ 976,509** | **$ 972,940** | **$ 953,600** | **$13,387,316** | **$ 850,600** |
| **TOTAL SOURCE OF FUNDS** | **$ 1,907,869** | **$ 1,865,533** | **$ 1,804,256** | **$14,237,972** | **$ 1,713,014** |
| **USE OF FUNDS** | | | | | |
| **Expenditures** | | | | | |
| Operating Expenditures | - | - | - | - | - |
| Debt Service | 1,015,276 | 1,014,876 | 1,047,556 | 13,375,558 | 869,285 |
| **Total Expenditures** | **$ 1,015,276** | **$ 1,014,876** | **$ 1,047,556** | **$13,375,558** | **$ 869,285** |
| **Operating Transfers** | | | | | |
| Transfer Out | - | - | - | - | - |
| **Total Operating Transfers** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance** | | | | | |
| Unassigned | 892,592 | 850,656 | 756,700 | 862,414 | 843,729 |
| **Total Ending Fund Balance** | **$ 892,592** | **$ 850,656** | **$ 756,700** | **$ 862,414** | **$ 843,729** |
| **TOTAL USE OF FUNDS** | **$ 1,907,869** | **$ 1,865,533** | **$ 1,804,256** | **$14,237,972** | **$ 1,713,014** |

## LIBRARY GO BOND DEBT SERVICE

# City of Saratoga

### 2011 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 |
|---|---|---|---|---|---|---|---|
| ***Bond Refunding Date - August 1, 2011*** | | | | - | - | | ***11,995,000*** |
| 2011/12 | 2.000% | - | - | 228,211 | 228,211 | 228,211 | 11,995,000 |
| 2012/13 | 2.000% | 455,000 | 208,518 | 203,968 | 412,485 | 867,485 | 11,540,000 |
| 2013/14 | 2.000% | 485,000 | 203,968 | 199,118 | 403,085 | 888,085 | 11,055,000 |
| 2014/15 | 2.000% | 495,000 | 199,118 | 194,168 | 393,285 | 888,285 | 10,560,000 |
| 2015/16 | 2.000% | 500,000 | 194,168 | 189,168 | 383,335 | 883,335 | 10,060,000 |
| 2016/17 | 3.000% | 475,000 | 189,168 | 182,043 | 371,210 | 846,210 | 9,585,000 |
| 2017/18 | 3.000% | 485,000 | 182,043 | 174,768 | 356,810 | 841,810 | 9,100,000 |
| 2018/19 | 4.000% | 500,000 | 174,768 | 164,768 | 339,535 | 839,535 | 8,600,000 |
| 2019/20 | 4.000% | 525,000 | 164,768 | 154,268 | 319,035 | 844,035 | 8,075,000 |
| 2020/21 | 4.000% | 545,000 | 154,268 | 143,368 | 297,635 | 842,635 | 7,530,000 |
| 2021/22 | 3.000% | 565,000 | 143,368 | 134,893 | 278,260 | 843,260 | 6,965,000 |
| 2022/23 | 4.000% | 580,000 | 134,893 | 123,293 | 258,185 | 838,185 | 6,385,000 |
| 2023/24 | 4.000% | 610,000 | 123,293 | 111,093 | 234,385 | 844,385 | 5,775,000 |
| 2024/25 | 4.000% | 630,000 | 111,093 | 98,493 | 209,585 | 839,585 | 5,145,000 |
| 2025/26 | 3.500% | 655,000 | 98,493 | 87,030 | 185,523 | 840,523 | 4,490,000 |
| 2026/27 | 3.500% | 685,000 | 87,030 | 75,043 | 162,073 | 847,073 | 3,805,000 |
| 2027/28 | 3.700% | 705,000 | 75,043 | 62,000 | 137,043 | 842,043 | 3,100,000 |
| 2028/29 | 4.000% | 730,000 | 62,000 | 47,400 | 109,400 | 839,400 | 2,370,000 |
| 2029/30 | 4.000% | 760,000 | 47,400 | 32,200 | 79,600 | 839,600 | 1,610,000 |
| 2030/31 | 4.000% | 790,000 | 32,200 | 16,400 | 48,600 | 838,600 | 820,000 |
| 2031/32 | 4.000% | 820,000 | 16,400 | - | 16,400 | 836,400 | - |
| **TOTALS** | | **11,995,000** | **2,601,993** | **2,621,686** | **5,223,678** | **17,218,678** | |
| ***Total Bond Principal*** | | | | | | | 11,995,000 |
| ***Total Bond Interest*** | | | | | | | 5,223,678 |
| ***Total Cost of Bond*** | | | | | | | **17,218,678** |

## 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 2012/13**

| | | |
|---|---|---|
| Assessed Secured Property Valuation for FY 2011/12 | | $ 10,052,304,933 |
| Debt Limitation (15% of assessed value) | | 15% |
| Bonded Debt Limit | | $ 1,507,845,740 |
| | | |
| Outstanding Bonded Debt at 6/30/12 | | |
| 2011 Series General Obligation Bond | 11,995,000 | |
| TOTAL Outstanding Debt | $ 11,995,000 | |
| | | |
| 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: | | $ 11,995,000 |
| **LEGAL DEBT MARGIN** | | **$ 1,495,850,740** |

# LIBRARY CAPITAL IMPROVEMENT TRUST FUND

The Library Capital Improvement Trust Fund accounted 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; the funds could not be used for annual maintenance, administrative expenses, furniture, fixtures, library equipment, or staffing costs. To ensure the use was in compliance with the bond issuance, the bond funds were held in separate investment and construction funds. The Library Building renovation was completed under budget, and 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. The remaining funds were subsequently moved to this Capital Improvement Trust Fund for this purpose.

A Citizen's Oversight Committee was required by the bond measure to ensure that Library renovation and expansion funds were 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 required the review and approval of staff's proposed capital improvement projects and contract costs, for budget approval by the City Council. In FY 2010/11, Council approved the final proposed projects, and they were scheduled for completion by the end of FY 2011/12.

## 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 in FY 2010/11, thus effectively closing this fund.

The Library Commission and the Library Manager reviewed and approve all proposed projects and design work prior to proposals going to the City Council for approval. The City's Facilities Manager facilitated the completion of the planned projects as the Library is a City owned building. These projects included a work room floor upgrade, an external book drop overhang, a solar panel rooftop installation, and several roof safety projects.

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 years in the schedules.

## LIBRARY CAPITAL IMPROVEMENT TRUST FUND

### SOURCE & USE OF FUNDS

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCES OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Designated | - | - | - | - | - |
| Undesignated | 354,395 | 351,360 | - | - | - |
| **Total Beginning Fund Balance** | **$ 354,395** | **$ 351,360** | **$ -** | **$ -** | **$ -** |
| **Revenues** | | | | | |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | - | - | - | - |
| Interest Income | 2,828 | - | - | - | - |
| **Total Revenues** | **$ 2,828** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Operating Transfers** | | | | | |
| Transfer In | - | - | - | - | - |
| **Total Operating Transfers** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **TOTAL SOURCE OF FUNDS** | **$ 357,223** | **$ 351,360** | **$ -** | **$ -** | **$ -** |
| **USE OF FUNDS** | | | | | |
| **Expenditures** | | | | | |
| Salaries and Benefits | - | - | - | - | - |
| Operating Expenditures | - | - | - | - | - |
| Fixed Assets | 5,458 | - | - | - | - |
| Internal Service Charges | - | - | - | - | - |
| **Total Expenditures** | **5,458** | **-** | **-** | **-** | **-** |
| **Operating Transfers** | | | | | |
| Transfer Out | 405 | 351,360 | - | - | - |
| **Total Operating Transfers** | **$ 405** | **$ 351,360** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance** | | | | | |
| Designated | - | - | - | - | - |
| Undesignated | 351,360 | - | - | - | - |
| **Total Ending Fund Balance** | **$ 351,360** | **$ -** | **$ -** | **$ -** | **$ -** |
| **TOTAL USE OF FUNDS** | **$ 357,223** | **$ 351,360** | **$ -** | **$ -** | **$ -** |

# KSAR COMMUNITY ACCESS TELEVISION TRUST FUND

The KSAR Community Access Television (CATV) Trust Fund accounted for Public, Education, and Government (PEG) Fee funds held in trust by the City on behalf of the CATV Foundation Board. The funds on deposit were included in the City's investment portfolio to accrue interest at the same rate as the rest of the City's deposits until utilized by the KSAR board.

## BUDGET OVERVIEW

KSAR receives PEG fees under the 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. While KSAR's share of Franchise Fee revenues was previously accounted for and held in the KSAR Fund, all PEG fees received on KSAR's behalf are now held on deposit and remitted to the KSAR Foundation on a quarterly basis. The City's Franchise Fee revenue is accounted for in the General Administration Program in the Non-Departmental Section.

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 the prior years in the schedule.

## KSAR TRUST FUND

### SOURCE & USE OF FUNDS

| | 2009/10 Actuals | 2010/11 Actuals | 2011/12 Adjusted | 2011/12 Actuals | 2012/13 Adopted |
|---|---|---|---|---|---|
| **SOURCES OF FUNDS** | | | | | |
| **Beginning Fund Balance** | | | | | |
| Designated | - | - | - | - | - |
| Undesignated | 84,603 | 109,842 | - | - | - |
| **Total Beginning Fund Balance** | **$ 84,603** | **$ 109,842** | **$ -** | **$ -** | **$ -** |
| **Revenues** | | | | | |
| Taxes / Franchise Fees | 72,238 | 18,437 | - | - | - |
| Intergovernmental Revenues | - | - | - | - | - |
| Fees, Licenses and Permits | - | - | - | - | - |
| Charge for Services | - | - | - | - | - |
| Other Sources | - | - | - | - | - |
| Interest Income | 466 | 136 | - | - | - |
| **Total Revenues** | **$ 72,704** | **$ 18,573** | **$ -** | **$ -** | **$ -** |
| **TOTAL SOURCE OF FUNDS** | **$ 157,307** | **$ 128,416** | **$ -** | **$ -** | **$ -** |
| **USE OF FUNDS** | | | | | |
| **Expenditures** | | | | | |
| Salaries and Benefits | - | - | - | - | - |
| Operating Expenditures | - | - | - | - | - |
| Fixed Assets | - | - | - | - | - |
| Funds Withdrawal | 47,465 | 128,416 | - | - | - |
| **Total Expenditures** | **$ 47,465** | **$ 128,416** | **$ -** | **$ -** | **$ -** |
| **Operating Transfers** | | | | | |
| Transfer Out | - | - | - | - | - |
| **Total Operating Transfers** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance** | | | | | |
| Designated | - | - | - | - | - |
| Undesignated | 109,842 | - | - | - | - |
| **Total Ending Fund Balance** | **$ 109,842** | **$ -** | **$ -** | **$ -** | **$ -** |
| **TOTAL USE OF FUNDS** | **$ 157,307** | **$ 128,416** | **$ -** | **$ -** | **$ -** |

# CAPITAL IMPROVEMENT PLAN

## CIP OVERVIEW

The City of Saratoga's FY 2012/13 – 2016/17 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, including the reclassified Prop 142/TCR allocations and Road Impact Fees are dedicated funding sources for the Streets Program, with total 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, or development of business incentives or risk management programs, 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 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 one-time, operational efficiency, technology, or multi-faceted 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 revise estimates based upon current design specifications and bid prices. Equipment, operating, and maintenance costs incurred as an outcome of CIP projects are to be identified and included in the operating budget.

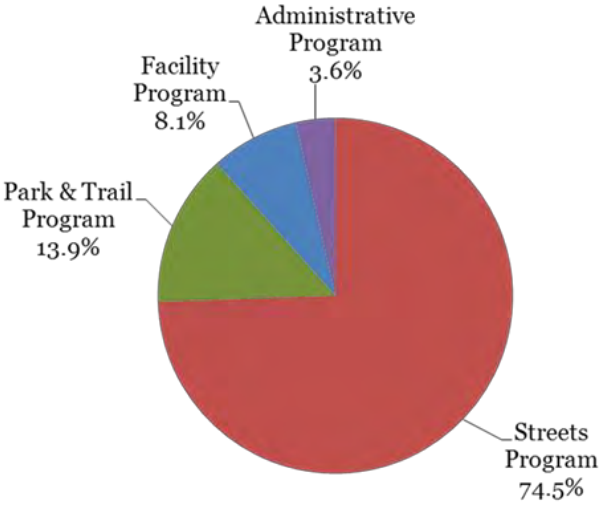
Under direction from the City Manager, the Public Works Department takes the lead in the preparation of most street and park projects for consideration in the current Capital Improvement Plan, and the Recreation and Facilities Department takes the lead in most Facility Program projects. In coordination 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.

The following pages contain summary schedules and graphs illustrating the program budgets by project category and by fund for the four CIP Programs, and a list of unfunded projects.

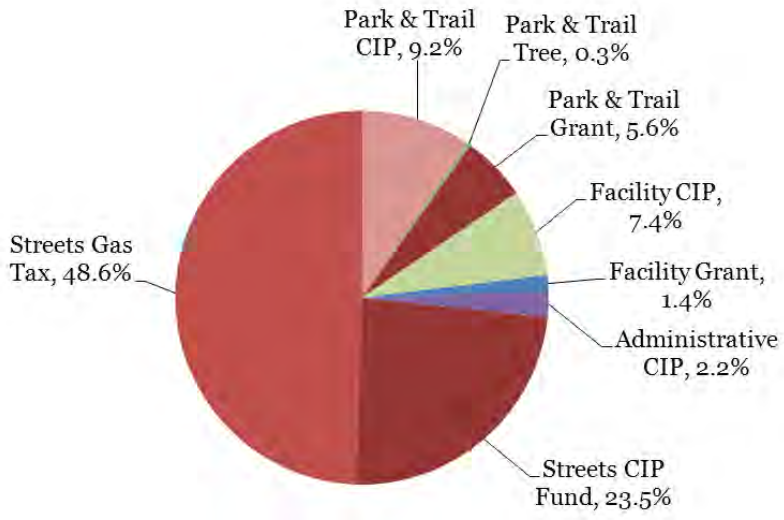
## CAPITAL PROGRAM BUDGET BY PROJECT CATEGORY




**CAPITAL PROGRAM BUDGET BY PROJECT CATEGORY**

| | Proposed FY 2012/13 | Category % |
|---|---|---|
| **Streets Program** | | |
| Street Repair & Resurfacing | $ 2,484,543 | 22.9% |
| Roadway Safety Projects | 2,753,384 | 25.3% |
| Street Landscaping & Beautification | 211,019 | 1.9% |
| Sidewalk, Curbs & Storm Drains | 1,748,257 | 16.1% |
| Bridge & Retaining Walls | 797,780 | 7.3% |
| Utility Undergrounding Projects | 98,744 | 0.9% |
| **Total Streets Program** | **8,093,727** | **74.5%** |
| **Parks & Trails Program** | | |
| Citywide Projects | 134,471 | 1.2% |
| Park Projects | 533,499 | 4.9% |
| Trail Projects | 843,026 | 7.8% |
| **Total Parks & Trails Program** | **1,510,997** | **13.9%** |
| **Facility Program** | | |
| Citywide Projects | 525,426 | 4.8% |
| Civic Center Improvements | 35,529 | 0.3% |
| Saratoga Prospect Center Improvements | 113,453 | 1.0% |
| Village Historical Building Improvements | 63,312 | 0.6% |
| Library Building Improvements | 137,780 | 1.3% |
| **Total Facility Program** | **875,500** | **8.1%** |
| **Administrative Improvement Program** | | |
| Information Technology Projects | 118,771 | 1.1% |
| Development Programs | 220,628 | 2.0% |
| Administrative Enhancement Programs | 50,000 | 0.5% |
| **Total Administrative Improvement Program** | **389,399** | **3.6%** |
| **TOTAL CIP BUDGET BY PROJECT CATEGORY** | **$ 10,869,623** | **100%** |

## CAPITAL IMPROVEMENT PLAN BUDGET BY FUND




**CAPITAL IMPROVEMENT PLAN BUDGET BY FUND**

| | | Proposed FY 2012/13 | Category % |
|---|---|---|---|
| **Street Program** | | | |
| 411 | Streets CIP Fund | 2,341,120 | 23.5% |
| 431 | Streets Grant Fund | - | 0.0% |
| 481 | Streets Gas Tax Fund | 4,845,743 | 48.6% |
| **Total Street Program** | | **7,186,864** | **72.1%** |
| **Park Program** | | | |
| 412 | Park & Trail CIP Fund | 921,118 | 9.2% |
| 421 | Park & Trail Tree Fund | 34,345 | 0.3% |
| 432 | Park & Trail Grant Fund | 555,533 | 5.6% |
| **Total Park & Trail Program** | | **1,510,997** | **15.2%** |
| **Facility Program** | | | |
| 413 | Facility CIP Fund | 738,919 | 7.4% |
| 433 | Facility Grant Fund | 136,581 | 1.4% |
| **Total Facility Program** | | **875,500** | **8.8%** |
| **Administrative Program** | | | |
| 414 | Administrative CIP Fund | 214,399 | 2.2% |
| 434 | Administrative Grant Fund | 175,000 | 1.8% |
| **Total Administrative Program** | | **389,399** | **3.9%** |
| **TOTAL CIP BUDGET BY FUND** | | **9,962,760** | **100%** |

### UNFUNDED PROJECTS

| STREET PROJECTS | | |
|---|---|---|
| Prospect Road Median Project | 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 Ave | 150,000 |
| Chester Avenue Storm Drain | 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** | | **$ 3,234,630** |

| 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 De Anza Trail from Saratoga-Sunnyvale Road to Arroyo De Arguello | 75,000 |
| Wildwood Park Bridge Rehabilitation: | Rehabilitation of existing pedestrian bridge to Wildwood Park | 125,000 |
| Saratoga Creek Trail: | Trail along Saratoga Creek running the length of the Village | 150,000 |
| Village to Hakone Garden Trail: | Trail along Big Basin Way from Village to Hakone Gardens | 120,000 |
| Calabazas Creek Trail: | Pathway running along Calabazas Creek from Saratoga-Sunnyvale Road to the UPRR | 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 |
| Congress Springs Park North Side Entrance: | Trail connecting residential neighborhood around Cox Avenue east of Hwy 85 to North side of Congress Springs Park | |
| Via Regina Trail: | Pedestrian-Equestrian trail connecting Via Regina and Villa Oaks Lane | 60,000 |
| Foothill Park Landscaping and Irrigation: | Re-do landscaping and irrigation in a portion of Foothill Park | 15,000 |
| Wildwood Park Restroom Improvements: | Expand restroom faciliies at Wildwood Park due to increased use of park for special | 50,000 |
| **TOTAL PARK & TRAIL UNFUNDED PROJECTS** | | **$ 910,500** |

| FACILITY PROJECTS | | |
|---|---|---|
| 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, | 20,000 |
| Ceiling Insulation: | Increase the R-Value of all ceiling insulation in City buildings. | 160,000 |
| Community Center Hardwood Floor | Replace existing floor tiles with lightly sprung hardwood floor | 70,000 |
| **TOTAL FACILITY UNFUNDED PROJECTS** | | **$ 581,000** |

# STREET PROGRAM

## STREETS PROGRAM DIRECTORY


| STREET PROGRAM SUMMARY | | PAGE |
|---|---|---|
| Program Summary | | D – 9 |
| Project List Summary | | D – 10 |
| Project Funding Summary | | D – 11 |
| **STREET REPAIR AND RESURFACING PROJECTS** | | |
| 9111-001 | Annual Street Resurfacing & Maintenance | D – 14 |
| 9111-002 | Annual Street Restriping | D – 18 |
| 9111-004 | Proposition 1B Grant Funded Resurfacing | D – 20 |
| **ROADWAY SAFETY PROJECTS** | | |
| 9121-001 | Roadway Safety & Traffic Calming | D – 24 |
| 9121-002 | Solar Radar Feedback Signs | D – 26 |
| 9122-001 | Highway 9 Safety Improvements – Phase II | D – 28 |
| 9122-004 | Highway 9 Safety Improvements – Phase III | D – 30 |
| 9122-005 | Highway 9 Safety Improvements – Phase IV | D – 32 |
| **STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS** | | |
| 9133-001 | Fruitvale Avenue Median Improvements | D – 34 |
| 9138-001 | Village LED Streetlights | D – 36 |
| **SIDEWALK, CURBS & STORM DRAIN PROJECTS** | | |
| 9141-001 | Annual Sidewalk Repairs | D – 42 |
| 9141-002 | Annual Storm Drain Upgrades | D – 44 |
| 9142-001 | El Quito Curb & Gutter | D – 46 |
| 9142-004 | Village Sidewalk & Pedestrian Enhancements | D – 48 |
| 9142-005 | Saratoga Avenue Sidewalk | D – 50 |
| 9142-010 | Village Sidewalk Curb & Gutter Improvements Phase II – Design | D – 52 |
| 9142-011 | Village Sidewalk Curb & Gutter Improvements Phase II – Construction | D – 54 |
| 9142-012 | Arroyo de Arguello Outfall Repair | D – 56 |
| 9142-013 | Quito Road Storm Drain Project | D – 58 |
| **BRIDGE AND RETAINING WALLS** | | |
| 9152-001 | Fourth Street Bridge | D – 62 |
| 9152-002 | Quito Road Bridge Replacement | D – 64 |
| 9153-002 | Parker Ranch Retaining Wall Repair | D – 66 |
| **STREET UNDERGROUNDING PROJECTS** | | |
| 9171-001 | Rule 20 Electric Undergrounding Conversion Projects | D – 68 |
| 9171-002 | Quito Road Electric Undergrounding Project | D – 70 |

# STREET PROGRAM SUMMARY

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 six project categories:

- Street Repair & Resurfacing Projects
- Roadway Safety Improvements
- Street 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 established when grants are provided for specifically identified sections of roadway.

***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.

***Street 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, Curb, Gutter & 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 LIST SUMMARY**

| STREETS PROJECT EXPENDITURE SUMMARY | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expenditures |
|---|---|---|---|---|---|---|---|
| **Street Repair & Resurfacing Projects** | | | | | | | |
| 9111-001 Annual Street Resurfacing | 5,043,704 | 1,769,292 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 | 11,212,996 |
| 9111-002 Annual Street Restriping & Signage | 331,567 | 248,434 | 100,000 | 100,000 | 100,000 | 100,000 | 980,000 |
| 9112-002 Saratoga Avenue Resurfacing | 883,725 | *Closed* | - | - | - | - | 883,725 |
| 9112-003 VTA Grant Street Resurfacing | 565,000 | *Closed* | - | - | - | - | 565,000 |
| 9112-004 Prop 1B Grant Funded Resurfacing | - | 466,818 | - | - | - | - | 466,818 |
| **Roadway Safety Improvements** | | | | | | | |
| 9121-001 Roadway Safety & Traffic Calming | 191,599 | 199,756 | 50,000 | 50,000 | 50,000 | 50,000 | 591,355 |
| 9121-002 Solar Radar Feedback Signs | 49,089 | 12,911 | - | - | - | - | 62,000 |
| 9122-001 Highway 9 Safety Project - Phase 2 | 458,421 | 1,086,423 | - | - | - | - | 1,544,843 |
| 9122-004 Highway 9 Safety Project - Phase 3 | 95,518 | 454,293 | - | - | - | - | 549,811 |
| 9122-005 Highway 9 Safety Project - Phase 4 | - | 1,000,000 | - | - | - | - | 1,000,000 |
| **Street Landscape & Beautification Projects** | | | | | | | |
| 9132-002 Prospect Road Medians | 184,463 | *Closed* | - | - | - | - | 184,463 |
| 9132-005 Village Façade Program | 19,022 | *Moved to Administrative/Development Projects* | | | | | 19,022 |
| 9133-001 Fruitvale Avenue Median | - | 140,000 | - | - | - | - | 140,000 |
| 9138-001 Village LED Streetlights | 381,803 | 71,019 | - | - | - | - | 452,822 |
| **Sidewalks, Curbs &Gutters** | | | | | | | |
| 9141-001 Annual Sidewalk Repairs | 328,848 | 53,838 | 50,000 | 50,000 | 50,000 | 50,000 | 582,686 |
| 9141-002 Annual Storm Drain Repairs | 210,364 | 63,148 | 50,000 | 50,000 | 50,000 | 50,000 | 473,512 |
| 9142-001 El Quito Curb & Gutter | 194,983 | 37,552 | - | - | - | - | 232,535 |
| 9142-004 Village S/W & Pedestrian Enhancemts | 734,179 | 412,467 | - | - | - | - | 1,146,647 |
| 9142-005 Saratoga Avenue Sidewalk | 97,821 | 43,757 | - | - | - | - | 141,578 |
| 9142-008 Monte Vista Storm Drain Repair | 91,138 | *Closed* | - | - | - | - | 91,138 |
| 9142-009 Canyon View/Elva Storm Drain Repair | 25,000 | *Closed* | - | - | - | - | 25,000 |
| 9142-010 Village SW/C/G - Phase II Design | 172,554 | 27,236 | - | - | - | - | 199,790 |
| 9142-011 Village SW/C/G Phase II Construction | - | 1,000,258 | - | - | - | - | 1,000,258 |
| 9142-012 Arroyo de Arguello Outfall Repair | - | 70,000 | - | - | - | - | 70,000 |
| 9142-013 Quito Road /Paseo Olivos Storm Drain | - | 40,000 | - | - | - | - | 40,000 |
| **Bridges & Retaining Walls** | | | | | | | |
| 9152-001 4th Street Bridge | - | 587,000 | - | - | - | - | 587,000 |
| 9152-002 Quito Road Bridges | 545,609 | 170,780 | - | - | - | - | 716,389 |
| 9153-002 Parker Ranch Retaining Wall Repair | - | 40,000 | - | - | - | - | 40,000 |
| 9154-001 Padero Erosion Mitigation | 37,037 | *Closed* | - | - | - | - | 37,037 |
| **Utility Undergrounding Project** | | | | | | | |
| 9171-001 Rule 20A Fund Project | - | - | - | - | - | - | - |
| 9171-002 Quito Road Undergrounding Project | - | 98,744 | - | - | - | - | 98,744 |
| Total Projects | 10,641,442 | 8,093,727 | 1,350,000 | 1,350,000 | 1,350,000 | 1,350,000 | 24,135,169 |
| ***Interfund Transfers*** | 1,127,714 | | | | | | 1,127,714 |
| **Total Project Expenditures** | 11,769,156 | 8,093,727 | 1,350,000 | 1,350,000 | 1,350,000 | 1,350,000 | 25,262,884 |

As illustrated in the schedule above, there are a total of twenty three active projects, including the following five new Street CIP projects approved for FY 2012/13:

- Prop 1B Grant Funded Resurfacing
- Fruitvale Avenue Median
- Arroyo de Arguello Outfall Repair
- Quito Road/Paseo Olivos Storm Drain
- Parker Ranch Retaining Wall

The following six projects were finalized in FY 2011/12:

- Saratoga Avenue Resurfacing
- VTA Grant Street Resurfacing
- Prospect Road Median
- Monte Vista Storm Drain
- Canyon View Storm Drain
- Padero Erosion Mitigation

## STREET IMPROVEMENT PROGRAM FUNDING SUMMARY

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funded To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREETS FUND** | | | | | | | | | |
| State Roadway Allocations | 580,665 | - | 580,665 | - | - | - | - | - | 580,665 |
| Road/Refuse Impact Fees | 1,168,874 | 543,714 | 1,712,588 | 425,000 | 400,000 | 400,000 | 400,000 | 400,000 | 3,737,588 |
| CIP Project Reimbursements | 148,660 | 26,844 | 175,504 | 64,610 | - | - | - | - | 240,114 |
| Contributions/Assessments | 844,790 | 90,000 | 934,790 | - | - | - | - | - | 934,790 |
| Transfer In - General Fund | 1,688,677 | 170,000 | 1,858,677 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 2,608,677 |
| Transfer In - Other CIP | 635,361 | 230,308 | 865,669 | - | - | - | - | - | 865,669 |
| Transfer In - CDBG | - | - | - | - | - | - | - | - | - |
| Transfer In - L&L | 213,178 | - | 213,178 | - | - | - | - | - | 213,178 |
| **GRANT FUND** | | | | | | | | | |
| Federal Grants | 1,470,600 | 1,316,174 | 2,786,775 | 3,703,004 | - | - | - | - | 6,489,778 |
| State Grants | 580,329 | 573,531 | 1,153,860 | 209,104 | - | - | - | - | 1,362,964 |
| Local Grants | 20,000 | - | 20,000 | - | - | - | - | - | 20,000 |
| Transfer In - Other CIP | - | - | - | 466,818 | - | - | - | - | 466,818 |
| **GAS TAX FUND** | | | | | | | | | |
| Gas Tax Revenue | 2,308,447 | 904,862 | 3,213,309 | 809,558 | 800,000 | 800,000 | 800,000 | 800,000 | 7,222,867 |
| Transfer In - Other CIP | 519,776 | - | 519,776 | - | - | - | - | - | 519,776 |
| **TOTAL REVENUES** | **10,179,357** | **3,855,433** | **14,034,790** | **5,828,094** | **1,350,000** | **1,350,000** | **1,350,000** | **1,350,000** | **25,262,884** |

| EXPENDITURES | Prior Year Funded | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREETS FUND** | | | | | | | | | |
| Salary & Benefits | 173,111 | 86,058 | 259,169 | 85,000 | 90,000 | 90,000 | 90,000 | 90,000 | 704,169 |
| Site Acquisition & Prep | - | 11,882 | 11,882 | - | - | - | - | - | 11,882 |
| Supplies & Expenses | 253,542 | 53,963 | 307,505 | - | 50,000 | 50,000 | 50,000 | 50,000 | 507,505 |
| Fees & Expenses | 20,095 | 6,268 | 26,362 | - | - | - | - | - | 26,362 |
| Consultant/Contract Svs | 236,438 | 138,478 | 374,916 | - | - | - | - | - | 374,916 |
| Construction Expenses | 2,312,165 | 749,845 | 3,062,010 | 2,256,120 | 410,000 | 410,000 | 410,000 | 410,000 | 6,958,131 |
| Transfers Out | 378,819 | 218,896 | 597,714 | - | - | - | - | - | 597,714 |
| **GRANT FUND** | | | | | | | | | |
| Salary & Benefits | - | 2,563 | 2,563 | - | - | - | - | - | 2,563 |
| Site Acquisition & Prep | - | 47,527 | 47,527 | - | - | - | - | - | 47,527 |
| Supplies & Expenses | - | 143,439 | 143,439 | - | - | - | - | - | 143,439 |
| Fees & Expenses | 6,605 | 10,911 | 17,516 | - | - | - | - | - | 17,516 |
| Consultant/Contract Svs | 315,674 | 274,709 | 590,384 | - | - | - | - | - | 590,384 |
| Construction Expenses | 1,758,501 | 933,888 | 2,692,388 | 4,378,925 | - | - | - | - | 7,071,314 |
| Transfers Out | - | - | - | 466,818 | - | - | - | - | 466,818 |
| **GAS TAX FUND** | | | | | | | | | - |
| Supplies & Expenses | 2,224 | - | 2,224 | - | - | - | - | - | 2,224 |
| Fees & Expenses | 1,993 | 82 | 2,075 | - | - | - | - | - | 2,075 |
| Consultant/Contract Svs | 800 | 3,580 | 4,380 | - | - | - | - | - | 4,380 |
| Project Equip & Fixtures | - | 22,514 | 22,514 | - | - | - | - | - | 22,514 |
| Construction Expenses | 1,866,561 | 1,208,026 | 3,074,587 | 800,863 | 694,000 | 694,000 | 694,000 | 694,000 | 6,651,450 |
| Transfers Out | 424,000 | 106,000 | 530,000 | 106,000 | 106,000 | 106,000 | 106,000 | 106,000 | 1,060,000 |
| **TOTAL EXPENDITURES** | **7,750,528** | **4,018,629** | **11,769,157** | **8,093,727** | **1,350,000** | **1,350,000** | **1,350,000** | **1,350,000** | **25,262,884** |

| TOTAL ALL FUND SUMMARY | | FY 2011/12 Actuals | Estimated Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **BEGINNING BALANCE** | | 2,428,829 | **2,428,829** | 2,265,633 | - | - | - | - | |
| Revenues & Transfers In | 10,179,357 | 3,855,433 | **14,034,790** | 5,828,094 | 1,350,000 | 1,350,000 | 1,350,000 | 1,350,000 | **25,262,884** |
| Expenditures & Transfers Out | 7,750,528 | 4,018,629 | **11,769,157** | 8,093,727 | 1,350,000 | 1,350,000 | 1,350,000 | 1,350,000 | **25,262,884** |
| **ENDING BALANCE** | **2,428,829** | **2,265,633** | **2,265,633** | **-** | **-** | **-** | **-** | **-** | **-** |

# 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 to three 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 and scheduled streets and arterial roads in the worst condition and with poor ratings for resurfacing. Due to this, the City's average PCI assessment rating increased from 74 in 2008 to 76 in 2011 while at the same time avoiding costly deferred maintenance costs resulting from badly deteriorated roads.

As there is a total of 135 miles of roadway in Saratoga, most street resurfacing work is performed by contractors; staff does conduct minor repairs to roadways when practical.

**Operating Budget Impacts** Resurfacing streets on a regular basis extends the lifetime of the roadways and minimizes the need for larger and more costly projects in the future. Keeping the streets in good condition also reduces liability and staff time for minor repairs. In house project management and oversight is funded through the General Fund under the Engineering and Street Program staff time in the Operating Budget.

## 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 | Specified project work is completed |

### ANNUAL STREET RESURFACING 9111-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funded To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| State DOT Prop 42 (TCR) | 580,665 | - | 580,665 | - | - | - | - | - | **580,665** |
| Road/Refuse Impact Fees | 878,874 | 418,714 | 1,297,588 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | **2,797,588** |
| Project Reimbursements | 70,649 | - | 70,649 | - | - | - | - | - | **70,649** |
| Transfers In - General Fund | 106,284 | - | 106,284 | - | - | - | - | - | **106,284** |
| Transfers In - Other CIP | 12,055 | 32,018 | 44,073 | - | - | - | - | - | **44,073** |
| **TOTAL** | **1,648,527** | **450,732** | **2,099,259** | **300,000** | **300,000** | **300,000** | **300,000** | **300,000** | **3,599,259** |
| **GRANT FUNDS** | | | | | | | | | |
| Federal - STPL | 97,166 | - | 97,166 | - | - | - | - | - | **97,166** |
| State - Prop 1B | 275,510 | 466,818 | 742,328 | - | - | - | - | - | **742,328** |
| Transfer In - Other CIP | - | - | - | - | - | - | - | - | **-** |
| **TOTAL** | **372,676** | **466,818** | **839,494** | **-** | **-** | **-** | **-** | **-** | **839,494** |
| **GAS TAX FUND** | | | | | | | | | |
| Gas Tax - HUTA | 2,052,595 | 478,571 | 2,531,166 | 261,609 | 500,000 | 500,000 | 500,000 | 500,000 | **4,792,775** |
| Gas Tax - 7360 (TCR swap) | 255,852 | 426,291 | 682,143 | 347,949 | 300,000 | 300,000 | 300,000 | 300,000 | **2,230,092** |
| Transfers In | 519,776 | - | 519,776 | - | - | - | - | - | **519,776** |
| **TOTAL** | **2,828,223** | **904,862** | **3,733,085** | **609,558** | **800,000** | **800,000** | **800,000** | **800,000** | **7,542,643** |
| **TOTAL REVENUES** | **4,849,426** | **1,822,412** | **6,671,838** | **909,558** | **1,100,000** | **1,100,000** | **1,100,000** | **1,100,000** | **11,981,396** |

## STREET REPAIR & RESURFACING PROJECTS

### ANNUAL STREET RESURFACING – CONTINUED 9111-001

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND EXP** | | | | | | | | | |
| Salary & Benefits | 173,111 | 86,058 | 259,169 | 85,000 | 90,000 | 90,000 | 90,000 | 90,000 | **704,169** |
| Site Acquisition & Prep | - | - | - | - | - | - | - | - | **-** |
| Materials & Supplies | 42,452 | 14,432 | 56,884 | - | - | - | - | - | **56,884** |
| Fees & Expenses | 7,389 | 5,165 | 12,554 | - | - | - | - | - | **12,554** |
| Consultant/Contract Svs | 54,384 | 16,153 | 70,537 | - | - | - | - | - | **70,537** |
| Project Equip & Fixtures | - | - | - | - | - | - | - | - | **-** |
| Construction Expenses | 872,517 | 293,587 | 1,166,104 | 510,610 | 210,000 | 210,000 | 210,000 | 210,000 | **2,516,714** |
| Transfers Out | 115,000 | 123,400 | 238,400 | - | - | - | - | - | **238,400** |
| **TOTAL** | **1,264,853** | **538,796** | **1,803,649** | **595,610** | **300,000** | **300,000** | **300,000** | **300,000** | **3,599,259** |
| **GRANT FUND EXP** | | | | | | | | | |
| Construction Expenses | 372,676 | - | 372,676 | - | - | - | - | - | **372,676** |
| Transfers Out | - | | - | 466,818 | - | - | - | - | **466,818** |
| **TOTAL** | **372,676** | **-** | **372,676** | **466,818** | **-** | **-** | **-** | **-** | **839,494** |
| **GAS TAX EXP** | | | | | | | | | |
| Materials & Supplies | 2,224 | - | 2,224 | - | - | - | - | - | **2,224** |
| Fees & Expenses | 1,993 | 82 | 2,075 | - | - | - | - | - | **2,075** |
| Consultant/Contract Svs | 800 | 3,580 | 4,380 | - | - | - | - | - | **4,380** |
| Project Equip & Fixtures | - | 22,514 | 22,514 | - | - | - | - | - | **22,514** |
| Construction Expenses | 1,866,561 | 1,208,026 | 3,074,587 | 600,863 | 694,000 | 694,000 | 694,000 | 694,000 | **6,451,450** |
| Transfers Out | 424,000 | 106,000 | 530,000 | 106,000 | 106,000 | 106,000 | 106,000 | 106,000 | **1,060,000** |
| **TOTAL** | **2,295,578** | **1,340,202** | **3,635,780** | **706,863** | **800,000** | **800,000** | **800,000** | **800,000** | **7,542,643** |
| **TOTAL EXPENDITURES** | **3,933,107** | **1,878,998** | **5,812,104** | **1,769,292** | **1,100,000** | **1,100,000** | **1,100,000** | **1,100,000** | **11,981,396** |

| | Year Activity | 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **Beginning Balance** | | 383,675 | | 295,610 | - | - | - | - | **-** |
| Revenues & T/I | 1,648,527 | 450,732 | 2,099,259 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | **3,599,259** |
| Expenditures & T/O | 1,264,853 | 538,796 | 1,803,649 | 595,610 | 300,000 | 300,000 | 300,000 | 300,000 | **3,599,259** |
| **Ending Balance** | **383,675** | **295,611** | **295,610** | **-** | **-** | **-** | **-** | **-** | **-** |
| **GRANT FUND** | | | | | | | | | |
| **Beginning Balance** | | 480,490 | | 947,308 | 480,490 | 480,490 | 480,490 | 480,490 | **-** |
| Revenues & T/I | 1,107,294 | 466,818 | 1,574,112 | - | - | - | - | - | **1,574,112** |
| Expenditures & T/O | 626,804 | - | 626,804 | 466,818 | - | - | - | - | **1,093,622** |
| **Ending Balance** | **480,490** | **947,308** | **947,308** | **480,490** | **480,490** | **480,490** | **480,490** | **480,490** | **480,490** |
| **GAS TAX FUND** | | | | | | | | | |
| **Beginning Balance** | - | 532,645 | | 97,305 | - | - | - | - | **-** |
| Revenues & T/I | 2,828,223 | 904,862 | 3,733,085 | 609,558 | 800,000 | 800,000 | 800,000 | 800,000 | **7,542,643** |
| Expenditures & T/O | 2,295,578 | 1,340,202 | 3,635,780 | 706,863 | 800,000 | 800,000 | 800,000 | 800,000 | **7,542,643** |
| **Ending Balance** | **532,645** | **97,305** | **97,305** | **-** | **-** | **-** | **-** | **-** | **-** |
| **TOTAL BALANCE** | **1,396,810** | **1,340,224** | **1,340,223** | **480,490** | **480,490** | **480,490** | **480,490** | **480,490** | **480,490** |

## STREET REPAIR & RESURFACING PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | Annual Street Restriping & Signage | **Project Number** | 9111-002 |
| **Department** | Public Works | **Project Manager** | Rick Torres |

**Description**

This ongoing project for street restriping and signage throughout the City helps to maintain roadway infrastructure, as well as enhance roadway safety. In addition to 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**

Regular restriping and proper signage ensures that Saratoga roadways are clearly marked and safe for drivers to navigate, thereby reducing City liability. Road Impact Fees fund the material and contract costs for this project, while staff time spent conducting work or overseeing contract work is incorporated into the operating budget.

## 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 9111-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funded To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Road Impact Fees | 290,000 | 125,000 | 415,000 | 125,000 | 100,000 | 100,000 | 100,000 | 100,000 | **940,000** |
| Transfers In - Other CIP | 40,000 | - | 40,000 | - | - | - | - | - | **40,000** |
| **TOTAL REVENUES** | **330,000** | **125,000** | **455,000** | **125,000** | **100,000** | **100,000** | **100,000** | **100,000** | **980,000** |

| EXPENDITURES | Prior Year Funded | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Materials & Supplies | 132,086 | 34,772 | 166,857 | - | - | - | - | - | **166,857** |
| Fees & Expenses | - | - | - | - | - | - | - | - | **-** |
| Consultant/Contract Svs | - | - | - | - | - | - | - | - | **-** |
| Construction Expenses | 140,813 | 23,896 | 164,709 | 248,434 | 100,000 | 100,000 | 100,000 | 100,000 | **813,143** |
| Transfers Out | - | - | - | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **272,899** | **58,668** | **331,567** | **248,434** | **100,000** | **100,000** | **100,000** | **100,000** | **980,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | 57,101 | | 123,434 | - | - | - | - | **-** |
| Revenues & T/I | 330,000 | 125,000 | 455,000 | 125,000 | 100,000 | 100,000 | 100,000 | 100,000 | **980,000** |
| Expenditures & T/O | 272,899 | 58,668 | 331,567 | 248,434 | 100,000 | 100,000 | 100,000 | 100,000 | **980,000** |
| **ENDING BALANCE** | **57,101** | **123,433** | **123,433** | **-** | **-** | **-** | **-** | **-** | **-** |

## STREET REPAIR & RESURFACING PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | Proposition 1B Grant Funded Resurfacing | **Project Number** | 9112-004 |
| **Department** | Public Works | **Project Manager** | Macedonio Nunez |

**Description**

This project will resurface a total of approximately 1.92 miles on several sections of roadway throughout Saratoga.

**Location**

This project is expected to include street surfacing on various sections of the following streets: McFarland at Devon Avenue, Meadow Oak Road between Via Roncole and Maureen, Michaels Drive at Dorsey Way; Miller Avenue between Cox Avenue and Dorchester Drive; Prospect Road between Lawrence Expressway and Saratoga Avenue; Reid Court at Reid Lane; Ten Oaks Court at Ten Oaks Lane; Twain Court at Manteca; Verde Vista Court at Verde Vista Lane; and Via Grande Drive between Charters Avenue and Glen Brae. The final list of streets to be resurfaced will be determined during the bid process.

**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 to three years and carefully monitoring street conditions.

Road resurfacing grants have been instrumental in the City's effort to keep Saratoga roads in good condition, including the grant funding for this project. Proposition 1B provided $19.925 billion in bond funds for a variety of transportation priorities, including $2 billion for cities and counties to fund local maintenance and improvement projects. In 2007, $950 million was made available for local transportation projects. Of this amount, $550 million was allocated to cities. The State Controller's Office determined each city's share of the allocation based on population, with a provision that each city would receive a minimum of $400,000.

Saratoga received an allocation of $982,904 under the FY 2009/10 appropriation. This project represents Saratoga's remaining allocation balance of $466,818, which will fund the resurfacing of local streets based on roadway conditions with the highest priority need.

**Operating Budget Impacts**

Resurfacing streets on a regular basis extends the lifetime of the roadways and minimizes the need for larger and more costly projects in the future. Keeping the streets in good condition also reduces liability and staff time for minor repairs. In house project management and oversight is funded through the General Fund under the Engineering and Street Program staff time in the Operating Budget.

## STREET REPAIR & RESURFACING PROJECTS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Project Development | October, 2012 | Prepare plans and specifications |
| Begin Bid Process | March, 2013 | Invite contractors to bid on the project |
| Contract Award | May, 2013 | Award contract |
| Estimated Construction Start | June, 2013 | Construction project begins |
| Estimated Completion Date | September, 2013 | Project is completed |

### PROP 1B GRANT FUNDED RESURFACING 9112-004

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funded To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUNDS** | | | | | | | | | |
| Federal - STPL | | | - | | | | | | - |
| Transfers In - Other CIP | - | - | - | 466,818 | | | | | 466,818 |
| **TOTAL** | - | - | - | 466,818 | - | - | - | - | 466,818 |
| **TOTAL REVENUES** | - | - | - | 466,818 | - | - | - | - | 466,818 |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND EXP** | | | | | | | | | |
| Construction Expenses | - | - | - | 466,818 | - | - | - | - | 466,818 |
| Transfers Out | | | - | - | - | - | - | - | - |
| **TOTAL** | - | - | - | 466,818 | - | - | - | - | 466,818 |
| **TOTAL EXPENDITURES** | - | - | - | 466,818 | - | - | - | - | 466,818 |

| | Year Activity | 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| **Beginning Balance** | | - | | - | - | - | - | - | - |
| Revenues & T/I | - | - | - | 466,818 | - | - | - | - | 466,818 |
| Expenditures & T/O | - | - | - | 466,818 | - | - | - | - | 466,818 |
| **Ending Balance** | - | - | - | - | - | - | - | - | - |
| **TOTAL BALANCE** | - | - | - | - | - | - | - | - | - |

# 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; locations vary depending on prioritized projects for the year.

**Project Background**

The goal of this project 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.

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 improved the crosswalks on Herriman Avenue. This fiscal year, an enhanced crosswalk with in-pavement warning lights will be installed at Cox Avenue near Quito Market.

**Operating Budget Impacts**

Engineering, administrative, and maintenance staff time for oversight and implementation of the various 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 9121-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funded To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Transfers In - General Fund | 291,355 | 50,000 | 341,355 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | **591,355** |
| **TOTAL REVENUES** | **291,355** | **50,000** | **341,355** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **591,355** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Materials & Supplies | 46,116 | 852 | 46,968 | - | 50,000 | 50,000 | 50,000 | 50,000 | **246,968** |
| Consultant/Contract Svs | 45,779 | 25,210 | 70,990 | - | - | - | - | - | **70,990** |
| Construction Expenses | 60,067 | 13,574 | 73,641 | 199,756 | - | - | - | - | **273,397** |
| **TOTAL EXPENDITURES** | **151,963** | **39,636** | **191,599** | **199,756** | **50,000** | **50,000** | **50,000** | **50,000** | **591,355** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | 139,392 | | 149,756 | - | - | - | - | - |
| Revenues & T/I | 291,355 | 50,000 | 341,355 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | **591,355** |
| Expenditures & T/O | 151,963 | 39,636 | 191,599 | 199,756 | 50,000 | 50,000 | 50,000 | 50,000 | **591,355** |
| **ENDING BALANCE** | **139,392** | **149,756** | **149,756** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 2012.

**Operating Budget Impacts** Staff time associated with project management and maintenance for this project are 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 9121-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funded To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Materials & Supplies | - | 1,646 | 1,646 | - | - | - | - | - | **1,646** |
| Construction Expenses | 47,442 | - | 47,442 | 12,911 | - | - | - | - | **60,354** |
| **TOTAL EXPENDITURES** | **47,442** | **1,646** | **49,089** | **12,911** | **-** | **-** | **-** | **-** | **62,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | 14,558 | | 12,911 | - | - | - | - | **-** |
| Revenues & T/I | 62,000 | - | 62,000 | - | - | - | - | - | **62,000** |
| Expenditures & T/O | 47,442 | 1,646 | 49,089 | 12,911 | - | - | - | - | **62,000** |
| **ENDING BALANCE** | **14,558** | **12,912** | **12,911** | **-** | **-** | **-** | **-** | **-** | **-** |

## ROADWAY SAFETY PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | Highway 9 Safety Improvements Phase 2 | **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**

Improvements will be made along a 3.5 miles stretch of Highway 9 between Oak Street in Saratoga, through Monte Sereno and up to the Los Gatos Town limit, which begins just after Rose Avenue. Project work will start at the outer project limits and work inward. Phase 4 will complete the interior section of the project.

**Project Background**

As a result of 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**

Project management, engineering oversight, and grant reporting is incorporated into 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, reduce accidents, and therefore reduce liability risk.

## ROADWAY SAFETY PROJECTS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Begin Bid Process | April 2012 | Council approves plans and authorizes bidding the project |
| Contract Award | June 2012 | Council awards contract |
| Estimated Construction Start | July 2012 | Construction project begins |
| Estimated Completion Date | December 2012 | Project is completed |

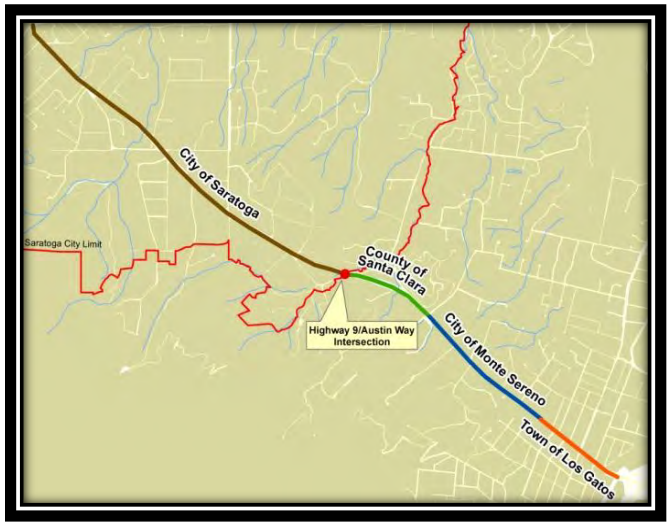
### HIGHWAY 9 SAFETY IMPROVEMENTS – PHASE 2 9122-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 | 85,960 | - | 85,960 | - | - | - | - | - | **85,960** |
| Transfers In - Other CIP | 90,000 | - | 90,000 | - | - | - | - | - | **90,000** |
| **TOTAL** | **189,160** | **-** | **189,160** | **28,610** | **-** | **-** | **-** | **-** | **217,770** |
| **GRANT FUND** | | | | | | | | | |
| Federal - HSIP Grant | 278,953 | (278,953) | - | 899,721 | - | - | - | - | **899,721** |
| Federal CMAQ | - | 380,436 | 380,436 | 81,564 | - | - | - | - | **462,000** |
| Local - SCC Roads & Airport | 11,506 | - | 11,506 | - | - | - | - | - | **11,506** |
| **TOTAL** | **290,459** | **101,483** | **391,942** | **981,285** | **-** | **-** | **-** | **-** | **1,373,227** |
| **TOTAL REVENUES** | **479,619** | **101,483** | **581,102** | **1,009,895** | **-** | **-** | **-** | **-** | **1,590,997** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Fees & Expenses | 123 | 813 | 936 | - | - | - | - | - | **936** |
| Consultant/Contract Svs | 36,054 | 13,658 | 49,711 | - | - | - | - | - | **49,711** |
| Construction Expenses | 15,831 | - | 15,831 | 105,138 | - | - | - | - | **120,969** |
| Transfers Out | 46,154 | - | 46,154 | - | - | - | - | - | **46,154** |
| **TOTAL** | **98,161** | **14,471** | **112,632** | **105,138** | **-** | **-** | **-** | **-** | **217,770** |
| **GRANT FUND** | | | | | | | | | |
| Fees & Expenses | 750 | 6,276 | 7,026 | - | - | - | - | - | **7,026** |
| Consultant/Contract Svs | 279,500 | 105,417 | 384,916 | - | - | - | - | - | **384,916** |
| Construction Expenses | - | - | - | 981,285 | - | - | - | - | **981,285** |
| **TOTAL** | **280,250** | **111,693** | **391,942** | **981,285** | **-** | **-** | **-** | **-** | **1,373,227** |
| **TOTAL EXPENDITURES** | **378,411** | **126,164** | **504,575** | **1,086,423** | **-** | **-** | **-** | **-** | **1,590,997** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **Beginning Balance** | | 90,999 | | 76,528 | - | - | - | - | **-** |
| Revenues & T/I | 189,160 | - | 189,160 | 28,610 | - | - | - | - | **217,770** |
| Expenditures & T/O | 98,161 | 14,471 | 112,632 | 105,138 | - | - | - | - | **217,770** |
| **Ending Balance** | **90,999** | **76,528** | **76,528** | **-** | **-** | **-** | **-** | **-** | **-** |
| **GRANT FUND** | | | | | | | | | |
| **Beginning Balance** | | 10,210 | | - | - | - | - | - | **-** |
| Revenues & T/I | 290,459 | 101,483 | 391,942 | 981,285 | - | - | - | - | **1,373,227** |
| Expenditures & T/O | 280,249 | 111,693 | 391,942 | 981,285 | - | - | - | - | **1,373,227** |
| **Ending Balance** | **10,210** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **ENDING BALANCE** | **101,209** | **76,528** | **391,942** | **-** | **-** | **-** | **-** | **-** | **-** |

## ROADWAY SAFETY PROJECTS




| | | | |
|---|---|---|---|
| **Project Name** | Highway 9 Safety Improvements Phase 3 | **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 through additions of bicycle lanes and line of sight improvements.

**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 serious 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 a median at Austin Way, 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**

Project management, engineering oversight, and grant reporting staff time for this project is incorporated into the operating budget. Once completed, there will be a very minimal increase in maintenance associated with the City of Saratoga's portion of this project. However, the improvements will increase safety on Highway 9 for bicyclists, reduce accidents, and therefore reduce liability risk.

## 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 | March 2012 | Construction project begins |
| Estimated Completion Date | September 2012 | Project is completed |

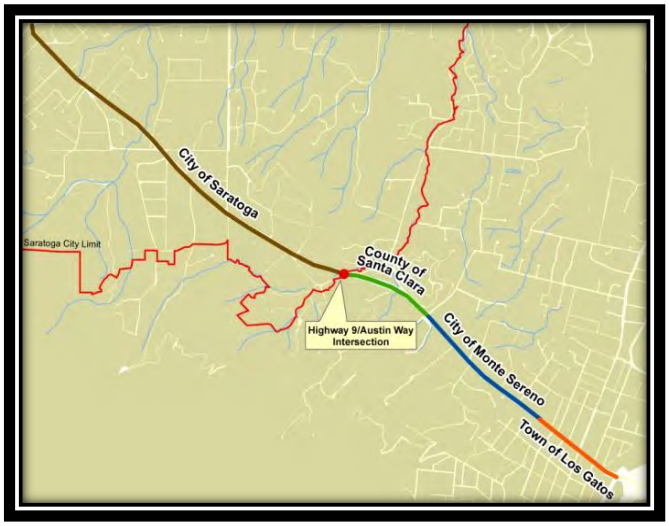
### HIGHWAY 9 SAFETY IMPROVEMENTS – PHASE 3 9122-004

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Project Reimbursements | 13,881 | 25,432 | 39,312 | - | - | - | - | - | **39,312** |
| Transfers In - Other CIP | 21,154 | - | 21,154 | - | - | - | - | - | **21,154** |
| **TOTAL** | **35,035** | **25,432** | **60,466** | **-** | **-** | **-** | **-** | **-** | **60,466** |
| **GRANT FUND** | | | | | | | | | |
| Federal - CMAQ Grant | - | 31,121 | 31,121 | 429,730 | - | - | - | - | **460,851** |
| State - MTC (TDA) | 20,000 | - | 20,000 | - | - | - | - | - | **20,000** |
| Local - SCC Roads & Airport | 8,494 | - | 8,494 | - | - | - | - | - | **8,494** |
| **TOTAL** | **28,494** | **31,121** | **59,615** | **429,730** | **-** | **-** | **-** | **-** | **489,345** |
| **TOTAL REVENUES** | **63,529** | **56,552** | **88,109** | **429,730** | **-** | **-** | **-** | **-** | **549,811** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Fees & Expenses | - | 78 | 78 | - | - | - | - | - | **78** |
| Consultant/Contract Svs | - | 35,825 | 35,825 | - | - | - | - | - | **35,825** |
| Construction Expenses | - | - | - | 24,563 | - | - | - | - | **24,563** |
| **TOTAL** | **-** | **35,903** | **35,903** | **24,563** | **-** | **-** | **-** | **-** | **60,466** |
| **GRANT FUND** | | | | | | | | | |
| Salary & Benefits | - | 2,563 | 2,563 | - | - | - | - | - | **2,563** |
| Fees & Expenses | 2,060 | 2,563 | 4,623 | - | - | - | - | - | **4,623** |
| Consultant/Contract Svs | 26,642 | 24,987 | 51,629 | - | - | - | - | - | **51,629** |
| Construction Expenses | - | 800 | 800 | 429,730 | - | - | - | - | **430,530** |
| **TOTAL** | **28,702** | **30,912** | **59,615** | **429,730** | **-** | **-** | **-** | **-** | **489,345** |
| **TOTAL EXPENDITURES** | **57,404** | **66,815** | **95,518** | **454,293** | **-** | **-** | **-** | **-** | **549,811** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | | | **-** | 24,563 | - | - | - | - | **-** |
| Revenues & T/I | | | **60,466** | - | - | - | - | - | **60,466** |
| Expenditures & T/O | | | **35,903** | 24,563 | - | - | - | - | **60,466** |
| **ENDING FUND BALANCE** | | | **24,563** | **-** | **-** | **-** | **-** | **-** | **-** |
| **GRANT FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | (208) | | - | - | - | - | - | **-** |
| Revenues & T/I | 28,494 | 31,121 | **59,615** | 429,730 | - | - | - | - | **489,345** |
| Expenditures & T/O | 28,702 | 30,912 | **59,615** | 429,730 | - | - | - | - | **489,345** |
| **ENDING BALANCE** | **(208)** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

## ROADWAY SAFETY PROJECTS




| | | | |
|---|---|---|---|
| **Project Name** | Highway 9 Safety Improvements Phase 4 | **Project Number** | 9122-005 |
| **Department** | Public Works | **Project Manager** | Iveta Harvancik |

**Description**

A multi-agency pedestrian 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 complete the improvements to pedestrian pathways started in Phase 2. The interior section of the project is expected to span a 1.5 mile stretch of 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 serious 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. The exact scope of work and location is to be determined.

As with the second phase of Highway 9 improvements, the fourth phase will be managed by the City of Saratoga. The improvement work will be contracted out.

**Operating Budget Impacts**

Project management, engineering oversight, and grant reporting staff time for this project is incorporated into the operating budget. Once completed, there will be a very minimal increase in maintenance associated with the City of Saratoga's portion of this project. However, the improvements will increase safety on Highway 9 for pedestrians, reduce accidents, and therefore reduce liability risk.

## ROADWAY SAFETY PROJECTS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Begin Bid Process | May 2013 | Council approves plans and authorizes bidding the project |
| Contract Award | July 2013 | Council awards contract |
| Estimated Construction Start | August 2013 | Construction project begins |
| Estimated Completion Date | February 2014 | Project is completed |

### HIGHWAY 9 SAFETY IMPROVEMENTS – PHASE 4 9122-005

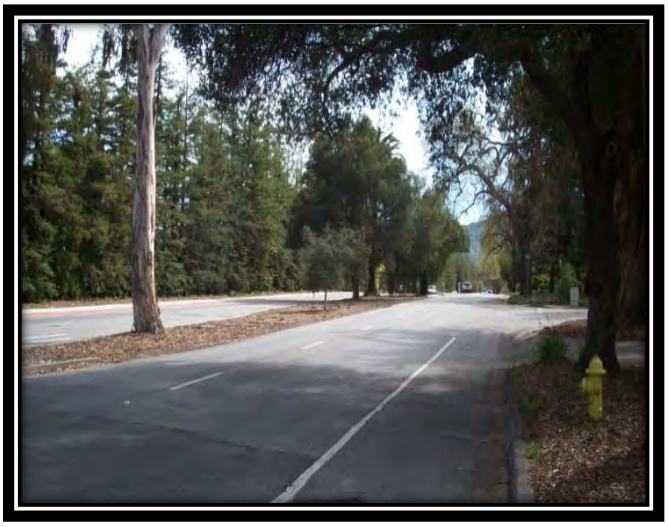
| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Project Reimbursements | - | - | - | 10,000 | - | - | - | - | **10,000** |
| Transfers In - Other CIP | - | 90,000 | 90,000 | - | - | - | - | - | **90,000** |
| **TOTAL** | **-** | **90,000** | **90,000** | **10,000** | **-** | **-** | **-** | **-** | **100,000** |
| **GRANT FUND** | | | | | | | | | |
| Federal - HSIP Grant | - | - | - | 900,000 | - | - | - | - | **900,000** |
| **TOTAL** | **-** | **-** | **-** | **900,000** | **-** | **-** | **-** | **-** | **900,000** |
| **TOTAL REVENUES** | **-** | **90,000** | **-** | **910,000** | **-** | **-** | **-** | **-** | **1,000,000** |

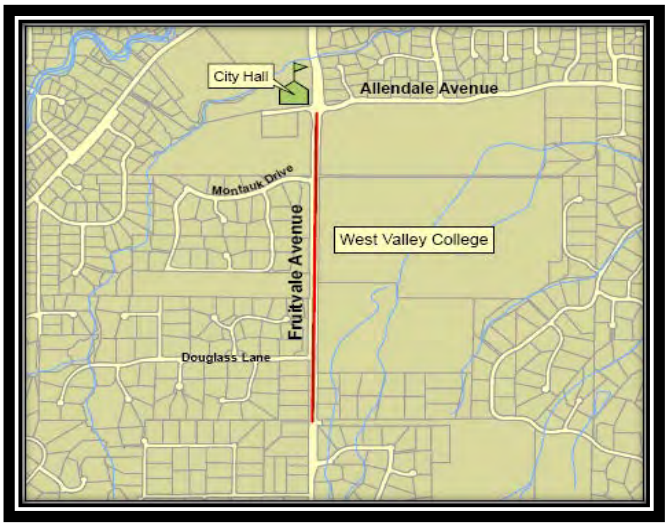
| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Construction Expenses | - | - | - | 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 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | | | **-** | 90,000 | - | - | - | - | **-** |
| Revenues & T/I | | | **90,000** | 10,000 | - | - | - | - | **100,000** |
| Expenditures & T/O | | | **-** | 100,000 | - | - | - | - | **100,000** |
| **ENDING FUND BALANCE** | | | **90,000** | **-** | **-** | **-** | **-** | **-** | **-** |
| **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** | Fruitvale Avenue Median Improvements | **Project Number** | 9133-001 |
| **Department** | Public Works | **Project Manager** | Kevin Meek |

**Description** A cooperative agreement between West Valley College and City of Saratoga to improve the Fruitvale Avenue medians along the Fruitvale avenue side of the college.

**Location** Fruitvale Avenue between Allendale Avenue and San Marcos Road

**Project Background** The West Valley College and City of Saratoga Joint Median Beautification Project involves the installation of an irrigation system and landscaping on Fruitvale Avenue between Allendale Avenue and San Marcos Road. The project will also include restoring the edge of the median and repairing the drainage system. The estimated project cost totals $125,000, of which $90,000 or 72% will be funded by West Valley College. The remaining $50,000 will be funded by the City of Saratoga's Gas Tax revenue. The City will design the median and also administer and manage the project.

**Operating Budget Impacts** The City anticipates spending an annual amount of $14,400 to maintain the median

## STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Begin Bid | July 2012 | |
| Contract Award | August 2012 | Award construction contract |
| Irrigation Completion | September 2012 | Irrigation project is complete |
| Planting Completion | October 2012 | Planting project is complete |

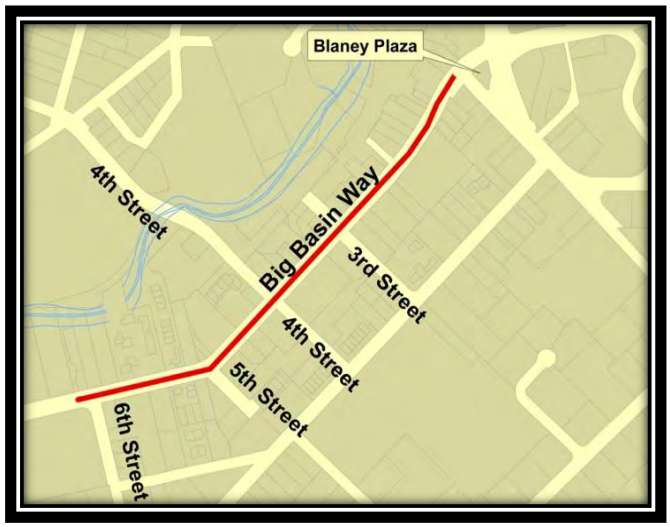
### FRUITVALE AVENUE MEDIAN 9133-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Contributions and Donations | - | 90,000 | **90,000** | - | - | - | - | - | **90,000** |
| **TOTAL** | **-** | **90,000** | **90,000** | **-** | **-** | **-** | **-** | **-** | **90,000** |
| **GAS TAX FUND** | | | | | | | | | |
| Gas Tax - HUTA | - | - | - | 50,000 | - | - | - | - | **50,000** |
| **TOTAL** | **-** | **-** | **-** | **50,000** | **-** | **-** | **-** | **-** | **50,000** |
| **TOTAL REVENUES** | **-** | **90,000** | **90,000** | **50,000** | **-** | **-** | **-** | **-** | **140,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Construction Expenses | - | - | - | 90,000 | - | - | - | - | **90,000** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **90,000** | **-** | **-** | **-** | **-** | **90,000** |
| **GAS TAX EXP** | | | | | | | | | |
| Construction Expenses | - | - | - | 50,000 | | | | | **50,000** |
| **TOTAL** | **-** | **-** | **-** | **50,000** | **-** | **-** | **-** | **-** | **50,000** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **140,000** | **-** | **-** | **-** | **-** | **140,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | - | | 90,000 | - | - | - | - | - |
| Revenues & T/I | - | 90,000 | **90,000** | - | - | - | - | - | **90,000** |
| Expenditures & T/O | - | - | - | 90,000 | - | - | - | - | **90,000** |
| **ENDING BALANCE** | **-** | **90,000** | **90,000** | **-** | **-** | **-** | **-** | **-** | **-** |
| **GAS TAX FUND** | | | | | | | | | |
| **Beginning Balance** | - | - | | - | | | | | - |
| Revenues & T/I | - | - | - | 50,000 | - | - | - | - | **50,000** |
| Expenditures & T/O | - | - | - | 50,000 | - | - | - | - | **50,000** |
| **Ending Balance** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **TOTAL BALANCE** | **-** | **90,000** | **90,000** | **-** | **-** | **-** | **-** | **-** | **-** |

## STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS




| | | | |
|---|---|---|---|
| **Project Name** | Village LED Street Lights | **Project Number** | 9138-001 |
| **Department** | Public Works | **Project Manager** | Macedonio Nunez |

**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.

In addition, $250,900 of the CMAQ grant awarded for Village Pedestrian Enhancements projects has been designated for this phase of village pedestrian enhancement projects. The required local match for this grant is funded from the City's CIP funds.

**Operating Budget Impacts** This project will reduce City expenses for electricity 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 decrease. Additionally, the City will use 50% less energy to power the street lights in the Village and 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 | July 2012 | Project is completed |
| Final Reports | July 2012 | Final reports submitted to the CEC |

### VILLAGE LED STREETLIGHTS 9138-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Transfers In - Other CIP | - | 32,500 | 32,500 | - | - | - | - | - | **32,500** |
| **TOTAL STREET FUND** | **-** | **32,500** | **32,500** | **-** | **-** | **-** | **-** | **-** | **32,500** |
| **STREET GRANT FUND** | | | | | | | | | |
| Federal - Energy Comm PT | - | 354,785 | **354,785** | 65,537 | - | - | - | - | **420,322** |
| **TOTAL GRANT FUND** | **-** | **354,785** | **354,785** | **65,537** | **-** | **-** | **-** | **-** | **420,322** |
| **TOTAL REVENUES** | **-** | **387,285** | **387,285** | **65,537** | **-** | **-** | **-** | **-** | **452,822** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Fees & Expenses | - | 211 | 211 | - | - | - | - | - | **211** |
| Construction Expenses | - | 26,807 | 26,807 | 5,482 | - | - | - | - | **32,289** |
| **TOTAL STREET FUND** | **-** | **27,018** | **27,018** | **5,482** | **-** | **-** | **-** | **-** | **32,500** |
| **GRANT FUND** | | | | | | | | | |
| Materials & Supplies | - | 143,439 | **143,439** | - | - | - | - | - | **143,439** |
| Fees & Expenses | - | 2,072 | **2,072** | - | - | - | - | - | **2,072** |
| Consultant/Contract Svs | - | 2,813 | **2,813** | - | - | - | - | - | **2,813** |
| Project Equip & Fixtures | - | | **-** | - | - | - | - | - | **-** |
| Construction Expenses | - | 206,462 | **206,462** | 65,537 | - | - | - | - | **271,999** |
| **TOTAL GRANT FUND** | **-** | **354,785** | **354,785** | **65,537** | **-** | **-** | **-** | **-** | **420,322** |
| **TOTAL EXPENDITURES** | **-** | **381,803** | **381,803** | **71,019** | **-** | **-** | **-** | **-** | **452,822** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **BEGINNING BALANCE** | | - | | 5,482 | - | - | - | - | **-** |
| Revenues & T/I | - | 32,500 | **32,500** | - | - | - | - | - | **32,500** |
| Expenditures & T/O | - | 27,018 | **27,018** | 5,482 | - | - | - | - | **32,500** |
| **ENDING BALANCE** | **-** | **5,482** | **5,482** | **-** | **-** | **-** | **-** | **-** | **-** |
| **GRANT FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | - | | - | - | - | - | - | **-** |
| Revenues & T/I | - | 354,785 | **354,785** | 65,537 | - | - | - | - | **452,822** |
| Expenditures & T/O | - | 354,785 | **354,785** | 65,537 | - | - | - | - | **452,822** |

# 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 9141-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Transfers In - GF | 281,105 | 50,000 | 331,105 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | **581,105** |
| Transfers In - Other CIP | 1,581 | - | 1,581 | - | - | - | - | - | **1,581** |
| **TOTAL REVENUES** | **282,686** | **50,000** | **332,686** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **582,686** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Fees & Expenses | 311 | - | 311 | - | - | - | - | - | **311** |
| Consultant/Contract Svs | - | 675 | 675 | - | - | - | - | - | **675** |
| Construction Expenses | 229,470 | 98,393 | 327,863 | 53,838 | 50,000 | 50,000 | 50,000 | 50,000 | **581,701** |
| **TOTAL EXPENDITURES** | **229,781** | **99,068** | **328,848** | **53,838** | **50,000** | **50,000** | **50,000** | **50,000** | **582,686** |

| | | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | | 281,105 | | 3,838 | - | - | - | - | **-** |
| Revenues & T/I | 282,686 | 50,000 | **332,686** | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | **582,686** |
| Expenditures & T/O | 229,781 | 99,068 | **328,848** | 53,838 | 50,000 | 50,000 | 50,000 | 50,000 | **582,686** |
| **ENDING BALANCE** | **52,906** | **232,037** | **3,838** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 9141-002

| ` REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2011/12 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Project Reimbursement | - | 1,413 | 1,413 | - | - | - | - | - | **1,413** |
| Transfers In - Other CIP | 786 | 10,000 | 10,786 | - | - | - | - | - | **10,786** |
| Transfers In - General Fund | 161,314 | 50,000 | 211,314 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | **461,314** |
| **TOTAL REVENUES** | **162,100** | **61,413** | **223,512** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **473,512** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 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 | 1,881 | 568 | 2,449 | - | - | - | - | - | **2,449** |
| Fees & Expenses | 1,977 | - | 1,977 | - | - | - | - | - | **1,977** |
| Construction Expenses | 119,734 | 86,204 | 205,938 | 63,148 | 50,000 | 50,000 | 50,000 | 50,000 | **469,086** |
| **TOTAL EXPENDITURES** | **123,592** | **86,772** | **210,364** | **63,148** | **50,000** | **50,000** | **50,000** | **50,000** | **473,512** |

| | Prior Year Activity | FY 2011/12 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 | | 13,148 | - | - | - | - | **-** |
| Revenues & T/I | 162,100 | 61,413 | 223,512 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | **473,512** |
| Expenditures & T/O | 123,592 | 86,772 | 210,364 | 63,148 | 50,000 | 50,000 | 50,000 | 50,000 | **473,512** |
| **ENDING FUND BALANCE** | **38,507** | **28,524** | **13,148** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 2013 | Council approves plans and authorizes bidding the project |
| Contract Award | May 2013 | Council awards contract |
| Estimated Construction Start | June 2013 | Construction project begins |
| Estimated Completion Date | December 2013 | Project is completed |

### EL QUITO CURB & GUTTER 9142-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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** | | 37,552 | | - | - | - | - | - | **-** |
| Revenues & T/I | 19,357 | - | 19,357 | - | - | - | - | - | **232,535** |
| Expenditures & T/O | 19,357 | - | 19,357 | - | - | - | - | - | **232,535** |
| **ENDING FUND BALANCE** | **-** | **37,552** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **ENDING BALANCE** | **37,552** | **75,104** | **37,552** | **-** | **-** | **-** | **-** | **-** | **-** |

## SIDEWALKS, CURBS & STORM DRAINS

| | | | |
|---|---|---|---|
| **Project Name** | Village Sidewalk & Pedestrian Enhancements Phase I | **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 | June, 2014 | Project is completed |

### VILLAGE SIDEWALK & PEDESTRIAN ENHANCEMENTS 9142-004

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP 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) | 202,846 | 71,508 | 274,354 | 165,347 | - | - | - | - | **439,701** |
| **TOTAL GRANT FUND** | **202,846** | **71,508** | **274,354** | **165,347** | **-** | **-** | **-** | **-** | **439,701** |
| **TOTAL REVENUES** | **1,021,456** | **71,508** | **1,092,964** | **191,347** | **-** | **-** | **-** | **-** | **1,284,311** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Materials & Supplies | 29,914 | 1,693 | 31,607 | - | - | - | - | - | **31,607** |
| Fees & Expenses | 6,200 | - | 6,200 | - | - | - | - | - | **6,200** |
| Consultant/Contract Svs | 52,070 | 6,308 | 58,378 | - | - | - | - | - | **58,378** |
| Construction Expenses | 278,770 | 84,870 | 363,640 | 247,120 | - | - | - | - | **610,760** |
| Transfers Out | 137,665 | - | 137,665 | - | - | - | - | - | **137,665** |
| **TOTAL STREET FUND** | **504,618** | **92,871** | **597,489** | **247,120** | **-** | **-** | **-** | **-** | **844,610** |
| **GRANT FUND** | | | | | | | | | |
| Consultant/Contract Svs | - | 347 | **347** | - | - | - | - | - | **347** |
| Construction Expenses | 185,760 | 88,248 | **274,008** | 165,347 | - | - | - | - | **439,355** |
| **TOTAL GRANT FUND** | **185,760** | **88,595** | **274,354** | **165,347** | **-** | **-** | **-** | **-** | **439,701** |
| **TOTAL EXPENDITURES** | **690,378** | **181,465** | **871,844** | **412,467** | **-** | **-** | **-** | **-** | **1,284,311** |

| | Prior Year Activity | FY 2011/12 Actuals | Estimated Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **Beginning Balance** | | | | 221,120 | - | - | - | - | **-** |
| Revenues & T/I | 818,610 | - | 818,610 | 26,000 | - | - | - | - | **844,610** |
| Expenditures & T/O | 268,657 | 92,871 | 597,489 | 247,120 | - | - | - | - | **844,610** |
| **Ending Balance** | **549,953** | **(92,871)** | **221,121** | **-** | **-** | **-** | **-** | **-** | **-** |
| **GRANT FUND** | | | | | | | | | |
| **Beginning Balance** | | - | | - | - | - | - | - | **-** |
| Revenues & T/I | - | 71,508 | 274,354 | 165,347 | - | - | - | - | **439,701** |
| Expenditures & T/O | - | 88,595 | 274,354 | 165,347 | - | - | - | - | **439,701** |
| **Ending Balance** | **-** | **(17,086)** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **ENDING FUND BALANCE** | **549,953** | | **221,121** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 9142-005

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| State MTC (TDA) | 62,616 | 35,205 | 97,821 | 43,757 | - | - | - | - | **141,578** |
| **TOTAL REVENUES** | **62,616** | **35,205** | **97,821** | **43,757** | **-** | **-** | **-** | **-** | **141,578** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| Consultant/Contract Svs | 6,745 | - | 6,745 | - | - | - | - | - | **6,745** |
| Construction Expenses | 68,919 | 22,157 | 91,076 | 43,757 | - | - | - | - | **134,833** |
| **TOTAL EXPENDITURES** | **75,664** | **22,157** | **97,821** | **43,757** | **-** | **-** | **-** | **-** | **141,578** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | (27,667) | (13,774) | | - | - | - | - | - | - |
| Revenues & T/I | 42,669 | 35,205 | 97,821 | 43,757 | - | - | - | - | **141,578** |
| Expenditures & T/O | (28,776) | 22,157 | 97,821 | 43,757 | - | - | - | - | **141,578** |
| **ENDING BALANCE** | **(13,774)** | **43,588** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

## SIDEWALKS, CURBS & STORM DRAINS

| | | | |
|---|---|---|---|
| **Project Name** | Village Sidewalk & Pedestrian Enhancements Phase II – Design | **Project Number** | 9142-010 |
| **Department** | Public Works | **Project Manager** | Macedonio Nunez |

**Description** This project funds the design portion of 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 2013 | Council authorizes bidding the project |
| Contract Award | May 2013 | Council awards contract |
| Estimated Construction Start | June 2013 | Construction project begins |
| Estimated Completion Date | November 2013 | Project is completed |

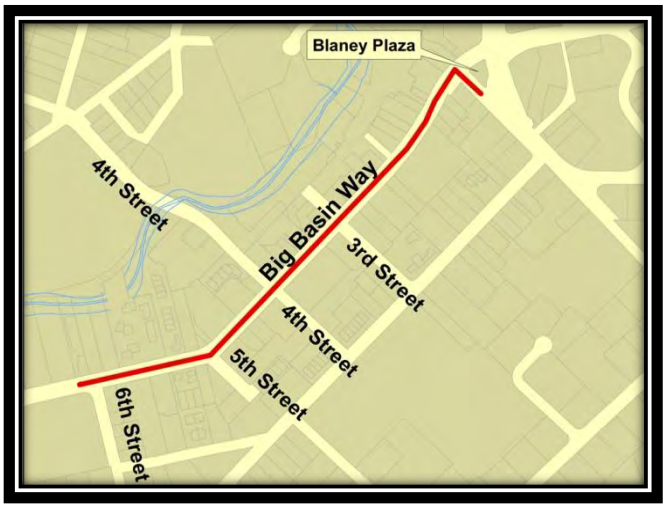
### VILLAGE SIDEWALK CURB & GUTTER PHASE II – DESIGN 9142-010

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Transfers In - Other CIP | - | 65,790 | 65,790 | - | - | - | - | - | **65,790** |
| **TOTAL STREET FUND** | **-** | **65,790** | **65,790** | **-** | **-** | **-** | **-** | **-** | **65,790** |
| **GRANT FUND** | | | | | | | | | |
| Federal - CMAQ PT | - | 134,000 | 134,000 | - | - | - | - | - | **134,000** |
| **TOTAL GRANT FUND** | **-** | **134,000** | **134,000** | **-** | **-** | **-** | **-** | **-** | **134,000** |
| **TOTAL REVENUES** | **-** | **199,790** | **199,790** | **-** | **-** | **-** | **-** | **-** | **199,790** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Consultant/Contract Svs | - | 38,554 | 38,554 | - | - | - | - | - | **38,554** |
| Construction Expenses | - | - | - | 27,236 | - | - | - | - | **27,236** |
| **TOTAL STREET FUND** | **-** | **38,554** | **38,554** | **27,236** | **-** | **-** | **-** | **-** | **65,790** |
| **GRANT FUND** | | | | | | | | | |
| Consultant/Contract Svs | - | 134,000 | 134,000 | - | - | - | - | - | **134,000** |
| **TOTAL GRANT FUND** | **-** | **134,000** | **134,000** | **-** | **-** | **-** | **-** | **-** | **134,000** |
| **TOTAL EXPENDITURES** | **-** | **172,554** | **172,554** | **27,236** | **-** | **-** | **-** | **-** | **199,790** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **Beginning Balance** | | | | 27,236 | - | - | - | - | **-** |
| Revenues & T/I | - | 65,790 | 65,790 | - | - | - | - | - | **65,790** |
| Expenditures & T/O | - | - | 38,554 | 27,236 | - | - | - | - | **65,790** |
| **Ending Balance** | **-** | **65,790** | **27,236** | **-** | **-** | **-** | **-** | **-** | **-** |
| **GRANT FUND** | | | | | | | | | |
| **Beginning Balance** | | | | - | - | - | - | - | **-** |
| Revenues & T/I | - | 134,000 | 134,000 | - | - | - | - | - | **134,000** |
| Expenditures & T/O | - | - | 134,000 | - | - | - | - | - | **134,000** |
| **Ending Balance** | **-** | **134,000** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **ENDING BALANCE** | **-** | **199,790** | **27,236** | **-** | **-** | **-** | **-** | **-** | **-** |

## SIDEWALKS, CURBS & STORM DRAINS




| | | | |
|---|---|---|---|
| **Project Name** | Village Sidewalk & Pedestrian Enhancements Phase II – Construction | **Project Number** | 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 2013 | Council authorizes bidding the project |
| Contract Award | May 2013 | Council awards contract |
| Estimated Construction Start | June 2013 | Construction project begins |
| Estimated Completion Date | November 2013 | Project is completed |

### VILLAGE SIDEWALK CURB & GUTTER PHASE II – CONSTRUCTION 9142-011

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 | - | - | - | 775,958 | - | - | - | - | **775,958** |
| **TOTAL GRANT FUND** | **-** | **-** | **-** | **775,958** | **-** | **-** | **-** | **-** | **775,958** |
| **TOTAL REVENUES** | **256,800** | **-** | **256,800** | **775,958** | **-** | **-** | **-** | **-** | **1,032,758** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Construction Expenses | - | - | - | 224,300 | - | - | - | - | **224,300** |
| Transfers Out | - | 32,500 | 32,500 | - | - | - | - | - | **32,500** |
| **TOTAL STREET FUND** | **-** | **32,500** | **32,500** | **224,300** | **-** | **-** | **-** | **-** | **256,800** |
| **GRANT FUND** | | | | | | | | | |
| Construction Expenses | - | - | - | 775,958 | - | - | - | - | **775,958** |
| **TOTAL GRANT FUND** | **-** | **-** | **-** | **775,958** | **-** | **-** | **-** | **-** | **775,958** |
| **TOTAL EXPENDITURES** | **-** | **32,500** | **32,500** | **1,000,258** | **-** | **-** | **-** | **-** | **1,032,758** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **Beginning Balance** | | 256,800 | | 224,300 | - | - | - | - | **-** |
| Revenues & T/I | 256,800 | - | 256,800 | - | - | - | - | - | **256,800** |
| Expenditures & T/O | - | 32,500 | **32,500** | 224,300 | - | - | - | - | **256,800** |
| **Ending Balance** | **256,800** | **224,300** | **224,300** | **-** | **-** | **-** | **-** | **-** | **-** |
| **GRANT FUND** | | | | | | | | | |
| **Beginning Balance** | | | | - | - | - | - | - | **-** |
| Revenues & T/I | - | | - | 775,958 | - | - | - | - | **775,958** |
| Expenditures & T/O | - | | - | 775,958 | - | - | - | - | **775,958** |
| **Ending Balance** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **ENDING BALANCE** | **256,800** | **224,300** | **224,300** | **-** | **-** | **-** | **-** | **-** | **-** |

## SIDEWALKS, CURBS & STORM DRAINS

| | | | |
|---|---|---|---|
| **Project Name** | Arroyo de Arguello Outfall Repair | **Project Number** | 9142-012 |
| **Department** | Public Works | **Project Manager** | Rick Torres |

**Description** Replacement of 36-inch rusted corrugated metal storm drain outfall pipe.

**Location** The outfall pipe is located at Calabazas Creek, approximately 350 feet downstream (north) of Wardell Road along the western bank.

**Project Background** The City of Saratoga owns the outfall pipe and storm drain structure. A site assessment by Santa Clara Valley Water District (SCVWD) staff in 2011 revealed the corroded pipe and recommended replacement to prevent erosion of creek banks.

SCVWD recommends using the Stream Maintenance Program (SMP) permit procedure to fix the outfall, and commits to providing the planning, design, and construction services similar to the Padero Court project. SCVWD will provide accommodations this summer to prepare for the next rainy season. The new outlet pipe will extend the life of the storm drain structure for many years. This project will be funded with Gas Tax revenues.

**Operating Budget Impacts** SCVWD has offered to pay for half of the cost to repair the outfall pipe as the repair will prevent a failure which would cause stream bank erosion and costlier repairs. The repair will prevent emergency repairs upon failure, thus reducing operating budget costs in the long run.

## SIDEWALKS, CURBS & STORM DRAINS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Design Phase | July 2010 | Prepare plans and specifications – completed |
| Prepare Agreement | July 2010 | Council awards contract - completed |
| Estimated Construction Start | August 2012 | Construction Begins |
| Estimated Completion Date | October 2012 | Project is complete. |

### ARROYO DE ARGUELLO OUTFALL REPAIR 9142-012

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GAS TAX FUND** | | | | | | | | | |
| Gas Tax - HUTA | - | - | - | 70,000 | - | - | - | - | **70,000** |
| **TOTAL REVENUES** | **-** | **-** | **-** | **70,000** | **-** | **-** | **-** | **-** | **70,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GAS TAX FUND** | | | | | | | | | |
| Construction Expenses | - | - | - | 70,000 | - | - | - | - | **70,000** |
| Transfers Out | - | - | - | - | - | - | - | - | **-** |
| **TOTAL GAS TAX FUND** | **-** | **-** | **-** | **70,000** | **-** | **-** | **-** | **-** | **70,000** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **70,000** | **-** | **-** | **-** | **-** | **70,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GAS TAX FUND** | | | | | | | | | |
| **Beginning Balance** | | | | - | - | - | - | - | **-** |
| Revenues & T/I | - | | - | 70,000 | - | - | - | - | **70,000** |
| Expenditures & T/O | - | | - | 70,000 | - | - | - | - | **70,000** |
| **ENDING BALANCE** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

## SIDEWALKS, CURBS & STORM DRAINS

| | | | |
|---|---|---|---|
| **Project Name** | Quito Road Storm Drain Project | **Project Number** | 9142-013 |
| **Department** | Public Works | **Project Manager** | Rick Torres |

**Description** Build two storm drains and replace the curb, gutter, and ruined asphalt at Quito Road and Paseo Olivos.

**Location** One storm drain would be installed on the south west corner of Quito Road and Paseo Olivos and the other storm drain would be at the opposing corner on the north west corner connecting to the City of San Jose's storm drain system on Quito Road.

**Project Background** There are currently no storm drains on the corner of Quito Road and Paseo Olivos. As a result, water collects at the corner, creates potential traffic hazards and undermines the roadway. The City of Saratoga must obtain an encroachment permit from the City of San Jose before it can begin the project. This project will be funded with Gas Tax revenues.

**Operating Budget Impacts** Building two storm drains would diminish the need for continuous repair of ruined asphalt.

## SIDEWALKS, CURBS & STORM DRAINS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Obtain Encroachment Permit from the City of San Jose | July 2012 | Apply for Permit from City of San Jose |
| Estimated Construction Start | September 2012 | Construction project begins |
| Estimated Completion Date | December 2012 | Project is complete |

### QUITO ROAD AND PASEO OLIVOS STORM DRAIN 9142-013

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GAS TAX FUND** | | | | | | | | | |
| Gas Tax - HUTA | - | - | - | 40,000 | - | - | - | - | **40,000** |
| **TOTAL REVENUES** | - | - | - | **40,000** | - | - | - | - | **40,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GAS TAX FUND** | | | | | | | | | |
| Construction Expenses | - | - | - | 40,000 | - | - | - | - | **40,000** |
| Transfers Out | - | - | - | - | - | - | - | - | - |
| **TOTAL GAS TAX FUND** | - | - | - | **40,000** | - | - | - | - | **40,000** |
| **TOTAL EXPENDITURES** | - | - | - | **40,000** | - | - | - | - | **40,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GAS TAX FUND** | | | | | | | | | |
| **Beginning Balance** | | | | - | - | - | - | - | - |
| Revenues & T/I | - | | - | 40,000 | - | - | - | - | **40,000** |
| Expenditures & T/O | - | | - | 40,000 | - | - | - | - | **40,000** |
| **ENDING BALANCE** | - | - | - | - | - | - | - | - | - |

# 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 as staff time in the Engineering and Streets programs.

## BRIDGE & RETAINING WALL PROJECTS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Begin Design Phase | May 2013 | Prepare plans and specifications |
| Begin Bid Process | February 2015 | Council approves plans and authorizes bidding the project |
| Contract Award | April 2015 | Council awards contract |
| Estimated Construction Start | April 2015 | Construction project begins |
| Estimated Completion Date | October 2015 | Project is completed |

### FOURTH STREET BRIDGE 9152-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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.

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.

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** 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 | April 2014 | Construction project begins |
| Estimated Completion Date | April 2015 | Project is completed |

### QUITO ROAD BRIDGE REPLACEMENT 9152-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 | 377,395 | 60,712 | **438,107** | 63,493 | - | - | - | - | **501,600** |
| **TOTAL** | **377,395** | **60,712** | **438,107** | **63,493** | **-** | **-** | **-** | **-** | **501,600** |
| **TOTAL REVENUES** | **592,184** | **60,712** | **652,896** | **63,493** | **-** | **-** | **-** | **-** | **716,389** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Salary & Benefits | | | **-** | - | - | - | - | - | **-** |
| Site Acquisition & Prep | - | 11,882 | **11,882** | - | - | - | - | - | **11,882** |
| Consultant/Contract Svs | 701 | 2,096 | **2,797** | - | - | - | - | - | **2,797** |
| Construction Expenses | 91,780 | 1,043 | **92,823** | 107,287 | - | - | - | - | **200,110** |
| **TOTAL** | **92,482** | **15,020** | **107,502** | **107,287** | **-** | **-** | **-** | **-** | **214,789** |
| **GRANT FUND** | | | | | | | | | |
| Site Acquisition & Prep | - | 47,527 | **47,527** | - | - | - | - | - | **47,527** |
| Consultant/Contract Svs | 2,787 | 7,147 | **9,934** | - | - | - | - | - | **9,934** |
| Construction Expenses | 376,475 | 4,171 | **380,646** | 63,493 | - | - | - | - | **444,138** |
| **TOTAL** | **379,262** | **58,845** | **438,107** | **63,493** | **-** | **-** | **-** | **-** | **501,600** |
| **TOTAL EXPENDITURES** | **471,744** | **73,865** | **545,609** | **170,780** | **-** | **-** | **-** | **-** | **716,389** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **Beginning Balance** | | 122,307 | | 107,287 | - | - | - | - | **-** |
| Revenues & T/I | 214,789 | - | **214,789** | - | - | - | - | - | **214,789** |
| Expenditures & T/O | 92,482 | 15,020 | **107,502** | 107,287 | - | - | - | - | **214,789** |
| **Ending Balance** | **122,307** | **107,287** | **107,287** | **-** | **-** | **-** | **-** | **-** | **-** |
| **GRANT FUND** | | | | | | | | | |
| **Beginning Balance** | | (1,868) | | - | - | - | - | - | **-** |
| Revenues & T/I | 377,395 | 60,712 | 438,107 | 63,493 | - | - | - | - | **501,600** |
| Expenditures & T/O | 379,262 | 58,845 | 438,107 | 63,493 | - | - | - | - | **501,600** |
| **Ending Balance** | **(1,868)** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **ENDING BALANCE** | **120,439** | **107,287** | **107,287** | **-** | **-** | **-** | **-** | **-** | **-** |

## BRIDGE & RETAINING WALL PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | Parker Ranch Retaining Wall Repair | **Project Number** | 9153-002 |
| **Department** | Public Works | **Project Manager** | Macedonio Nunez |

**Description** Two retaining walls at Parker Ranch developed as part of the subdivision roadway system 30 years ago are now starting to fail and require repair.

**Location** One retaining wall is located on Parker Ranch Road and the other retaining wall is on Vista Arroyo Court.
.

**Project Background** The walls were constructed of wood, and after 30 years, part of the wall has started to fail. The retaining wall on Parker Ranch, which is the longer of the two walls, requires replacement of failing horizontal boards. The other retaining wall on Vista Arroyo Court requires an extension to prevent erosion. This project will be funded with Gas Tax revenues.

**Operating Budget Impacts** Replacement of the walls prior to failure will eliminate emergency response costs for staff time and allow for a competitive bid process. Preventative repairs will eliminate additional repair costs.

## BRIDGE & RETAINING WALL PROJECTS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Begin Design Phase | June 2012 | Prepare plans and specifications |
| Estimated Construction Start | August 2012 | Construction project begins |
| Estimated Completion Date | October 2012 | Project is completed |

### PARKER RANCH RETAINING WALL 9153-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GAS TAX FUND** | | | | | | | | | |
| Gas Tax - HUTA | - | - | - | 40,000 | - | - | - | - | **40,000** |
| **TOTAL REVENUES** | **-** | **-** | **-** | **40,000** | **-** | **-** | **-** | **-** | **40,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GAS TAX FUND** | | | | | | | | | |
| Construction Expenses | - | - | - | 40,000 | - | - | - | - | **40,000** |
| Transfers Out | - | - | - | - | - | - | - | - | **-** |
| **TOTAL GAS TAX FUND** | **-** | **-** | **-** | **40,000** | **-** | **-** | **-** | **-** | **40,000** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **40,000** | **-** | **-** | **-** | **-** | **40,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GAS TAX FUND** | | | | | | | | | |
| **Beginning Balance** | | | | - | - | - | - | - | **-** |
| Revenues & T/I | - | | - | 40,000 | - | - | - | - | **40,000** |
| Expenditures & T/O | - | | - | 40,000 | - | - | - | - | **40,000** |
| **ENDING BALANCE** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

# 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. As fallen power lines can be especially problematic during winter storms, undergrounding the lines would reduce emergency staff costs and liability. Project management costs for this project will be included in the operating budget when it becomes active.

## 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

As of May 17, 2012, $3,284,995 of work credit funding is available from PGE for utility undergrounding work funded and completed by PG&E. Additional funds accumulate each year. The City does not receive cash 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 9171-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| Construction Expenses | - | - | **-** | 98,744 | - | - | - | - | **98,744** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **98,744** | **-** | **-** | **-** | **-** | **98,744** |

| | | FY 2011/12 Actuals | Estimated Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP STREET FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | | 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** | **-** | **-** | **-** | **-** | **-** | **-** |

# PARKS & TRAILS PROGRAM

## PROGRAM DIRECTORY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# PARKS & TRAILS PROGRAM SUMMARY

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 specified 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, Beauchamp 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 sport field type parks. 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 2012/13 Parks & Trails Program capital projects and their currently funded status.

## PROJECT SUMMARY

| PARKS PROJECT EXPENDITURE SUMMARY | | Funded To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|
| ***City Wide Projects*** | | | | | | | | |
| 9211-001 | Annual Park & Trail Repairs | 240,991 | 22,459 | - | - | - | - | 263,450 |
| 9211-002 | CityWide Tree Replanting | 189,057 | 11,095 | - | - | - | - | 200,152 |
| 9211-003 | Playground Safety Improvements | 29,922 | 20,078 | - | - | - | - | 50,000 |
| 9211-004 | Park Restroom Improvements | - | 57,589 | - | - | - | - | 57,589 |
| 9212-001 | Tree Dedication Program | 7,000 | 21,375 | - | - | - | - | 28,375 |
| 9212-002 | SMSCF Tree Donation Fund | - | 1,875 | - | - | - | - | 1,875 |
| ***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 | *Closed* | | | | | 49,975 |
| 9222-004 | Hakone Gardens UH Foundation | - | 125,000 | - | - | - | - | 125,000 |
| 9222-005 | Hakone Gardens LH ADA Ramps | 32,293 | 12,507 | | | | | 44,800 |
| 9231-001 | Azule Park - Petanque Court | 20,000 | *Closed* | | | | | 20,000 |
| 9238-001 | Ravenswood Playground Equipment | 72,914 | 2,086 | | | | | 75,000 |
| 9252-001 | El Quito Park Improvements | 125,000 | *Closed* | | | | | 125,000 |
| ***Trail Projects*** | | | | | | | | |
| 9274-001 | Joe's Trail at Saratoga De Anza | 1,702,962 | 477,026 | - | - | - | - | 2,179,988 |
| 9276-002 | Tank Trail Repair & Relocation | 61,000 | *Closed* | | | | | 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 | *Closed* | | | | | 250,000 |
| 9281-002 | Saratoga to Sea Quarry Master Plan | - | 300,000 | - | - | - | - | 300,000 |
| Total Projects | | 2,842,208 | 1,510,997 | - | - | - | - | 4,353,205 |
| ***Interfund Transfers*** | | 99,641 | | | | | | 99,641 |
| Total Project Expenditures | | 2,941,849 | 1,510,997 | - | - | - | - | 4,452,846 |

One new project is funded in FY 2012/13:

- Quarry Park and Trail Master Plan

The following projects were completed in FY 2011/12, leaving a total of 16 active projects for FY 2012/13:

- Hakone Gardens Well & Pump
- Azule Park – Petanque Court
- El Quito Park Improvements
- Tank Trail Repair & Relocation
- Mid-Peninsula Open Space Land Purchase

## PARK & TRAILS PROGRAM FUNDING SUMMARY

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funded To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| AB 8939 Beverage Container | 5,000 | 17,059 | 22,059 | - | - | - | - | - | 22,059 |
| Park In Lieu Fees | 382,589 | - | 382,589 | - | - | - | - | - | 382,589 |
| Donations/Contributions | 2,250 | 3,000 | 5,250 | - | - | - | - | - | 5,250 |
| Dev Benefit Assessment | 61,000 | - | 61,000 | - | - | - | - | - | 61,000 |
| Transfers In - General Fund | 1,005,000 | - | 1,005,000 | 300,000 | - | - | - | - | 1,305,000 |
| Transfers In - Other CIP | 15,982 | 25 | 16,007 | - | - | - | - | - | 16,007 |
| Transfer In - From L&L | 125,000 | - | 125,000 | - | - | - | - | - | 125,000 |
| Transfers In - ABAG | 25,000 | - | 25,000 | - | - | - | - | - | 25,000 |
| **TREE FUND** | | | - | | | | | | - |
| Fines & Forfeitures | 15,492 | 300 | 15,792 | - | - | - | - | - | 15,792 |
| Transfers In | 184,360 | - | 184,360 | - | - | - | - | - | 184,360 |
| **GRANT FUND** | | | | | | | | | - |
| CDBG Grant | 3,791 | 28,502 | 32,293 | 12,507 | - | - | - | - | 44,800 |
| Federal - CMAQ to VTA | 456,976 | 599,013 | 1,055,989 | 231,424 | - | - | - | - | 1,287,413 |
| State - State Park Bond Grant | 132,586 | - | 132,586 | - | - | - | - | - | 132,586 |
| Local - VTA DeAnza Trail Grant | 379,988 | - | 379,988 | - | - | - | - | - | 379,988 |
| Local - SCVWD Grant | - | - | - | 66,000 | - | - | - | - | 66,000 |
| Private - DeAnza Trail Grant | 154,399 | - | 154,399 | 245,602 | - | - | - | - | 400,001 |
| **TOTAL REVENUES** | **2,949,414** | **647,899** | **3,597,312** | **855,533** | **-** | **-** | **-** | **-** | **4,452,846** |

| CIP FARK EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| Site Acquisition & Prep | - | 250,000 | 250,000 | - | - | - | - | - | 250,000 |
| Supplies & Expenses | 50,999 | 6,381 | 57,380 | - | - | - | - | - | 57,380 |
| Fees & Expenses | 165 | - | 165 | - | - | - | - | - | 165 |
| Consultant/Contract Svs | 13,025 | - | 13,025 | 300,000 | - | - | - | - | 313,025 |
| Construction Expenses | 492,661 | 104,665 | 597,326 | 621,118 | - | - | - | - | 1,218,444 |
| Transfers Out | 99,616 | 25 | 99,641 | - | - | - | - | - | 99,641 |
| **TREE FUND** | | | | | | | | | - |
| Tree Supplies/Services | 16,556 | - | 16,556 | 1,875 | - | - | - | - | 18,431 |
| Consultant/Contract Svs | 12,596 | - | 12,596 | - | - | - | - | - | 12,596 |
| Construction Expenses | 158,553 | 1,352 | 159,905 | 32,470 | - | - | - | - | 192,375 |
| **GRANT FUND** | | | | | | | | | - |
| Salary & Benefits | 41,713 | 22,588 | 64,301 | - | - | - | - | - | 64,301 |
| Fees & Expenses | 20,679 | - | 20,679 | - | - | - | - | - | 20,679 |
| Site Acquisition & Prep | 322,852 | - | 322,852 | - | - | - | - | - | 322,852 |
| Supplies & Expenses | 1,035 | - | 1,035 | - | - | - | - | - | 1,035 |
| Consultant/Contract Svs | 108,716 | 20,836 | 129,553 | 66,000 | - | - | - | - | 195,553 |
| Construction Expenses | 653,855 | 542,980 | 1,196,834 | 489,533 | - | - | - | - | 1,686,368 |
| **TOTAL EXPENDITURES** | **1,993,022** | **948,827** | **2,941,849** | **1,510,997** | **-** | **-** | **-** | **-** | **4,452,846** |

| TOTAL ALL FUND SUMMARY | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **BEGINNING BALANCE** | | 956,392 | | 655,464 | - | - | - | - | - |
| Revenues & Transfers In | 2,949,414 | 647,899 | 3,597,312 | 855,533 | - | - | - | - | **4,452,846** |
| Expenditures & Transfers Out | 1,993,022 | 948,827 | 2,941,849 | 1,510,997 | - | - | - | - | **4,452,846** |
| **ENDING BALANCE** | **956,392** | **655,464** | **655,464** | **-** | **-** | **-** | **-** | **-** | **-** |

# 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 14 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 fiber 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 necessary repairs and maintenance promptly. 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 9211-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| AB 8939 Beverage Container | 5,000 | 17,059 | 22,059 | - | - | - | - | - | **22,059** |
| Transfers In - General Fund | 230,000 | - | 230,000 | - | - | - | - | - | **230,000** |
| Transfers In - Other CIP | 15,982 | 25 | 16,007 | - | - | - | - | - | **16,007** |
| **TOTAL REVENUES** | **250,982** | **17,084** | **268,066** | **-** | **-** | **-** | **-** | **-** | **268,066** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| Materials & Supplies | 7,763 | 2,094 | 9,857 | - | - | - | - | - | **9,857** |
| Fees & Expenses | - | - | - | - | - | - | - | - | **-** |
| Construction Expenses | 220,921 | 10,213 | 231,134 | 22,459 | - | - | - | - | **253,593** |
| Transfers Out | 4,616 | - | 4,616 | - | - | - | - | - | **4,616** |
| **TOTAL EXPENDITURES** | **233,300** | **12,307** | **245,607** | **22,459** | **-** | **-** | **-** | **-** | **268,066** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **BEGINNING BALANCE** | - | 17,682 | | 22,459 | - | - | - | - | **-** |
| Revenues & Transfers In | 250,982 | 17,084 | 268,066 | - | - | - | - | - | **268,066** |
| Expenditures & Transfers Out | 233,300 | 12,307 | 245,607 | 22,459 | - | - | - | - | **268,066** |
| **ENDING BALANCE** | **17,682** | **22,459** | **22,459** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 9211-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **TREE FINE FUND** | | | | | | | | | |
| Fines & Forfeitures | 15,492 | 300 | 15,792 | - | - | - | - | - | **15,792** |
| Transfers In - General Fund | 184,360 | - | 184,360 | - | - | - | - | - | **184,360** |
| **TOTAL REVENUES** | **199,852** | **300** | **200,152** | **-** | **-** | **-** | **-** | **-** | **200,152** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **TREE FINE FUND** | | | | | | | | | |
| Materials & Supplies | 16,556 | - | 16,556 | - | - | - | - | - | **16,556** |
| Consultant/Contract Svs | 12,596 | - | 12,596 | - | - | - | - | - | **12,596** |
| Construction Expenses | 158,553 | 1,352 | 159,905 | 11,095 | - | - | - | - | **171,000** |
| **TOTAL EXPENDITURES** | **187,705** | **1,352** | **189,057** | **11,095** | **-** | **-** | **-** | **-** | **200,152** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **TREE FINE FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | - | 12,147 | - | 11,095 | - | - | - | - | - |
| Revenues & T/I | 199,852 | 300 | 200,152 | - | - | - | - | - | **200,152** |
| Expenditures & T/O | 187,705 | 1,352 | 189,057 | 11,095 | - | - | - | - | **200,152** |
| **ENDING BALANCE** | **12,147** | **11,095** | **11,095** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 2013 | Project is completed |

### PLAYGROUND SAFETY IMPROVEMENTS 9211-003

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| Materials & Supplies | 2,257 | 181 | 2,437 | - | - | - | - | - | **2,437** |
| Construction Expenses | 8,680 | 18,805 | 27,485 | 20,078 | - | - | - | - | **47,563** |
| **TOTAL EXPENDITURES** | **10,936** | **18,986** | **29,922** | **20,078** | **-** | **-** | **-** | **-** | **50,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | 39,064 | **-** | 20,078 | - | - | - | - | **-** |
| Revenues & T/I | 50,000 | - | **50,000** | - | - | - | - | - | **50,000** |
| Expenditures & T/O | 10,936 | 18,986 | **29,922** | 20,078 | - | - | - | - | **50,000** |
| **ENDING BALANCE** | **39,064** | **20,078** | **20,078** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 will reduce operating expenses as improvements will reduce the number of ongoing repairs needed to keep bathrooms operational. Facility upgrades now will also prevent more costly improvements resulting from deferred maintenance in the future. And, with the addition of waterless urinals, water consumption at City parks will be reduced.

## 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 2012 | Construction project begins |
| Estimated Completion Date | March 2014 | Project is complete |

### PARK RESTROOM IMPROVEMENTS 9211-004

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 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 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 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 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | 57,589 | | 57,589 | - | - | - | - | **-** |
| Revenues & T/I | 57,589 | - | 57,589 | - | - | - | - | - | **57,589** |
| Expenditures & T/O | - | - | - | 57,589 | - | - | - | - | **57,589** |
| **ENDING BALANCE** | **57,589** | **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 and water 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 9212-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **TREE FINE FUND** | | | | | | | | | |
| Tree Dedication Payments | 2,250 | 1,125 | 3,375 | - | - | - | - | - | **3,375** |
| Transfers In - General Fund | 25,000 | - | 25,000 | - | - | - | - | - | **25,000** |
| **TOTAL REVENUES** | **27,250** | **1,125** | **28,375** | **-** | **-** | **-** | **-** | **-** | **28,375** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **TREE FINE FUND** | | | | | | | | | |
| Construction Expenses | 2,627 | 4,373 | 7,000 | 21,375 | - | - | - | - | **28,375** |
| **TOTAL EXPENDITURES** | **2,627** | **4,373** | **7,000** | **21,375** | **-** | **-** | **-** | **-** | **28,375** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **TREE FINE FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | 24,623 | | 21,375 | - | - | - | - | **-** |
| Revenues & T/I | 27,250 | 1,125 | 28,375 | - | - | - | - | - | **28,375** |
| Expenditures & T/O | 2,627 | 4,373 | 7,000 | 21,375 | - | - | - | - | **28,375** |
| **ENDING BALANCE** | **24,623** | **21,375** | **21,375** | **-** | **-** | **-** | **-** | **-** | **-** |

## CITYWIDE PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | SMSCF Tree Dedication Grant Program | **Project Number** | 9212-002 |
| **Department** | Public Works | **Project Manager** | Kevin Meek |

**Description**

This program provides an additional 25% subsidy for participants toward the cost of trees purchased through the Tree and Bench Dedication Program.

**Location**

The SMSCF Tree Dedication Grant 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.

As noted in the Tree Dedication Program above, 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.

In August, 2011, the Saratoga-Monte Sereno Community Foundation (SMSCF) offered the City a $2,500 matching grant to further encourage participation in the Tree and Bench Dedication Program. This additional funding will provide a 50% match for the remainder of the tree or bench dedication fee, meaning the cost was in effect, lowered to 25% of the normal fee. For example, the SMSCF grant will be used to further reduce the cost of dedication trees from $250 per tree to $125 per tree for up to 20 trees.

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 and water 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 |

### SMSCF TREE DONATION PROGRAM 9212-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **TREE FINE FUND** | | | | | | | | | |
| Contributions & Donations | - | 1,875 | 1,875 | - | - | - | - | - | **1,875** |
| Transfers In - Other CIP | - | - | - | - | - | - | - | - | **-** |
| **TOTAL REVENUES** | **-** | **1,875** | **1,875** | **-** | **-** | **-** | **-** | **-** | **1,875** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **TREE FINE FUND** | | | | | | | | | |
| Materials & Supplies | - | - | - | 1,875 | - | - | - | - | **1,875** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **1,875** | **-** | **-** | **-** | **-** | **1,875** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **TREE FINE FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | - | | 1,875 | - | - | - | - | **-** |
| Revenues & T/I | - | 1,875 | 1,875 | - | - | - | - | - | **1,875** |
| Expenditures & T/O | - | - | - | 1,875 | - | - | - | - | **1,875** |
| **ENDING BALANCE** | **-** | **1,875** | **1,875** | **-** | **-** | **-** | **-** | **-** | **-** |

# PARK PROJECTS

## PARK PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | Blaney Plaza Sound System & Lighting | **Project Number** | 9221-001 |
| **Department** | Public Works | **Project Manager** | John Cherbone / Leo Salindong |

**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 and better lighting.

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 portable sound system was purchased to accommodate Blaney Plaza, and is now utilized for large public events. Spot lighting improvements were added to sections of Blaney Plaza to increase safety for the audience.

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 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 |

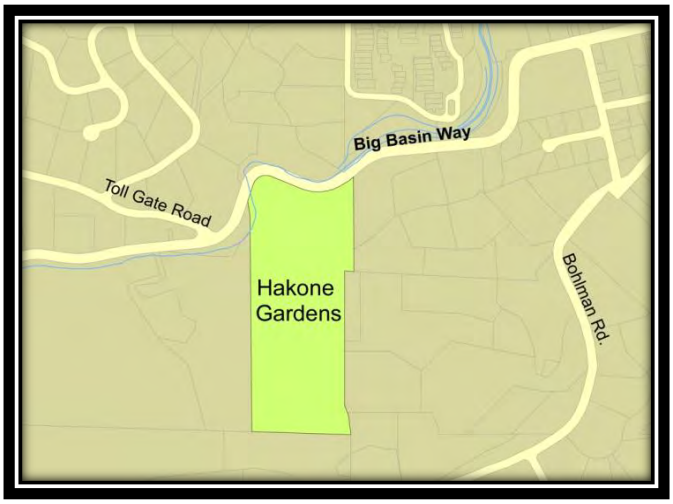
### BLANEY PLAZA SOUND & LIGHTING SYSTEM 9221-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 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 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 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** |
| Transfers Out | - | - | - | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **18,473** | **-** | **18,473** | **6,527** | **-** | **-** | **-** | **-** | **25,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | 6,527 | | 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** | **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 came 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 9222-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| Park-in-Lieu | 250,000 | - | 250,000 | - | - | - | - | - | **250,000** |
| Transfers In - General Fund | - | - | - | - | - | - | - | - | **-** |
| **TOTAL REVENUES** | **250,000** | **-** | **250,000** | **-** | **-** | **-** | **-** | **-** | **250,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| Construction Expenses | - | - | - | 250,000 | - | - | - | - | **250,000** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **250,000** | **-** | **-** | **-** | **-** | **250,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 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** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 9222-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 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 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| Construction Expenses | 42,621 | - | 42,621 | 137,379 | - | - | - | - | **180,000** |
| Transfers Out | 20,000 | - | 20,000 | - | - | - | - | - | **20,000** |
| **TOTAL EXPENDITURES** | **62,621** | **-** | **62,621** | **137,379** | **-** | **-** | **-** | **-** | **200,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | 137,379 | - | 137,379 | - | - | - | - | **-** |
| Revenues & T/I | 200,000 | - | 200,000 | - | - | - | - | - | **200,000** |
| Expenditures & T/O | 62,621 | - | 62,621 | 137,379 | - | - | - | - | **200,000** |
| **ENDING BALANCE** | **137,379** | **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 2012 | Prepare plans and specifications |
| Begin Bid Process | October 2012 | Council approves plans and authorizes bidding the project |
| Contract Award | December 2012 | Council awards contract |
| Estimated Construction Start | January 2013 | Construction project begins |
| Estimated Completion Date | March 2013 | Project is completed |

### HAKONE GARDENS UPPER MOON HOUSE – FOUNDATION REPAIRS 9222-004

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 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 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| Construction Expenses | - | - | - | 125,000 | - | - | - | - | **125,000** |
| Transfers Out | - | - | - | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **125,000** | **-** | **-** | **-** | **-** | **125,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 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** | Recreation & Facilities | **Project Manager** | Thomas Scott |

**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 | November 2011 | Council approves plans and authorizes bidding the project |
| Contract Award | January, 2012 | Council awards contract |
| Estimated Construction Start | February, 2012 | Construction project begins |
| Estimated Completion Date | October, 2012 | Project is completed |

### HAKONE GARDENS LOWER HOUSE ADA RAMPS 9222-005

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT PARK FUND** | | | | | | | | | |
| CDBG Grant | 3,791 | 28,502 | 32,293 | 12,507 | - | - | - | - | **44,800** |
| **TOTAL REVENUES** | **3,791** | **28,502** | **32,293** | **12,507** | **-** | **-** | **-** | **-** | **44,800** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT PARK FUND** | | | | | | | | | |
| Construction Expenses | 3,791 | 28,502 | 32,293 | 12,507 | - | - | - | - | **44,800** |
| **TOTAL EXPENDITURES** | **3,791** | **28,502** | **32,293** | **12,507** | **-** | **-** | **-** | **-** | **44,800** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT PARK FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | - | **-** | - | - | - | - | - | **-** |
| Revenues & T/I | 3,791 | 28,502 | 32,293 | 12,507 | - | - | - | - | **44,800** |
| Expenditures & T/O | 3,791 | 28,502 | 32,293 | 12,507 | - | - | - | - | **44,800** |
| **ENDING BALANCE** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 | March, 2011 | Council approves plans and authorizes bidding the project |
| Contract Award | June, 2011 | Council awards contract |
| Estimated Construction Start | July, 2011 | Construction project begins |
| Estimated Completion Date | November, 2012 | Project is completed |

### RAVENSWOOD PLAYGROUND EQUIPMENT 9238-001

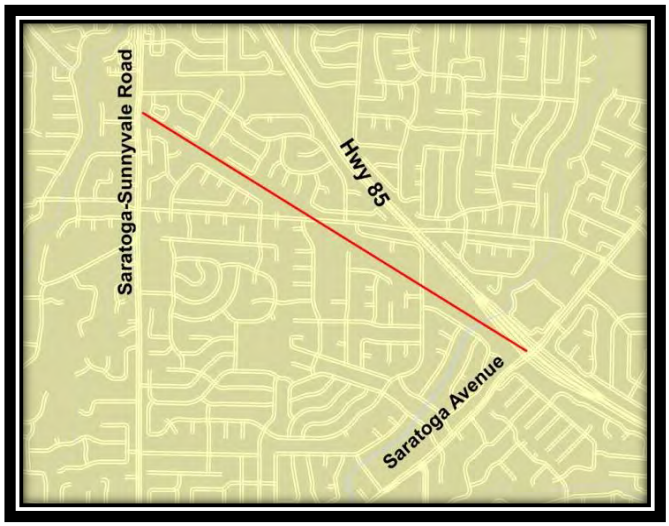
| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| Park-in-Lieu | 75,000 | - | 75,000 | - | - | - | - | - | **75,000** |
| Transfers In - GF | 75,000 | - | 75,000 | - | - | - | - | - | **75,000** |
| **TOTAL REVENUES** | **150,000** | **-** | **150,000** | **-** | **-** | **-** | **-** | **-** | **150,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| Materials & Supplies | 7,722 | 4,106 | 11,829 | - | - | - | - | - | **11,829** |
| Fees & Expenses | 42 | - | 42 | - | - | - | - | - | **42** |
| Construction Expenses | 1,610 | 59,434 | 61,044 | 2,086 | - | - | - | - | **63,130** |
| Transfers Out | 75,000 | - | 75,000 | - | - | - | - | - | **75,000** |
| **TOTAL EXPENDITURES** | **84,374** | **63,540** | **147,914** | **2,086** | **-** | **-** | **-** | **-** | **150,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | | 65,626 | **-** | 2,086 | - | - | - | - | **-** |
| Revenues & T/I | 150,000 | - | 150,000 | - | - | - | - | - | **150,000** |
| Expenditures & T/O | 84,374 | 63,540 | 147,914 | 2,086 | - | - | - | - | **150,000** |
| **ENDING BALANCE** | **65,626** | **2,086** | **2,086** | **-** | **-** | **-** | **-** | **-** | **-** |

# 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 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 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 2012 | Project is completed |

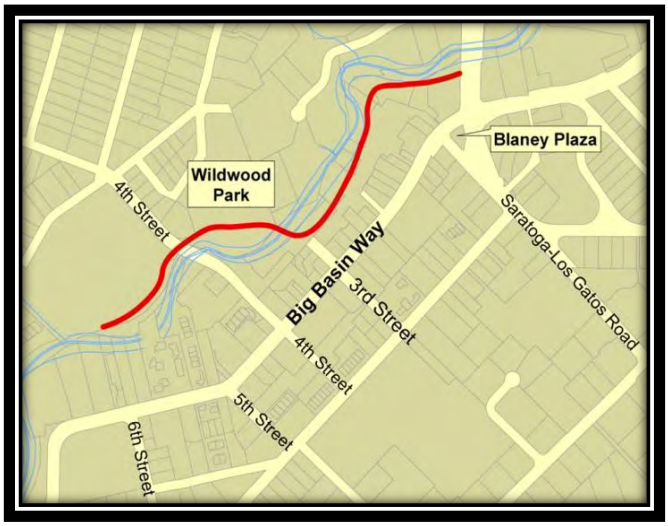
### JOE'S TRAIL AT SARATOGA DE ANZA 9274-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| Federal - CMAQ to VTA | 456,976 | 599,013 | 1,055,989 | 231,424 | - | - | - | - | **1,287,413** |
| State - Prop 1B | 112,586 | - | 112,586 | - | - | - | - | - | **112,586** |
| Local - VTA Measure B | 379,988 | - | 379,988 | - | - | - | - | - | **379,988** |
| Private - SV Foundation | 154,399 | - | 154,399 | 245,602 | - | - | - | - | **400,001** |
| **TOTAL REVENUES** | **1,103,949** | **599,013** | **1,702,962** | **477,026** | **-** | **-** | **-** | **-** | **2,179,988** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| Salary & Benefits | 41,713 | 22,588 | 64,301 | - | - | - | - | - | **64,301** |
| Site Acquisition & Prep | 322,852 | - | 322,852 | - | - | - | - | - | **322,852** |
| Materials & Supplies | 1,035 | - | 1,035 | - | - | - | - | - | **1,035** |
| Fees & Expenses | 20,679 | - | 20,679 | - | - | - | - | - | **20,679** |
| Consultant/Contract Svs | 108,716 | 20,836 | 129,553 | - | - | - | - | - | **129,553** |
| Construction Expenses | 650,064 | 514,478 | 1,164,541 | 477,026 | - | - | - | - | **1,641,568** |
| **TOTAL GRANT FUND** | **1,145,059** | **557,902** | **1,702,962** | **477,026** | **-** | **-** | **-** | **-** | **2,179,988** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | - | (41,110) | | - | - | - | - | - | - |
| Revenues & Transfers In | 1,103,949 | 599,013 | 1,702,962 | 477,026 | - | - | - | - | **2,179,988** |
| Expenditures & Transfers Out | 1,145,059 | 557,902 | 1,702,962 | 477,026 | - | - | - | - | **2,179,988** |
| **ENDING BALANCE** | **(41,110)** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 will 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 will 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 is to begin in Saratoga Village, travel up to Hakone Gardens through the Sanborn-Skyline trail system, to the Pacific Ocean.

Village Creek Trail is funded by the Santa Clara Valley Water District Watershed Stewardship grant program. The required matching contribution will include staff time.

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** The City is to receive grant money from the Water District for the construction of the trail. 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 |
|---|---|---|
| Environmental Review Begins | April 2012 | Environmental review and documentation begins |
| Environmental Review Ends | August 2012 | Environmental review and documents filed with County |
| Estimated Design Start | September 2012 | Design for the Village Creek Trail begins |
| Estimated Design Completion | November 2012 | Design for the Village Creek Trail is completed |
| Council Approval | December 2012 | Final conceptual design presented to the Saratoga City Council and Water District Board of Directors for approval |

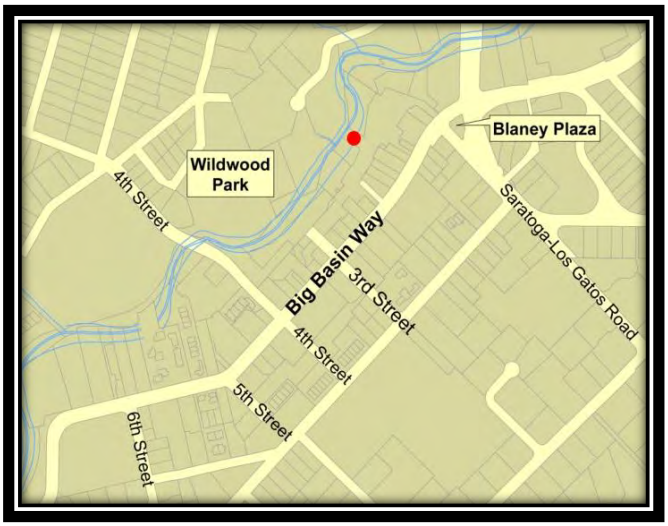
### SARATOGA CREEK TRAIL – DESIGN 9277-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| Local - SCVWD Grant | - | - | - | 39,000 | - | - | - | - | **39,000** |
| **TOTAL REVENUES** | **-** | **-** | **-** | **39,000** | **-** | **-** | **-** | **-** | **39,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| Consultant/Contract Svs | - | - | - | 39,000 | - | - | - | - | **39,000** |
| **TOTAL** | **-** | **-** | **-** | **39,000** | **-** | **-** | **-** | **-** | **39,000** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **39,000** | **-** | **-** | **-** | **-** | **39,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| **Beginning Grant Balance** | - | - | - | - | - | - | - | - | - |
| Revenues & T/I | - | - | - | 39,000 | - | - | - | - | **39,000** |
| Expenditures & T/O | - | - | - | 39,000 | - | - | - | - | **39,000** |
| **ENDING BALANCE** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 proposed trail and overlook is located behind the property at 14435 Big Basin Way on the eastern bank of Saratoga Creek in the Village. The trail will begin at a City owned parking lot in the Village and end at a 60 square foot seating area overlooking Saratoga Creek.

**Project Background** The trail will be approximately 150 feet long and 4 feet wide. The trail surface would be decomposed granite and the trail would have 2 switchbacks. 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.

This project is partially funded by Santa Clara Valley Water District Trails and Open Space grant. The required matching fund will include City staff time.

**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 |
|---|---|---|
| Surveying | May 2012 | Survey and stake property corners; finalize trail design |
| Begin Bid Process | July 2012 | Distribute bids to contractors |
| Contract Award | August 2012 | Council awards construction contract |
| Estimated Construction Start | September 2012 | Construction project begins |
| Estimated Construction Finish | October 2012 | Construction is complete |
| Estimated Completion | December 2012 | Project is complete, final reimbursements are processed, and Santa Clara Valley Water District performs final inspection |

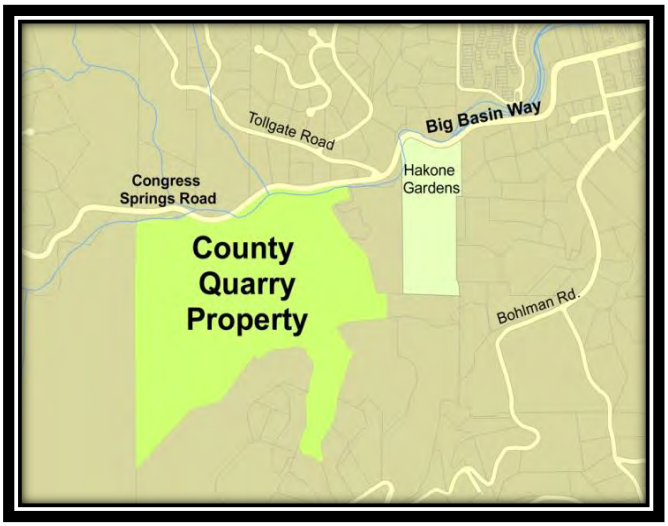
### SARATOGA VILLAGE CREEK OVERLOOK 9277-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 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 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 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 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 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** | Saratoga to Sea Quarry Master Plan | **Project Number** | 9281-002 |
| **Department** | Public Works | **Project Manager** | John Cherbone |

**Description**

Develop a Master Plan (Final Management Plan) for the Quarry Property acquired from the County of Santa Clara.

**Location**

South of Highway 9 (Congress Springs Road), west of Hakone Gardens. This property is bordered by two private parcels on its east side, private developed parcels on its south and a large open space parcel owned by San Jose Water Company on its west. Saratoga Creek runs along portions of the north property line.

**Project Background**

The City of Saratoga acquired this 63.35-acre property from the County of Santa Clara in 2011. As part of the acquisition agreement, the City dedicated a Conservation Easement over the Property in favor of Mid-Peninsula Regional Open Space District (District) and the County of Santa Clara (County). The City hopes to accomplish the following goals with the Conservation Agreement.

- Assure that the Property will be retained in perpetuity in its natural scenic and open space condition.
- Prevent any use of the property that will impair its open space values
- Promote public access for hiking and other recreation uses

The City must develop a Final Management Plan (Master Plan) for the Property in order to accomplish the purposes of the Conservation Easement. The development and implementation of this Master Plan shall be subject to County and District review and input. The Master Plan shall include the following provisions:

- Promote the protection of public resources and public access for recreation
- Implement of an erosion control program
- Develop the Saratoga-to-the-Sea Trail as contemplated by the City of Saratoga General Plan
- Obtain any necessary regulatory approvals.

**Operating Budget Impacts**

The Final Management Plan, after it is developed requires minimal maintenance cost. However, maintenance cost, staff time, and liability costs will be impacted by through increases associated with implementation of the Final Management Plan.

## TRAIL PROJECTS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| RFP Process | July 2012 | Retain architect to develop Master Plan |
| Begin Design Phase | September 2012 | Begin conceptual design of Master Plan |
| Complete Design Phase | September 2014 | Finalize Master Plan |
| Easement | September 2014 | Obtain private easement from private party |
| Begin Construction | July 2015 | Present the results of the initial study, related documents, and public comments to the Saratoga City Council for project approval |
| Construction | June 2016 | Complete construction of 1st trail |

### SARATOGA TO SEA QUARRY MASTER PLAN 9281-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| Transfers In - General Fund | - | - | - | 300,000 | - | - | - | - | **300,000** |
| **TOTAL REVENUES** | **-** | **-** | **-** | **300,000** | **-** | **-** | **-** | **-** | **300,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| Consultant/Contract Svs | - | - | - | 300,000 | - | - | - | - | **300,000** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **300,000** | **-** | **-** | **-** | **-** | **300,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP PARK FUND** | | | | | | | | | |
| **BEGINNING BALANCE** | - | - | - | - | - | - | - | - | |
| Revenues & T/I | - | - | - | 300,000 | - | - | - | - | **300,000** |
| Expenditures & T/O | - | - | - | 300,000 | - | - | - | - | **300,000** |
| **ENDING BALANCE** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

# FACILITY IMPROVEMENT PROGRAM

## PROGRAM DIRECTORY


| FACILITY IMPROVEMENT PROGRAM | | |
|---|---|---|
| Program Summary | | D – 121 |
| Project List Summary | | D – 122 |
| Project Funding Summary | | D – 123 |

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| 9312-002 | Electronic Door Lock System | D – 128 |
| 9314-001 | Electric Vehicle Charging Station | D – 130 |
| 9314-002 | Emergency Power Backup | D – 132 |
| 9314-004 | ADA Compliant – Public Counters | D – 134 |
| 9314-005 | ADA Auto Doors/Ramps/Handrails | D – 136 |

| CIVIC CENTER IMPROVEMENT | | |
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| 9322-001 | Theater Improvements | D – 140 |

| SARATOGA – PROSPECT CENTER | | |
|---|---|---|
| 9351-001 | Saratoga Prospect Center Improvements | D – 144 |

| VILLAGE HISTORICAL BUILDING | | |
|---|---|---|
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|---|---|---|
| 9372-001 | Building Exterior Maintenance Projects | D – 158 |
| 9374-002 | Library Capital Improvements | D – 160 |

# FACILITY IMPROVEMENT PROGRAM SUMMARY

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 external building 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 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expenditures |
|---|---|---|---|---|---|---|---|---|
| ***City Wide Projects*** | | | | | | | | |
| 9311-001 | Annual Facility Improvements | 350,083 | 208,413 | - | - | - | - | 558,496 |
| 9312-002 | Electronic Door Lock System - Phase II | 63,123 | 40,000 | - | - | - | - | 103,123 |
| 9314-001 | Electric Vehicle Charging Station | 21,600 | 43,400 | - | - | - | - | 65,000 |
| 9314-002 | Emergency Power Backup - Phase II | 18,198 | 103,232 | - | - | - | - | 121,430 |
| 9314-004 | ADA Compliant - Public Counter | 2,029 | 70,231 | - | - | - | - | 72,260 |
| 9314-005 | ADA Auto Doors/Ramps/Handrails | - | 60,150 | - | - | - | - | 60,150 |
| ***Civic Center Improvements*** | | | | | | | | |
| 9321-011 | Admin Building Window Replacement | 17,782 | *Closed* | | | | | 17,782 |
| 9322-001 | Theater Improvements | 158,343 | 35,529 | 35,000 | 35,000 | 35,000 | 40,000 | 338,871 |
| 9322-003 | Theater HVAC System | 21,403 | *Closed* | | | | | 21,403 |
| 9322-004 | Theater Sound System | 6,933 | *Closed* | | | | | 6,933 |
| 9322-005 | Theater Doors | 4,958 | *Closed* | | | | | 4,958 |
| 9322-006 | Theater Arm Rests | 2,323 | *Closed* | | | | | 2,323 |
| 9331-003 | Community Center HVAC Replace | 24,082 | *Closed* | | | | | 24,082 |
| 9341-001 | Corp Yard Vehicle Shelter Structure | 19,663 | *Closed* | | | | | 19,663 |
| 9341-002 | Corp Yard Vehicle Shelter Solar Panels | 73,725 | *Closed* | | | | | 73,725 |
| ***Saratoga-Prospect Center*** | | | | | | | | |
| 9351-001 | Saratoga Prospect Center Improvements | 1,275,453 | 113,453 | - | - | - | - | 1,388,906 |
| 9352-003 | Grace Building - AC Unit for IT Room | 15,425 | *Closed* | | | | | 15,425 |
| ***Village Historical Buildings*** | | | | | | | | |
| 9362-003 | Book Go Round - HVAC | - | 40,209 | - | - | - | - | 40,209 |
| 9363-002 | Museum ADA Ramp - CDBG | 40,393 | 6,200 | - | - | - | - | 46,593 |
| 9363-003 | Museum Electrical Upgrade | 22,210 | 12,468 | - | - | - | - | 34,678 |
| 9363-005 | Museum Heater Replacement | 5,542 | *Closed* | | | | | 5,542 |
| 9364-001 | McWilliams House Improvements | 5,565 | 4,435 | - | - | - | - | 10,000 |
| ***Library Buildings*** | | | | | | | | |
| 9372-001 | Library Exterior Maintenance Projects | 11,130 | 18,870 | - | - | - | 20,000 | 50,000 |
| 9374-002 | Library Improvements | 234,578 | 118,910 | - | - | - | - | 353,488 |
| **Total Project** | | 2,394,541 | 875,500 | 35,000 | 35,000 | 35,000 | 60,000 | 3,435,041 |
| ***Interfund Transfers*** | | 135,209 | - | - | - | - | - | 135,209 |
| **Total Project Expenditures** | | 2,529,750 | 875,500 | 35,000 | 35,000 | 35,000 | 60,000 | 3,570,250 |

The following projects were provided new funding in FY 2012/13:

- Electronic Door Lock System – Phase II
- Emergency Power Backup – Phase II
- ADA Auto Doors/Ramps/Handrails

Ten of the above projects were completed in FY 2011/12, resulting in fourteen active projects.

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Program Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Theater Ticket Surcharge | 164,160 | 29,711 | 193,871 | 35,000 | 35,000 | 35,000 | 40,000 | 40,000 | 378,871 |
| SCC Maintenance Reimb | 20,000 | 5,000 | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 50,000 |
| Miscellaneous Revenue | 700 | - | 700 | - | - | - | - | - | 700 |
| CIP Project Contributions | 156,814 | - | 156,814 | 8,042 | - | - | - | - | 164,856 |
| Transfers In - General Fund | 1,739,735 | 102,479 | 1,842,214 | 200,000 | - | - | - | - | 2,042,214 |
| Transfers In - Other CIP | 246,420 | 128,229 | 374,649 | 32,167 | - | - | - | - | 406,817 |
| Transfer In - Admin Projects | - | 36,430 | 36,430 | - | - | - | - | - | 36,430 |
| Transfer In - Library Fund | 351,360 | - | 351,360 | - | - | - | - | - | 351,360 |
| **CIP GRANT FUND** | | | | | | | | | |
| CDBG Grant | - | 2,029 | 2,029 | 136,581 | - | - | - | - | 138,610 |
| Transfer In CDBG | 40,393 | - | 40,393 | - | - | - | - | - | 40,393 |
| **TOTAL REVENUES** | **2,719,581** | **303,878** | **3,023,460** | **416,790** | **40,000** | **40,000** | **45,000** | **45,000** | **3,610,250** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Program Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Materials & Supplies | 49,520 | 543 | 50,062 | 4,435 | - | - | - | - | 54,497 |
| Fees & Expenses | - | 1,528 | 1,528 | - | - | - | - | - | 1,528 |
| Consultant/Contract Svs | 16,844 | 22,631 | 39,474 | - | - | - | - | - | 39,474 |
| Construction Expenses | 1,670,774 | 590,280 | 2,261,054 | 734,484 | 35,000 | 35,000 | 35,000 | 60,000 | 3,160,538 |
| Transfers Out | - | 135,209 | 135,209 | - | - | - | - | - | 135,209 |
| **TOTAL CIP FUND EXP** | **1,737,137** | **750,191** | **2,487,328** | **738,919** | **35,000** | **35,000** | **35,000** | **60,000** | **3,391,247** |
| **CIP GRANT FUND** | | | | | | | | | |
| Materials & Supplies | 72 | - | 72 | - | - | - | - | - | 72 |
| Fees & Expenses | 10 | - | 10 | - | - | - | - | - | 10 |
| Consultant/Contract Svs | 4,853 | 2,029 | 6,882 | - | - | - | - | - | 6,882 |
| Construction Expenses | 35,458 | - | 35,458 | 136,581 | - | - | - | - | 172,039 |
| **TOTAL GRANT FUND EXP** | **40,393** | **2,029** | **42,422** | **136,581** | **-** | **-** | **-** | **-** | **179,003** |
| **TOTAL EXPENDITURES** | **1,777,530** | **752,220** | **2,529,750** | **875,500** | **35,000** | **35,000** | **35,000** | **60,000** | **3,570,250** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Program Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| **Beginning Balance** | | 942,051 | | 493,710 | 35,000 | 40,000 | 45,000 | 55,000 | |
| Revenues & T/I | 2,679,188 | 301,849 | 2,981,038 | 280,209 | 40,000 | 40,000 | 45,000 | 45,000 | **3,431,247** |
| Expenditures & T/O | 1,737,137 | 750,191 | 2,487,328 | 738,919 | 35,000 | 35,000 | 35,000 | 60,000 | **3,391,247** |
| **Ending Balance** | **942,051** | **493,710** | **493,710** | **35,000** | **40,000** | **45,000** | **55,000** | **40,000** | **40,000** |
| **GRANT FUND** | | | | | | | | | |
| **Beginning Balance** | | - | | - | | | | | |
| Revenues & T/I | 40,393 | 2,029 | 42,422 | 136,581 | - | - | - | - | **179,003** |
| Expenditures & T/O | 40,393 | 2,029 | 42,422 | 136,581 | - | - | - | - | **179,003** |
| **Ending Balance** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **ENDING BALANCE** | **942,051** | **493,710** | **493,710** | **35,000** | **40,000** | **45,000** | **55,000** | **40,000** | **40,000** |

# 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 reallocated from this central project to assigned facility projects throughout the year.

**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 repairs, improvements, and maintenance that improve safety are given the highest priority. Past projects have included:

- Installing new site and building signs for the Prospect Center
- Administration lobby remodel
- Theater and City Hall alarm system replacement
- Carpet replacement for Adult Daycare Center, Portable, Community Development Hallway
- Replacement of 12 windows on the east side of the City Hall Administrative Building
- City Hall HVAC system replacements
- Corporation Yard men's restroom remodel
- ADA compliant ramp for preschool portable
- Copy and Break Room flooring replacement
- Repair of damaged HVAC duct work over the Public Works area

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 help to prevent larger problems and costs associated with deferred maintenance, and increase 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 9311-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Miscellaneous Revenue | 700 | - | **700** | - | - | - | - | - | **700** |
| Transfers In - General Fund | 339,735 | 100,000 | **439,735** | 100,000 | - | - | - | - | **539,735** |
| Transfers In - Other CIP | 14,464 | 3,597 | **18,061** | - | - | - | - | - | **18,061** |
| **TOTAL REVENUES** | **354,899** | **103,597** | **458,496** | **100,000** | **-** | **-** | **-** | **-** | **558,496** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Construction Expenses | 225,451 | 124,632 | **350,083** | 208,413 | - | - | - | - | **558,496** |
| **TOTAL EXPENDITURES** | **225,451** | **124,632** | **350,083** | **208,413** | **-** | **-** | **-** | **-** | **558,496** |

| | Prior Year Activity | FY 2011/12 Actuals | Totals | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | 129,448 | | 108,413 | - | - | - | - | **-** |
| Revenues & T/I | 354,899 | 103,597 | 458,496 | 100,000 | - | - | - | - | **558,496** |
| Expenditures & T/O | 225,451 | 124,632 | 350,083 | 208,413 | - | - | - | - | **558,496** |
| **ENDING FUND BALANCE** | **129,448** | **108,413** | **108,413** | **-** | **-** | **-** | **-** | **-** | **-** |

## CITYWIDE PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | Door Locking System | **Project Number** | 9312-002 |
| **Department** | Recreation and Facilities | **Project Manager** | Thomas Scott |

**Description** This project funds installation of a Stanley wireless security system to the exterior doors at both buildings at the Prospect Center and to update the master key system used at the Corp Yard.

**Location** This project will be located at both buildings at the Prospect Center, the Corp Yard, a number of the Park buildings and locations used by the Street Department.

**Project Background** Currently, over half of the doors at City Hall must be manually locked or unlocked. The City plans to increase security of the Prospect Center campus by investing in an electronic locking security system that would eliminate the possibility of doors being left unlocked during non-working hours. Doors would be set to automatically unlock and lock based on requirements of the buildings at the Prospect Center. Subsequently, the threat of loss or damage to City property during off hours would be reduced. The Corp Yard portion of the project will be to update the Master key system used at the Corp Yard, most of the Parks buildings and at field locations around the City used by the Street's department. This Master key system has been due for a complete update of all of the existing keys for the Corp Yard system to improve the security and eliminate the concern over legacy lost keys.

**Operating Budget Impacts** This project will help to reduce the possibility of loss of or damage to City property that could result from doors being left unlocked after hours. Following project completion, the improvements may increase maintenance expenses. Project management has already been incorporated in the City's operating budget.

## CITYWIDE PROJECTS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Begin Design Phase | July 2012 | Prepare plans and specifications |
| Begin Bid Process | December 2012 | Council approves plans and authorizes bidding the project |
| Contract Award | February 2013 | Council awards contract |
| Estimated Construction Start | April 2013 | Construction project begins |
| Estimated Completion Date | June 2013 | Project is completed |

### DOOR LOCKING SYSTEM 9312-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Transfers In - Other CIP | - | 3,123 | **3,123** | - | - | - | - | - | **3,123** |
| Transfers In - General Fund | 60,000 | - | **60,000** | 40,000 | - | - | - | - | **100,000** |
| **TOTAL REVENUES** | **60,000** | **3,123** | **63,123** | **40,000** | **-** | **-** | **-** | **-** | **103,123** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Construction Expenses | 59,865 | 3,258 | **63,123** | 40,000 | - | - | - | - | **103,123** |
| **TOTAL EXPENDITURES** | **59,865** | **3,258** | **63,123** | **40,000** | **-** | **-** | **-** | **-** | **103,123** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | 119,865 | | - | - | - | - | - | - |
| Revenues & T/I | 60,000 | 3,123 | 63,123 | 40,000 | - | - | - | - | 103,123 |
| Expenditures & T/O | 59,865 | 3,258 | 63,123 | 40,000 | - | - | - | - | 103,123 |
| **ENDING FUND BALANCE** | **119,865** | **119,731** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

## CITYWIDE PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | Electric Vehicle Charging Stations | **Project Number** | 9314-001 |
| **Department** | Public Works | **Project Manager** | Iveta Harvancik |

**Description** This project will install electric vehicle charging stations throughout the City.

**Location** Electric vehicle charging stations will be placed at various locations, such as at the City Hall's front parking lot, the Library parking lot, and in the Village.

**Project Background** In July 2010, the City Council approved a grant for the purchase and installation of electric vehicle charging stations. 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.

Establishing an infrastructure for electric vehicles is 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 City will purchase a total of 7 charging stations: 4 will be placed at City Hall, 2 in the Village, and 1 in the Library parking lot. 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** The addition of electric vehicle charging stations to the Village may attract owners of these vehicles to the City's downtown shops and restaurants, increasing the City's tax revenues. Maintenance of the electric vehicle charging stations will be carried out by Coulomb Technologies and will not impact the operating budget. Staff time for project management is already incorporated in the operating budget.

## PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Begin Design Phase | September 2011 | Prepare plans and specifications |
| Begin Bid Process | January 2012 | Council approves plans and authorizes bidding the project |
| Contract Award | March 2012 | Council awards contract |
| Estimated Construction Start | April 2012 | Construction project begins |
| Estimated Completion Date | December 2012 | Project is completed |

## ELECTRIC VEHICLE CHARGING STATIONS 9314-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES GRANT FUND** | | | | | | | | | |
| Construction Expenses | - | 21,600 | **21,600** | 43,400 | - | - | - | - | **65,000** |
| Transfers Out | - | - | **-** | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **-** | **21,600** | **21,600** | **43,400** | **-** | **-** | **-** | **-** | **65,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES GRANT FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | | 65,000 | **-** | 43,400 | - | - | - | - | **-** |
| Revenues & T/I | 65,000 | - | 65,000 | - | - | - | - | - | **65,000** |
| Expenditures & T/O | - | 21,600 | 21,600 | 43,400 | - | - | - | - | **65,000** |
| **ENDING FUND BALANCE** | **65,000** | **43,400** | **43,400** | **-** | **-** | **-** | **-** | **-** | **-** |

## CITYWIDE PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | Emergency Power Backup | **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 | January 2013 | Council approves plans and authorizes bidding the project |
| Contract Award | March 2013 | Council awards contract |
| Estimated Construction Start | May 2013 | Construction project begins |
| Estimated Completion Date | June 2013 | Project completed |

### EMERGENCY POWER BACKUP SYSTEM 9314-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Transfers In - General Fund | - | - | **-** | 60,000 | - | - | - | - | **60,000** |
| Transfers In - Other CIP | - | 25,000 | **25,000** | - | - | - | - | - | **25,000** |
| Transfers In - Admin Projects | - | 36,430 | **36,430** | - | - | - | - | - | **36,430** |
| **TOTAL REVENUES** | **-** | **61,430** | **61,430** | **60,000** | **-** | **-** | **-** | **-** | **121,430** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Consultant/Contract Svs | - | 9,750 | **9,750** | - | - | - | - | - | **9,750** |
| Project Equip & Fixtures | - | - | **-** | - | - | - | - | - | **-** |
| Construction Expenses | - | 8,448 | **8,448** | 103,232 | - | - | - | - | **111,680** |
| Transfers Out | - | - | **-** | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **-** | **18,198** | **18,198** | **103,232** | **-** | **-** | **-** | **-** | **121,430** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | | - | **-** | 43,232 | - | - | - | - | **-** |
| Revenues & T/I | - | 61,430 | 61,430 | 60,000 | - | - | - | - | **121,430** |
| Expenditures & T/O | - | 18,198 | 18,198 | 103,232 | - | - | - | - | **121,430** |
| **ENDING FUND BALANCE** | **-** | **43,232** | **43,232** | **-** | **-** | **-** | **-** | **-** | **-** |

## CITYWIDE PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | ADA Compliant Public Counters | **Project Number** | 9314-004 |
| **Department** | Recreation & Facilities | **Project Manager** | Thomas Scott |

**Description** This project will remodel customer service counters to make them accessible and ADA compliant.

**Location** At various customer service counters located in 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 | March 2012 | Prepare plans and specifications |
| Begin Bid Process | December 2012 | Council approves plans and authorizes bidding the project |
| Contract Award | February 2013 | Council awards contract |
| Estimated Construction Start | April 2013 | Construction project begins |
| Estimated Completion Date | June 2013 | Project completed |

### ADA COMPLIANT PUBLIC COUNTERS 9314-004

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| CDBG Grant | - | 2,029 | **2,029** | 70,231 | - | - | - | - | **72,260** |
| **TOTAL REVENUES** | **-** | **2,029** | **2,029** | **70,231** | **-** | **-** | **-** | **-** | **72,260** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| Consultant/Contract Svs | - | 2,029 | **2,029** | - | - | - | - | - | **2,029** |
| Construction Expenses | - | - | **-** | 70,231 | - | - | - | - | **70,231** |
| **TOTAL EXPENDITURES** | **-** | **2,029** | **2,029** | **70,231** | **-** | **-** | **-** | **-** | **72,260** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | - | **-** | - | - | - | - | - | **-** |
| Revenues & T/I | - | 2,029 | 2,029 | 70,231 | - | - | - | - | **72,260** |
| Expenditures & T/O | - | 2,029 | 2,029 | 70,231 | - | - | - | - | **72,260** |
| **ENDING FUND BALANCE** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

## CITYWIDE PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | ADA Auto Doors/Ramps/Handrails | **Project Number** | 9314-005 |
| **Department** | Recreation & Facilities | **Project Manager** | Thomas Scott |

**Description**

This project will continue the process of making City facilities ADA compliant by installing eight (8) automatic doors at the Community Center, the Senior Center, the Prospect Center Friendship Hall and Grace Building.

**Location**

Improvements will be made at the Community Center, the Senior Center, the Prospect Center Friendship Hall and Grace Building.

**Project Background**

In July, 2009, 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 automatic opening doors for all City facilities.

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**

Automatic doors 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 | December 2012 | Prepare plans and specifications |
| Begin Bid Process | January 2013 | Council approves plans and authorizes bidding the project |
| Contract Award | February 2013 | Council awards contract |
| Estimated Construction Start | May 2014 | Construction project begins |
| Estimated Completion Date | June 2014 | Project completed |

### ADA AUTO DOORS/RAMPS/HANDRAILS 9314-005

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| CDBG Grant | - | - | - | 60,150 | - | - | - | - | **60,150** |
| **TOTAL REVENUES** | **-** | **-** | **-** | **60,150** | **-** | **-** | **-** | **-** | **60,150** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| Construction Expenses | - | - | - | 60,150 | - | - | - | - | **60,150** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **60,150** | **-** | **-** | **-** | **-** | **60,150** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | - | - | - | - | - | - | - | - |
| Revenues & T/I | - | - | - | 60,150 | - | - | - | - | **60,150** |
| Expenditures & T/O | - | - | - | 60,150 | - | - | - | - | **60,150** |
| **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 funds various 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, new doors and stage flooring. Theater improvements for the 2012/13 fiscal year will include:

- New black and main curtains for the stage
- Electrical and lighting system upgrades
- Outside covering and wall extension
- New house lighting over seating area

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.

## 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 9322-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Theater Ticket Surcharge | 164,160 | 29,711 | **193,871** | 35,000 | 35,000 | 35,000 | 40,000 | 40,000 | **378,871** |
| Transfers In - General Fund | - | - | **-** | - | - | - | - | - | **-** |
| **TOTAL REVENUES** | **164,160** | **29,711** | **193,871** | **35,000** | **35,000** | **35,000** | **40,000** | **40,000** | **378,871** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Materials & Supplies | 5,159 | - | **5,159** | - | - | - | - | - | **5,159** |
| Construction Expenses | 93,102 | 60,082 | **153,184** | 35,529 | 35,000 | 35,000 | 35,000 | 40,000 | **333,713** |
| Transfers Out | - | - | **-** | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **98,261** | **60,082** | **158,343** | **35,529** | **35,000** | **35,000** | **35,000** | **40,000** | **338,871** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | 65,899 | | 35,529 | 35,000 | 35,000 | 35,000 | 40,000 | - |
| Revenues & T/I | 164,160 | 29,711 | 193,871 | 35,000 | 35,000 | 35,000 | 40,000 | 40,000 | 378,871 |
| Expenditures & T/O | 98,261 | 60,082 | 158,343 | 35,529 | 35,000 | 35,000 | 35,000 | 40,000 | 338,871 |
| **ENDING FUND BALANCE** | **65,899** | **35,529** | **35,529** | **35,000** | **35,000** | **35,000** | **40,000** | **40,000** | **40,000** |

# SARATOGA-PROSPECT CENTER PROJECTS

## SARATOGA – PROSPECT CENTER PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | Saratoga–Prospect Center Improvements | **Project Number** | 9351-001 |
| **Department** | Public Works | **Project Manager** | Kevin Meek |

**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 2012 | Prepare plans and specifications |
| Begin Bid Process | May 2012 | Council approves plans and authorizes bidding the project |
| Contract Award | July 2012 | Council awards contract |
| Estimated Construction Start | August 2012 | Construction project begins |
| Estimated Completion Date | November 2012 | Project is completed |

### SARATOGA PROSPECT CENTER IMPROVEMENTS 9351-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Contributions & Donations | 154,685 | - | **154,685** | - | - | - | - | - | **154,685** |
| Transfers In - General Fund | 1,165,000 | - | **1,165,000** | - | - | - | - | - | **1,165,000** |
| Transfers In - Other CIP | 69,221 | - | **69,221** | - | - | - | - | - | **69,221** |
| **TOTAL REVENUES** | **1,388,906** | **-** | **1,388,906** | **-** | **-** | **-** | **-** | **-** | **1,388,906** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Materials & Supplies | 38,796 | 543 | **39,338** | - | - | - | - | - | **39,338** |
| Fees & Expenses | - | - | **-** | - | - | - | - | - | **-** |
| Consultant/Contract Svs | 8,930 | 2,016 | **10,947** | - | - | - | - | - | **10,947** |
| Construction Expenses | 1,220,733 | 4,435 | **1,225,168** | 113,453 | - | - | - | - | **1,338,621** |
| Transfers Out | - | - | **-** | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **1,268,459** | **6,994** | **1,275,453** | **113,453** | **-** | **-** | **-** | **-** | **1,388,906** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | | 120,447 | | 113,453 | - | - | - | - | **-** |
| Revenues & T/I | 1,388,906 | - | 1,388,906 | - | - | - | - | - | **1,388,906** |
| Expenditures & T/O | 1,268,459 | 6,994 | 1,275,453 | 113,453 | - | - | - | - | **1,388,906** |
| **ENDING FUND BALANCE** | **120,447** | **113,453** | **113,453** | **-** | **-** | **-** | **-** | **-** | **-** |

# VILLAGE HISTORICAL BUILDING PROJECTS

## VILLAGE HISTORICAL BUILDING PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | Book Go Round HVAC | **Project Number** | 9362-003 |
| **Department** | Recreation & Facilities | **Project Manager** | Thomas Scott |

**Description**

Upgrade of the HVAC System for the Book-Go-Round

**Location**

The old library building is located at 14410 Oak Street in the Saratoga Village.

**Project Background**

The Book-Go-Round building heating ventilation and air conditioning system currently consists of four of the oldest HVAC units in the City's system, which require staff time to keep them functioning. This project will remove these units, and replace them with one modern HVAC unit.

The removal of the four units will require the repair of windows where the old AC units were located, and the removal of abandoned asbestos material from attic space where new unit will be placed. The historic appearance of the air conditioning registers will be maintained.

Funding will come from the Annual Facility Improvement Funding project, and in accordance with the lease agreement, the Friends of the Saratoga Library will contribute 20% of the HVAC improvement or $10,000, whichever is less.

**Operating Budget Impacts**

The improvements will reduce staff time attending to failing system. Project oversight of the capital project is included in the operating budget.

## VILLAGE HISTORICAL BUILDING PROJECTS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Approval of Improvements | May 2012 | Council approval of contract |
| Improvements Begin | June 2012 | Contractor begins HVAC installation improvements |
| Improvements Completed | October 2012 | Construction completed |

### BOOK GO ROUND – HVAC 9362-003

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| CIP Project Contributions | - | - | - | 8,042 | - | - | - | - | **8,042** |
| Transfers In - Other CIP | - | - | - | 32,167 | - | - | - | - | **32,167** |
| **TOTAL REVENUES** | **-** | **-** | **-** | **40,209** | **-** | **-** | **-** | **-** | **40,209** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Materials & Supplies | - | - | - | - | - | - | - | - | **-** |
| Construction Expenses | - | - | - | 40,209 | - | - | - | - | **40,209** |
| Transfers Out | - | - | - | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **40,209** | **-** | **-** | **-** | **-** | **40,209** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | - | | - | - | - | - | - | **-** |
| Revenues & T/I | - | - | - | 40,209 | - | - | - | - | **40,209** |
| Expenditures & T/O | - | - | - | 40,209 | - | - | - | - | **40,209** |
| **ENDING FUND BALANCE** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

## VILLAGE HISTORICAL BUILDING PROJECTS

| | | | |
|---|---|---|---|
| **Project Name** | Museum ADA Ramps (CDBG) | **Project Number** | 9363-002 |
| **Department** | Recreation & Facilities | **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 2012 | Prepare plans and specifications |
| Contract Award | August 2012 | Award construction contract |
| Estimated Completion Date | September 2012 | Project is completed |

### HISTORIC MUSEUM ADA RAMPS 9363-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| CDBG Grant | - | - | - | 6,200 | - | - | - | - | **6,200** |
| Transfer In from CDBG | 40,393 | - | **40,393** | - | - | - | - | - | **40,393** |
| **TOTAL REVENUES** | **40,393** | **-** | **-** | **6,200** | **-** | **-** | **-** | **-** | **46,593** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT FUND** | | | | | | | | | |
| Materials & Supplies | 72 | - | **72** | - | - | - | - | - | **72** |
| Fees & Expenses | 10 | - | **10** | - | - | - | - | - | **10** |
| Consultant/Contract Svs | 4,853 | - | **4,853** | - | - | - | - | - | **4,853** |
| 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 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT 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** | Museum Electrical Upgrade | **Project Number** | 9363-003 |
| **Department** | Recreation & Facilities | **Project Manager** | Thomas Scott |

**Description**

This project will upgrade the Saratoga Historical Museum's electric service panel to increase the size of the building's electric service panel.

**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**

With the addition of a new storage trailer in the back of the museum building and the Historical Foundation's request to add an air conditioner to cool the Museum building, the service panel supplying electricity to the building was inspected and determined to be of an insufficient size to meet these new requirements.

This project will fund the installation of a new service panel to provide the additional electrical power required for the building additions.

**Operating Budget Impacts**

With the increased service panel supplying additional electricity and the installation of air conditioning unit, operating costs are expected to increase due to additional usage of electrical power.

## VILLAGE HISTORICAL BUILDING PROJECTS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Begin Design Phase | December, 2010 | Prepare plans and specifications |
| Collect Estimates | April, 2011 | Request project estimates from contractors |
| Contract Award | March, 2012 | Award construction contract |
| Estimated Construction Start | March, 2012 | Construction project begins |
| Estimated Completion Date | September, 2012 | Project is completed |

### HISTORIC ELECTRICAL UPGRADE 9363-003

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Transfers In - Other CIP | 6,800 | 27,878 | **34,678** | - | - | - | - | - | **34,678** |
| **TOTAL REVENUES** | **6,800** | **27,878** | **34,678** | **-** | **-** | **-** | **-** | **-** | **34,678** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Construction Expenses | 6,800 | 15,410 | **22,210** | 12,468 | - | - | - | - | **34,678** |
| Transfers Out | - | - | **-** | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **6,800** | **15,410** | **22,210** | **12,468** | **-** | **-** | **-** | **-** | **34,678** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | 13,600 | | 12,468 | - | - | - | - | **-** |
| Revenues & T/I | 6,800 | 27,878 | 34,678 | - | - | - | - | - | 34,678 |
| Expenditures & T/O | 6,800 | 15,410 | 22,210 | 12,468 | - | - | - | - | 34,678 |
| **ENDING FUND BALANCE** | **13,600** | **26,068** | **12,468** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 restored, City-owned 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 | December 2013 | Saratoga Historical Foundation completes improvements. |

### McWILLIAMS HOUSE IMPROVEMENTS – PHASE II 9364-001

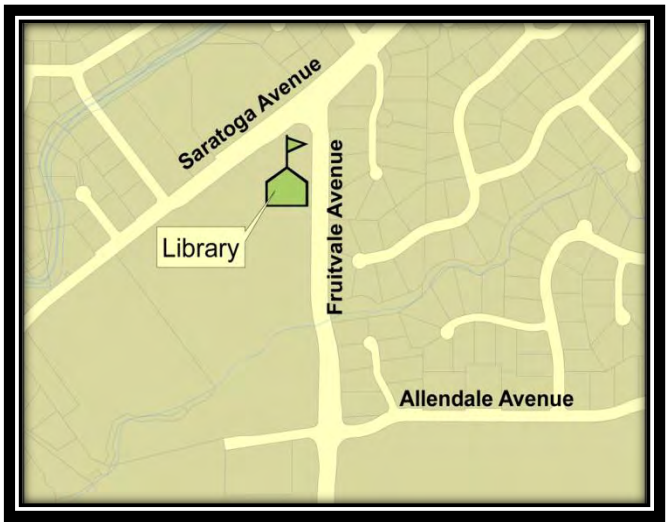
| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Transfers In - General Fund | 10,000 | - | **10,000** | - | - | - | - | - | **10,000** |
| **TOTAL REVENUES** | **10,000** | **-** | **10,000** | **-** | **-** | **-** | **-** | **-** | **10,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Materials & Supplies | 5,565 | - | **5,565** | 4,435 | - | - | - | - | **10,000** |
| **TOTAL EXPENDITURES** | **5,565** | **-** | **5,565** | **4,435** | **-** | **-** | **-** | **-** | **10,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | 4,435 | | 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** | **4,435** | **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 certain 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. County funding is available for additional work if needed in FY 2012/13, however none is currently scheduled. 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 |

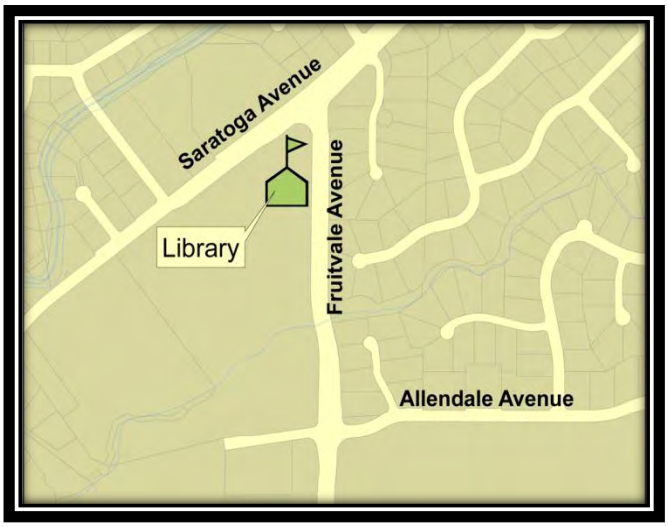
### LIBRARY BUILDING EXTERIOR MAINTENANCE 9374-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| SCC Maintenance Reimb | 20,000 | 5,000 | **25,000** | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | **50,000** |
| **TOTAL REVENUES** | **20,000** | **5,000** | **25,000** | **5,000** | **5,000** | **5,000** | **5,000** | **5,000** | **50,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Construction Expenses | - | 11,130 | **11,130** | 18,870 | - | - | - | 20,000 | **50,000** |
| Transfers Out | - | - | **-** | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **-** | **11,130** | **11,130** | **18,870** | **-** | **-** | **-** | **20,000** | **50,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | 20,000 | **-** | 13,870 | - | 5,000 | 10,000 | 15,000 | **-** |
| Revenues & T/I | 20,000 | 5,000 | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | **50,000** |
| Expenditures & T/O | - | 11,130 | 11,130 | 18,870 | - | - | - | 20,000 | **50,000** |
| **ENDING FUND BALANCE** | **20,000** | **13,870** | **13,870** | **-** | **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 provides funding for various 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. Further improvements were made to include safety ladders for rooftop access, and the workroom floor was replaced in May 2012. The final project, to add solar panels to the rooftop, is expected to be completed in July 2012.

**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 | Varies | Prepare plans and specifications |
| Begin Bid Process | Varies | Council approves plans and authorizes bidding the project |
| Contract Award | Varies | Council awards contract |
| Estimated Construction Start | Varies | Construction project begins |
| Estimated Completion Date | November, 2012 | Project is completed |

### LIBRARY CAPITAL IMPROVEMENTS 9374-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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** | **353,488** | **-** | **353,488** | **-** | **-** | **-** | **-** | **-** | **353,488** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| Fees & Expenses | - | 1,528 | **1,528** | - | - | - | - | - | **1,528** |
| Consultant/Contract Svs | - | 9,514 | **9,514** | - | - | - | - | - | **9,514** |
| Construction Expenses | 37,892 | 185,644 | **223,536** | 118,910 | - | - | - | - | **342,446** |
| **TOTAL EXPENDITURES** | **37,892** | **196,686** | **234,578** | **118,910** | **-** | **-** | **-** | **-** | **353,488** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP FACILITIES FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | 315,596 | | 118,910 | - | - | - | - | **-** |
| Revenues & T/I | 353,488 | - | 353,488 | - | - | - | - | - | **353,488** |
| Expenditures & T/O | 37,892 | 196,686 | 234,578 | 118,910 | - | - | - | - | **353,488** |
| **ENDING FUND BALANCE** | **315,596** | **118,910** | **118,910** | **-** | **-** | **-** | **-** | **-** | **-** |

# ADMINISTRATIVE IMPROVEMENTS PROGRAM

## PROGRAM DIRECTORY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# ADMINISTRATIVE IMPROVEMENTS PROGRAM SUMMARY

The Capital Improvement Plan's Administrative Improvements Program provides for major capital expenditures to improve or enhance 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
- Community Enhancement Programs
- City Development 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.

***Communication System Projects*** – includes projects which acquire or upgrade communication infrastructure. No projects are planned currently.

***Community Enhancement Programs*** – consists of projects that fund infrastructure or policy updates that have long-term impacts. This category includes the Secondhand Smoke Prevention Program.

***City Development Programs*** – for projects and programs which provide funding for quality of life enhancements, business incentives, and beautification efforts.

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 LIST SUMMARY

| ADMIN PROJECT EXPENDTURE SUMMARY | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expenditures |
|---|---|---|---|---|---|---|---|
| ***Information Technology Projects*** | | | | | | | |
| 9411-001 Financial System Upgrade | 67,200 | 3,534 | - | - | - | - | 70,734 |
| 9412-001 Document Imaging - Public Works | 24,939 | 73,607 | - | - | - | - | 98,546 |
| 9412-002 Document Imaging - Development | 37,879 | 22,120 | - | - | - | - | 60,000 |
| 9412-003 Document Imaging - City Mgr Office | 9,377 | 19,510 | - | - | - | - | 28,887 |
| 9414-001 Network Cabling Upgrade | 24,963 | *Closed* | - | - | - | - | 24,963 |
| 9432-001 IT Emergency Power Supply | 3,750 | *Closed* | | | | | 3,750 |
| ***Community Enhancement Projects*** | | | | | | | |
| 9441-001 Secondhand Smoke Prevention | 10,808 | *Closed* | | | | | 10,808 |
| ***Development Projects*** | | | | | | | |
| 9451-001 General Plan Safety Element | - | 175,000 | - | - | - | - | 175,000 |
| 9452-001 Village Façade Program | 350 | 20,628 | - | - | - | - | 20,978 |
| 9452-002 Business Development Program | - | 25,000 | - | - | - | - | 25,000 |
| ***Administrative Programs*** | | | | | | | |
| 9491-001 Risk Management ADA Mitigation | - | 50,000 | - | - | - | - | 50,000 |
| **Total Project Expenditures** | 215,696 | 389,399 | - | - | - | - | 605,096 |

For FY 2012/13, three new projects were added, and the Village Façade Program was transferred from the Streets Program to the Administrative Program. With three projects completed last year, there will be a total of eight active projects. The three new projects include:

- General Plan Safety Element
- Business Development Incentive Program
- Risk Management ADA Mitigation

The following three Administrative Improvement projects were completed in FY 2011/12:

- Network Cabling Upgrade
- IT Emergency Power Supply
- Secondhand Smoke Prevention Program

## ADMINISTRATIVE IMPROVEMENT PROGRAM FUNDING SUMMARY

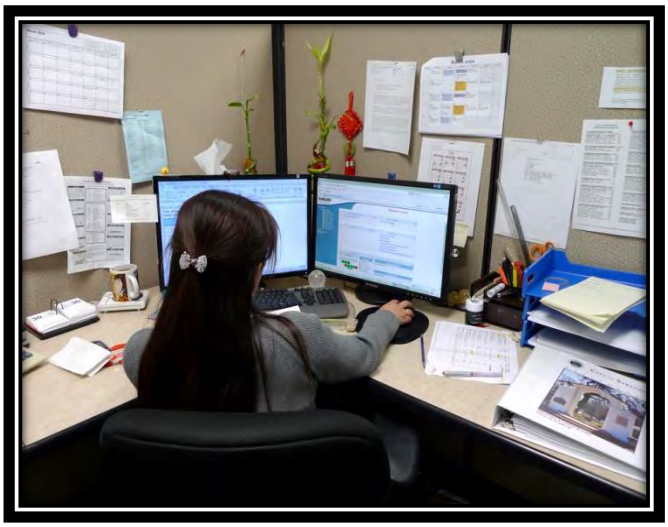
| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Program Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Transfers In - General Fund | 229,280 | 10,000 | 239,280 | 85,000 | - | - | - | - | 324,280 |
| Transfers In - IT Fund | 40,180 | 24,963 | 65,143 | - | - | - | - | - | 65,143 |
| Transfers In - CDBG | - | - | - | - | - | - | - | - | - |
| Transfers In - Other Projects | 8,887 | 20,978 | 29,865 | - | - | - | - | - | 29,865 |
| **TOTAL CIP REVENUES** | **278,347** | **55,941** | **334,288** | **85,000** | **-** | **-** | **-** | **-** | **419,288** |
| **CIP GRANT FUND** | | | | | | | | | |
| Grant Revenues | 5,072 | 5,736 | 10,808 | 175,000 | - | - | - | - | 185,808 |
| **TOTAL GRANT REVENUES** | **5,072** | **5,736** | **10,808** | **175,000** | **-** | **-** | **-** | **-** | **185,808** |
| **TOTAL ADMIN REVENUES** | **283,419** | **61,677** | **345,096** | **260,000** | **-** | **-** | **-** | **-** | **605,096** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Program Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Salary & Benefits | 20,031 | - | 20,031 | - | - | - | - | - | 20,031 |
| Fees & Expenses | - | - | - | 75,000 | - | - | - | - | 75,000 |
| Consultant/Contract Svs | 110,987 | 12,127 | 123,114 | 118,771 | - | - | - | - | 241,886 |
| Construction Expenses | - | 25,313 | 25,313 | 20,628 | - | - | - | - | 45,941 |
| Transfers Out | - | 36,430 | 36,430 | - | - | - | - | - | 36,430 |
| **TOTAL CIP FUND EXP** | **131,018** | **73,870** | **204,888** | **214,399** | **-** | **-** | **-** | **-** | **419,288** |
| **CIP GRANT FUND** | | | | | | | | | |
| Salary & Benefits | 1,872 | 6,034 | 7,906 | - | - | - | - | - | 7,906 |
| Consultant/Contract Srvcs | - | - | - | 175,000 | - | - | - | - | 175,000 |
| Construction Expenses | 2,390 | 512 | 2,902 | - | - | - | - | - | 2,902 |
| **TOTAL GRANT FUND EXP** | **4,262** | **6,546** | **10,808** | **175,000** | **-** | **-** | **-** | **-** | **185,808** |
| **TOTAL ADMIN EXPENSES** | **135,280** | **80,416** | **215,696** | **389,399** | **-** | **-** | **-** | **-** | **605,096** |

| | Prior Year Activity | FY 2011/12 Actuals | Totals To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Program Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | 147,329 | | 129,400 | - | - | - | - | **-** |
| Revenues & T/I | 278,347 | 55,941 | 334,288 | 85,000 | - | - | - | - | **419,288** |
| Expenditures & T/O | 131,018 | 73,870 | 204,888 | 214,400 | - | - | - | - | **419,288** |
| **ENDING FUND BALANCE** | **147,329** | **129,400** | **129,400** | **-** | **-** | **-** | **-** | **-** | **-** |
| **CIP GRANT FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | | 810 | | - | - | - | - | - | **-** |
| Revenues & T/I | 5,072 | 5,736 | 10,808 | 175,000 | - | - | - | - | **185,808** |
| Expenditures & T/O | 4,262 | 6,546 | 10,808 | 175,000 | - | - | - | - | **185,808** |
| **ENDING FUND BALANCE** | **810** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **TOTAL ENDING BALANCE** | **148,139** | **129,400** | **129,400** | **-** | **-** | **-** | **-** | **-** | **-** |

# 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 approval t upgrade the City's financial system staff and SunGard worked together to launch the system. In July 2008, the Fund Accounting and Purchasing modules of the program went live. The Payroll module was implemented and went live in October 2008. Further implementation of the Personnel Budgeting module is scheduled to be implemented in late 2012, and a system upgrade for further enhancements will occur in 2013 which will utilize the remainder of the project funds 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** SunGard Pentamation is an ASP solution, which means the system is hosted and maintained by SunGard, and the City remits a monthly service fee. This arrangement 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.

## 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 | October 2012 | Personnel Budgeting modules implemented |
| Phase 4 | August 2013 | Pentamation eFinancePLUS 5.0 Version Update |

### FINANCIAL SYSTEM UPGRADE 9411-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Transfers In - General Fund | 70,734 | - | 70,734 | - | - | - | - | - | **70,734** |
| **TOTAL REVENUES** | **70,734** | **-** | **70,734** | **-** | **-** | **-** | **-** | **-** | **70,734** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Consultant/Contract Svs | 67,200 | - | 67,200 | 3,534 | - | - | - | - | **70,734** |
| Transfers Out | - | - | - | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **67,200** | **-** | **67,200** | **3,534** | **-** | **-** | **-** | **-** | **70,734** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 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 | Complete | Contract RFP prepared and sent out to bid |
| Contract Award | Complete | Vendor selected and contract is finalized and approved |
| Estimated Project Start | July 2010 | Vendor document imaging process begins |
| Estimated Project Completion | June 2017 | Vendor document imaging process completed |

### DOCUMENT IMAGING – PUBLIC WORKS

**9412-001**

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Transfers In - General Fund | 98,546 | - | 98,546 | - | - | - | - | - | **98,546** |
| **TOTAL REVENUES** | **98,546** | **-** | **98,546** | **-** | **-** | **-** | **-** | **-** | **98,546** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Consultant/Contract Svs | 17,731 | 7,208 | 24,939 | 73,607 | - | - | - | - | **98,546** |
| Transfers Out | - | - | - | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **17,731** | **7,208** | **24,939** | **73,607** | **-** | **-** | **-** | **-** | **98,546** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | 80,815 | **-** | 73,607 | - | - | - | - | **-** |
| Revenues & T/I | 98,546 | - | 98,546 | - | - | - | - | - | **98,546** |
| Expenditures & T/O | 17,731 | 7,208 | 24,939 | 73,607 | - | - | - | - | **98,546** |
| **ENDING FUND BALANCE** | **80,815** | **73,607** | **73,607** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 for more efficient and effective document searches and enables staff to more promptly reply 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 | Complete | Contract RFP prepared and sent out to bid |
| Contract Award | Complete | Vendor selected and contract is finalized and approved |
| Estimated Project Start | July 2010 | Vendor document imaging process begins |
| Estimated Project Completion | June 2013 | Vendor document imaging process completed |

### DOCUMENT IMAGING – COMMUNITY DEVELOPMENT 9412-002

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Transfers In - General Fund | 60,000 | - | 60,000 | - | - | - | - | - | **60,000** |
| **TOTAL REVENUES** | **60,000** | **-** | **60,000** | **-** | **-** | **-** | **-** | **-** | **60,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Salary & Benefits | 20,031 | - | 20,031 | - | - | - | - | - | **20,031** |
| Consultant/Contract Svs | 17,062 | 786 | 17,848 | 22,120 | - | - | - | - | **39,969** |
| Transfers Out | - | - | - | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **37,093** | **786** | **37,879** | **22,120** | **-** | **-** | **-** | **-** | **60,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | 22,907 | **-** | 22,120 | - | - | - | - | **-** |
| Revenues & T/I | 60,000 | - | 60,000 | - | - | - | - | - | **60,000** |
| Expenditures & T/O | 37,093 | 786 | 37,879 | 22,120 | - | - | - | - | **60,000** |
| **ENDING FUND BALANCE** | **22,907** | **22,121** | **22,121** | **-** | **-** | **-** | **-** | **-** | **-** |

## 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 | Complete | Contract RFP prepared and sent out to bid |
| Contract Award | Complete | Vendor selected and contract is finalized and approved |
| Estimated Project Start | July 2010 | Vendor document imaging process begins |
| Estimated Project Completion | June 2013 | Vendor document imaging process completed |

### DOCUMENT IMAGING – CITY MANAGER'S OFFICE 9412-003

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Transfers In - General Fund | - | 10,000 | **10,000** | 10,000 | - | - | - | - | **20,000** |
| Transfers In - Other CIP | 8,887 | - | **8,887** | - | - | - | - | - | **8,887** |
| **TOTAL REVENUES** | **8,887** | **10,000** | **18,887** | **10,000** | **-** | **-** | **-** | **-** | **28,887** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Consultant/Contract Svs | 5,244 | 4,132 | **9,377** | 19,510 | - | - | - | - | **28,887** |
| Transfers Out | - | - | **-** | - | - | - | - | - | **-** |
| **TOTAL EXPENDITURES** | **5,244** | **4,132** | **9,377** | **19,510** | **-** | **-** | **-** | **-** | **28,887** |

| | Prior Year Activity | FY 2011/12 Actuals | Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | 3,643 | **-** | 9,510 | - | - | - | - | **-** |
| Revenues & T/I | 8,887 | 10,000 | 18,887 | 10,000 | - | - | - | - | **28,887** |
| Expenditures & T/O | 5,244 | 4,132 | 9,377 | 19,510 | - | - | - | - | **28,887** |
| **ENDING FUND BALANCE** | **3,643** | **9,510** | **9,510** | **-** | **-** | **-** | **-** | **-** | **-** |

# DEVELOPMENT PROGRAMS

## DEVELOPMENT PROGRAMS

| | | | |
|---|---|---|---|
| **Project Name** | General Plan Safety Element | **Project Number** | 9451-001 |
| **Department** | City Manager's Office | **Project Manager** | Crystal Morrow |

**Description** Retain consultant to update the City's Safety Element

**Location** This project will provide Citywide safety measures

**Project Background** The City was awarded $175,000 from the 2008 Disaster Recovery Program. This Program was funded by the Federal Government in response to the California wildfires in 2008 and is administered through the State's Department of Housing and Community Development CDBG Program. The funds must be used toward hazard mitigation activities, such as creating or updating local hazard mitigation plans or general plan safety elements. Since the City had recently updated its local hazard mitigation plan, it will use the funds to hire a consultant to update its Safety Element, which was last updated in 1987. Updates will include developing or updating maps pertaining to earthquakes, flooding, fire hazards, and geological hazards; incorporating the most up-to-date maps; and referencing the City's updated Emergency Preparedness Plan.

Due to the passage Senate Bill (SB) 351, Chapter 150 in 1971, each local municipality must have a current Safety Element as part of its General Plan and it must include both safety and seismic safety components. SB 351 was adopted in reaction to the February 9, 1971 San Fernando Earthquake, which measured 6.4 in magnitude, and resulted in 65 deaths, 2,500 reported injuries, and more than $500 million in property damages.

The purpose of the Safety Element of the General Plan is to identify the potential hazards associated with fire, geological activity, flooding, and any combinations of these hazards. The Safety Element should also identify existing manmade structures that might be vulnerable during these types of emergency conditions and dangers which might result from poor emergency service delivery, difficult access, and lack of public preparedness or information.

**Operating Budget Impacts** Staff time will be required in order to perform general administrative functions such as grant management, coordination, evaluation, and reporting. Grantees are allowed to use up to two percent (2%) of the total grant amount for reasonable general administrative expenses.

## DEVELOPMENT PROGRAMS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Project Development | April 2012 | RFP Process |
| Contract Award | May 2012 | City Council Awards Contract |
| Draft Safety Element | November 2012 | Consultant to submit draft Safety Element to the City. |
| Planning Commission Review | January 2013 | Planning Commission to hold public hearing on Safety Element and to make recommendation to the City. |
| City Council Review | February 2013 | Council to hold a public hearing on Safety Element and review Safety Element for Adoption. |
| Final Acceptance of Work | February 2013 | Consultant Work Complete |

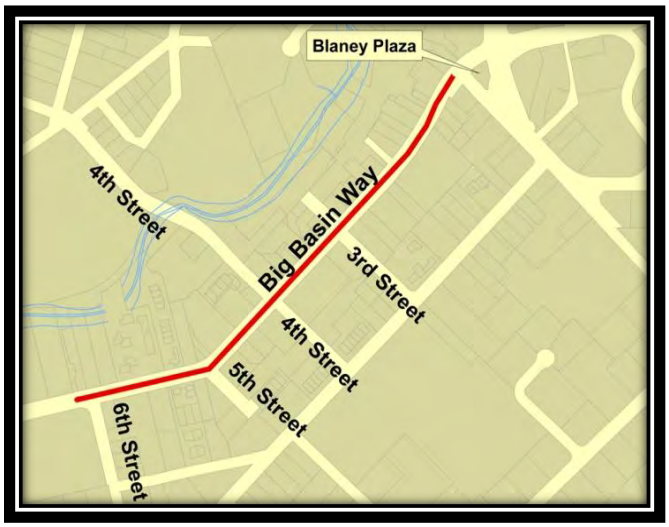
### GENERAL PLAN SAFETY ELEMENT 9451-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| CDBG Grant | - | - | - | 175,000 | - | - | - | - | **175,000** |
| **TOTAL REVENUES** | **-** | **-** | **-** | **175,000** | **-** | **-** | **-** | **-** | **175,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Consultant/Contract Svs | - | - | - | 175,000 | - | - | - | - | **175,000** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **175,000** | **-** | **-** | **-** | **-** | **175,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Estimated Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | - | - | - | - | - | - | - | - |
| Revenues & T/I | - | - | - | 175,000 | - | - | - | - | **175,000** |
| Expenditures & T/O | - | - | - | 175,000 | - | - | - | - | **175,000** |
| **ENDING FUND BALANCE** | - | - | - | - | - | - | - | - | - |

## DEVELOPMENT PROGRAMS




| | | | |
|---|---|---|---|
| **Project Name** | Village Façade Program | **Project Number** | 9452-001 |
| **Department** | Community Development | **Project Manager** | James Lindsay |

**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. An additional $20,000 was allocated to the program in 2011.

**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.

## DEVELOPMENT PROGRAMS

### 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 9452-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Transfers In - Other CIP | - | 20,978 | **20,978** | - | - | - | - | - | **20,978** |
| **TOTAL REVENUES** | **-** | **20,978** | **20,978** | **-** | **-** | **-** | **-** | **-** | **20,978** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Construction Expenses | - | 350 | 350 | 20,628 | - | - | - | - | **20,978** |
| **TOTAL EXPENDITURES** | **-** | **350** | **350** | **20,628** | **-** | **-** | **-** | **-** | **20,978** |

| | Prior Year Activity | FY 2011/12 Actuals | Estimated Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | - | **-** | 20,628 | - | - | - | - | **-** |
| Revenues & T/I | - | 20,978 | 20,978 | - | - | - | - | - | **20,978** |
| Expenditures & T/O | - | 350 | 350 | 20,628 | - | - | - | - | **20,978** |
| **ENDING FUND BALANCE** | **-** | **20,628** | **20,628** | **-** | **-** | **-** | **-** | **-** | **-** |

## DEVELOPMENT PROGRAMS

| | | | |
|---|---|---|---|
| **Project Name** | Business Development Program | **Project Number** | 9452-002 |
| **Department** | Community Development Department | **Project Manager** | James Lindsay |

**Description** Funding to support business and economic development.

**Location** This program will assist business and economic development efforts city-wide.

**Project Background** The Business Development Program replaces the previously funded Conditional Use Permit Reimbursement Incentive Program started in 2009 to attract certain businesses to the City. Through this new program, funding will be available to support business and economic development efforts throughout the City. Individual businesses or groups of businesses may submit proposals for the use of these funds to the City Council for approval. Proposals could include, but not be limited to, percentage matching grants for business improvement efforts or City fee reimbursements.

**Operating Budget Impacts** This project is intended to provide incentives to increase the level of business activity throughout the City thereby increasing tax revenues. Staff time spent overseeing the program is incorporated in the operating budget.

## DEVELOPMENT PROGRAMS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Communication | July 2012 | Inform Community of Business Incentive program |
| Project Development | Ongoing | Work with business grant applicants to prepare grant request |
| Council Agenda | Ongoing | Bring business funding request to Council |
| Project Implementation | Ongoing | Fund approved business development grants |
| Project Completion | Ongoing | Report back to Council on project outcomes |

### BUSINESS DEVELOPMENT PROGRAM 9452-002

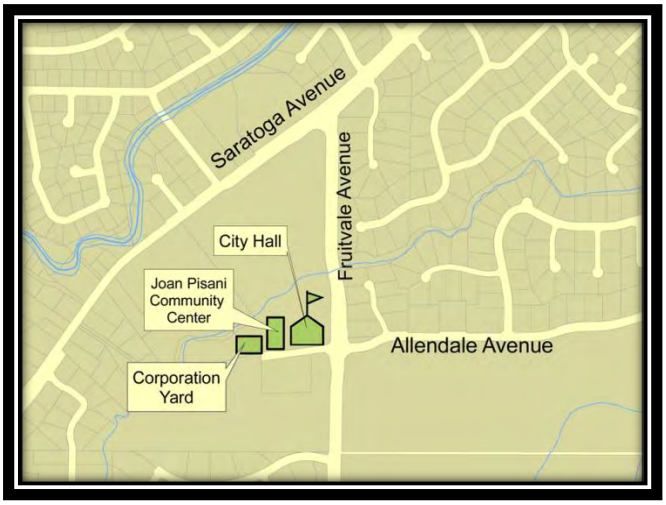
| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Transfers In - General Fund | - | - | - | 25,000 | - | - | - | - | **25,000** |
| **TOTAL REVENUES** | **-** | **-** | **-** | **25,000** | **-** | **-** | **-** | **-** | **25,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Fees & Expenses | - | - | - | 25,000 | | | | | **25,000** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **25,000** | **-** | **-** | **-** | **-** | **25,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Estimated Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | - | - | - | - | - | - | - | - |
| Revenues & T/I | - | - | - | 25,000 | - | - | - | - | **25,000** |
| Expenditures & T/O | - | - | - | 25,000 | - | - | - | - | **25,000** |
| **ENDING FUND BALANCE** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

# ADMINISTRATIVE PROGRAMS

## ADMINISTRATIVE PROGRAMS




| | | | |
|---|---|---|---|
| **Project Name** | Risk Management Project Funding | **Project Number** | 9491-001 |
| **Department** | Finance & Administrative Services | **Project Manager** | Michael Taylor |

**Description** This program is intended to address ADA compliance issues and projects on a priority basis

**Location** While many of the ADA mitigation projects are located on the City Hall Campus, ADA projects may be addressed as citywide general plans or specific projects throughout the City

**Project Background** To comply with the American Disability Act (ADA) recommendations, the City will allocate $50,000 toward addressing loss exposures related to the lack of compliance with ADA requirements. Funding will be used to address issues identified in the July 2009 ABAG ADA Survey and Priority List not covered by CDBG funds. Per Council budget policy, this funding is anticipated to be an annual allocation, demonstrating the City's intent to comply with ADA regulations within a reasonable amount of time.

Projects City-wide include all customer service counter heights, alignments and counts of Civic Center parking lots, City Hall parking lot striping, sizes, ramps, slopes, and signs, interior and exterior signage, visual and audible alarms, lighting, ramps, handrails, curb-cuts, paths of travel, walkways, force limits on automatic doors, etc. City facilities requiring updates include the Civic Center buildings, restrooms, Civic Theater, Book-Go-Round, Corp Yard building and restrooms, and various cross walks.

**Operating Budget Impacts** This ADA Mitigation project will reduce the possibility of lawsuits by demonstrating the City's intent to comply with ADA regulations within a reasonable amount of time as funding is available.

## ADMINISTRATIVE PROGRAMS

### PROJECT TIMELINE

| PROJECT COMPONENT | TIMELINE | DESCRIPTION |
|---|---|---|
| Program Initiation | July 2012 | Council approved Annual ADA Mitigation program |
| Project Development | Ongoing | Identify and assess ADA Mitigation issues and projects |
| ADA Mitigation Projects | Ongoing | Projects, training, installations, repairs addressed and completed |

### RISK MANAGEMENT PROJECT FUNDING 9491-001

| REVENUES | Prior Year Funded | FY 2011/12 Actuals | Funding To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Funding |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Transfers In - General Fund | - | - | - | 50,000 | - | - | - | - | **50,000** |
| **TOTAL REVENUES** | **-** | **-** | **-** | **50,000** | **-** | **-** | **-** | **-** | **50,000** |

| EXPENDITURES | Prior Year Expended | FY 2011/12 Actuals | Expended To Date | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Expended |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| Fees & Expenses | - | - | - | 50,000 | | | | | **50,000** |
| **TOTAL EXPENDITURES** | **-** | **-** | **-** | **50,000** | **-** | **-** | **-** | **-** | **50,000** |

| | Prior Year Activity | FY 2011/12 Actuals | Estimated Total | Budgeted for Fiscal Year 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total Project Activity |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT - CIP ADMINISTRATIVE FUND** | | | | | | | | | |
| **BEGINNING FUND BAL** | - | - | - | - | - | - | - | - | - |
| Revenues & T/I | - | - | - | 50,000 | - | - | - | - | **50,000** |
| Expenditures & T/O | - | - | - | 50,000 | - | - | - | - | **50,000** |
| **ENDING FUND BALANCE** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

# 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 type of Special Revenue Funds:

- ***Landscape & Lighting District Funds*** – Saratoga currently has 25 special assessment districts which voted to have the City provide oversight and maintenance of trees, landscaping, irrigation systems, and lighting systems in neighborhood and commercial areas. Separate funds are established to account for each district.

The following Special Revenue Fund is now closed, but represented in prior year activity:

- ***Community Development Block Grant Funds*** – to account for federal block grant funds received for public service activities, ADA projects, and program administration fees.

**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

Proprietary funds are structured to impose fees or charges upon those who use their services. 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 external user charges. The City of Saratoga does not currently provide services or activities (e.g. golf course or utility service) which would be accounted for through Enterprise Funds.
- ***Internal Service Funds*** – represent services provided to internal users and function as cost-reimbursement device. Internal Service Funds account for operational support activities for the purpose of recovering the cost from the user, and for the user to identify its full cost of operations.

**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 in the capacity of an agent for individuals, governmental entities, and non-public organizations. In past years, the City administered two of these funds, however KSAR funds were returned to the non-profit, and Library funds were used for capital projects as intended, so these agency funds are now closed.

- ***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.

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Development Services ..... 4101
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*Public Works Department*

General Engineering ..... 5101
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Vehicle & Equipment Maintenance Fund ..... 5202
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*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 2012/13, the City of Saratoga's Operating Budget revenues are projected to total $19.5 million, with $15.9 million of this revenue received in the General Fund. Capital Budget Revenues total $7.4 million, bringing total budgeted revenues to $26.9 million for the fiscal year.

Outside of the General Fund, Operating Budget revenues consist primarily of Internal Service Funds service charges (approximately $2.3 million). As this revenue is derived from internal billings to the City's organization and established for cost recovery accounting purposes, these chargebacks are not included as a revenue category in the following analysis as they are not a true revenue source. Other non-General Fund Operating Budget revenues include G.O. Bond Debt Service assessments and Special Revenue 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

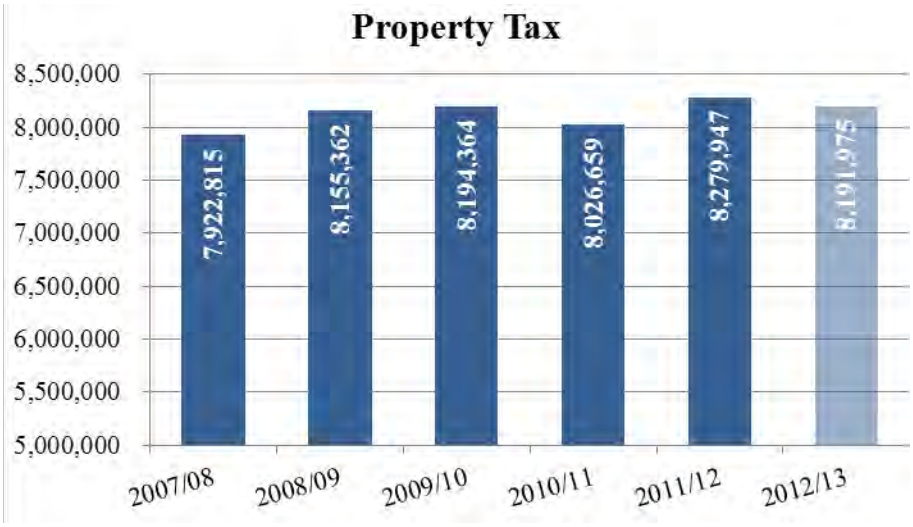
Each of the following Major Revenue sources includes descriptions of the revenue, underlying assumptions for the revenue estimates, and current revenue trends. The accompanying charts illustrate five years of receipts in the darker color bars starting on the left side, with the budgeted year amount in a semi-transparent bar on the far right.

**PROPERTY TAX**

Property tax is imposed on real property (land and permanently attached improvements such as buildings) and tangible personal property located within the City. The 1% ad valorem tax assessed on Saratoga residents is allocated between the 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, property taxes were frozen at their current rates. 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 the cities were required 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. Unfortunately, the ERAF rate the County remits to the State is much higher at 47.7%, whereas the four city's ERAF rates range 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 rather than the minimum 7.0%.

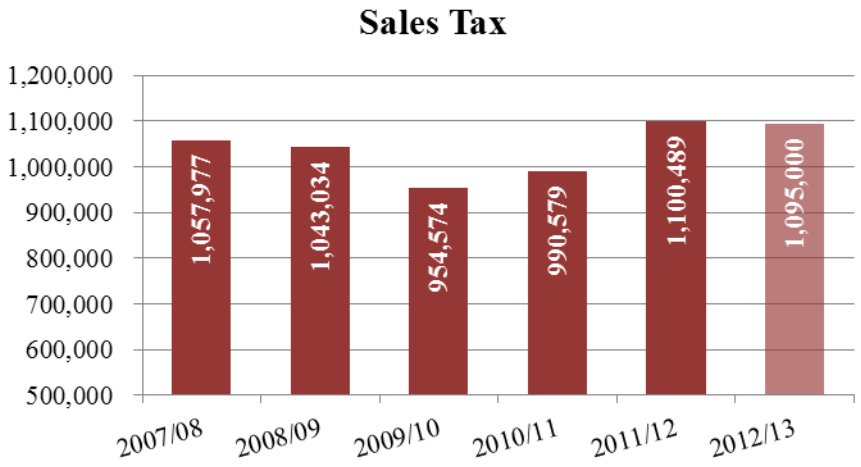
***Current Assumptions -*** With the economic downturn, property values decreased. For Saratoga, property values fared better than many other cities due to its excellent schools, beautiful neighborhoods, high-value homes, and stable residency. Once a resident buys a home in Saratoga they tend to own 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. As the backlog was addressed, lower valuations were assessed, which then resulted in decreased property tax revenues for FY 2010/11. The County was still lowering assessments in FY 2011/12, but with the housing market beginning to pick up, revenues began to trend higher late in the fiscal year, with an added bump from Document Transfer Tax. Recent County assessment information shows total valuations are increasing, therefore revenues are expected to continue to increase, albeit at a slow steady pace in FY 2012/13, as shown in the above chart.




Effective FY 2007/08, Assembly Bill 117 returned a portion of the Tax Equity Allocation funds back to the City, providing an increase in property tax revenues of approximately $700,000 annually.

### SALES AND USE TAX

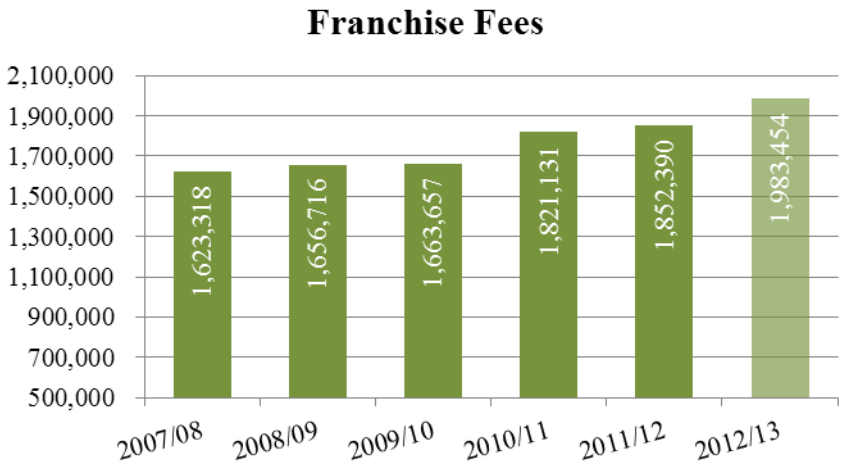
Sales Tax is imposed on retailers for selling tangible personal property in California. Use Tax is imposed on the user of a product purchased out of state and delivered for use in California. The State receives 8.25 cents and the City receives 1 cent of the 9.25 cents paid on every dollar of taxable sales in the City.




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 cent temporarily received as Property Tax. As the restructuring of the 1 cent will revert back to Sales Tax after the State pays off a bond issue, it continues to be accounted for as Sales Tax.

Saratoga is primarily a residential 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 stable sources, such as restaurants, grocery and drug stores, and gas stations. In an average year, the City receives approximately $1 million in sales tax. Sales tax revenues dropped about 8% in FY 2009/10 due in large part to the State reducing its estimated payments more than necessary, but also from the economic downturn. Revenues returned to their pre-downturn levels in FY 2011/12 due to a stabilizing economy.

### FRANCHISE FEES

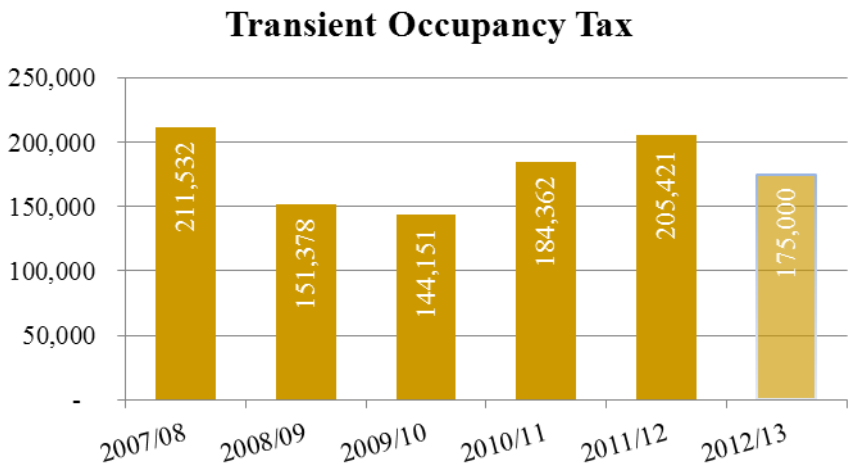



Franchise Fees are levied by the City on a variety of utilities. State agencies establish franchise fee rates for utilities they regulate (2% of gross revenues for gas and electricity), while other utility franchise fee rates are set by State law, such as linear feet of pipeline for water utilities. 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. The West Valley cities of Saratoga, Campbell, Los Gatos, and Monte Sereno formed a Joint Powers Authority agreement which dictates solid waste fees.

Franchise Fee revenue is fairly stable from year to year, though a significant increase in solid waste fees occurred in FY 2007/08 due to a restructuring of a new solid waste franchise agreement. An additional 9% increase in FY 2010/11 resulted from further changes in the solid waste fee contract, and a surcharge to fund environmental programs is effective beginning FY 2012/13.

### TRANSIENT OCCUPANCY TAX

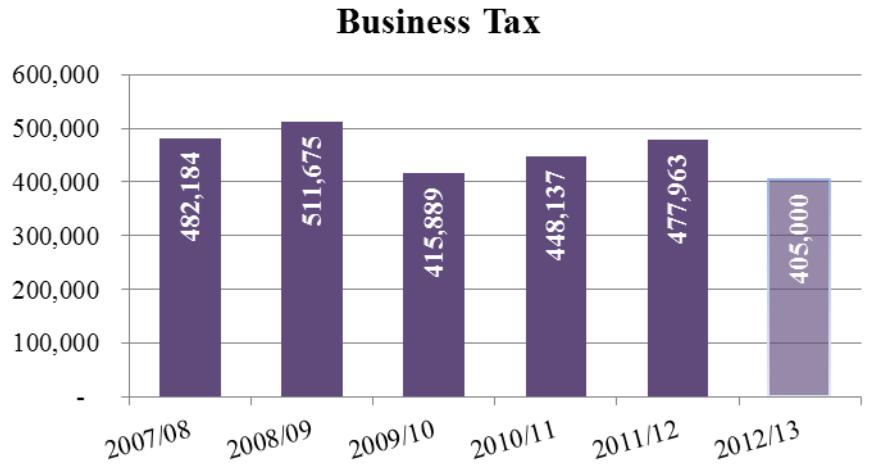
Transient Occupancy Tax (TOT) is levied on short term rentals, such as hotel, motel, or inn guests who are occupying a rented room for 30 days or less. The City's TOT rate of 10% of the room rental rate is a tax on the occupant, not the hotel, motel, or inn. Rental operators are required to collect this 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 shows, revenues can be unpredictable as they are directly aligned with the economy. The contraction in FYs 2008/09 and 2009/10 reflected a 30% downturn, and the more recent stabilizing of the economy reflects an increase back up to the pre-downturn era. FY 2012/13 revenues are estimated at conservative levels as the economic trend for the next year is unclear.

### BUSINESS TAXES

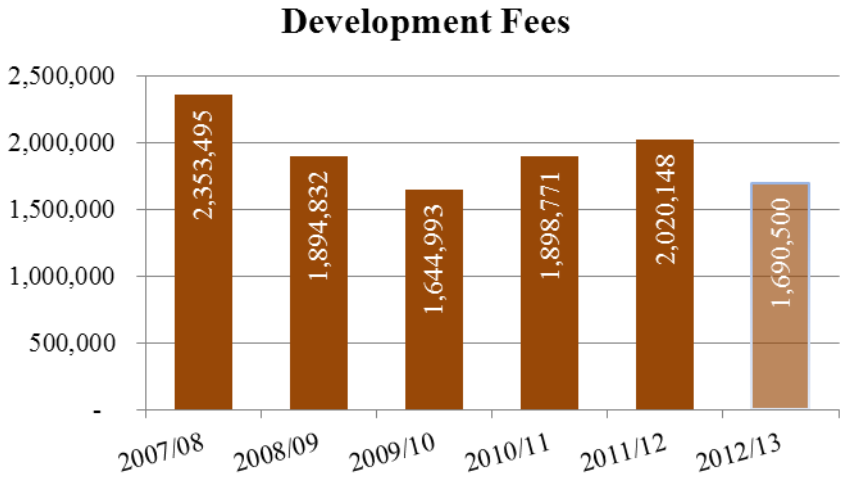
Business Taxes are comprised of Business License Tax Fees, Supplemental Business License Taxes based on building permit valuations, and a Construction Tax of $1 dollar per square foot of new floor area levied on building permits. Anyone conducting business in the City of Saratoga is subject to a municipal 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 a consultant for a business license compliance audit beginning in FY 2008/09. The audit firm found many businesses were operating out of compliance, and as a result, significant additional revenue has been generated through assessments of two back years and the current year.




This audit began just as the economic downturn was severely impacting development, so in FY 2009/10, with supplemental business license tax and Construction Tax decreasing, overall FY business license revenues decreased. Growth in FY 2010/11 revenue is due to Construction Tax from a large project, whereas FY 2011/12 reflects an overall pick up in construction activity. FY 2012/13 revenues are estimated lower as it is unclear as to whether this level of construction activity is sustainable.

### DEVELOPMENT FEES

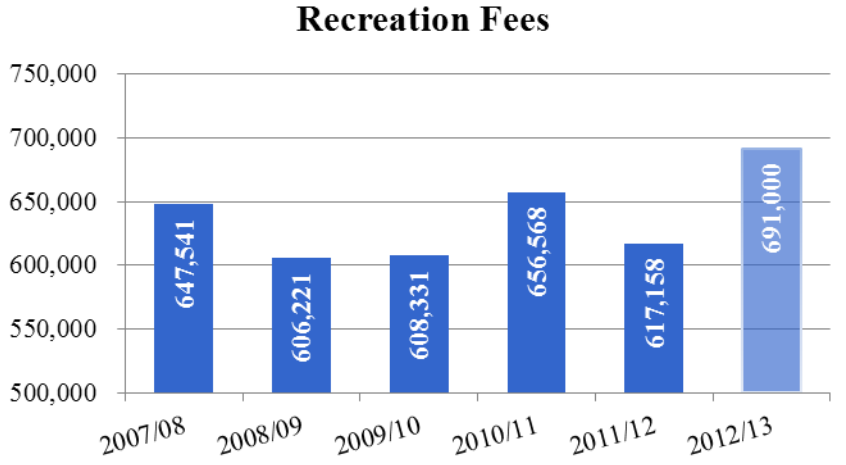
Development Fees are deemed User Fees based on the rationale that services rendered primarily benefit the requestor. Development Fee services include planning reviews, planning applications, building plan reviews, engineering reviews, building inspections, and all permits, fees and costs associated with 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 an enforced regulatory program, the service requestor initiates the development changes and should pay most, if not 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 exhibited in the graph, annual Development Fees dropped by more than $700,000 in two years' time as a result of the credit crunch generated by the economic downturn as seen in the FY 2009/10 revenues. FY 2010/11 revenue reflects an increase in building permit fees from a townhome subdivision project that began construction. FY 2011/12 revenues show a healthy resurgence in construction activity, however FY 2012/13 is budgeted a bit lower as the short term rise in project activity is not yet sufficient to anticipate a longer term trend in budgeted projections.

### RECREATION FEES

Recreation Fees are 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.

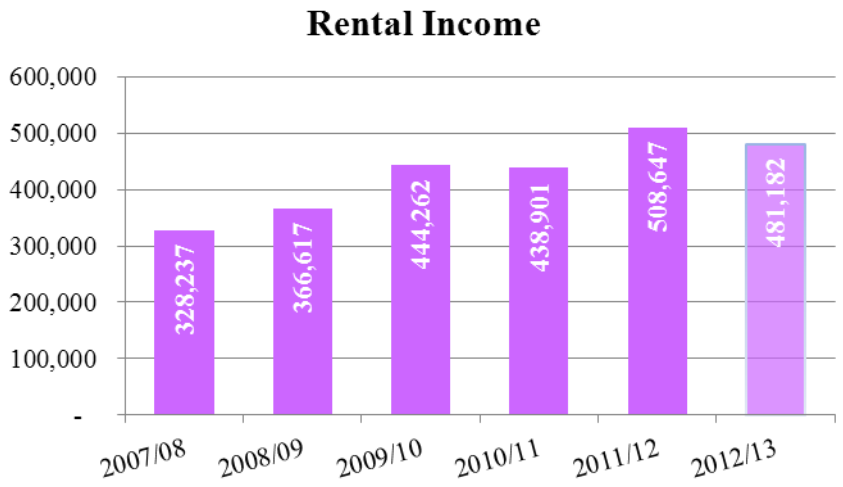



The City offers very popular excursion trips throughout the year, and children's camps during the summer and winter holidays. Recreation services are primarily on a fee share basis with instructors, who either pay a fee to hold their classes on the premises, or are paid a portion of the fees received for the classes. Residents receive a discount fee for most class or camp categories.

Recreation Fees are volatile, reacting both to economic conditions and external competition. FY 2010/11 revenues increased after the economic downturn contraction due to the relocation of a very popular dance school's program to city facilities. In the following year, FY 2011/12 revenues saw a large decrease as a result of transitioning summer camps to a consultant contract structure. In FY 2012/13, projected revenues are expected to increase as the summer camps will be brought back as internal programs.

### 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.

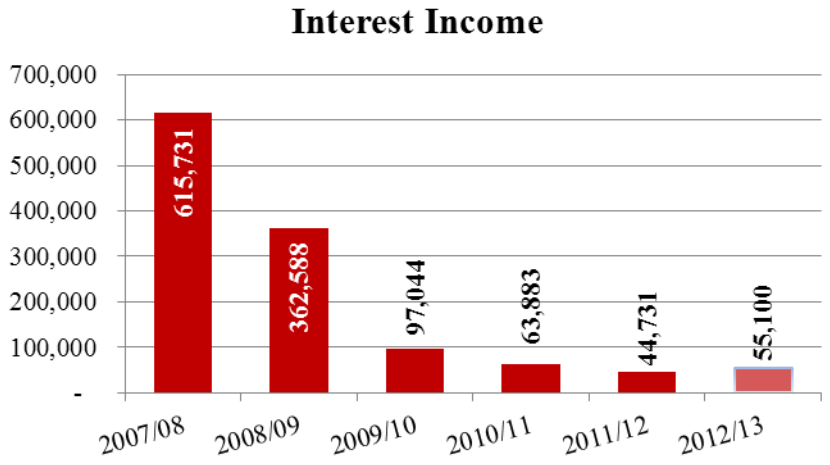



Unlike other revenue streams, Rental Income increased during the economic downturn, in part due to the low cost of the facilities, but also from the addition of the Saratoga Prospect Center facilities and two new sport user fields at Prospect High and West Valley College.

FY 2012/13 revenues are expected to continue at the higher levels seen in the last three 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. Over the last five years, the City received both less and delayed revenues, thereby diminishing idle funds. As a result, the City's interest earnings fell quickly to an astonishing low.

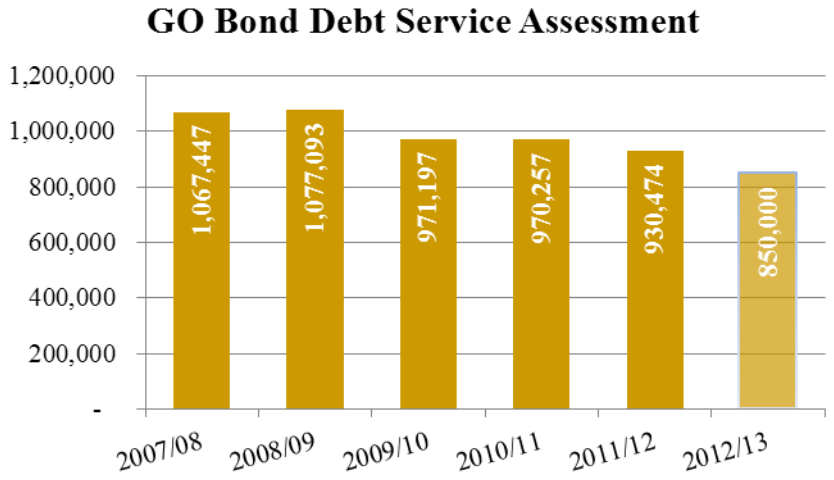
The expected average fund balance and interest rates are the key factors in projecting budgeted revenue, and as interest rates continued to hold at rock-bottom levels, the projection for FY 2012/13 interest income reflect a full year at historic low rates. While interest rates are expected to return 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.

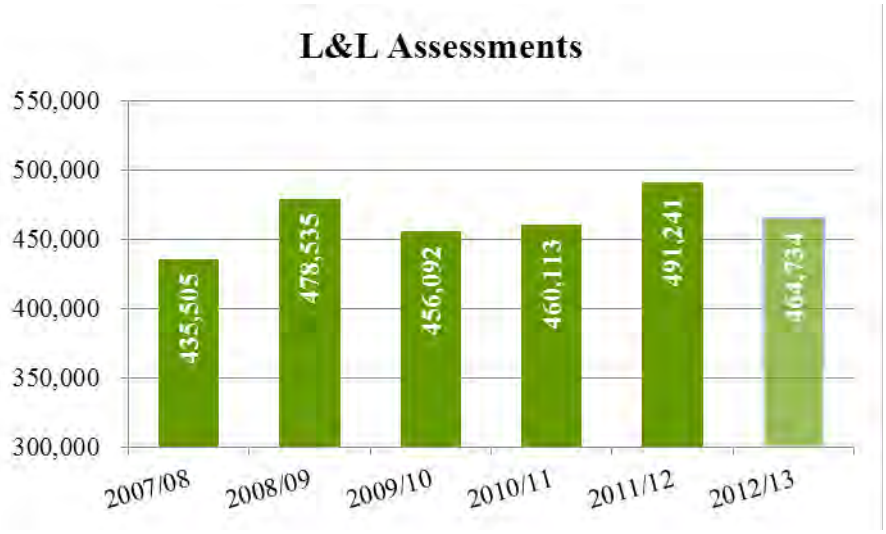
In prior years, the City's tax levy rate was structured to yield a total levy amount approximately equal to the fiscal year's debt service, however with rising property tax growth, receipts surpassed debt service payments each year, and the Debt Fund grew to exceed debt service payment requirements. 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.




In early FY 2011/12, the GO Bond was refunded to take advantage of lower interest rates for the remaining twenty years of the bond term. This will result in lower annual payments in the remaining years to come; therefore the levy will drop further based on both lower payments and a reduction in the fund balance.

### LANDSCAPE & LIGHTING ASSESSMENTS

Assessment Districts are a defined area of land which, by majority vote of the property owners, has elected 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 25 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.




Expenses are generally consistent, allowing for minor increases each year for increasing utility and service costs. On occasion, improvement projects or repairs occur which require the district 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.

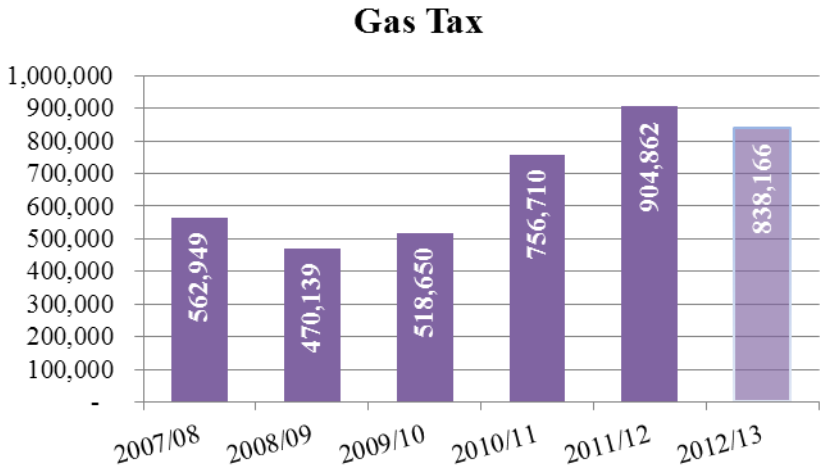
As the graph shows, L&L Assessments increased in FY 2011/12. This was primarily due to the addition of the 25th L&L District. Revenues are expected to grow due to increases in utility and maintenance services, however FY 2012/13 revenues reflect a slight decrease in assessment charges for a few districts with sufficient funding.

## 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 into ongoing years.

### 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 on the left reflect actual grants received in each fiscal year, while the right side semi-transparent bar reflects budgeted revenues. As mentioned earlier, budgeted capital project revenues include all outstanding grant award 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 in reality, 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 City awarded a significant amount of grants in the last few year, and major construction work over the last several years, the City will receive more grant revenue than average – estimated at approximately $2 million during the 2012/13 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

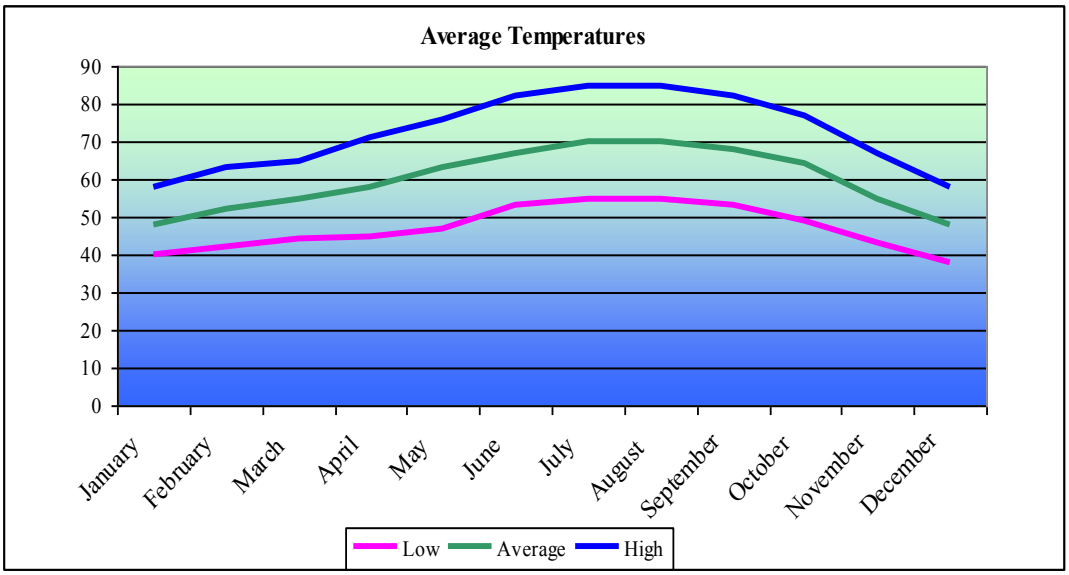
## CITY DEMOGRAPHICS

| | |
|---|---|
| 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: 585 |

## 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*

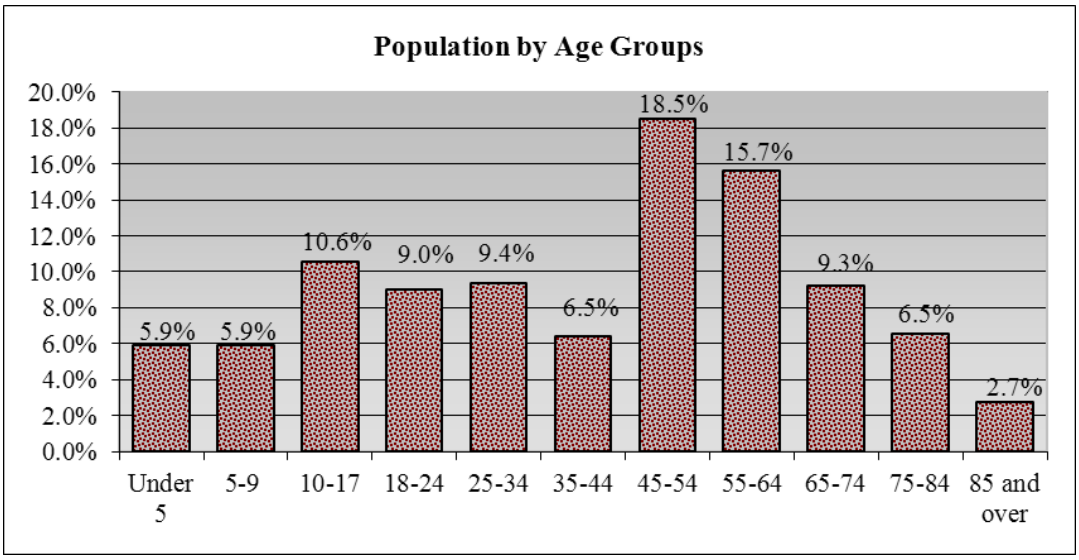
## POPULATION FACTORS

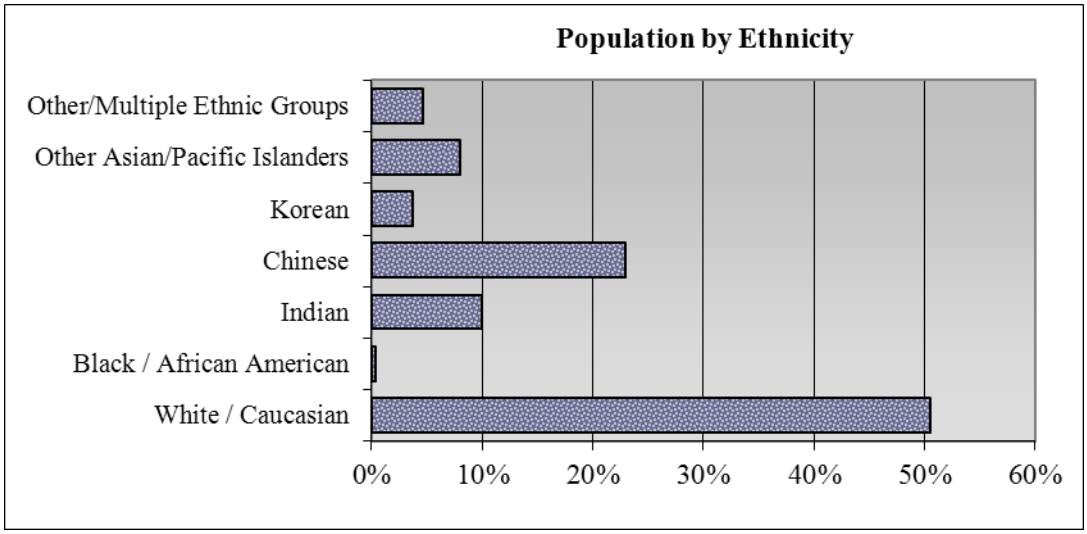
*Data from CA Department of Finance*

| | |
|---|---|
| 1970 Census: | 26,810 |
| 1980 Census: | 29,261 |
| 1990 Census: | 28,061 |
| 2000 Census: | 29,849 |
| 2010 Census: | 29,926 |
| January 1, 2012 estimate | 30,363 |
| State ranking in population: | 234 of 482 cities |

## POPULATION DEMOGRAPHICS

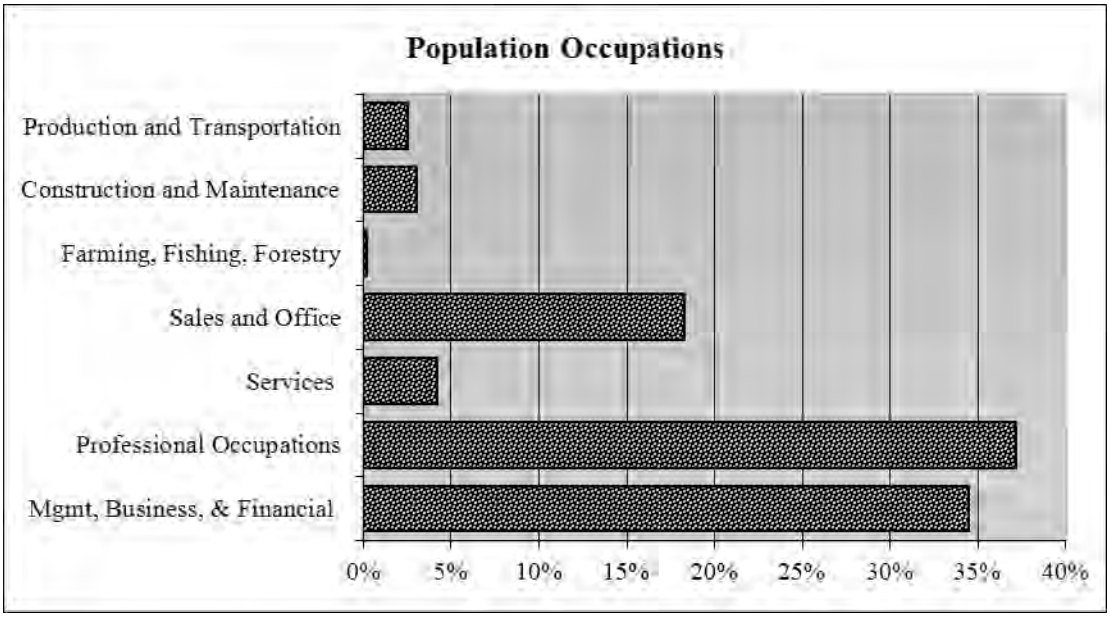
*Data from Nielsen Reports*

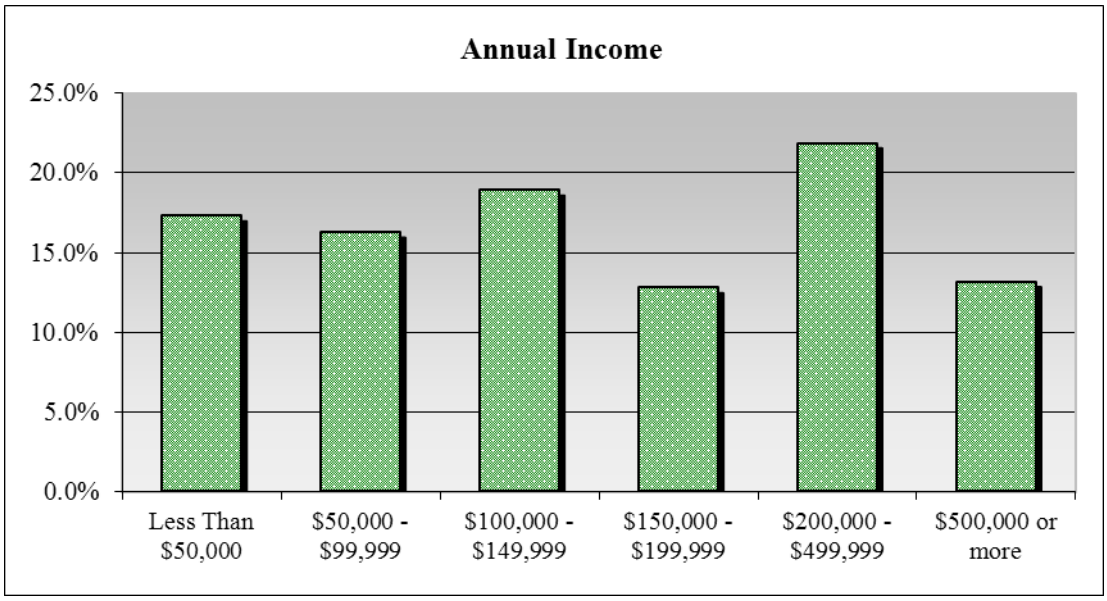


## POPULATION DEMOGRAPHICS

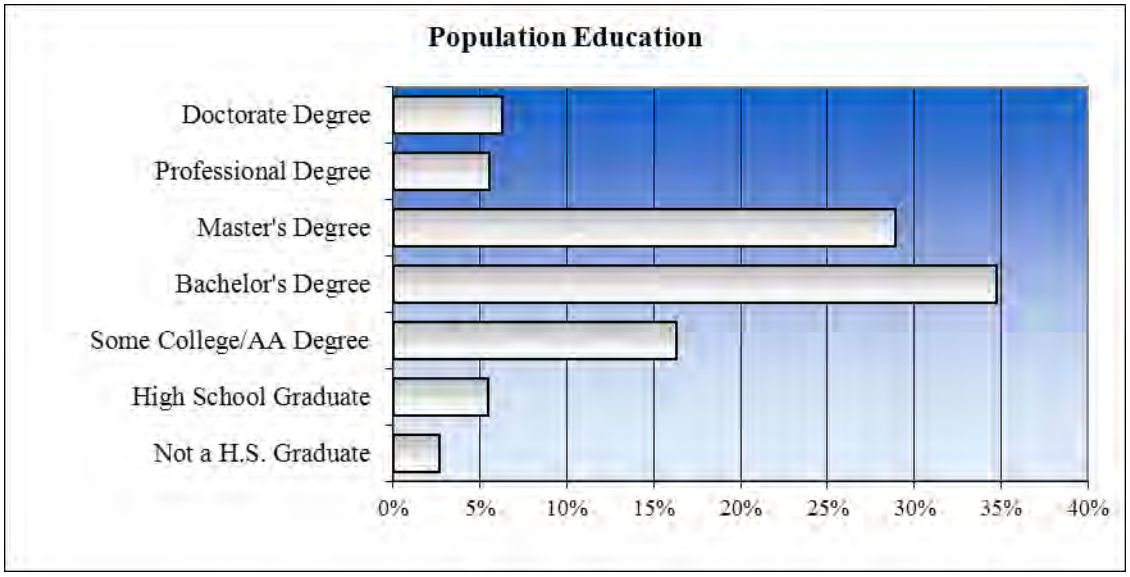
*Data from Nielsen Reports*

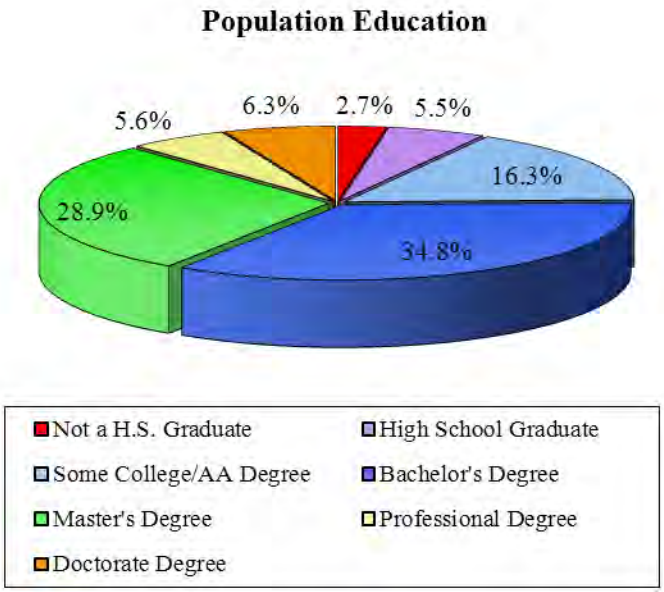


## POPULATION DEMOGRAPHICS

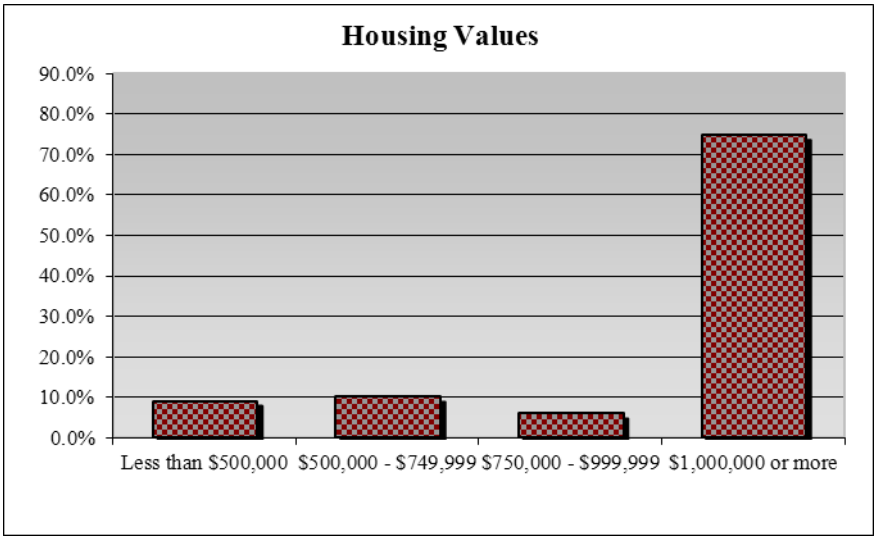
*Data from Nielsen Reports*



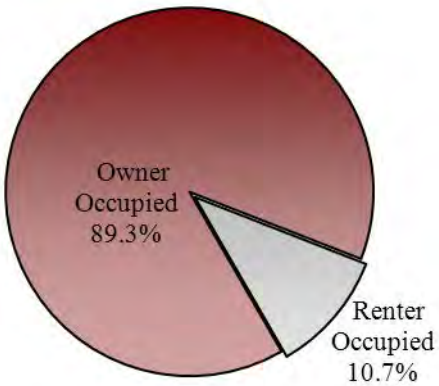



## HOUSING FACTORS

*Data from Nielsen Reports*



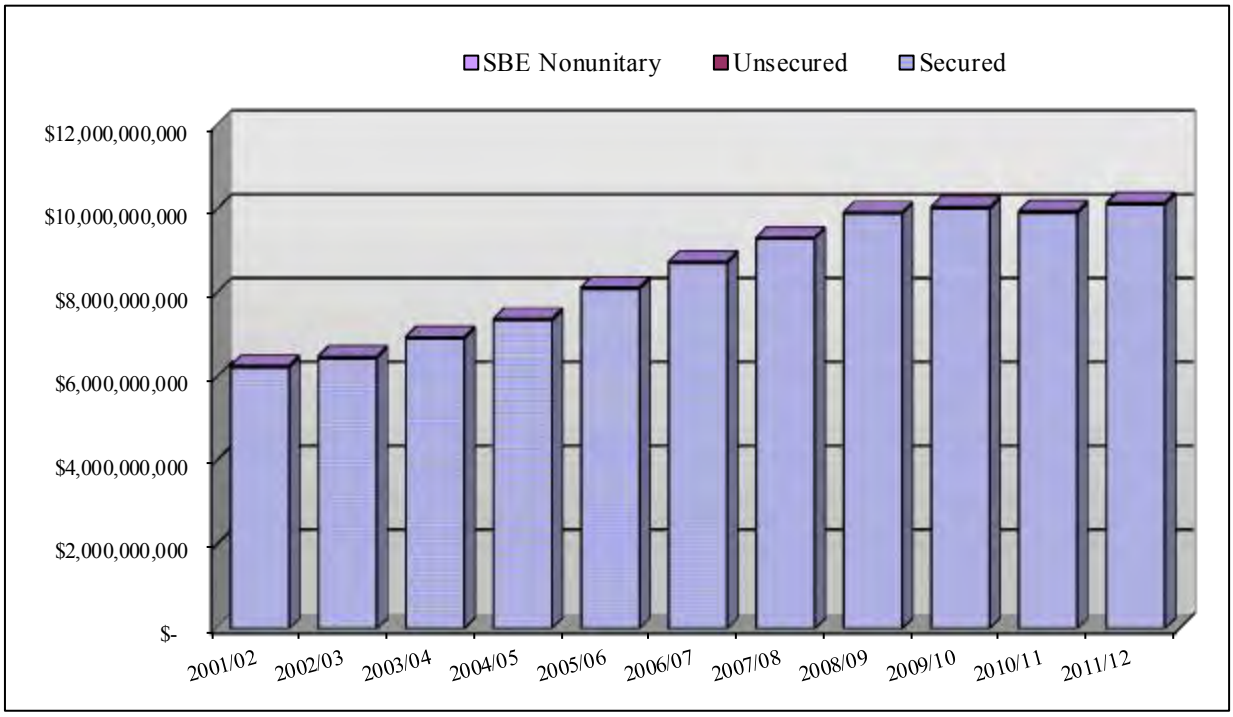

**Housing by Resident Ownership**



**ECONOMIC FACTORS**
*Source: HdL,Coren & Cone Reports*

**Net Taxable Assessed Value History**
**2001/02 - 2011/12 Taxable Property Values**

| Lien Year | Secured | Unsecured | SBE Nonunitary | Net Total AV | %Change |
|---|---|---|---|---|---|
| 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 | 0.29% |
| 2011/12 | 10,107,679,133 | 50,944,483 | - | 10,158,623,616 | 0.90% |



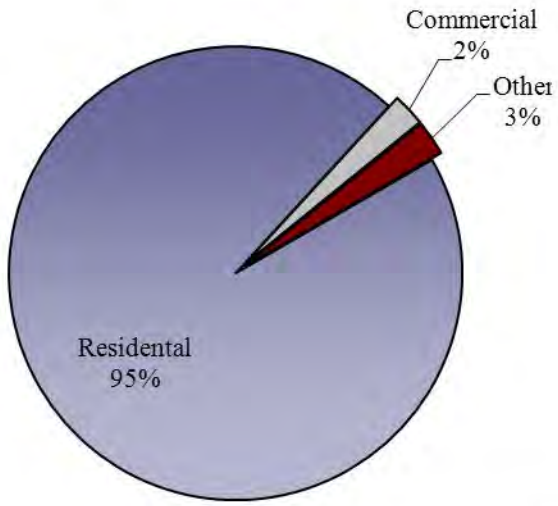
**Basic Property Value Table**

**FY 2011/12 Assessments**

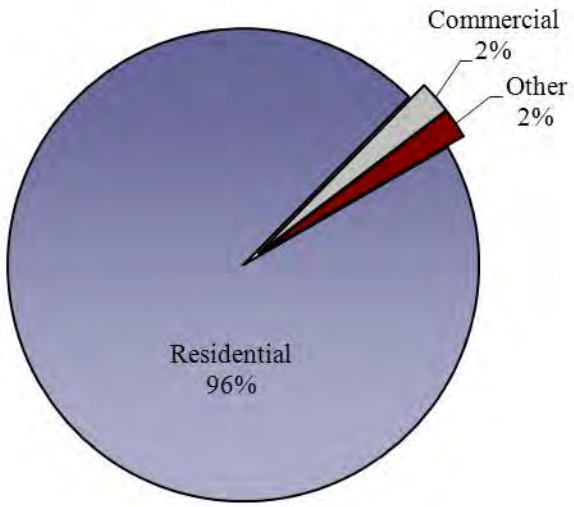
| Category | Parcels | Assessed Value | Net Taxable Value |
|---|---|---|---|
| Residential | 10,521 | $ 9,834,081,610 | $ 9,724,879,187 |
| Commercial | 165 | 241,721,275 | 228,102,056 |
| Industrial | 2 | 9,585,897 | 9,585,897 |
| Governmental | 1 | 336,872 | 336,872 |
| Institutional | 25 | 48,930,477 | 12,938,664 |
| Irrigated | 45 | 31,757,332 | 31,757,332 |
| Miscellaneous | 48 | 16,829,568 | 16,829,568 |
| Recreational | 5 | 17,518,387 | 6,051,553 |
| Vacant Land | 232 | 77,821,797 | 77,198,004 |
| Exempt | 211 | - | - |
| SBE Nonunitary | *(1) | - | - |
| Unsecured | *(451) | 55,534,614 | 50,944,483 |
| **Totals** | **11,255** | **$ 10,334,117,829** | **$ 10,158,623,616** |

** not included in parcel total*

**Assessed Value**




**Net Taxable Value**



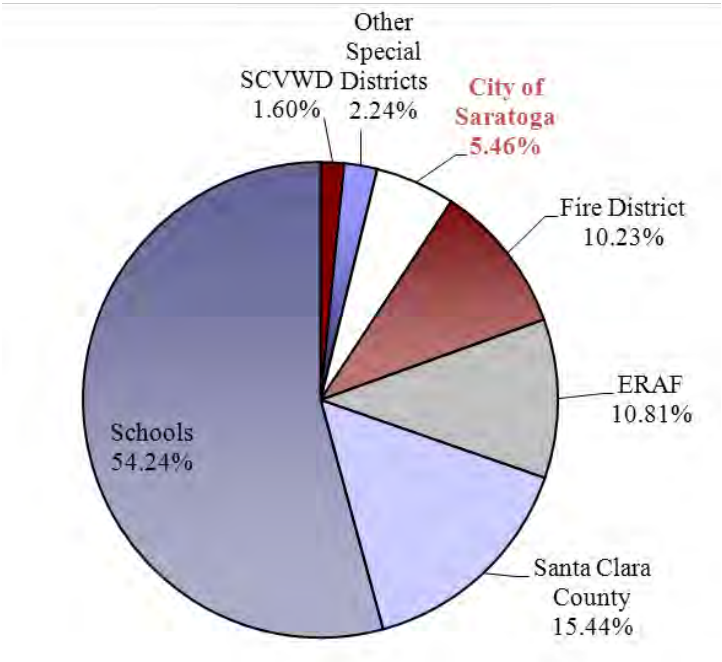

*Source: HdL, Coren & Cone Reports*

## Top Property Taxpayers
### FY 2011/12

| Owner | Parcels | Assessed Value |
|---|---|---|
| Cupertino Villages Association LLC | 1 | 35,068,739 |
| Keller Family Living Trust | 2 | 20,459,059 |
| Quito Village Associates LLC | 1 | 19,143,069 |
| San Jose Water Works | 31 | 16,592,789 |
| Gregpenn Properties LLC | 1 | 12,800,000 |
| Argonaut Associates LLC | 6 | 12,681,706 |
| Stormin Norman LLC | 1 | 10,000,000 |
| Public Storage Inc | 1 | 9,476,603 |
| Ashok Krishnamurthi Trustee | 2 | 8,880,000 |
| Terri E. Morrison Trustee | 3 | 8,794,656 |

*Source: HdL,Coren & Cone Reports*

**Property Tax Distribution**
**FY 2011/12**




**Average Property Tax Distribution**

| Agency | Allocation % | Allocation $ |
|---|---|---|
| Santa Clara Valley Water District | 1.60% | 1,629,400 |
| Other Special Districts | 2.24% | 2,271,500 |
| City of Saratoga | 5.44% | 5,526,300 |
| SCC Fire / Saratoga Fire District | 10.23% | 10,392,300 |
| Educational Relief Augmentation Fund | 10.81% | 10,981,500 |
| Santa Clara County | 15.44% | 15,684,900 |
| Schools | 54.24% | 55,100,400 |
| | 100.00% | 101,586,236 |

*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. The CAFR 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 the net financial position in a governmental fund, 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.

***Fund Equity*** – represents the net financial position in a non-governmental fund. See Fund Balance definition above.

***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.

## GLOSSARY

***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 Budge***t – 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 Budge***t - 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