City of Saratoga

C A L I F O R N I A

Ranked #1 Safest City in California

Fiscal Year 2014/15 Operating & Capital Budget

SARATOGA, CALIFORNIA

Operating & Capital
Summary Budget

for

Fiscal Year July 1, 2014 to June 30, 2015

City Council

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

Prepared under the direction of:

David Anderson ..... City Manager, retired on July 23, 2014
James Lindsay ..... City Manager effective July 23, 2014
Mary Furey ..... Administrative Services Director

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INTRODUCTION SECTION

CITY HALL
13777 FRUITVALE AVENUE
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(408) 868-1200

May 21, 2014

Honorable Mayor and City Council Members,

The City of Saratoga finds itself in an enviable financial position this upcoming fiscal year. The proposed Fiscal Year 2014/15 budget projects a healthy net operations amount, leaving room for future year expenditure growth. However, the challenge in future years will be to contain or reduce future expenditure growth in conjunction with operational increases, which may not be controllable, such as rising pension costs, essential contract services, and utility fees. This will require Council and staff to remain diligent in their analysis of cost impacts in budgetary and operational decisions, and to continue the City's emphasis on increasing efficiency and effectiveness in all that it does.

Saratoga is a beautiful residential community that residents identify with and want to keep. Saratoga's residents expect a high quality of life: safe and quiet neighborhoods, limited commercial development, excellent infrastructure and community amenities that include the City's streets and parks, and an efficient and responsive government that meets the needs of its residents. These expectations are a priority for the City Council and are used to guide development of City policy, including the budget.

Due to the community's size and the philosophy of Saratoga's founding residents that government should be limited, the City offers a minimum service level model and maintains contracts for law enforcement, animal control, waste management, legal services, and a variety of other services. The City's service model is possible in large part due to the independent special districts that provide water, sewer, library, and fire services to Saratoga's residents. City staff is small and efficient, working diligently to meet the needs of its residents.

Saratoga and the Santa Clara County Office of the Sheriff, which the City contracts with for public safety services, were recognized recently for their efforts to keep the City safe. Saratoga was named the safest city in California and the 12th safest city in the nation. In an effort to continually improve the safety of Saratoga, the City Council approved additional traffic enforcement hours around schools for FY 2014/15. This new funding will increase the Sheriff's Office contract by 12% from FY 2013/14.

Other notable funding increases include a 13.6% increase in community grants to fund Destination Saratoga and the Village street closure event, and a 5.6% increase in internal services charges to keep pace with program growth. The 22.8% increase in materials and supplies appears large due to the small prior year expenditure base. The total increase represents many minor increases in light of several years of restricted budgets, and some one-time contingent funding budgeted for the new City Manager to use for new technology and equipment. Expenditures will not continue to grow at these rates in future years as these were one-time increases. The remainder of the proposed budget remains relatively consistent with prior year funding levels.

Revenues are expected to remain fairly consistent with prior years, in line with an overall flattening revenue trend. This anticipated flattening trend comes primarily from expectations that property tax growth is beginning to plateau, and with this expectation, it is projected the City's revenue base will not keep pace with current expenditure growth. The City Council and new City Manager will need to continue the City's tradition of careful and thoughtful budgeting to ensure financial stability in future years.

Upcoming Change
After more than 13 years as the City Manager of the City of Saratoga, I announced my retirement in January 2014. My last day with the City will be in July 2014. The new City Manager will assuredly bring new ideas and perspectives to City leadership, along with a close working relationship with the Council to carry out the Council's vision and address the current and future needs and desires of Saratoga's residents.

The new City Manager recruitment opened in March 2014 with the application process closing in May 2014. The executive search firm Avery and Associates is conducting the recruitment. The public has been invited to provide input through an online survey. The information obtained through the survey will assist the City Council in selecting a qualified professional for the City Manager position. The City Council is expected to appoint a new City Manager in July 2014.

FINANCIAL OVERVIEW

Meeting the needs and desires of Saratoga's residents is accomplished through careful budgeting on the City's part. Saratoga was not immune to the recession that hit in 2008. Overall revenues dropped significantly and the City responded quickly through service level reductions, staff furloughs, and employee salary and benefit concessions. But, as the economy and housing market have stabilized and revenue numbers have increased over the last two years, the City has been able to restore service levels, including reopening planning and building counter hours to full days, reinstating critical staff positions, increasing the Sheriff's patrol hours, and adding hillside wildfire mitigation services.

Revenues
The City's revenues include tax, service, and fee related funding in support of general operations, and dedicated revenues for restricted uses, such as Landscape and Lighting District revenues, and GO Bond payment assessments. General Fund revenues support general city government functions and comprise the majority of the revenue budget.

The schedule below provides a high-level summary of General Fund Revenues and Transfers into the General Fund. The darkened column on the right represents the Proposed' FY 2014/15 budget. The two columns to the immediate left represent the FY 2013/14 current year budgeted and estimated revenues, and the two prior fiscal year actuals are in the first and second columns.

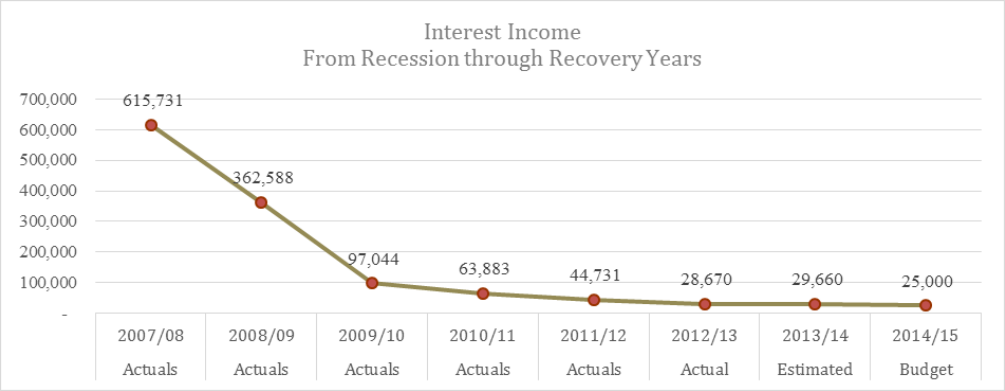
Revenues and Funding Sources

General Fund Revenues	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Estimated	FY 2014/15 Proposed	% of Budget
Property Tax	$ 8,279,947	$ 8,966,396	$ 9,470,400	$ 9,465,665	$ 9,763,750	53.3%
Sales Tax	1,100,489	1,051,121	1,050,000	1,053,520	1,085,000	5.9%
Transient Occupancy Tax	205,421	228,199	210,000	235,000	245,000	1.3%
Business & Other Taxes	477,963	541,158	535,000	530,000	540,000	2.9%
Franchise Fee Tax	1,852,390	2,083,704	2,059,954	2,094,715	2,105,954	11.5%
Intergovernmental	274,848	391,486	392,216	443,389	433,500	2.4%
Fees, Licenses & Permits	1,236,460	1,591,517	1,517,065	1,496,195	1,466,450	8.0%
Charge for Services	1,732,889	1,744,112	1,907,678	1,896,058	1,887,153	10.3%
Interest	44,731	28,670	46,000	29,661	25,000	0.1%
Rental Income	508,647	465,460	419,175	450,624	463,508	2.5%
Other Sources	516,848	544,164	466,575	508,173	296,902	1.6%
Total General Fund Revenues	**$16,230,633**	**$17,635,987**	**$18,074,063**	**$18,203,000**	**$18,312,217**	**100%**
Fund Transfers In	205,222	106,000	106,000	106,000	-	
Total Revenues & Transfers	**$16,435,855**	**$17,741,987**	**$18,180,063**	**$18,309,000**	**$18,312,217**	

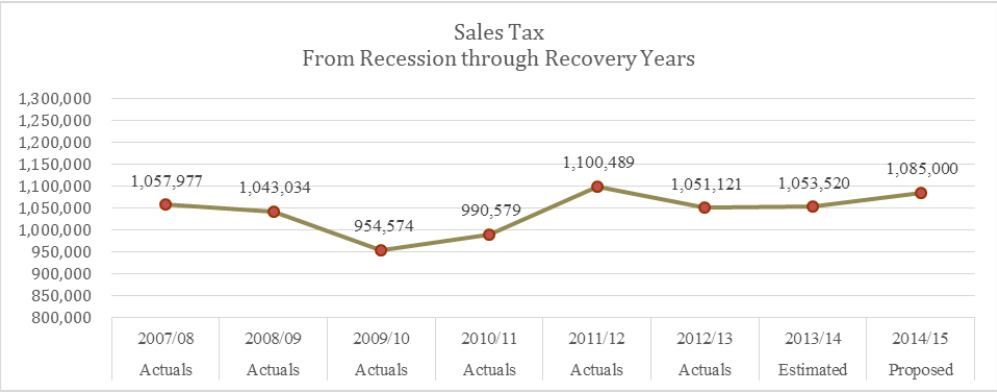
In comparing the proposed revenue budget, it is useful to understand the "Estimated" column provides the best guess for the current year revenue actuals, and the proposed budget is built with anticipated growth from the estimated amount. In cases where the City receives one-time money – such as in insurance reimbursement, the projected revenue will not grow. Typically this occurs in the Other Sources category. To provide a more complete understanding of the City's finances, the revenue categories below are reviewed in more detail in the following sub-sections.

The City's largest revenue sources include property tax, sales tax, franchise fees, charges for services, and income from fees, licenses, and permits. Although some of the City's revenue sources have shown rapid growth over the last two years, others have continued to increase at a moderate pace, while a few remain at significantly reduced levels. The days of ever expanding revenue sources appear to be gone. As a result, the City has adjusted its budgeting assumptions to match the new trends that have emerged since the recession.

Interest Income – The dramatic loss of interest income is the clearest example of a shift that began during the 2008 recession, and shows no signs of improvement to date. The City's funds are held in the State's Local Agency Investment Fund (LAIF). Traditionally, this investment served as a stable source of income for the City. In FY 2007/08, interest income—at an interest rate of about 5%—brought the City approximately $615,000 in revenue. But by the next year interest income had dropped by almost half to $362,500, and then again to less than a third in the following year. By September 2009, interest rates fell below 1% and then continued to decline to less than one-half of 1% by September of 2010. Interest rates have hovered around one quarter of 1% since June 2013. The City expects to receive only $25,000 in interest income for FY 2014/15. With the Federal Reserve keeping interest rates low to provide stimulus to the economy, the LAIF return is likely to remain low for at least another two years.

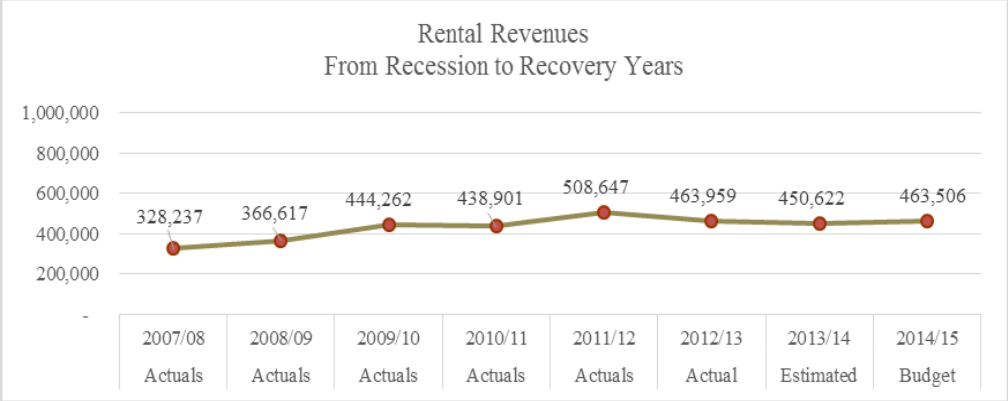


Sales Tax - In contrast, with Saratoga's primarily residential community having few retail or commercial districts, sales tax revenue remained relatively steady through the recession and recovery. Sales Tax is one of the City's top five General Fund revenue sources, hovering just above $1 million for the last several years, with the same forecasted for this next fiscal year. Although consumer spending is slowly rising, the net effect on the City's budget is slight. In FY 2014/15, sales tax revenue is expected to increase by about $30,000.

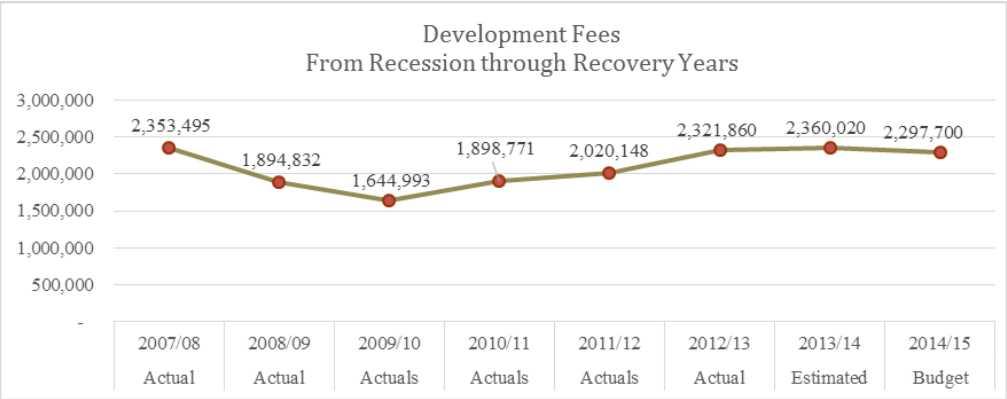


Recreation Fees – Relatively steady consumer spending can also be seen in the Recreation and Facilities Department. Camp and class sign-ups are projected to increase slightly with an overall $42,000 rise in revenue expected from additional in-house summer camps and increased trip/excursion revenues with ticket price increases.

Rental Income **-** The public also regularly rents the City's facilities and parks for various activities and events, and due to the reasonableness of rental fees, rental income has remained fairly stable throughout the years. Beginning in FY 2009/10, revenue picked up due to the opening of the Saratoga-Prospect center facilities. Although rental income decreased slightly during the last two years, rental income is projected to increase from $450,624 in the current year, to $463,500 in FY 2014/15 due primarily to the addition of a regular Friday night facility rental by the San Jose Youth Philharmonic.



Development Revenues **-** The local economy continues to show signs of stability through ongoing job growth and rising residential real estate values. The return of consumer confidence in the housing market was reflected in the Community Development Department's revenue increase of 13.6% from FY 2011/12 to FY 2012/13. However, it appears activity has begun to level out this last fiscal year as FY 2013/14 development receipts are expected to end the year with only a 2.4% growth from the prior year. While projections for FY 2014/15 are on par with development revenues prior to the recession, they are expected to continue to plateau.



On a much smaller revenue scale, the Public Works' Development Engineering activity reflects a similar trend but with stronger fluctuations. Public Works saw a 35% increase in revenues from FY 2011/12 to FY 2012/13, but expects they will see a 10% revenue decrease in FY 2013/14, and a further drop in FY 2014/15.

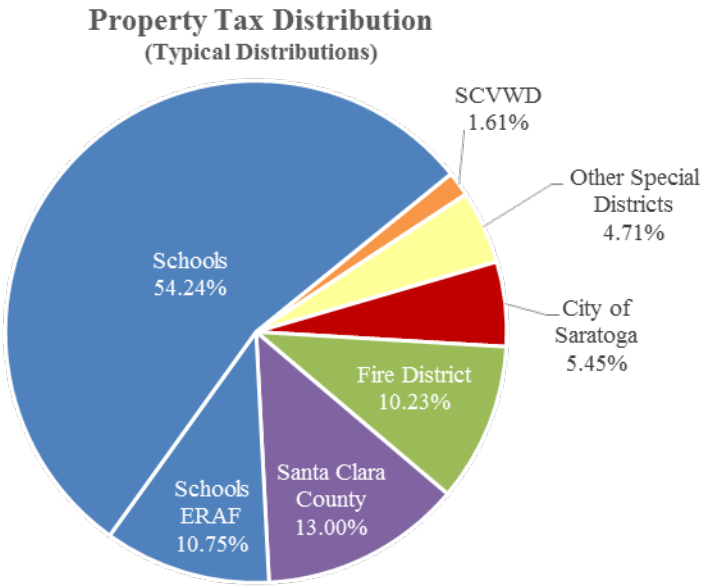
Development revenue reductions seen in FY 2008/09 through FY 2011/12 are closely linked to the state of the economy. As the chart above illustrates, revenues were clearly impacted during these years. Fortunately some construction projects were able to continue as planned thereby mitigating some of the economic downturn effects. This was primarily due to our resident's financial stability, but also there were two small subdivisions which pulled building permits at the lowest point in the recession. Now, after several years of increases, a fairly flat revenue trend is forecast in FY 2014/15. However, the strong real estate market is expected to affect the City's budget in a different way.

Housing Prices in Saratoga

Saratoga is a bedroom community with slightly more than 30,000 residents. Saratoga residents enjoy their quiet neighborhoods nestled between the Santa Cruz Mountains and nearby Silicon Valley companies where many are employed. The City is also well known for its safety, beautiful streets and parks, fine dining restaurants, and excellent schools. The combination of these positive characteristics makes Saratoga a highly desirable place to live, and that is reflected in Saratoga's housing prices.

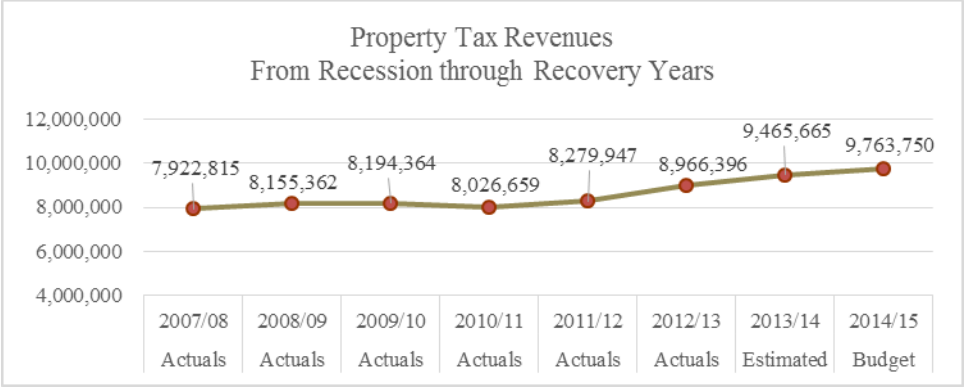
In 2010, Bloomberg BusinessWeek named Saratoga as the most expensive suburb in California with a median home price of $1.4 million. That number has increased significantly in the last four years. The median home price in Saratoga has jumped by more than $500,000 to $1.95 million, the Silicon Valley Association of Realtors reported in March 2014. That number is approximately 18% higher than it was at the same time in 2013, the association stated in its report.

Not surprisingly, the City's largest single General Fund revenue source comes from property taxes. Santa Clara County oversees the property tax collection and distribution process on behalf of the State of California. The County distributes the property taxes paid by Saratoga property owners to multiple agencies and funds. Of this revenue, the City receives approximately 5.45% of the distribution—about 2% less than other California municipalities. In comparison, Saratoga's school systems collectively receive approximately 65.0% of the property tax allocation. (A more detailed discussion outlining the background of the reduced allocation is on the following page.)



Property Tax Revenue **-** The City will receive more than $9.7 million in General Fund property tax revenue in FY 2014/15. As in previous years, property tax revenue will account for more than 50% of the City's General Fund revenue. The strong housing market in Santa Clara County, and specifically in Saratoga, has helped buoy the City's budget while other revenue sources have remained flat or moderately increased.

As this chart shows, the recession did not significantly impact the City's property tax revenue, due primarily to Saratoga resident's ability to remain financially viable during an economic downturn, and to the desirability and prestige associated with living in Saratoga. The main cause of the mostly flat revenue stream was from decreased Document Transfer Tax revenue. This is a tax collected when real property is sold, to fund costs associated with the transfer of ownership records. Document Transfer Tax funding decreased as property owners held onto their real estate rather than selling at low market prices. As a result, Secured and Unsecured property tax revenues remained relatively stable throughout the recession and recovery.



New Funding Sources and Losses

Revenue declines and takeaways over the last five or six years have led to an annual loss of what would be approximately $1 million in annual revenues in FY 2014/15 budget dollars. These revenue reductions include approximately $200,000 in Vehicle License Fee revenues taken by the State of California, $150,000 in reduced property tax due to new administrative fees levied by Santa Clara County, and $50,000 in unpaid State mandated reimbursements. This all has been in addition to the loss of $600,000 in interest income due to the drop in interest rates.

Fortunately, the City has received new revenue from multiple sources. The City of Saratoga, as part of the West Valley Solid Waste Management Authority, which includes Campbell, Los Gatos, and Monte Sereno, recently renewed its contracts with West Valley Collection and Recycling (WVC&R) for solid waste and recycling services. As part of the new contract, WVC&R will be making annual payments of $450,000 to the Authority. The annual payment will be dispersed among the member cities based on population. Saratoga will receive approximately $131,000 annually.

Another dedicated funding stream came about several years ago when the Authority folded several environmental program expenses into the rates, including the Household Hazardous Waste augmentation, additional street sweeping services, and the Authority's annual JPA dues. Together these account for $164,000 of reimbursed expenses. And, since FY 2012/13, Saratoga has received approximately $180,000 annually for street maintenance purposes from a voter-approved 2010 VTA measure assessing a $10 Vehicle License Fee Surcharge.

While property tax revenue continues to be the City's strongest revenue source, the City receives less than its full share of the property tax allocation. With the passage of Proposition 13 in 1978, annual property tax increases due to assessed real property value were restricted to no more than 2% per year. As a result, cities with very low or no property tax rates were locked into rates that were far below the rates established in other cities. Saratoga, along with the cities of Cupertino, Los Altos Hills, and Monte Sereno, were among the cities in Santa Clara County that had no or very low property taxes. To mitigate this, legislation was passed in 1979 to bring no/low tax cities up to a statewide minimum property tax rate of 7%. However, Santa Clara County was allowed an exception that singled out the cities of Saratoga, Los Altos Hills, Cupertino, and Monte Sereno, thereby limiting the amount of property taxes these four cities were to receive. Throughout the years, the cities have launched collaborative lobbying efforts to introduce and pass legislation that would treat Saratoga, Cupertino, Los Altos Hills, and Monte Sereno like all no/low tax cities and to receive at least 7% of the property tax collected in the

respective cities. Past efforts partially restored the takeaway, but additional work needs to be done to fully restore the property tax rate for the four cities.

Expenditures

The City's General Fund expenditure schedule below provides a high-level summary of General Fund Expenditures and Transfers-Out of the General Fund for the FY 2014/15 proposed budget in the far right column, the FY 2013/14 current year budgeted and estimated expenditures are the two columns to the immediate left, and the actual expenditures for the two prior fiscal years are in the first and second columns.

In the FY 2014/15 proposed budget column, salaries and benefits account for almost 40% of the budgeted expenditures. The Sheriff's contract follows with slightly more than 26% of the budget. The internal service charges account for 13% of the budget and represent the City's reimbursement for support services to itself. This ranges from Workers Compensation to Vehicle & Equipment replacement allocations, to Building Maintenance charges. These expenditures are reflected as revenues in the Internal Service Funds. Consultant and Contract Services comprise 12%, and is the compilation of many separate contract services, from attorney to engineering, to janitorial services.

Expenditures & Transfers Out

General Fund Expenditures	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Estimated	FY 2014/15 Proposed	% of Budget
Salary & Benefits	$ 6,074,360	$ 6,409,105	$ 6,850,811	$ 6,437,670	6,937,142	39.8%
Materials & Supplies	163,990	188,965	241,419	242,285	296,450	1.7%
Fees & Charges	708,175	738,596	791,931	812,190	847,770	4.9%
Consultant & Contract Services	1,638,896	1,887,847	2,200,424	2,056,017	2,065,434	11.9%
Sheriff Services	4,060,306	4,153,654	4,225,024	4,225,024	4,600,540	26.4%
Meetings, Events & Training	37,783	38,946	95,145	76,769	97,400	0.6%
Community Grants & Events	116,203	122,007	185,301	176,400	210,576	1.2%
Fixed Assets	11,336	-	-	-	35,000	0.2%
Internal Services Charges	1,899,748	2,033,577	2,202,853	2,202,854	2,325,389	13.4%
Total Expenditures	**$14,710,798**	**$15,572,697**	**$16,792,908**	**$16,229,209**	**$17,415,701**	**100%**
CIP Reserve Transfers Out	$ 180,000	$ 1,084,500	$ 280,880	$ 280,880	$ 1,633,345	
GF Operations Transfers Out	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 200,000	
Total Transfers Out	280,000	1,184,500	380,880	380,880	1,833,345	
Total Expenditures & Transfers	**$14,990,798**	**$16,757,197**	**$17,173,788**	**$16,610,089**	**$19,249,046**	

In comparing the proposed budget to prior years, again it is useful to understand the "Estimated" column provides the best guess for the current year actuals, and the proposed budget is typically built with anticipated growth from the estimated amounts. The adjusted budget (adopted plus Council approved changes) provides the expenditure plan – and in total, represents the spending authority.

Overall, General Fund expenditures increased 4.6% from the prior year budget. This is the result of a number of ongoing increases, service enhancements, and one-time or bi-annual cost increases. Most notable is the $300,000 addition to public safety services, which is discussed in more detail in a following section. Budgeted salary and benefits increased by $81,000 from the prior year budget. For salary and benefits, budget comparisons reflect increases more accurately than comparing the proposed budget to the current year's estimated actuals as vacancy factors and the annual $200,000 budget contingency for retirement terminations and paid-time-off payouts will fluctuate from year to year and skew the budget to actuals comparison. Salary and benefits are also discussed in more detail below.

Another significant operating budget expenditure increase includes an additional $122,500 in internal service charges. This increase comes mainly from rising building maintenance, vehicle maintenance, and information technology costs and additional services. The election costs are also reflected as an increase in fees and charges. With three seats open, several candidates will run, thereby requiring $65,000 in budgeted election fees. As this is a bi-annual cost, the prior year comparison is zero. Additionally, one-time funding is included in the budget for new park equipment and a modest allowance for office furniture and technology for the new City Manager. The remainder of expenditures remain consistent with prior year operational funding.

General Fund transfers out include $1.6 million from the Capital Improvement and Efficiency Funding Reserve to the Capital Budget, and $200,000 from current year funding to the Capital Budget. Current year funding includes $100,000 for the Annual Facility Improvement Project, and $100,000 for the General Plan Update Project.

As previously noted, a number of the budget expenditure categories are reviewed in more detail in the following sub-sections to provide more information on proposed budget expenditures and trends.

Salary & Benefits – With the upturn in the economy, Council established several new positions, and converted several temporary positions to full-time staff positions last year. As the new hires occurred over the course of the fiscal year, salary savings resulted from partial-year vacancies. With the reinstatement of services and stabilization of workload duties, the City will not be adding any positions this fiscal year and will be moving forward with the status quo. Budgeted salary increases reflect cost-of-living and step increases. Salary increases are mitigated in part by reductions in benefits provided to new employees. With increasing turnover in staff from retirements and the improving job market, this mitigating offset is expected to temper salary increases for the next decade.

During the same time however, pension costs will increase by about 50% over the following five years with the implementation of CalPERS corrective actions. In an effort to bring the pension plans in line with current projections, CalPERS recently updated the plan's actuarial assumptions. Member's longevity, retirement ages, investment returns, final salary, and numerous other demographic factors were researched and recalculated into funding requirements. They also studied the actual long-term rate of return on investments and determined their 7.5% assumed return was too high. The actuarial rate of return was lowered to 7.25%, meaning there would be reduced investment earnings factored into the funding of the pension plans. This change requires employers to contribute more toward retirement benefits. In addition, investment losses that occurred during the economic downturn will begin to impact employer rates.

To deal with the significant increases hitting its member agencies, CalPERS adopted a 20-year funding plan, which starts with a five-year ramp up period in which employer contribution rates will increase rates by approximately 50%. After five years, rates level out for 10 years, and then decrease for the five years at the end of the 20-year period. This ramp up period will begin in FY 2016/17.

With the Governor's pension plan reform legislation, known as the California Public Employees' Pension Reform Act (PEPRA), another pension funding change will occur. Effective January 1, 2013, new CalPERS members are placed into lower benefit pension plans, making the existing CalPERS plans obsolete as members leave or retire from service. The closing of the plans will result in funding liability problems as fewer and fewer members are left to fund the ongoing pensions of the retired members. To correct this situation, CalPERS intends to combine pension plans into a one-risk pool and assign each member agency a calculated share of the liability to balance out the various plan contribution rates. The details are still being worked out, but CalPERS' current recommendation is to bill each agency an annual dollar amount rather than build it into the rates. It is unclear as to how many years the annual invoices would continue, or whether the amount would increase, decrease, or stay the same. More information is expected over the next six months.

Fortunately, Saratoga is able to keep its salary expenditures low as its minimal services structure incorporates contracting out many of its services. Contracting out services allows the City to increase and decrease service levels as needed—either seasonally, during economic downturns, for special projects, or to backfill positions when necessary. While contracting for services creates savings on employee and equipment expenses, the price of contract services is directly tied to changes in fuel and consumer prices and therefore also increases over time – which collectively can be significant. However, the City is able to manage service levels, thereby controlling financial impacts.

Public Safety – Public safety continues to be a top priority for City Council members, residents, and the Santa Clara County Office of the Sheriff. The City has contracted with the Sheriff's Office for public safety services since Saratoga was incorporated in 1956. This partnership has been rewarding for the City in multiple ways.

The City saves millions of dollars a year by contracting with the Sheriff's Office instead of employing an in-house police department. The City spent $4.2 million on the Sheriff's Office contract in FY 2013/14. That accounted for just 25.4% of the City's General Fund budget. This compares favorably to other Santa Clara County municipalities that dedicated upwards of 40% or more of their General Fund budgets on police services.

While the Sheriff's Office contract cost is comparatively small, the City receives a very large return in services. The Sheriff's Office provides all the services that an internal police department would—patrol, traffic enforcement, and investigations—but with the added benefit of crime analysts, technology services, and other valuable law enforcement services on an incremental, as-needed basis. In FY 2013/14, the Sheriff's Office provided approximately 20,000 general law enforcement service hours, 2,396 traffic enforcement hours, 2,400 investigative hours, 340 reserve activity hours, and a full-time School Resources Officer.

Not only does the City see considerable cost savings through its agreement with the Santa Clara County Office of the Sheriff, but crime rates have remained low. This is due in part to being part of a broader law enforcement organization. Deputies are aware of criminal activity occurring throughout the county. This broader communication alerts deputies and crime analysts to targeted areas, criminal patterns, and crime activity connections and suspects. In fact, Saratoga was recognized for its notably low crime rate in November 2013 when SafeWise.com named it the Safest City in California. The ranking was based on FBI crime rates from 2011 and the company's own research of cities with at least 20,000 residents.

This honor was followed just a few months later with news that Saratoga had been named the 12th Safest City in the United States by NeighborhoodScout.com. The company released the results in February 2014. The company based its findings on the research of cities with 25,000 residents or more and the total number of property and violent crimes per 1,000 residents. Crimes included burglary, theft, motor vehicle theft, murder, rape, armed robbery, and aggravated assault.

To further public safety efforts in Saratoga, the City Council approved the addition of a second traffic enforcement officer effective with the FY 2014/15 budget. The new officer will add approximately 1,800 hours of traffic enforcement in the City with an emphasis on schools, particularly during drop-off and pick-up times. The officer will attend PTA meetings to educate parents and meet with school administrators to discuss traffic flow to help alleviate traffic problems around the City's schools and create a safer environment for Saratoga's students.

The additional traffic enforcement hours will cost the City $292,200 over the fiscal year. Combined with an annual increase, the Sheriff's Office contract will move up to 27% of the City's General Fund budget, which is still far less than what most surrounding municipalities are dedicating to police services.

Community Grants - A sense of community and civic pride is also important to Saratoga residents, and this year's budget reflects the City's continued commitment to community building. The City has recognized the critical need for community building as the City continues to evolve. For instance, the City's population has

remained around 30,000 for decades, but the make-up of the population has changed considerably. The 1990 U.S. Census showed that 84% of the population was Caucasian and 15% was Asian. Fast forward to the 2010 U.S. Census and those numbers were far different: 54% Caucasian and 41% Asian. Saratoga is also getting older. The number of residents 65 and over increased within 10 years from 4,859 in 2000 to 6,087 in 2010. Although just a 4% increase, Saratoga's population is expected to get older as more Baby Boomers become seniors. At the same time, Saratoga saw its youngest population of 5 years and under drop from 1,597 in 2000 to 977 in 2010—a 2.1% decrease.

Building a sense of community and inclusiveness among the various cultures and ages of the City's residents has been vitally important to the City Council and it shows in the budget. Saratoga is home to a number of volunteers and community organizations that work toward serving the community and strengthening the sense of identity in the community through a variety of means.

Each year the City Council approves the allocation of community grants to a few nonprofits that provide key social services to Saratoga residents. In addition to the approximately $40,000 grant provided for basic support to the Saratoga Area Senior Coordinating Council (SASCC), another $22,000 has been allocated to SASCC's Adult Care Center. The adult care services offered by SASCC provides less independent older adults with socialization, entertainment, and a variety of activities and events. The City is also granting $8,000 to West Valley Community Services, which provides a variety of services to West Valley residents, including a food pantry, transitional housing, and emergency assistance and family support services. The Catholic Charities of Santa Clara County Long Term Care Ombudsman Program will also receive $5,000. Through this program, Catholic Charities advocates for individuals living in nursing or residential care facilities and promotes the rights and well-being of these people.

Grant funding will also be allocated to the Santa Clara County FireSafe Council. The FireSafe Council, which will receive $25,000, is a non-profit organization composed of individuals, public and private agencies and companies that share a common, vested interest in preventing and reducing losses from wildfires.

New funds in the amount of $20,000 will also be allocated to local nonprofit Destination Saratoga, which is a group of local business owners who have joined together to help promote and brand the City and its commercial districts as an appealing destination for residents and visitors alike.

The City Council continues to allocate funding to help with community events in Saratoga that are open to the public. The Council allocated $21,000 to 10 scheduled events in FY 2014/15, such as the annual Independence Day Celebration, multiple music and art events, and the Blossom Festival—which has a history dating back to the early 1900s.

Internal Service Funds **-** Ongoing increases in staff salary & benefits, contract service costs, utilities, annual technology licenses and support, and added technology and equipment all contribute to increasing costs in the Internal Service Funds each year. In addition, with the City's reserve policies calling for Internal Service Fund reserves to be funded at a working capital level, several of the funds required an increase in the service charge-backs to right-size the fund balances. Future year increases are expected to be minimal as annual funding is adequate, and most fund balances are now in-line with reserve policies.

NET OPERATIONS

While there is a substantial increase from the prior year in the proposed expenditure budget, the overall long-term changes made to the organization since the recession began has developed into a sustainable operations plan which has allowed for these public safety and community funding enhancements, and the stabilization of the City's workforce and internal service funds. The below Net Operations schedule summarizes the proposed revenue and expenditure budgets discussed above to illustrate total General Fund funding sources and uses.

Last year's General Fund budget had a proposed Net Operations of just over $600,000. Yet even with added services and increased funding requirements in the FY 2014/15 proposed budget, the projected Net Operations remains very healthy at $746,516. As the General Fund's current year estimated Net Operations is expected to end the year much higher – at approximately $1.9 million – it is clear the City's financial structure is fiscally sustainable under the current circumstances.

However, with the knowledge that future years will bring the impending pension funding changes and ongoing cost of living increases, it is imperative the City Council and staff continue to practice conservative financial practices to retain operational sustainability.

GENERAL FUND	
Total Revenues	18,312,217
Transfers In	-
Total Revenues and Transfers In	18,312,217
Use of Fund Balance	
Enviornmental Reserve	50,000
Capital Project & Efficiency Reserve	1,633,345
Total Funding Sources	$ 19,995,562
Expenditues	17,415,701
Transfers Out	
CIP Reserve Transfer Out	1,633,345
GF Transfer Out	200,000
Total Funding Uses	$ 19,249,046
NET OPERATIONS	**$ 746,516**

NOTABLE ACCOMPLISHMENTS IN FY 2013/14

Community Development Department Extended Counter Hours

The City of Saratoga continually evaluates new ways to provide better customer service to residents. In light of recent increases in development revenues and growing demand for development and building services, the Community Development Department expanded Planning and Building counter hours in FY 2013/14. The Building Division is responsible for administering the California Building Code, plan-checking and on-site inspections. The Planning Division is focused on zoning administration and land-development review. The addition of a new Permit Technician allowed for more flexibility and greater coverage at the counters. The expanded hours have led to decreased waiting times and increased access to City services.

Noise Element and Ordinance Update

The City's Noise Element and Ordinance update was adopted by the City Council in April 2014. The Noise Element is one of seven mandatory General Plan elements. It is used to identify and assess noise issues in the City, as well as analyze and quantify current and projected noise levels for various sources of noise. The City held multiple community workshops and study sessions in order to receive feedback from residents and allow the Planning Commission time to review the Noise Element, which had been last adopted in 1988.

Residential Design Review Handbook Update

In February 2014, the City Council approved a new Residential Design Review Handbook. The handbook serves to guide homeowners, architects, and builders in designing single-family homes or remodeling existing homes in a manner that is compatible with surrounding properties. The handbook also serves as a guide for staff, the City's Planning Commission, and the City Council in the Single-Family Design Review Process.

Let's Move! Initiative

The National League of Cities recognized the Saratoga City Council in July 2013 for the completion of key health and wellness goals for *Let's Move! Cities, Towns, and Counties* (LMCTC). LMCTC is a major component of First Lady Michelle Obama's comprehensive *Let's Move!* initiative, which is dedicated to solving the childhood obesity epidemic within a generation. The City Council adopted a resolution in 2011 to join the *Let's Move!* initiative. The City's Recreation Department has taken the lead in implementing the program's goals, which involve creating policies and programs to support healthier life choices for youth in the community. The City's Parks and Recreation Commission has also hosted *Let's Walk Saratoga!* guided tours at Santa Clara County's Fremont Older Open Space Preserve and the City's 64-acre Saratoga Quarry Park.

Wildfire Protection and Prevention

Saratoga is one of 14 communities in Santa Clara County that has been identified as being at risk for wildfires. The City has worked closely with the Santa Clara County FireSafe Council, a non-profit organization, and the Saratoga Fire Protection District throughout the past fiscal year to educate Saratoga residents about wildfire prevention. Together, the City, FireSafe Council, and Saratoga Fire Protection District have informed residents about a free chipping service that creates defensible space around homes and roadways by clearing brush and grass. This practice slows or stops the spread of wildfires, which reduces property damage and deaths during fires. This is particularly important since a large percentage of the City is located in a high fire hazard area designated by the State of California.

Fruitvale Avenue Median Beautification Project

The City of Saratoga and West Valley College, a community college located in Saratoga, partnered to install an irrigation system and add landscaping to a little more than half a mile in the medians on Fruitvale Avenue. The project also included restoration of the medians and repairs to the drainage system. The project cost approximately $140,000 to complete with West Valley College contributing $90,000. The City funded $50,000 of the project through its gas tax revenue.

Saratoga Quarry Park Master Plan

In 2011, the City acquired the 64-acre Congress Springs Quarry property—now referred to as Saratoga Quarry Park—from Santa Clara County. The City began the process of developing a Master Plan by hiring a consultant in March 2013 to lead the effort. Four workshops were held to receive ideas and feedback from the public on the future of the property. In June 2014, the City Council approved the Master Plan. It includes plans for hiking trails, a boardwalk trail, picnic areas, staging areas, recreational facilities, event space, a grassy meadow, as well as plans to preserve important habitats and historic features on the property. Additionally, the plan allows the City of Saratoga to increase its acreage of open and recreational space and eventually provide a connection to the existing Skyline-to-the-Sea Trail.

Highway 9 Safety Improvement Project: Phase II

The Highway 9 Safety Improvement Project is a multi-agency collaboration among the City of Saratoga, City of Monte Sereno, and Town of Los Gatos to make Highway 9 safer for pedestrians and bicyclists. The project has been split into four phases. Phase II began in March 2012 and was managed by the City of Saratoga and included installation of pedestrian pathways along Highway 9 and a pedestrian crosswalk at Mendelsohn Lane. Other related improvements included small retaining walls, driveway modifications, signage, and striping.

Median Banner Policy

The City of Saratoga's Median Banner Policy was established in September 2013. The policy regulates all event banners in City medians and identifies seven locations where individuals or groups can advertise their events. The first event banners were hung in late-November 2013. The banner program has become increasingly popular among community event organizers with fifteen events advertised through the program. It is expected that the banner program's popularity and use will only grow as more community event organizers learn about it.

Video Projects

The City of Saratoga has produced seven videos within the last year to educate residents about major Public Works projects, street closures, and the state of the City. The videos were hosted by City Council Members and shot and edited by City staff. The videos have been uploaded to video sharing sites YouTube and Vimeo and posted on the City's website, Facebook, and Nextdoor.com. In all, the videos have been viewed approximately 1,750 times.

NEW INITIATIVES FOR FY 2014/15

Housing Element Update
The City of Saratoga's General Plan helps guide the growth and land development of the community for the short and long term. The City of Saratoga's General Plan contains six elements: land use, circulation and scenic highway, open space and conservation, safety, noise, and housing. While identifying and analyzing existing housing needs, the Housing Element also provides the primary policy guidance for local decision-making related to housing. The Housing Element Update began in February 2014 and is expected to be completed in November 2014. Multiple community workshops and study sessions have been held. This helps ensure a transparent process that gives residents the chance to be heard.

Guava Court and Fredericksburg Drive Entrance
In 2007, the pedestrian crossings at Fredericksburg Drive and Guava Court were declared unsafe by the California Public Utilities Commission (CPUC) and were consequently closed. Since that time, the City of Saratoga has developed Joe's Trail at Saratoga De Anza. Two years ago residents living near the area expressed interest in having the access point reopened. Residents believe that reopening the Guava Access would allow for more community engagement with families in the area. The project would reconnect the Fredericksburg Drive neighborhood with Blue Hills Elementary School.

The City and the CPUC will need to have extensive discussions for this process to take place. If the easement purchase is allowed, and the CPUC gives permission to start the process of reopening, the City must also make improvements to the ramp at the opening so that it becomes ADA compliant. Staff recently secured a Transportation Fund for Clean Air grant totaling $300,000 to pay for a large portion of this project. The City is providing a match amount of $45,880.

Quarry Park Master Plan Implementation: Phase I
The Saratoga City Council approved the Quarry Park Master Plan in FY 2013/14. As stated above, the Master Plan includes the addition of hiking trails, picnic areas, staging areas, recreational facilities, and other amenities. This first phase of implementation would include the development of gravel parking lots and the clearing of trail paths to connect with picnic areas.

NOTABLE OPERATIONAL CHANGES FOR FY 2014/15

Administrative Services
An Administrative Services Division has been added to the Administrative Services Department to reorganize departmental duties and separate administrative oversight from the department's other divisions.

General Plan Consultant Expenditures
The General Plan consultant expenditures will be accounted for as an ongoing capital project to allow for multi-year contracts. The project is intended to retain funding for updates to the General Plan elements when directed by City Council. Approximately $100,000 of Advanced Planning fees will be redirected for this purpose each year.

Development Technology
The Development Technology project has been added to the CIP to better track and analyze technology funding and expenditures, with the intent to identify appropriate funding requirements.

Risk Management
Reallocated .05 FTE of the Risk Manager's staff time to the Emergency Preparedness Program to support in-house emergency operations and cost-recovery preparedness efforts.

Legal Services
Employment law legal services were relocated from Human Resources into Legal Services for accounting and budget oversight by the City Attorney.

CAPITAL BUDGET HIGHLIGHTS

The Capital Improvement Plan (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 & Technology Improvement Program if they are one-time, operational efficiency or technology, or multi-faceted administrative projects.

New for FY 2014/15 is a CIP Project Process Policy. This procedural policy has been established to bring another level of transparency to the City's budgeting process. The policy defines how a project moves through the CIP budget funding process: from the initial project idea, through development—and if successful—into the CIP budget. This new Council policy is located on page 51.

For this fiscal year, a total of 17 new projects are proposed to be added to the CIP budget, totaling approximately $2,652,226.

CIP projects are broken down into four categories: Streets Program, Parks and Trails Program, Facility Improvements Program, and Administrative & Technology Improvements Program. Funding for the CIP budget comes from designated funding sources such as gas tax and grants, from year-end budget surpluses, and from dedicated general fund support. Some notable new projects approved by Council for the Fiscal Year 2014/15 budget are listed below.

Streets Program

Residential Street Reconstruction	Over time, large tree roots damage street curbs and gutters while water, weather, and use deteriorate the asphalt roadways. This $300,000 project will provide the initial funding needed to reconstruct streets that have deteriorated past the point where resurfacing would provide sufficient maintenance.
Long-Term Trash Plan Storm Drain Capture Devices	This $30,000 project will implement the City's Long Term Trash Plan (LTTP) with the installation of 15 storm drain full-capture devices at existing storm drain catch basins in areas with high-trash density. The goal of the LTTP is to reduce litter in waterways and the impacts associated with trash in discharges from the City of Saratoga's municipal separate storm sewer system. The City believes that purchasing and installing 15 storm drain full-capture devices will effectively reduce the instances of trash entering the storm drains and flowing into the bay.

Parks and Trails Program

Turf Reduction Renovation Program	The City routinely identifies turf areas in Saratoga parks that can be replaced with native, drought tolerant plants to save on water and maintenance costs. This $25,000 project will reduce a large turf area at Beauchamps Park. Staff anticipates $5,500 to $8,000 in cost savings per year.

Quarry Park Right-of-Way Property Acquisition	This project would provide funding for acquisition of additional properties and easements to complete the Saratoga-to-the-Sea Trail. The City would like to expand the approximately 64-acre Quarry Park to create additional trails that would ultimately link to the Saratoga-to-the-Sea Trail. In order to do so, the City must purchase additional property and easements adjacent to the Quarry Park. The Council has allocated $100,000 toward the project for FY 2014/15.
Village Creek Trail – Construction	This project would include the construction of a pedestrian trail along Saratoga Creek behind the downtown Village businesses. The Village Creek Trail would be .45-miles long and would be parallel to Big Basin Way. The City is seeking grant funding from the Santa Clara Valley Water District. While this project is still in its initial phases, the creek trail is expected to include two pedestrian bridges, replacement of non-native invasive plant species with native plants, and the removal of creek blockages that interfere with fish migration in the creek.

Facility Improvement Program

Community Center Cool Roof Replacement	This project will cost $90,000 and will include the installation of a 'cool roof' at the Joan Pisani Community Center, replacing the current roof that is more than 25 years old. The cool roof will reflect and emit the sun's energy back to the sky instead of allowing it to enter the building as heat. This is expected to cool the building's roof by an average of 20 to 30 degrees, thereby reducing the need for costly air conditioning use. The project is expected to result in approximately 5 to 7% energy savings during summer months.
Pre-School Play Structure	This $40,000 project will remove the aging wooden play structure at the Civic Center Pre-School and replace it with a structure that meets accessibility standards. This would be the last of the wooden play structures in the City to be replaced with powder coated steel structures. A new powder coated steel structure would last 15 to 20 years with relatively little deterioration compared with the weathering and splintering of wooden materials. It would also provide a safer environment for users and be compliant with modern play-structure safety standards.

Administrative & Technology Improvement Program

Citywide LLD Initiation Match Program	This project provides matching funds for initial landscaping improvements to encourage neighborhoods to enter into a Landscape and Lighting District arrangement with the City. A total of $50,000 will be allocated to the program in its first year. Through the program, the City will match half the costs to establish new Lighting and Landscaping Assessment District zones up to $25,000. The funds will cover initial costs, such as irrigation and installation of landscaping. The program is intended to encourage residents to form new assessment district zones by reducing upfront costs. Improvements are typically made along City arterials leading into a neighborhood, providing beautiful gateways to Saratoga residential areas.

District assessments will fund the subsequent upkeep of the improvements, including water, lighting, and landscape maintenance costs.

CONCLUSION

Although the recession is over and the economy and housing market are improving, the City will continue its tradition of cautious budgeting. Revenues are increasing for now, but the City expects these sources of funding to plateau over the next few years. The City's careful and restrained budgeting will continue to ensure that the City does not financially overextend itself. While the addition of more traffic enforcement hours by the Santa Clara County Office of the Sheriff was a significant budgeted increase this fiscal year, the addition of patrol services will be assessed each year in alignment with available funding. As has been our practice, the City will continue to improve its service to residents in a strategic and economical manner and presents a balanced 2014/15 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, 2013

Executive Director

DAVE ANDERSON

Saratoga City Manager
August 21, 2000 – July 23, 2014

Honorable Mayor and Council Members:

It has been an honor to work with you and former Council Members throughout the past 14 years. The trust and confidence Council Members have shown me over the years resulted in a true partnership between the Council and staff.

We have accomplished a great deal together for the benefit of Saratoga residents. Together, we have maintained the financial stability of the City and I have had the honor of presenting 13 years worth of balanced budgets during my tenure. Furthermore, we navigated one of the worst economic recessions in history with minimal impact to the City's residents.

I am also fortunate to have helped to change the culture of the Saratoga city government. It is clear to me that the values of efficiency, responsiveness, and service have been internalized by this organization and will serve as a guide for the decisions and actions of our staff in the future.

As Saratoga's City Manager, I have placed an emphasis on improving the City's infrastructure, including streets, parks and facilities. As a result, Saratoga has not seen growing deferred maintenance or a crumbling infrastructure that many other jurisdictions across the country are now facing. I am especially proud that we finalized the purchase of the Quarry property during my time with the City. I am certain that Saratoga's residents will treasure it when it is opened for recreational use.

I am also grateful that I had the opportunity to work with local leaders to bring groups and individuals together to solve problems and build community. The City of Saratoga has established true partnerships with the many community organizations that serve the City's residents. I feel privileged to have had the chance to help create these partnerships, which have enriched the quality of life in Saratoga.

I am proud to have served Saratoga and I wish the City and its residents all the best in the future.

Sincerely,

Dave Anderson

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 30,887 (January 1, 2014) 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. Another local gem is the former Paul Masson homestead and winery in the Saratoga foothills, now known as the "Mountain Winery". This high-end event venue features world-class concerts each spring and summer. And Hakone Gardens, as shown in the picture, is the oldest Japanese-style residential garden in the Western Hemisphere. The garden is maintained and run by the Hakone Foundation, and 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 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 GOALS & OBJECTIVES

CITY OF SARATOGA

CITY COUNCIL'S STRATEGIC GOALS & OBJECTIVES

The Saratoga City Council's Strategic Goals and Objectives support the City's vision, and mission, and represent the foundation on which Council makes decisions. The below list of goals and objectives are considered overall long-term guidance upon which shorter-term departmental objectives and general direction is developed and implemented within the City's FY 2014/15 budget workplan.

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 Saratoga's heritage by preserving significant historic assets.

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 community with an enriched and diverse culture and engaged 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 on the City's website, in the City Manager's office and at the budget hearing.

Under requirements established in Section 65401 of the State Government Code, the City's Planning Commission 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 later in this section.

BUDGET AMENDMENTS

During the course of the fiscal year, economic and workplan changes or unanticipated needs may necessitate adjustments to the adopted budgets. The City Manager is authorized to transfer appropriations between categories, departments, projects, and programs within a fund in the 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	Final document preparation of financial and supplemental schedules, charts, reference materials, etc Adopted Operating and CIP Budget documents finalized, posted on website, and distributed

FISCAL MANAGEMENT POLICY STATEMENTS

As a general philosophy to practice fiscal responsibility, the City of Saratoga's conservative and cautious financial management is achieved through responsible, sustainable, and enforceable fiscal policies and internal controls to ensure prudent and efficient use of resources. These policies and controls 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.

The following general fiscal management policy statements provide an overview of financial, operational, and budgetary management and provide a guideline for fiscal operations. As many fiscal policies are administrative in nature, detail level policy direction are not included in the budget document. However, fiscal policies that rise to Council review and approval standards are incorporated into the budget document for annual adoption by Council.

Council approved detail fiscal policies include the Fund Balance Reserve Policy and the Capital Project Process Policy. Others will be added as approved. The Council approved detail fiscal policies follow the Fiscal Management Statements within this policy section.

General Financial Principles

- The City's fiscal policies are structured to ensure fiscal responsibility, accountability, transparency, and efficient use of resources. Fiscal policies are to be reviewed, updated, and refined as necessary, with general policy level decisions brought to City Council for review and approval, and operation level functions approved by the City Manager.
- The City Council's financial based goals, objectives, and policies, are 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.

Appropriations and Budgetary Control

- The City Council adopts an annual balanced operating budget and the first year of an integrated five-year capital improvement plan budget on an annual basis, to be effective for the fiscal year running from July 1st through June 30th. Balanced budgets present budgeted sources in excess of budgeted uses. Budgeted "Sources" include Revenues, Transfers In, and Appropriated Uses of Fund Balance. Budgeted "Uses" include Expenditures and Transfers Out. Operating and capital budgets are to align with the City's long-term financial goals.
- The City's budget practices utilize long-range planning as a decision making tool, and annually adopts a structurally balanced fiscal plan that retains the City's fiscal health, preserves essential services, and supports short and long-term goals in a financially judicious manner.
- Each year the Finance & Administrative Services Department provides an updated five year financial forecast to the City Council at the Annual Council Retreat (scheduled in late January or early February)

to assist Council with formulating direction for long-range planning, operating budget development, and capital funding appropriations.

- Budgets are prepared on the same basis of accounting used for financial 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.
- City policy is to fund the Operating Budget with current funding, and to fund the Capital Budget with surplus and dedicated capital funding resources. The City does not incur debt for operations or capital improvements except under extraordinary circumstances, and with citizen support. Under these circumstances the City will seek voter approval for General Obligation (GO) Bond Debt for major infrastructure rehabilitation.
- In practice, budgeted revenues are conservatively stated and budgeted expenditures are comprehensive, allowing for the annual operational and capital improvement goals to be completed. With effectively managed revenue streams and efficient use of resources, fiscal year-end operational budget surpluses are available to fund future capital improvement projects and contribute to the City's fiscally responsible reserve accounts.
- 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 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%).
- The Community Development Department cost recovery rate strives to attain close to full cost recovery as development and building services are primarily for individual enrichment rather than as a community enrichment function. As some aspects of the department's function provides community benefit, the general fund offsets the shortfall between revenues and expenditures.
- The annual Operating Budget will include a General Fund transfer of $100,000 to the Facility Improvement CIP for minor facility improvement projects outside of typical maintenance and repair work funded through the Building Maintenance program.
- The CIP Street Resurfacing/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.
- 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:

    1. Annual Sidewalk Repairs

2. Annual Storm Drain Repairs
3. Roadway Safety and Traffic Calming
4. Risk Management ADA Mitigation Projects

Auditing and Financial Reporting

- California State statutes require an annual financial audit of the City's financial records and transactions by independent Certified Public Accountants. The City shall 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. Quarterly financial reports will provide a status update on General Fund revenues and expenditures for the first, second, and third quarters. A mid-year budget status report is presented at the City Council retreat which includes a more comprehensive review and proposed budget adjustments as appropriate. A year-end recap is to be provided after the City's annual financial audit is completed.

Development Related Financial Policies

- The Development Reserve was established to provide stability for multi-year project services. The reserve is funded by development revenues in excess of development expenses at fiscal year-end. The reserve is available for use in 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; with planned use of the reserve rescinded up to the amount development revenues are sufficient to cover General Fund net operations. Additional information on this Development Reserve is located in the Fund Balance Reserve Policies section (page 44).
- The Williamson Act, also known as the California Land Conservation Act, was passed by the California Legislature in 1965 to encourage rural & agricultural land owners to keep their land undeveloped. 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 in the same manner for the duration of the contract. 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 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 will allow approval of up to three Mills Act Contracts per year.

Expenditures and Purchasing

- 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.

- The City's current purchasing policy, *(effective date of 4/23/2007*) establishes purchasing authority levels, purchasing procedures, and procedural 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 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 providing all qualified vendors an equal opportunity to do business with the City.
- Services and supplies purchases which exceed $5,000 require written quotes, and must be approved by the Purchasing Officer or designee, typically through the Purchase Order process. Documentation is to be retained by the department in accordance with the records retention policy and schedule.
- Services and supplies purchases exceeding $25,000 must be authorized by the City Council, unless purchase type is excluded under the Purchasing Policy.

Fixed Assets and Infrastructure

- Tangible assets with a cost equal to or greater than $10,000 and a useful life of more than one year are considered fixed assets and added to the capitalization schedules. 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 retained to provide information for preparation of financial statements in accordance with GAAP, with emphasis placed on completion of GASB 34 requirements.

Internal Service Funds

- Internal Services Funds are established to both equitably allocate operating costs to departments for support and maintenance services, and to stabilize and spread the City's replacement and operational costs over fiscal years for the purpose of providing an accurate and balanced long-range fiscal perspective of the use of services and assets.
- Asset replacement and maintenance types of Internal Service Funds are structured 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 in an ongoing manner.
- Technology and Office Equipment replacement and maintenance Internal Service Funds are structured to provide a consistent level of funding for the replacement of technology assets and projects, and to 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 fund balance reserve policy objectives.

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 shall not exceed the expected useful life of the project.

Revenues

- 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, within a designated project.
- The City typically establishes user charges and fees at levels that recover the direct and indirect activity cost of providing a service or product. The City also considers market rates and charges levied by other municipalities of similar size for like services in establishing rates, fees, and charges. As some services have partial cost recovery objectives, cost recovery ratios will vary in accordance with 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.

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 for the first $250,000 of coverage through the City's participation in a Workers Compensation risk pool, known as SHARP (Shared Agency Risk Pool). After the $250,000 limit is met, an excess coverage policy is activated. The excess coverage provides an employer liability limit of $5,000,000 per occurrence, and workers' comp per occurrence limit of $100,000,000. Workers' Compensation claims are managed by a third party administrator.
- The City's role in managing both its risk management and workers comp programs is to be preventative in nature which is accomplished through careful monitoring of losses, working closely with the third party administrator, and designing and implementing programs to minimize risk and reduce losses.

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 City practices conservative and cautious investment practices through limiting its investments to the State's Local Agency Investment Fund (LAIF). LAIF's extensive professional investment staff and conservative investment practices ensure prudent financial management of the City's fiscal reserves.
- The Administrative Services Department's Finance Division shall prepare a monthly report to the City Council that has sufficient detail to present the financial condition of the City at month end, the cash and investments balance by fund, and fund balances by fund type.

FUND BALANCE RESERVE POLICY

Prudent financial management dictates that the City reserve a portion of its funds for future use to: maintain fiscal stability; ensure the continued orderly operation of government, and provision of services to residents; and to mitigate current and future risks.

As a general budget precept, the City Council decides when and whether to appropriate available funds to and from a reserve account. Use of reserve funds must be authorized by either specific direction in the annual budget, or by a separate City Council action unless specifically noted in policy. Responsible fiscal stewardship also requires adequate reserve be maintained for all known liabilities and established City Council and community directed initiatives.

In the following Fund Balance/Reserve Policy overviews, the descriptions include identification of the fund type and classification, the purpose of the reserve, minimum and maximum funding goals if appropriate, guidelines on utilization of the reserve and by what authority, and the procedure for funding the reserve initially, on an ongoing basis, or after utilization.

Fund Balance and Net Position

In 2009, Governmental Accounting Standards Board ("GASB") Statement No. 54 revised fund balance classifications for "Governmental Funds" into five specific classifications of fund balance with the intent to identify the extent to which a specific fund balance reserve is available for appropriation and therefore spendable, or whether the fund balance reserve is constrained by special restrictions. Government Funds for which these new rules apply include: the General Fund, Special Revenue Funds, Capital Project Funds, and Debt Service Funds.

For "Non-Governmental Funds", equity classifications are classified as "Net Position" with sub-classifications of Restricted or Unrestricted Net Position. A third component of a Non-Governmental Fund's equity is "Net Investment in Capital Assets," which for the City refers to the non-monetary portion of equity such as vehicles and equipment, net of depreciation. Non-Governmental Fund types include Proprietary Funds (Enterprise and Internal Service Funds) and Fiduciary Funds (Trust Funds). Currently, the City's non-governmental fund types are limited to Internal Service Funds.

Governmental Fund Type Reserve Classifications

The Governmental Reserve classifications are defined as follows, including the applicable reserves that fall into the classification:

Non-Spendable Fund Balance
Represents resources that are inherently non-spendable from the vantage point of the current period. The City does not presently 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:

- General Fund: Environmental Services Fund Balance Reserve
- Special Revenue Funds: Landscape & Lighting Assessment Districts Fund Balance
- Debt Service Fund: Library General Obligation Bond 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:

- General Fund: Hillside Stability Reserve
- General Fund: Facility Reserve
- Capital Improvement Plan Funds: Capital Project Reserves

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:

- General Fund: Future Capital Improvement & Efficiency Project Reserve
- General Fund: Carryforward Reserve

Unassigned Fund Balance
Represents funding which may be held for specific types of uses or operational funding/stabilization purposes, but is not yet directed to a specific purpose. Only General Fund reserves can be designated under the "Unassigned" fund balance classification. Other fund types are by nature structured for specific purposes, hence the fund balances are therefore considered "assigned" for that purpose.

- General Fund: Working Capital Reserve
- General Fund: Fiscal Stabilization Reserve
- General Fund: Development Services Reserve
- General Fund: Other Unassigned Fund Balance Reserve

Fund Balance Ratios
To ensure the City maintains available working cash flow at all times, the collective total of the General Fund's Unassigned Reserves is to be sustained at a minimum of 20% of General Fund appropriations.

General Fund Year-End Allocations

After the City's financial records are finalized and audited, with legal obligations and liability reserves funded, revenues in excess of expenditures are closed out to the Other Unassigned Fund Balance Reserve. Funding in excess of the $500,000 that is to remain in the Other Unassigned Fund Balance Reserve will be distributed in the following order:

1. Working Capital Reserve interest allocation.
2. Repayment of Fund Balance Reserve loans - back to established levels *(e.g. borrowing from the Fiscal Stabilization or Hillside Stability Reserves).*
3. Annual contribution of $100,000 to Hillside Stability Reserve, until reserve balance reaches $1,000,000.
4. Annual contribution of $300,000 to Facilities Replacement Reserve.
5. Remaining funds are allocated to the Future Capital Improvement and Cost Efficiency Projects Reserve.

GENERAL FUND – FUND BALANCE RESERVE POLICIES

Environmental Services Reserve
Under the Restricted Fund Balance classification, the Environmental Services Reserve represents revenues collected under a prior funding structure for environmental purposes, and is therefore restricted for use in funding environmental program costs such as clean water programs, street sweeping, and storm drain cleaning services. Per policy, the Environmental Service Reserve is being utilized through annual budget appropriations of $50,000.

The Environmental Services Reserve originated from a one-time funding structural change and therefore will not be replenished when depleted.

Hillside Stability Reserve
Under the Committed Fund Balance classification, a Hillside Stability Reserve of $1,000,000 is to provide funding for unanticipated or unforeseen emergency or extraordinary costs related to hillside degradation, inclusive of slide prevention and mitigation, slide repair, and associated drainage and roadwork. The reserve is to be increased by $100,000 each fiscal year from General Fund year-end net operations until a $1,000,000 reserve cap is reached.

Use of the reserve requires an analysis be prepared and presented to Council for approval, or in the event of a landslide requiring immediate emergency work, the Public Works Director may direct use of up to 10% of the reserve to make emergency repairs and mitigate further damage until Council takes action. Reserve funding is to be used for emergency work which exceeds operational funding provided for in the Operations Budget. Upon use, refunding of the reserve shall again resume at $100,000 each fiscal year until the $1,000,000 reserve cap is reached.

Facility Replacement Reserve
The Facility Replacement Reserve is established to accrue funding for the major rehabilitation or replacement of City Buildings. Eligible uses of this reserve to finance the construction of critical City facilities include direct funding of public facility improvements, and the servicing of related debt.

An initial contribution of $300,000 was established in FY 2012/13 with Council's recommendation to continue funding at this level as available. Annual contributions, reserve goal amount, and utilization shall be determined by Council as the City's economic situation changes.

Future Capital Improvements & Efficiency Projects Reserve
Under the Assigned Fund Balance classification, the Reserve for Future Capital Improvement & Efficiency Projects shall reserve funding for as yet undefined capital and efficiency improvement projects. Reserve funding is derived from General Fund accumulated net operations (as available) and is therefore considered a "one-time funding source". Funds are held in this reserve until Council reviews funding requests and approves a use or transfer to a capital project fund.

Use of the reserve funding is at the Council's discretion, but typically occurs in conjunction with the annual budget adoption after Council conducts a comprehensive review of capital and efficiency improvement needs. Reserve replenishment is dependent upon net operational savings in subsequent fiscal years.

Carryforward Reserve
Under the Assigned Fund Balance classification, the Reserve for Carryforwards represents funding held at the end of each fiscal year for critical unexpended operating budget appropriations to be purchased in the following fiscal year, and any remaining Council Contingency funding. The reserve is reconciled at the end of each fiscal year to both release prior year carryforward funding and reserve current year carryforward funding into the following budget year.

Staff determines the year-end reserve amount after all fiscal year payments are finalized; the reserve amount is conceptually appropriated by Council each year in the budget adoption resolution.

Working Capital Reserves
In accordance with the City's cautious and conservative fiscal philosophy, the City's general prevailing financial policy holds that the City should fund daily operations with current resources in order to avoid use of short-term Tax Revenue Anticipation Notes (TRANs).

To support this policy a Working Capital Reserve is established to meet cash flow requirements and prevent short-term borrowing, which in turn ensures the continuance of services to the public while also maintaining the City's credit worthiness. To provide adequate working capital, the City shall maintain a minimum reserve of 60 days of the following year's General Fund budget expenditures and up to a maximum reserve amount equal to 90 days of the following year's General Fund budget expenditures. This reserve falls under the Unassigned Fund Balance classification.

A Working Capital Reserve of $2,000,000 was established in April 1994. Effective June 30, 2000, interest earnings accrue to the reserve at the end of each fiscal year based on the annual LAIF rate, with the intention to increase the reserve balance amount in proportion to Operating Budget increases.

Fiscal Stabilization Reserve
Under the Unassigned Fund Balance classification, a Fiscal Stabilization Reserve of $1,500,000 was established to provide temporary financing for budget stabilization caused by fiscal downturns, unanticipated extraordinary expenditures related to a natural disaster or calamity, or from an unexpected liability or funding decreases created by a legislative action.

Fiscal stabilization needs may occur from revenue declines (over one or more years) of more than 5% of either property tax, the combined total of other taxes, or General Fund revenues in total, or from unanticipated extraordinary operational increases of more than 5% such as from a natural disaster or unexpected Federal, State, or County funding changes.

Council may utilize funding at budget adoption, by adoption of a budget adjustment resolution during the course of the year, or after a Federal, State, or locally declared emergency. In the event a locally declared emergency takes place, the City Manager has the authority to spend funds until such time as the City Council takes action. Reserve appropriations are to be replenished from year-end net operations, as available, on a priority basis.

Development Services Reserve
Under the Unassigned Fund Balance classification, the Development Services Reserve provides fiscal stability for the Community Development Department's planning and building programs. Development projects are often multi-year activities in which revenues may be collected in one year, while project expenditures may extend over several years.

This reserve represents accumulated planning and building funds from years when revenues exceeded expenditures. The reserve is subsequently utilized to offset excess planning and building program expenditures through annual budget appropriations in the years where revenues are not sufficient, thereby acting as an overall funding stabilizer for multi-year development activities.

Use of reserve funding is restricted to 1/3 or the reserve balance in any given fiscal year, with Council approval. 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 at year-end. Funds are added to the reserve in years where Community Development Department revenues exceed Development expenditures.

Compensated Absences Reserve
Under the Unassigned Fund Balance classification, the Compensated Absences Reserve is established to smooth expenditure fluctuations resulting from the payout of accrued leave to employees at service separation and distribution payouts. Initial reserve funding is to be established at $200,000, with a targeted goal of one-third of the compensated absences liability established at year-end. Reserve funding in excess of one-third of the liability is to be returned to the General Fund Other Unassigned Reserve.

Use of the reserve occurs when total annual compensated absences payouts exceed budgeted salary funds. Large payouts decrease the compensated absences liability at year-end, thereby supporting the practice of utilizing the reserve as needed. The reserve may be replenished over a three year period. Year-end reconciling allocations to and from the reserve are approved though Council's budget resolution adoption each fiscal year, with the liability and resulting reserve amounts determined as part of the year-end close process.

Council Discretionary Reserve
Under the Unassigned Fund Balance classification, the Council Discretionary Reserve represents unspent funds from the Council's annual appropriation. The reserve provides a mechanism to roll forward remaining Council Discretionary Funds as reserve funds are immediately re-appropriated into the following fiscal year. This allows Council the flexibility to take advantage of unforeseen opportunities or needs without the restriction of fiscal year boundaries. Use of the reserve funding requires Council approval. The reserve exists at year-end only when there are remaining unspent Council Discretionary funds at the end of the fiscal year.

Other Unassigned Reserve
Other Unassigned Reserve represents accumulated net operations not yet allocated to other fund balance reserves, and by definition, fall into the Unassigned Fund Balance classification. In the General Fund, a baseline of $500,000 of accumulated net operations is to remain in the Other Unassigned Fund Balance Reserve at year end to provide a buffer for unanticipated operational shortfalls and unforeseen needs.

Other fund's accumulated net operations are typically accounted for in an undefined reserve account – typically just called fund balance reserve. As the other types of funds are structured for specific uses or commitments, their fund balance already has a directed purpose, whereas the General Fund is used for multiple operational purposes thereby requiring a distinction of purpose for each reserve.

Council may utilize reserve funding at budget adoption or by adoption of a budget adjustment resolution during the course of the year. Reserve funding is replenished from year-end net operations, as available.

SPECIAL REVENUE FUND – FUND BALANCE RESERVE POLICIES

Landscape & Lighting Assessment District Funds
Assessment District Funds are Special Revenue Funds, which is a type of governmental fund. As a governmental fund, the Landscape and Lighting Assessment District Funds comply with GASB 54 fund balance classifications, and by nature of the fund's purpose, fund balance reserves are classified as restricted reserves.

Special Revenue Funds account for and report the proceeds of specific revenue sources that are restricted or committed to specified purposes (other than for debt service or capital projects.) For the City, Landscape & Lighting District Special Revenue Funds were established to account for each individual assessment district; thereby each fund has its own separate fund balance reserve.

Each district's fund balance reserve should be sufficient to provide working capital to cover operational expenses through the first half of assessment receipts in January, therefore equitable to approximately one-half

of a district's annual expenditure budget. The second half of receipts are received in June. Some districts may include capital improvement projects in addition to ongoing regular maintenance resulting in fund balance increasing over the years to accumulate sufficient resources for the improvement projects. As each district's situation is different, a district's maximum fund balance shall be determined by the Public Works Director.

Requests for use of the reserve are approved by Council through budget adoption or by a Council approved budget adjustment resolution throughout the year. The reserve is replenished from the Fund's net operations in subsequent years.

DEBT SERVICE FUND – FUND BALANCE RESERVE POLICIES

Library General Obligation (GO) Bond Debt Fund

The Library General Obligation (GO) Bond Debt Fund is a Debt Service Fund established to account for the financial resources accumulated for principal, interest, and cost of issuance expenditures associated with the Library Bond Debt. As Debt Service Funds are a governmental fund type, the fund reserves fall under the GASB 54 fund balance classifications. Debt Service Fund reserves are classified as Restricted as funding can only be spent for specific purposes as stipulated by the bond covenants.

The Library GO Bond Debt Fund was established to ensure receipts are tracked separately, and funding is available for the GO Bond debt service requirements. At a minimum, the year-end fund balance reserve shall be sufficient to provide working capital to cover the semi-annual principal and interest debt payment due on August 1st as GO Bond tax receipts are received after the 1st debt payment is due. December receipts provide for the February payment. As bond assessments are collected as a percentage of property values, reserves should provide sufficient funding to compensate for tax fluctuations. The fund's reserve maximum should be no more than one-year of budgeted annual expenditures.

The reserve balance is increased (or reduced) through establishing assessment rates at more (or less) than the semi-annual payments and bond services require. Therefore, replenishment (or use) of the reserve is approved by Council through budget adoption and implemented through an increased (or reduced) assessment rate as a result of the fund's net operations.

CAPITAL IMPROVEMENT PROJECT FUNDS – FUND BALANCE RESERVE POLICIES

Overview

Capital Improvement Project (CIP) Funds account for the acquisition and maintenance of major capital assets other than those financed through special assessments or enterprise funds.

Capital Project Funds are a type of governmental fund and therefore comply with GASB 54 fund balance classifications. As Council directs appropriated funding be spent for specific improvement projects, the Capital Project Fund Balance Reserves are classified as Committed Fund Balance.

Budgeted capital improvement project funding is determined by the scope of work approved by Council, and remains assigned for that use until completed or reassigned by Council. Fund Balance amounts represent the total remaining funds in the individual projects at year-end. As Fund Balance amounts are determined by the point of project completion at year-end they cannot be standardized for minimum or maximum amounts. Fund Balance is re-appropriated to the capital project in the following fiscal year for the work to be completed.

Street Improvement Projects Funds

Street Improvement Project Funds provide for a safe and functional roadway and pedestrian street system. Each Street Improvement Fund (CIP Street Fund, CIP Grant Fund, and Gas Tax Fund) has multiple projects which roll up into the overall fund balances, but remain designated for use by project.
The CIP Street Fund receives annual funding from fees, reimbursements, contributions, and transfers from other funds. The CIP Grant Fund receives federal, state, and local grants which vary in source and amount from year-to-year. On occasion, a private grant may be received. Typically, CIP Grant Funds have a negative fund balance as project work is conducted before reimbursement is received. Gas Tax Funds represent annual Highway User Tax and Transportation Congestion Relief revenue allocations that are to be accounted for separately and are subject to State audits.

Year end fund balance represents the remaining unexpended project funds (net of any negative CIP Grant Fund Balance) which are subsequently re-appropriated by Council into the following budget year through budget adoption.

Park & Trail Improvement Project Funds
Park & Trail Improvement Project Funds provide for capital improvements to the City's neighborhood and city parks and plaza, the sport fields, bike and pedestrian trails, and open space areas throughout the City. Each of the Park & Trail Improvement Funds (CIP Park & Trail Fund, CIP Tree Fund, and the CIP Park & Trail Grant Fund) have multiple projects which roll up into the overall fund balances, but remain designated for use by project.

The CIP Park & Trail Fund receives annual funding from subventions, occasional Park-in-Lieu fees, reimbursements and contributions, and transfers in from other funds. The Tree Fund receives revenue from tree fines and transfers from other funds upon Council direction. The CIP Grant Fund receives federal, state, local and occasional private grants which vary in source and amount from year-to-year. Typically, CIP Grant Funds have a negative fund balance as project work is conducted beforehand and then reimbursed from expenditure invoices.

Year end fund balance represents the remaining unexpended project funds (net of any negative CIP Grant Fund Balance) which are subsequently re-appropriated by Council into the following budget year through budget adoption.

Facility Improvement Funds
Facility Improvement Project Funds provide for capital maintenance and improvements of the City-owned buildings and structures throughout the City. Each of the Facility Improvement Funds (CIP Facilities Fund and the Facility Grant Fund) have multiple projects which roll up into the overall fund balances, but remain designated for use by project.

The CIP Facilities Fund receives annual funding from a General Fund transfer, from Theater Ticket Surcharge Fees, and from reimbursements and contributions. The Facility Grant Fund receives revenue from grants that vary in amount from year-to-year. Typically, CIP Grant Funds have a negative fund balance as project work is conducted beforehand and then reimbursed from expenditure invoices.

Year end fund balance represents the remaining unexpended project funds (net of any negative CIP Grant Fund Balance) which are subsequently re-appropriated by Council into the following budget year through budget adoption.

Administrative & Technology Improvement Funds
Administrative & Technology Improvement Project Funds provide for major capital expenditures to improve or enhance administrative, technology, and operational systems, processes, or functions. Each of the Administrative & Technology Improvement Funds (CIP Admin & Tech Improvement Fund and the Admin

& Tech Grant Fund) have multiple projects which roll up into the overall fund balances, but remain designated for use by individual project.

The CIP Administrative & Technology Improvement Fund typically receives funding from a General Fund transfer as administrative and technology improvement focused grants are limited. If grants are received, projects typically have a negative fund balance as project work is conducted beforehand and then reimbursed from expenditure invoices.

Year end fund balance represents the remaining unexpended project funds (net of any negative CIP Grant Fund Balance) which are subsequently re-appropriated by Council into the following budget year through budget adoption.

INTERNAL SERVICE FUNDS – FUND BALANCE RESERVE POLICIES

Overview

Internal Service Funds are established to provide centralized cost centers for shared expenses and services in order to efficiently track costs and manage resources. Costs are then allocated back to the operational programs based on usage to more accurately determine cost of services.

The City's Internal Service Funds include the two Insurance funds: Risk Management and Workers Compensation, four Service/Support funds: Office Support, IT Services, Vehicle & Equipment Maintenance, and Building Maintenance Funds, and two Equipment Replacement funds: the Vehicle & Equipment Replacement Fund, and the Office Technology Equipment Replacement Fund.

As each fund is accounted for as a separate entity, operational revenues less expenditures result in either a positive or negative fund balance at any given point in time – Internal Service Funds are similar to the separate checking and saving accounts a person may use for different purposes. At year end, each fund's net balance is represented as the "Fund Balance Reserve". The intent of the Internal Service Funds Reserves is to hold appropriate levels of reserves to support cash flow needs and minimize interfund loans, not to accumulate funds in excess of expected ongoing operational costs. Reserve levels are determined by the specific operational needs of the program, but typically will fall within 25 – 50% of annual budgeted expenditures.

Internal Service Funds are a type of Proprietary Fund; therefore GASB 54 fund balance classification (*for Governmental Fund types*) does not apply. Instead, Internal Service Fund's financial statement reports are presented similar to private-sector businesses and use "Restricted" and "Unrestricted Net Position" to define net operational balances (equity/fund balance reserves).

Unrestricted Net Position allows reserve funding to be used (with Council approval) within the general scope of the fund's purpose. Restricted Net Position reserves are limited to a specific use, narrower than the stated purpose of the fund. For example, grant funding provided for a defined use, as in remaining funds from a Risk Management Training Grant within the Liability/Risk Management Fund, must be used for qualified training purposes. Most Internal Service Funds reserves are held in the Unrestricted Net Position category.

Liability /Risk Management Reserve Fund

The Liability/Risk Management Fund's Unrestricted Net Position reserve supports cash flow needs and minimizes interfund loans. Appropriate levels are maintained through service chargebacks to the programs, based on operational risk factors. Most claims are covered under the insurance risk pool JPA, the City is self-insured for up to $25,000 per General Liability and City Vehicle Auto Liability occurrence, and up to $5,000 for Property Damage and 3rd Party Auto Liability. Non-covered claims are paid fully by the City.

The Liability/Risk Management program receives funding from allocations charged to covered departments, from grant funding, and from claim reimbursements. At year end, unspent funding flows into Unrestricted Net Position or Restricted Net Position for specific purposes. Requests for use of reserve balance are approved by Council through budget adoption or by a Council approved budget adjustment resolution during the year. The reserve is replenished from the Fund's net operations in subsequent years.

Workers Compensation Fund

The Workers Compensation Fund's Unrestricted Net Position reserve supports cash flow needs and minimizes interfund loans. Appropriate levels are maintained through service chargebacks to the programs, based on operational risk factors. The purpose of the Workers' Compensation program is to provide insurance benefit coverage for employee work-related illness and/or injuries through its membership in a shared risk pool. The risk pool provides coverage up to $250,000, and excess insurance provides coverage over this amount up to $10 million.

The Workers Compensation program receives funding from allocations charged to covered departments, from grant funding, and from claim reimbursements. At year end, unspent funding flows into Unrestricted Net Position, or Restricted Net Position for grant funding. Requests for use of the reserve balance are approved by Council through budget adoption or by a Council approved budget adjustment resolution during the year. The reserve is replenished from the Fund's net operations in subsequent years.

Office Support Fund

The Office Support program provides a centralized cost center for administrative office support expenses, including photocopy machine leases, postage machines, various shared office machines, and the associated maintenance and repair services, postage, paper, and copier supplies. For efficiency, office support costs are managed collectively and charged back to departmental programs on a use-basis allocation. Accumulated net operations are held in the Office Support Fund for working capital cash flow.

The reserve is funded from the allocations charged to covered departments. At year end, unspent funding flows into Unrestricted Net Position. Requests for use of excess reserve balance are approved by Council through budget adoption or by a Council approved budget adjustment resolution during the year. The reserve is replenished from the Fund's net operations in subsequent years.

Information Technology Services Fund

Information Technology Services provide for the delivery of technology based services throughout the City's operations, including maintenance of the City's information systems and infrastructure, program implementation, streaming video, internet, landline, and wireless communications systems, cloud based technology, and support of all existing information technology as well as new technology initiatives. For efficiency, information technology costs are managed collectively and charged back to departmental programs on a service-based allocation to fund the program.

Funding for the program comes from these allocations charged to covered departments. At year end, unspent funding flows into Unrestricted Net Position. Accumulated net operations are held in the Information Technology Services Fund for working capital cash flow. Requests for use of the reserve are approved by Council through budget adoption or by a Council approved budget adjustment resolution during the year. The reserve is replenished from the Fund's net operations in subsequent years.

Vehicle & Equipment Maintenance Fund

The Vehicle & Equipment Maintenance program provides for the fuel, maintenance, and servicing of the City's fleet and major equipment to ensure all vehicles and equipment comply with manufacturer's recommendations and safety requirements.

To fund the program, vehicle & equipment replacement costs are charged back to the departmental programs based on assigned usage. Accumulated net operations are held in the Vehicle & Equipment Maintenance

Fund for working capital cash flow. At year end, unspent funding flows into Unrestricted Net Position. Requests for use of the reserve are approved by Council through budget adoption or by a Council approved budget adjustment resolution during the year. The reserve is replenished from the Fund's net operations in subsequent years.

Building Maintenance Fund
The Building Maintenance program provides for the custodial, maintenance, and non-major repairs and building improvement services for all facilities at the Civic Center, Prospect Center, and Museum Park. Additionally, the program supports the maintenance and repair needs for the tenants of City leased buildings as defined in the lease agreements. To fund the program, total costs are allocated back to departmental programs primarily based on building space usage. General and public use is allocated to the Non-Departmental program.

Accumulated net operations are held in the Building Maintenance Fund for working capital cash flow. Funding comes from the allocations charged to covered departments. At year end, unspent funding flows into Unrestricted Net Position. Requests for use of the reserve are approved by Council through budget adoption or by establishing chargeback funding levels higher or lower than budgeted expenditures. The reserve is replenished from the Fund's net operations in subsequent years.

Vehicle & Equipment Replacement Reserve
The Vehicle and Equipment Replacement Fund Balance Reserve accounts for accumulated funding over an asset's lifespan, to be used for the replacement of the vehicle or equipment at the end of its useful life. Initial purchases are paid for through a department's operational budget. If the purchased item is for ongoing use, the Vehicle & Equipment Replacement program appropriates an annual allocation for the replacement of the vehicles and equipment based on the asset's cost and years of life. Final determination for replacement of the asset is determined through an analysis of whether the cost of maintenance equals or exceeds the cost of replacing the asset.

The reserve is funded from allocations charged to covered departments and represents accumulated funding, less amounts expended for asset replacement. At year end, unspent funding is held in Unrestricted Net Position. The reserve is to be maintained at a level sufficient to provide replacement funding of vehicles and equipment in accordance with replacement schedules.

Requests for use of the reserve are approved by Council through budget adoption or by a Council approved budget adjustment resolution throughout the year. The reserve is replenished from the Fund's net operations in subsequent years.

Office Technology Equipment Replacement Fund
The Office Technology Equipment Replacement Fund accounts for accumulated funding over an asset's lifespan to be used for the replacement of office technology based equipment such as desktop computers and monitors, laptops and tablets, network infrastructure, and various other related equipment. Replacement costs are charged back to the departments based on assigned equipment costs. Initial purchases are paid for through a department's operational budget. If the purchased item is for ongoing use, the Office Equipment Replacement program appropriates an annual allocation for the replacement of the equipment based on the asset's cost and years of life.

The reserve represents accumulated funding, less amounts expended for replacements. The reserve shall be funded to provide replacement funding in accordance with replacement schedules. Funding for the reserve comes from the allocations charged to covered departments. Requests for use of the reserve are approved by Council through budget adoption or by a Council approved budget adjustment resolution during the year. The reserve is replenished from the Fund's net operations in subsequent years.

CIP PROJECT PROCESS POLICY

This procedural policy defines how a project moves through the CIP Budget Funding process: from the initial project idea, through project development, nomination, and project approval process, and if successful, into the Capital Budget as a funded project.

The CIP project development stage of the policy takes different tracks, depending upon whether the project idea is staff driven or Council nominated. These two paths are discussed separately below, until the tracks converge for CIP project assessment preparation.

STAFF PROJECT DEVELOPMENT

1. **CIP Project Initiation**
   As a function of staff's day-to-day work, infrastructure improvements and large-scale repairs and maintenance are identified as potential capital improvement projects. These are often highly-visible tangible public assets such as street repaving, or park and trail improvements. However, many CIP projects are less noticeable, including facility roof repairs, tree planting, or ADA enhancements. Projects may also be administrative or technology improvements, and hence invisible to the general public, such as code updates/revisions, process improvements, software implementations, or economic vitality programs.

   Staff is to discuss the CIP project idea with the appropriate staff or City Manager for feedback and refinement. Ultimately, projects need clearly defined boundaries to identify project requirements, specifications, and resources. While this is not always feasible in the initial stages of project development, the understanding that a project will eventually require a clear and specific scope will encourage better preparation for discussing the project idea and moving it through the nomination process. After receiving initial approval, staff moves into the idea development stage.

2. **Idea Development**
   To move the idea forward, staff will need to analyze and articulate the project's scope, political impacts, priority factors, resource requirements, and any other relevant considerations.

   a. **Project Scope** – Scope may include the description, project size and location parameters, project purpose, and goals or deliverables, such as products, services or results. Project justifications and assumptions should support the project's purpose and definition, and may include cost-benefit analysis, risk assessments, funding availability, or even community desirability factors.

      The scope should clearly state if a project is to be funded and/or completed in phases rather than as a singular body of work. If the project is ongoing infrastructure maintenance or a program project, this too should also be clearly noted. In some cases, project scope may be defined by exclusions – statements about what the project will not accomplish or produce. Additionally, constraints or restrictions may identify project limitations.

      Project Scope defines a commitment to produce a body of work or end-product with the resources provided under the stated assumptions. The written scope helps to manage expectations and provide clarity to the involved parties, reduce confusion and failure, prevent scope creep, and provide transparency to the community.

b. Political Considerations - Knowledge of historical information, which attests to the necessity of Council/staff communication is of vital importance in project development. Determine whether this project has come up for consideration before, or why was it not completed previously. Are there lessons to be learned from a past project proposal?

Another consideration includes knowing whether a project might be controversial. Is there a segment of the community strongly opposed to, or strongly supportive of this specific project? Will this project prompt demand for further funding or resources? Have similar projects been completed in another part of the city? Determine why this project should be considered a priority over others, and whether the project's cost or benefits would be supported by the community.

c. Priority Factors - Project priority is an important consideration in the CIP approval decision factor. Council's role is to determine which projects are of higher priority than others since there will never be enough money or resources to do every project. Decision criteria may include factors such as:

- Health and Safety Issues
- Imminent failure of structure/system
- Short-term cost of repair vs. long-term cost of replacement
- Availability of external or dedicated funding
- Federal or State mandates
- Business or community support
- Impacts if project is not completed

A project's priority is also affected by the severity of the criteria. For instance, a project that falls under the "Imminent Failure of Structure/System" criteria may be an extremely dangerous situation in need of immediate repair, or low danger of minor importance and simply remedied by removal. Another example would occur with Federal or State mandated projects. There may be little impact as to whether the mandate is met, or there may be severe fines for lack of timely completion. As a result, project priority is based on the overall assessment of the circumstances; many factors contribute to priority decisions and Council cannot rely upon a clear hierarchical order upon which to base their decisions.

d. Project Resources - In the City's project development discussions, resources typically refer to financial funding. However, resources may also refer to staff time, equipment and materials, community/stakeholder participation or support, space requirements, information technology services, or some other type of support or contribution.

Funding plays a critical role in project development. In many cases, lower priority projects may be approved ahead of higher priority projects simply because there is designated funding available for the lower priority projects. The ability to bring designated funding (such as a grant award) with a project proposal greatly increases the likelihood that the proposed project is approved. Overall, projects that request undesignated Capital Project Reserve funding are more competitive due to funding limitations and the number of projects competing for the same pot of funds.

An additional component of project resource considerations are the unstated resources (identified above) required in project construction or implementation. For instance, staff time is limited and time spent working on one project prevents staff time being spent on another project. Project timing and staff time requirements are therefore an important component of the project that Council may wish to review.

e. **Other Considerations -** There are numerous other factors not mentioned above that are also taken into consideration when assessing a project idea. For example, can the City afford the ongoing operating budget increases to maintain or implement the project? Does the project contribute toward economic vitality? Are there environmental concerns? Does it enhance the community's art, education, or cultural resources? Does the project provide operational efficiencies or cost savings? Are there risk management or legal liability issues? Does this project require development be staged in phases? Is there strong community interest in this project? Each project will differ, meaning analysis is specific to the circumstances, and diligent research and thought should be put into developing project scope and justification.

In summary, the overall goal of idea development is to identify, quantify, and assess the project comprehensively. This effort is intended to ensure that a proposed project is well-thought-out, developed, and articulated thereby enabling the City Manager and Council to make educated and rational decisions.

3. **City Manager Approval**
Staff is to propose the project idea to the City Manager for approval. If approved, the project is moved onto the CIP Project Candidate List. Staff is to notify the Administrative Services Director of the project's approval and provide pertinent project information.

Staff will prepare written narratives with project scope, justification, fiscal impacts, cost estimates, timelines, etc. as necessary for Council Retreat assessment package.

City Council Project Development

Council Members are often the recipients of residents' suggestions for capital project work. Depending on the topic, Council Members can take these opportunities to: 1) educate the residents on why a project may not be feasible; or 2) provide residents with information on how to contact City staff with their requests to determine feasibility; or 3) Council may support the project suggestion and decide to act as a proponent for the project by guiding it through the Capital Project Nomination process:

1. **Nomination -** To move a project idea onto the CIP Candidate List, a Council Member is to propose the idea to fellow Council Members at the end of a City Council Meeting during the *Council Items* session and request that it be put on the CIP Candidate List for review during the next upcoming CIP budget cycle.

2. **Idea Concurrence -** A second Council Member must concur with the request to move the project idea onto the Capital Project Candidate List.

3. **Follow-up -** A nomination to the Capital Project Candidate List is to be recorded in the City Council minutes, and acted upon as a follow-up item for staff to complete Candidate List step requirements. Staff will prepare written narratives with project scope, justification, fiscal impacts, cost estimates, timelines, etc. as necessary for Council Retreat assessment package.

CIP Project Assessment

1. **Assessment Package**
In preparation for the annual Capital Project Assessment, Finance will consolidate the CIP Project Candidates, along with proposed changes to current CIP projects, and the current year's CIP Unfunded Project List into an assessment package for Council's review. The Capital Project Assessment review provides a forum to assess all projects at one time. These assessment package will include:

- A review of available funding
- Existing projects in the current year's CIP
- Proposed changes to existing projects
- The current CIP Unfunded List
- Proposed changes to projects on the CIP Unfunded List
- New projects on the CIP Candidate List
- Review of requests in conjunction with funding sources

2. Council Retreat

The Capital Project Assessment is to be held annually, prior to the start of the budget development cycle, typically at the Council Retreat Meeting that occurs in late January or early February. During the assessment review, Council will review available funding and all project requests.

In their review, Council may request revisions to a project's scope, funding, or other component. However, changes that redefine a proposed project must be Council's consensus direction. As projects are assessed, they are either:

- Rejected
- Accepted, or
- Modified and Accepted

At the conclusion of the assessment review, Council will prioritize accepted projects and designate project funding. Projects placed on the Funded List will be brought forward to the upcoming Budget Study Session. The remainder will be placed on the CIP Unfunded Project List.

NOTE: Rejected project ideas may be nominated for another attempt to become an approved project in the following year(s), but must again go through the project development and assessment process.

3. Budget Study Session

Updated CIP funding availability and project revisions will be reviewed a final time with Council. Council will conduct a final assessment and provide consensus direction to staff for inclusion in the upcoming Proposed Budget Hearing to be held in May.

CIP Project Funding

1. Proposed Budget Hearing

The final Proposed Capital Budget with the recommended project funding will be brought to the City Council Budget Public Hearing in May for final review. New funded projects will be presented, along with summary level budget information. Council is to provide any final comments or direction for budget adoption.

2. Budget Adoption

The Operating and Capital Budgets are brought to Council in June with all final direction incorporated into the final summaries. Council is to adopt the budget at this time, with budget funding effective on July 1st of that year.

Funding Process Follow-up

- Approved CIP projects that do not receive funding allocations will be assigned to the next budget year's CIP Unfunded List. The list will be included in the budget document, and assessed again during the following year's Capital Project Nomination and Assessment Process.
- The new CIP Unfunded List has a life span of one budget cycle.

GANN APPROPRIATION LIMIT
&
BUDGET RESOLUTIONS

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 modified by two subsequent initiatives – Proposition 98 in 1988 and Proposition 111 in 1990. Proposition 98 established that tax revenues exceeding appropriation limit levels would be returned 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 2014/15. The following schedule reflects historical appropriations for the prior ten years, and the calculation for the budget year:

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
2005	23,694,794	1.0072	1.0000	1.0328	24,471,983	3.28%
2006	24,471,983	1.0112	1.0124	1.0526	26,078,624	6.57%
2007	26,078,624	1.0118	1.0034	1.0396	27,203,516	4.31%
2008	27,203,516	1.0152	1.0138	1.0442	28,837,681	6.01%
2009	28,837,681	1.0172	1.0077	1.0429	30,592,104	6.08%
2010	30,592,104	1.0156	1.0070	1.0062	31,261,971	2.19%
2011	31,261,971	1.0126	1.0100	0.9746	30,851,813	-1.31%
2012	30,851,813	1.0089	1.0091	1.0251	31,907,666	3.42%
2013	31,907,666	1.0124	1.0070	1.0377	33,521,156	5.06%
2014	33,521,156	1.0157	1.0129	1.0512	35,790,667	6.77%
2015	35,790,667	1.0150	1.0066	0.9977	36,243,974	8.12%

The City of Saratoga's appropriation limit for fiscal year 2014/15 is calculated as follows:

FY 2014/15 Calculation

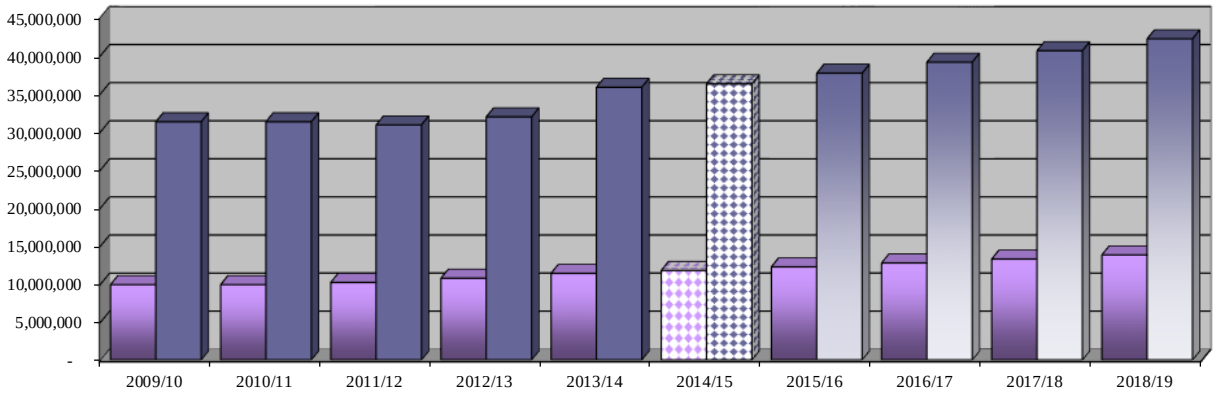
% Increase in County Population		California Per Capita Income Δ		Appropriation Factor		2013/14 Appropriation Limit		2014/15 Appropriation Limit
1.0150	X	0.9977	=	1.0127	X	$ 35,790,667	=	$ 36,243,974

As illustrated above, the total amount of tax revenues appropriated to the City in FY 2014/15 is not to exceed $36,243,974. The FY 2014/15 budget anticipates $11,610,675 in Gann designated tax revenues which equates to $24,633,299 less than, or approximately 32% of the appropriation limit. 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 have grown significantly over the past few decades. However, with Saratoga established as a low-tax city, the City's share of property tax dollar growth has increased at a slower pace than either population or 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 long-term average tax growth rate of about 4% over the last ten years, and a very long-term appropriation growth trend of 5.3% (based on a 35 year average) there is a strong expectation the wide margin between revenue and appropriations will continue into the future.

Tax Revenues to Appropriation Limit
10 Year Trend



	Actuals 2009/10	Actuals 2010/11	Actuals 2011/12	Actuals 2012/13	Estimated 2013/14	Budgeted 2014/15	Projected 2015/16	Projected 2016/17	Projected 2017/18	Projected 2018/19
Tax Revenues	9,876,798	9,873,525	10,163,343	10,716,987	11,361,236	11,738,750	12,218,865	12,718,616	13,238,808	13,780,275
Appropriation Limit	31,261,971	31,261,971	30,851,813	31,907,666	35,790,667	36,243,974	37,639,367	39,088,482	40,593,389	42,156,234
Revenue to Limit %	34%	32%	33%	34%	32%	32%	32%	33%	33%	33%

APPROPRIATION LIMIT ADOPTION

The resolution to revise the appropriation limit to $36,243,974 for FY 2014/15 was brought to Council for approval on June 4, 2014.

GANN APPROPRIATION LIMIT RESOLUTION

RESOLUTION NO. 14-034

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SARATOGA ESTABLISHING THE FISCAL YEAR 2014/15 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 2014/15 Appropriation Limit, which includes:

- County population adjustments for the year ended December 31, 2013 equal to 1.50%, and
- City population adjustment for the year ended December 31, 2013 equal to 0.66%, and
- Change in California per capita cost of living for fiscal year 2014/15 equal to -0.23%

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 2014/15 Appropriation Limit for the City of Saratoga at: $36,243,974

The above and foregoing resolution was passed and adopted at a regular meeting of the Saratoga City Council held on the 4th day of June 2014 by the following vote:

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

NOES: None

ABSENT: None

ABSTAIN: None

Emily Lo, Mayor

ATTEST:

Crystal Bothelio

DATE: 6/9/2014

Crystal Bothelio, City Clerk

ANNUAL BUDGET RESOLUTION

RESOLUTION NO. 14-035

A RESOLUTION OFTHE CITY COUNCIL OF THE CITY OF SARATOGA TO ADOPT THE FISCAL YEAR 2014/15 OPERATING & CAPITAL BUDGET

WHEREAS, the City Council held a public hearing on the Proposed Operating & Capital Budget for Fiscal Year 2014/15 on May 21, 2014;

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 will conduct an annual review of proposed new capital projects for consistency with the City's general plan; and

WHEREAS, the City Manager has submitted a proposed Operating and Capital budget for FY 2014/15 to the City Council; and

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

WHEREAS, the City Council gave staff direction to adopt the Fiscal Year 2014/15 Operating and Capital budgets and incorporating modifications to the proposed budget;

NOW THEREFORE, BE IT RESOLVED, that the City Council of the City of Saratoga hereby adopts the Fiscal Year 2014/15 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 shall include 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, 2014;

AND BE IT FURTHER RESOLVED, that the City Council hereby directs changes or impacts resulting from: Council approval of any meet and confe management compensation plan; from classification adjustments or miscellaneo 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 4, 2014 be incorporated within the final Fiscal Year 2014/15 Operating & Capital Budgets;

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

The above and foregoing resolution was passed and adopted at a regular meeting of the Saratoga City Council held on the 4th day of June, 2014, by the following vote:

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

NOES: None

ABSENT: None

ABSTAIN: None

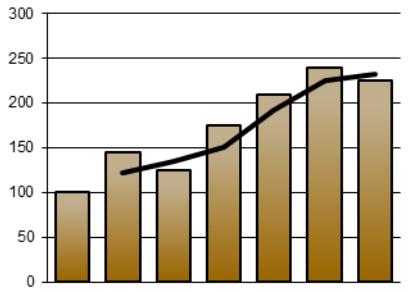
Emily Lo, Mayor

ATTEST:

Crystal Bothelio, City Clerk

DATE: 6/9/2014

FINANCIAL SUMMARIES
&
SUPPLEMENTAL INFORMATION



FINANCIAL SUMMARIES

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General Fund Five Year Financial Projection 122

TOTAL FUND ACTIVITY SUMMARY
FY 2014/15

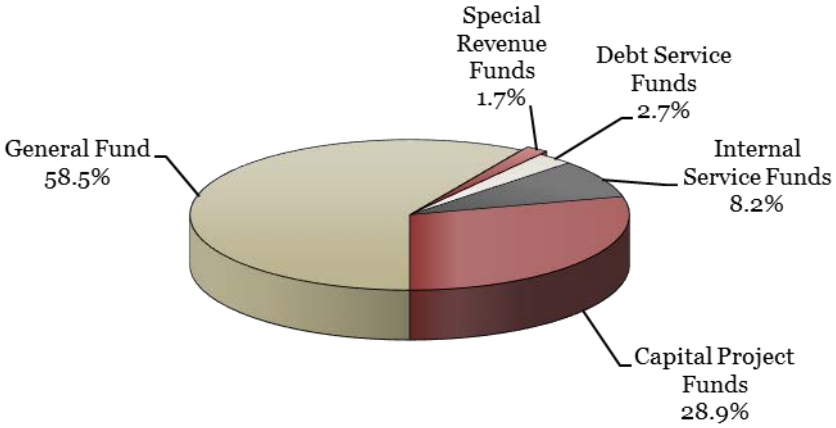
Fund Category	Actual Fund Balance July 1, 2014	Revenues & Transfers In	Expenditures & Transfers Out	Source (Use) of Fund Balance	Estimated Fund Balance June 30, 2015
Operating Funds					
General Fund Reserves					
Environmental Services	413,182	-	-	(50,000)	363,182
Hillside Stability	992,934	-	-	7,066	1,000,000
Capital Projects	1,928,915	-	-	(1,633,345)	295,570
Facility Reserve	600,000	-	-	300,000	900,000
Carryforwards	118,788	-	-	(118,788)	-
Working Capital	2,930,184	-	-	-	2,930,184
Fiscal Stabilization	1,500,000	-	-	-	1,500,000
Development Services	705,459	-	-	-	705,459
Compensated Absences	223,846	-	-	-	223,846
Other Unassigned	2,422,326	18,312,217	(19,249,571)	1,495,067	2,980,039
Total General Fund Reserves	**$ 11,835,634**	**$ 18,312,217**	**$ (19,249,571)**	**$ -**	**$ 10,898,280**
Special Revenue Funds					
Landscape & Lighting Districts	733,831	573,731	(606,910)	-	700,650
Total Special Revenue Reserves	**$ 733,831**	**$ 573,731**	**$ (606,910)**	**$ -**	**$ 700,650**
Internal Service Funds					
Liability/Risk Management	297,825	439,560	(463,117)	-	274,268
Workers Compensation	281,642	210,000	(259,588)	-	232,054
Office Support Services	53,121	65,000	(73,750)	-	44,371
IT Services	262,069	425,000	(475,725)	-	211,344
Vehicle & Equipment Maintenance	36,349	300,000	(244,177)	-	92,172
Building Maintenance	199,869	875,000	(855,198)	-	219,671
Vehicle & Equipment Replacement	508,880	200,000	(52,500)	-	656,380
IT Equipment Replacement	152,788	65,000	(68,200)	-	149,588
Total Internal Service Fund Reserves	**$ 1,792,543**	**$ 2,579,560**	**$ (2,492,256)**	**$ -**	**$ 1,879,848**
Total Operating Funds	**$ 14,362,008**	**$ 21,465,508**	**$ (22,348,738)**	**$ -**	**$ 13,478,778**
Debt Service					
2001 Series GO Bonds	897,786	851,300	(889,985)	-	859,101
Total Debt Service Funds	**$ 897,786**	**$ 851,300**	**$ (889,985)**	**$ -**	**$ 859,101**
TOTAL OPERATING BUDGET	**$ 15,259,794**	**$ 22,316,808**	**$ (23,238,723)**	**$ -**	**$ 14,337,879**
Capital Funds					
Street Projects	1,724,577	9,007,631	(10,732,208)	-	-
Park & Trail Projects	1,028,874	959,981	(1,947,456)	-	41,399
Facility Projects	206,036	705,000	(876,036)	-	35,000
Administrative Projects	166,820	250,000	(416,819)	-	-
Total Capital Funds	**$ 3,126,307**	**$ 10,922,612**	**$ (13,972,519)**	**$ -**	**$ 76,399**
TOTAL ALL FUNDS	**$ 18,386,101**	**$ 33,239,420**	**$ (37,211,241)**	**$ -**	**$ 14,414,278**

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 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted
General Fund					
General Fund	16,230,633	17,635,987	18,074,063	18,268,366	$ 18,312,217
Total General Fund	**16,230,633**	**17,635,987**	**18,074,063**	**18,268,366**	**18,312,217**
Special Revenue Funds					
Landscape & Lighting Districts	491,241	483,087	486,931	521,302	523,731
Total Special Revenue Funds	**491,241**	**483,087**	**486,931**	**521,302**	**523,731**
Internal Service Funds					
Liability / Risk Management Ins	352,455	403,399	439,560	389,809	439,560
Workers Compensation Ins	219,287	244,453	225,000	217,433	210,000
Office Support Services	50,626	67,086	67,000	65,028	65,000
Information Technology Services	400,000	400,257	400,000	403,488	425,000
Vehicle & Equipment Maintenance	200,000	215,000	250,000	250,000	300,000
Building Maintenance	725,000	755,857	825,000	832,474	875,000
Vehicle & Equipment Replacement	115,715	100,000	200,000	207,050	200,000
IT Equipment Replacement	50,000	46,236	55,000	55,000	65,000
Total Internal Service Funds	**2,113,083**	**2,232,288**	**2,461,560**	**2,420,282**	**2,579,560**
Debt Service Funds					
2001 Series GO Bond	13,387,316	892,253	861,500	901,539	851,300
Total Debt Service Funds	**13,387,316**	**892,253**	**861,500**	**901,539**	**851,300**
Capital Project Funds					
Street Projects	3,455,125	2,558,053	8,875,485	1,489,006	8,277,631
Park & Trail Projects	647,874	(57,245)	752,280	967,061	516,536
Facility Projects	39,219	113,410	139,850	131,590	225,100
Administrative Projects	5,736	162,683	-	-	30,000
Total Capital Improvement Projects	**4,147,954**	**2,776,901**	**9,767,616**	**2,587,657**	**9,049,267**
Total Revenues	**36,370,226**	**24,020,516**	**31,651,670**	**24,699,145**	**$ 31,316,075**
Operating Transfers In					
General Fund	205,222	106,000	106,000	167,050	-
Landscape & Lighting Fund	-	-	-	-	50,000
Street Capital Project Funds	400,308	661,818	235,701	234,487	730,000
Park & Trail Capital Project Funds	25	593,852	119,877	119,877	443,445
Facility Capital Project Fund	264,659	324,500	100,000	100,000	479,900
Admin Capital Project Fund	55,941	85,000	85,000	163,673	220,000
Total Transfers In	**926,155**	**1,771,170**	**646,578**	**785,087**	**1,923,345**
Total Revenues & Transfers In	**37,296,381**	**25,791,686**	**32,298,248**	**25,484,232**	**$ 33,239,420**

TOTAL REVENUES & TRANSFERS IN
BY FUND TYPE



FY 2014/15
TOTAL REVENUES BY FUND

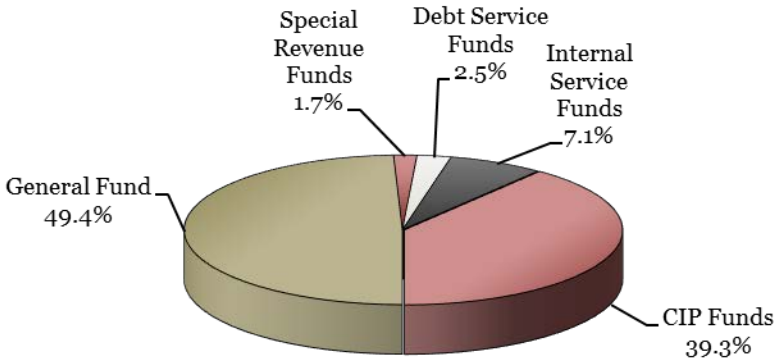
Fund	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted	% of Total
General Fund	$ 16,230,633	$ 17,635,987	$ 18,074,063	$ 18,268,366	$ 18,312,217	58.5%
Special Revenue Funds	491,241	483,087	486,931	521,302	523,731	1.7%
Internal Service Funds	2,113,083	2,232,288	2,461,560	2,420,282	2,579,560	8.2%
Debt Service Funds	13,387,316	892,253	861,500	901,539	851,300	2.7%
Capital Project Funds	4,147,954	2,776,901	9,767,616	2,587,657	9,049,267	28.9%
Total Revenues by Fund	**$ 36,370,226**	**$ 24,020,516**	**$ 31,651,670**	**$ 24,699,145**	**$ 31,316,075**	**100.0%**
Operating Fund Transfers	205,222	106,000	106,000	167,050	50,000	
CIP Fund Transfers	720,933	1,665,170	540,578	618,037	1,873,345	
Total Revenues & Transfers In	**$ 37,296,381**	**$ 25,791,686**	**$ 32,298,248**	**$ 25,484,232**	**$ 33,239,420**	

Note: *Capital Project revenues and expenditures amounts in the current year budget reflect full appropriation for receipt and expense of capital funding to indicate the potential impact of capital projects. However, this high level of activity is not expected as most projects are completed over multiple years. Remaining project balances at year-end carryover to the following fiscal year, and are again reflected as revenue and expenditure funding.*

TOTAL EXPENDITURES & TRANSFERS OUT
BY FUND

Expenditures by Fund	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted
General Fund					
General Fund	$ 14,710,798	$ 15,567,935	$ 16,838,108	$ 16,137,576	17,416,226
Total General Fund	**14,710,798**	**15,567,935**	**16,838,108**	**16,137,576**	**17,416,226**
Special Revenue Funds					
Landscape & Lighting Districts	432,862	423,644	602,137	409,418	606,910
Total Special Revenue Funds	**432,862**	**423,644**	**602,137**	**409,418**	**606,910**
Internal Service Funds					
Liability / Risk Management Ins	352,603	308,096	413,106	322,043	463,117
Workers Compensation Ins	211,425	182,700	255,748	229,510	259,588
Office Support Services	55,236	54,285	65,150	35,928	73,750
Information Technology Services	374,362	375,674	460,226	422,703	475,725
Vehicle & Equipment Maintenance	219,786	227,604	232,751	224,078	244,177
Building Maintenance	732,592	771,882	800,269	817,506	855,198
Vehicle & Equipment Replacement	10,000	95,000	240,000	140,258	52,500
IT Equipment Replacement	53,844	46,678	59,200	58,530	68,200
Total Internal Service Funds	**2,009,848**	**2,061,919**	**2,526,450**	**2,250,556**	**2,492,256**
Debt Service Funds					
2001 Series GO Bond	13,375,558	868,910	889,860	889,510	889,985
Total Debt Service Funds	**13,375,558**	**868,910**	**889,860**	**889,510**	**889,985**
Capital Project Funds					
Street Projects	3,693,733	2,832,190	10,965,985	1,853,714	10,732,208
Park & Trail Projects	948,802	290,278	1,760,099	886,168	1,947,456
Facility Projects	492,379	670,761	465,705	286,412	876,036
Administrative Projects	43,986	186,044	236,039	69,220	326,819
Total Capital Project Funds	**5,178,900**	**3,979,272**	**13,427,827**	**3,095,514**	**13,882,519**
Total Expenditures	**$ 35,707,967**	**$ 22,901,680**	**$ 34,284,382**	**$ 22,782,574**	**35,287,896**
Operating Transfers Out					
General Fund	280,000	1,184,500	380,880	380,880	1,833,345
IT Equipment Replacement to CIP	24,963	-	-	-	-
Street Capital Project Funds	324,896	572,818	225,698	225,698	-
Park & Trail Capital Project Funds	25	13,852	-	59,837	-
Facility Capital Projects Fund	259,841	-	-	-	-
Admin Capital Projects Fund	36,430	-	40,000	118,672	90,000
Total Operating Transfers Out	**926,156**	**1,771,170**	**646,578**	**785,087**	**1,923,345**
Total Expenditures & Transfers Out	**$ 36,634,122**	**$ 24,672,850**	**$ 34,930,960**	**$ 23,567,662**	**37,211,241**

TOTAL EXPENDITURES & TRANSFERS OUT
BY FUND TYPE

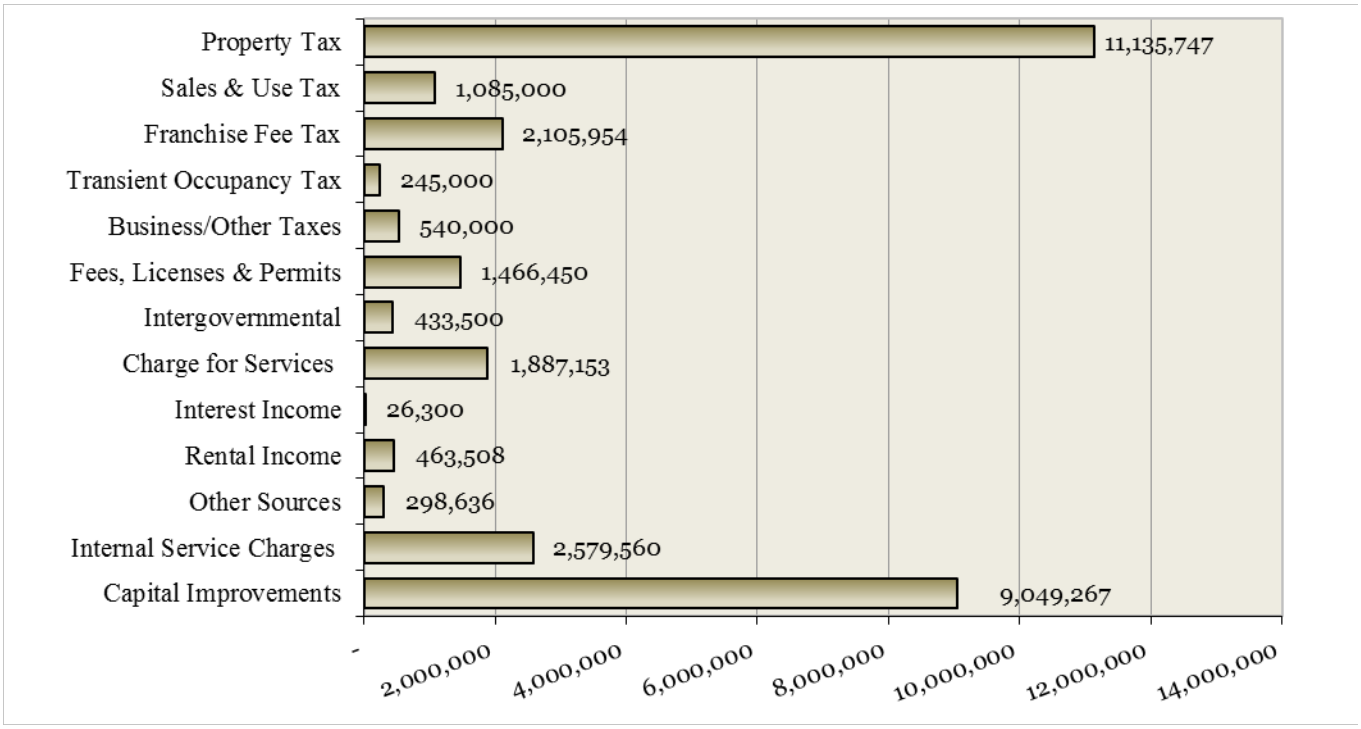


FY 2014/15
TOTAL EXPENDITURES BY FUND

Fund	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted	% of Total
General Fund	$ 14,710,798	$ 15,567,935	$ 16,838,108	$ 16,137,576	$ 17,416,226	49.4%
Special Revenue Funds	432,862	423,644	602,137	409,418	606,910	1.7%
Internal Service Funds	2,009,848	2,061,919	2,526,450	2,250,556	2,492,256	7.1%
Debt Service Funds	920,820	868,910	889,860	889,510	889,985	2.5%
Trust Funds	-	-	-	-	-	0.0%
Capital Project Funds	5,178,900	3,979,272	13,427,827	3,095,514	13,882,519	39.3%
Total Expenditures by Fund	**$ 23,253,229**	**$ 22,901,680**	**$ 34,284,382**	**$ 22,782,574**	**$ 35,287,896**	**100.0%**
Operating Fund Transfers	304,963	1,184,500	380,880	380,880	1,833,345	
CIP Fund Transfers	621,193	586,670	265,698	404,207	90,000	
Total Expenditures & Transfers	**$ 24,179,384**	**$ 24,672,850**	**$ 34,930,960**	**$ 23,567,662**	**$ 37,211,241**	
Bond Refunding Expenditures	12,454,738	-	-	-	-	
Total Funding Uses	**$ 36,634,122**	**$ 24,672,850**	**$ 34,930,960**	**$ 23,567,662**	**$ 37,211,241**	

Note: *Capital Project revenues and expenditures amounts in the current year budget reflect full appropriation for receipt and expense of capital funding to indicate the potential impact of capital projects. However, this high level of activity is not expected as most projects are completed over multiple years. Remaining project balances at year-end carryover to the following fiscal year, and are again reflected as revenue and expenditure funding.*

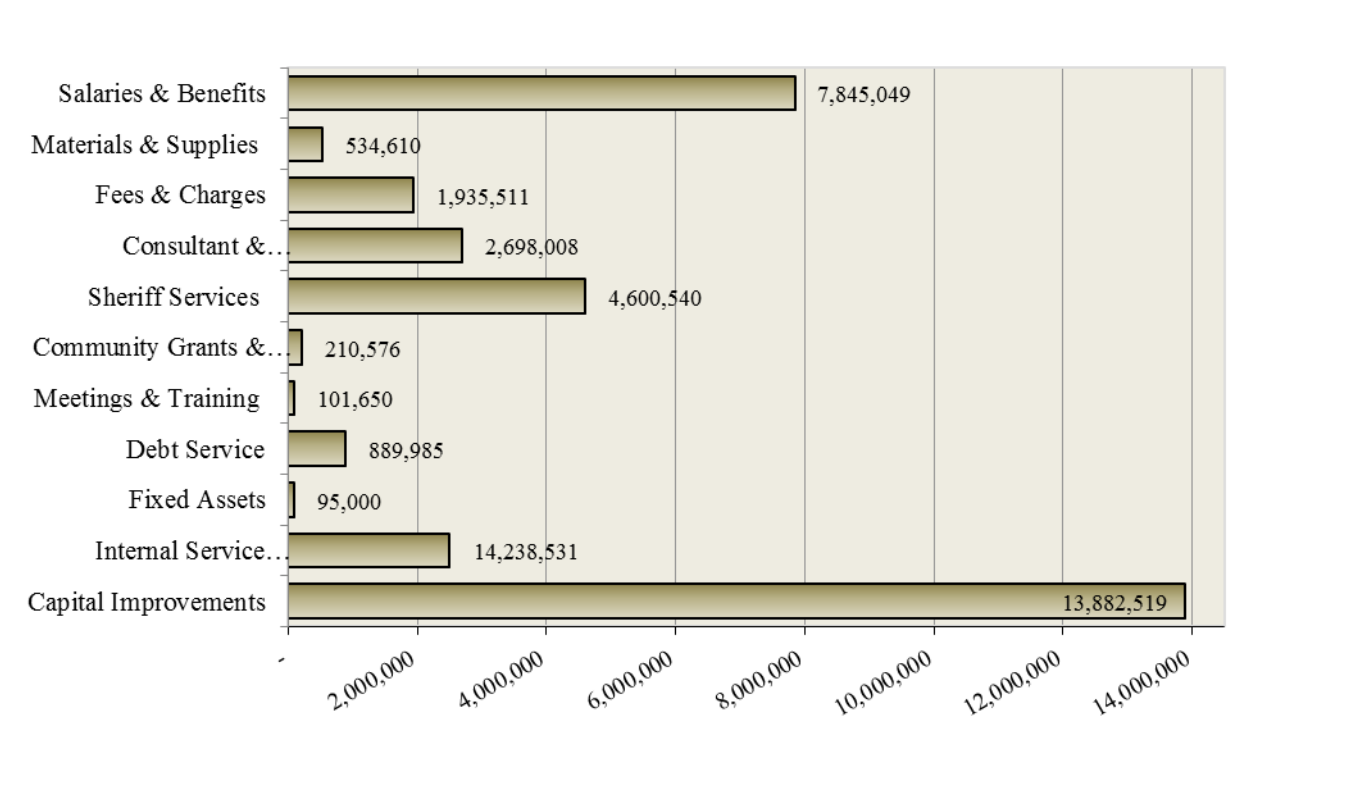
TOTAL REVENUES & TRANSFERS IN
BY CATEGORY



FY 2014/15
TOTAL REVENUES BY CATEGORY

Revenue Category	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted	% of Total
Property Tax	9,699,503	10,337,920	10,815,336	10,944,060	11,135,747	35.6%
Sales Tax	1,100,489	1,051,121	1,050,000	941,350	1,085,000	3.5%
Franchise Fee Tax	1,852,390	2,083,704	2,059,954	2,112,596	2,105,954	6.7%
Transient Occupancy Tax	205,421	228,199	210,000	257,010	245,000	0.8%
Business/Other Taxes	477,962	541,158	535,000	565,261	540,000	1.7%
Fees, Licenses & Permits	1,236,460	1,591,517	1,517,065	1,524,041	1,466,450	4.7%
Intergovernmental	313,453	447,502	392,216	466,424	433,500	1.4%
Charge for Services	1,743,515	1,756,198	1,907,678	1,942,388	1,887,153	6.0%
Interest Income	48,994	32,486	47,500	41,524	26,300	0.1%
Rental Income	507,941	463,696	419,175	440,287	463,508	1.5%
Other Sources	551,405	528,880	468,570	456,265	298,636	1.0%
Operational Revenues	**$ 17,737,534**	**$ 19,062,379**	**$ 19,422,494**	**$ 19,691,206**	**$ 19,687,248**	**62.9%**
Internal Service Funds	2,030,000	2,181,235	2,461,560	2,420,282	2,579,560	8.2%
Capital Improvements	4,147,954	2,776,901	9,767,616	2,587,657	9,049,267	28.9%
Total Revenues	**$ 23,915,488**	**$ 24,020,515**	**$ 31,651,670**	**$ 24,699,145**	**$ 31,316,075**	**100.0%**
Fund Transfers In:	926,155	1,771,170	646,578	785,087	1,923,345	
Total Revenues & Transfers	**$ 24,841,643**	**$ 25,791,686**	**$ 32,298,248**	**$ 25,484,232**	**$ 33,239,420**	
Bond Refunding Proceeds	12,454,738	-	-	-	-	
Total Funding Sources	**$ 37,296,381**	**$ 25,791,686**	**$ 32,298,248**	**$ 25,484,232**	**$ 33,239,420**	

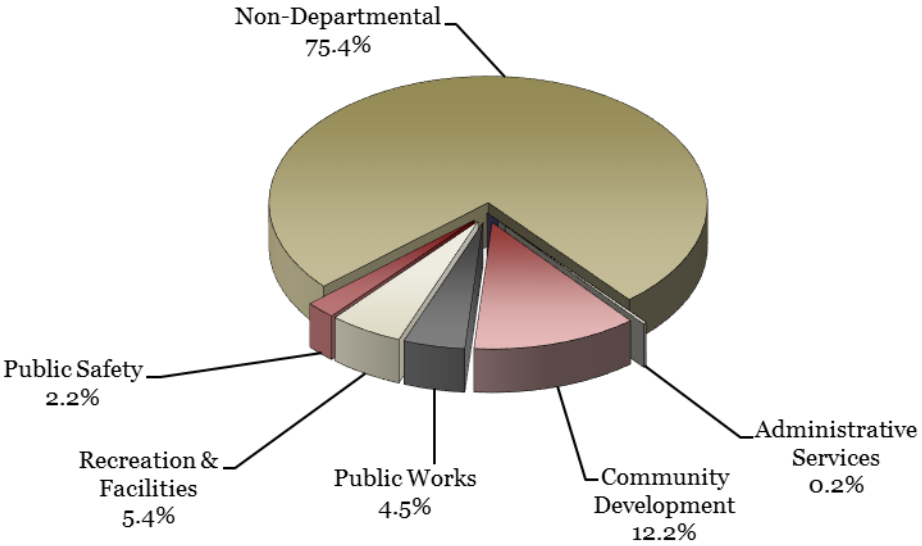
TOTAL EXPENDITURES & TRANSFERS OUT
BY CATEGORY



FY 2014/15
TOTAL EXPENDITURES BY CATEGORY

Expenditure Category	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted	% of Total
Salaries & Benefits	6,850,735	7,217,090	7,726,914	7,295,206	7,845,049	22.2%
Materials & Supplies	382,800	395,618	478,204	446,277	534,610	1.5%
Fees & Charges	1,616,183	1,578,292	1,793,658	1,375,808	1,935,511	5.5%
Consultant & Contract Services	2,037,669	2,267,655	2,864,437	2,570,922	2,698,008	7.6%
Sheriff Services	4,060,306	4,153,654	4,225,024	4,225,024	4,600,540	13.0%
Meetings & Training	38,277	43,636	97,945	81,926	101,650	0.3%
Community Grants & Events	116,203	121,318	180,501	169,725	210,576	0.6%
Debt Service	920,820	868,910	889,860	889,510	889,985	2.5%
Fixed Assets	21,336	95,000	240,000	129,138	95,000	0.3%
Operating Expenditures	**16,044,329**	**16,741,173**	**18,496,543**	**17,183,535**	**18,910,929**	**53.6%**
Internal Service Charges	2,030,000	2,181,235	2,360,012	2,360,000	2,494,448	7.1%
Capital Improvements	5,178,900	3,979,272	13,427,827	3,095,514	13,882,519	39.3%
Total Expenditures	**$ 23,253,229**	**$ 22,901,680**	**$ 34,284,382**	**$ 22,639,049**	**$ 35,287,896**	**100.0%**
Operating Transfers Out	304,963	1,184,500	380,880	380,880	1,833,345	
CIP Fund Transfers Out	621,193	586,670	265,698	404,207	90,000	
Total Expenditures & Transfers	**$ 926,156**	**$ 1,771,170**	**$ 646,578**	**$ 785,087**	**$ 1,923,345**	
Bond Refunding Expenditure	12,454,738	-	-	-	-	
Total Funding Uses	**$ 36,634,123**	**$ 24,672,850**	**$ 34,930,960**	**$ 23,424,136**	**$ 37,211,241**	

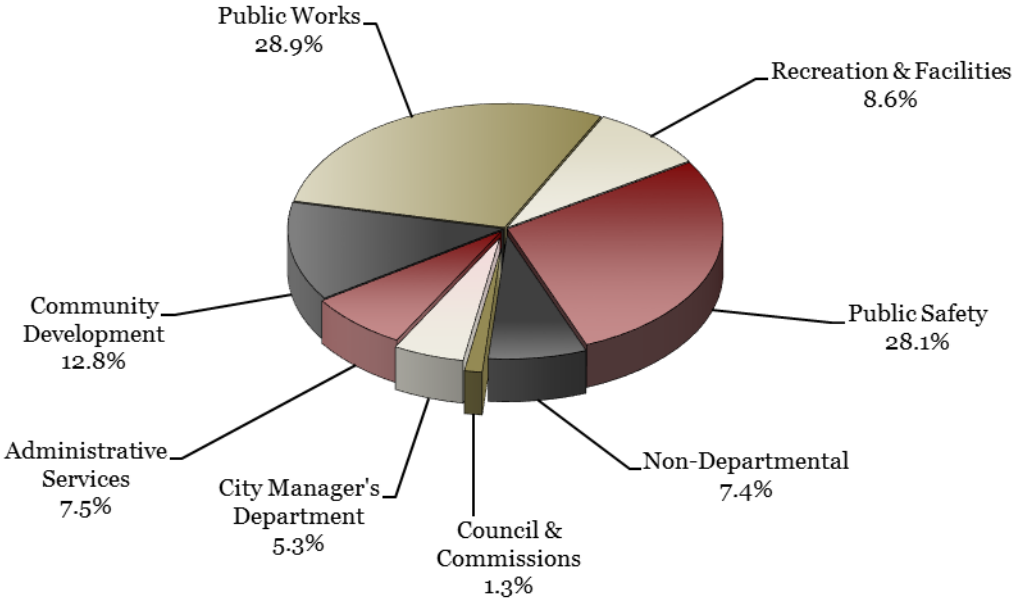
GENERAL FUND REVENUES
BY DEPARTMENT



FY 2014/15
GENERAL FUND REVENUES BY DEPARTMENT

Departments	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted	% of Total
Council & Commissions	$ 2,400	$ 1,200	$ -	$ 1,200	$ -	0.0%
City Manager's Department	20,412	2,236	1,000	625	1,400	0.0%
Administrative Services	49,758	51,985	51,500	47,609	45,000	0.2%
Community Development	1,922,649	2,183,782	2,225,815	2,219,935	2,230,100	12.2%
Public Works	587,480	967,747	900,818	1,014,993	831,960	4.5%
Recreation & Facilities	852,736	875,765	1,004,750	910,597	993,150	5.4%
Public Safety	694,129	682,552	473,774	447,024	405,525	2.2%
Non-Departmental	12,101,067	12,870,720	13,416,406	13,626,382	13,805,082	75.4%
Total General Fund Revenues	**$16,230,633**	**$17,635,987**	**$18,074,063**	**$18,268,366**	**$18,312,217**	**100.0%**
Fund Transfers In:	205,222	106,000	106,000	167,050	-	
Total Operating Revenues	**$16,435,855**	**$17,741,987**	**$18,180,063**	**$18,435,416**	**$18,312,217**	
Use of Fund Balance Reserves:						
Carryforward Reserve	31,900	247,200	73,101	73,101	-	
Environmental Reserve	-	50,000	50,000	50,000	50,000	
CIP Reserve	80,779	1,504,944	280,880	280,880	1,633,345	
Hillside Reserve	-	(75,000)	(156,884)	(216,721)	-	
Compensated Absences	-	(200,000)	-	-	-	
Total Operating Sources	**16,548,534**	**19,269,131**	**18,427,160**	**18,622,676**	**19,995,562**	

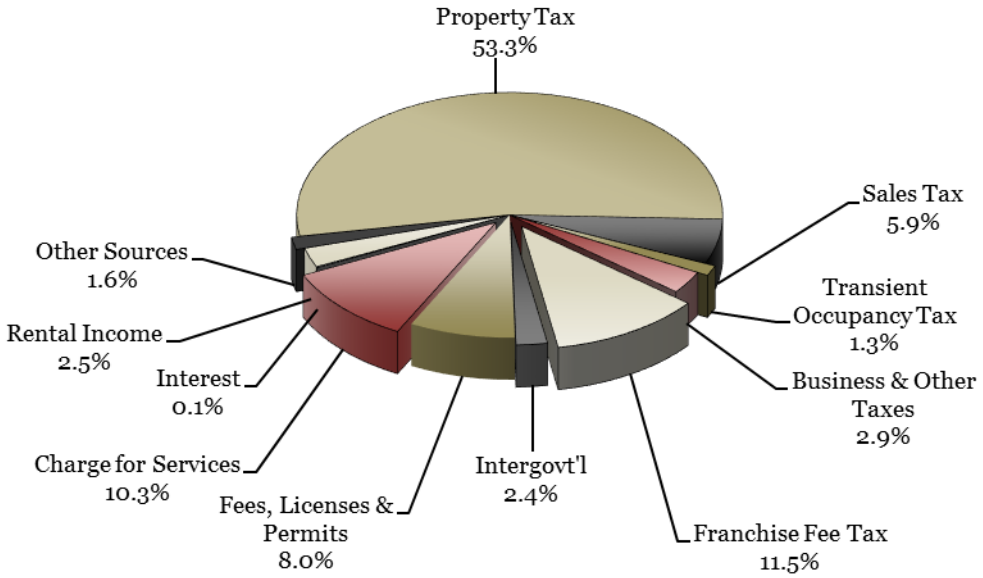
GENERAL FUND EXPENDITURES
BY DEPARTMENT



FY 2014/15
GENERAL FUND EXPENDITURES BY DEPARTMENT

Departments	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted	% of Total
Council & Commissions	$ 152,149	$ 134,016	$ 251,859	$ 154,129	$ 231,083	1.3%
City Manager's Department	798,582	821,984	846,094	804,146	925,453	5.3%
Administrative Services	1,166,825	1,168,605	1,380,992	1,236,490	1,314,404	7.5%
Community Development	1,887,796	2,046,853	2,291,680	2,181,710	2,237,950	12.8%
Public Works	4,318,432	4,542,221	4,917,301	4,833,962	5,040,274	28.9%
Recreation & Facilities	1,269,497	1,318,493	1,450,396	1,383,277	1,500,778	8.6%
Public Safety	4,310,113	4,391,844	4,491,155	4,491,384	4,886,102	28.1%
Non-Departmental	807,403	1,143,919	1,208,631	1,052,480	1,280,181	7.4%
Total General Fund Exp	**$14,710,798**	**$15,567,935**	**$16,838,108**	**$16,137,576**	**$17,416,226**	**100.0%**
Fund Transfers Out	280,000	1,184,500	380,880	380,880	1,833,345	
Total Exp & Transfers Out	**$14,990,798**	**$16,752,435**	**$17,218,988**	**$16,518,456**	**$19,249,571**	

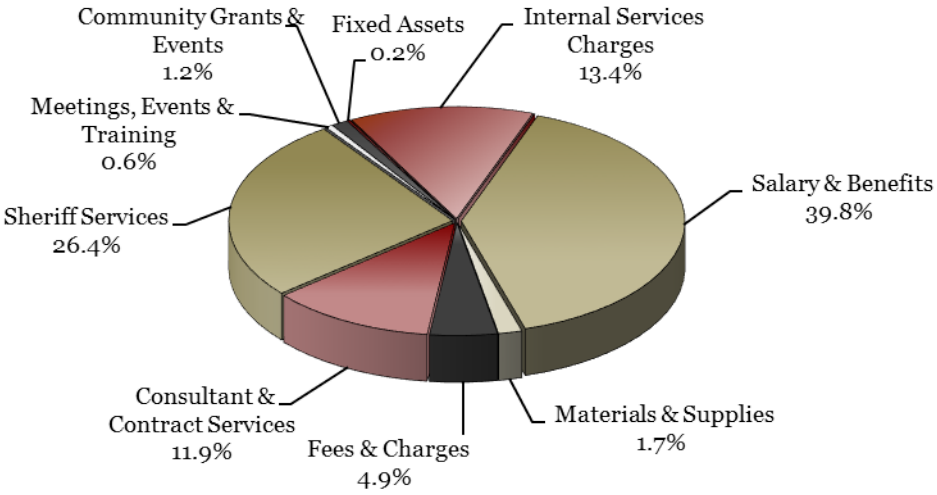
GENERAL FUND REVENUES
BY CATEGORY



FY 2014/15
GENERAL FUND REVENUES BY CATEGORY

Revenue Category	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted	% of Total
Property Tax	$ 8,279,947	$ 8,966,396	$ 9,470,400	$ 9,526,189	$ 9,763,750	53.3%
Sales Tax	1,100,489	1,051,121	1,050,000	941,350	1,085,000	5.9%
Transient Occupancy Tax	205,421	228,199	210,000	257,010	245,000	1.3%
Business & Other Taxes	477,963	541,158	535,000	565,261	540,000	2.9%
Franchise Fee Tax	1,852,390	2,083,704	2,059,954	2,112,596	2,105,954	11.5%
Intergovernmental	274,848	416,486	392,216	466,424	433,500	2.4%
Fees, Licenses & Permits	1,236,460	1,591,517	1,517,065	1,524,041	1,466,450	8.0%
Charge for Services	1,732,889	1,744,112	1,907,678	1,942,388	1,887,153	10.3%
Interest	44,731	28,670	46,000	40,003	25,000	0.1%
Rental Income	508,647	465,460	419,175	440,287	463,508	2.5%
Other Sources	516,848	519,164	466,575	452,817	296,902	1.6%
Total Revenues	**$16,230,633**	**$17,635,987**	**$18,074,063**	**$18,268,366**	**$18,312,217**	100.0%
Fund Transfers In	205,222	106,000	106,000	167,050	-	
Total Revenues & Transfers	**$16,435,855**	**$17,741,987**	**$18,180,063**	**$18,435,416**	**$18,312,217**	
Use of Fund Balance Reserves:						
Carryforward Reserve	31,900	247,200	73,101	73,101	-	
Environmental Reserve	-	50,000	50,000	50,000	50,000	
CIP Reserve	80,779	1,504,944	280,880	280,880	1,633,345	
Hillside Reserve	-	(75,000)	-	-	-	
Compensated Absences	-	(200,000)	-	-	-	
Total Operating Sources	**16,548,534**	**19,269,131**	**18,584,044**	**18,839,397**	**19,995,562**	

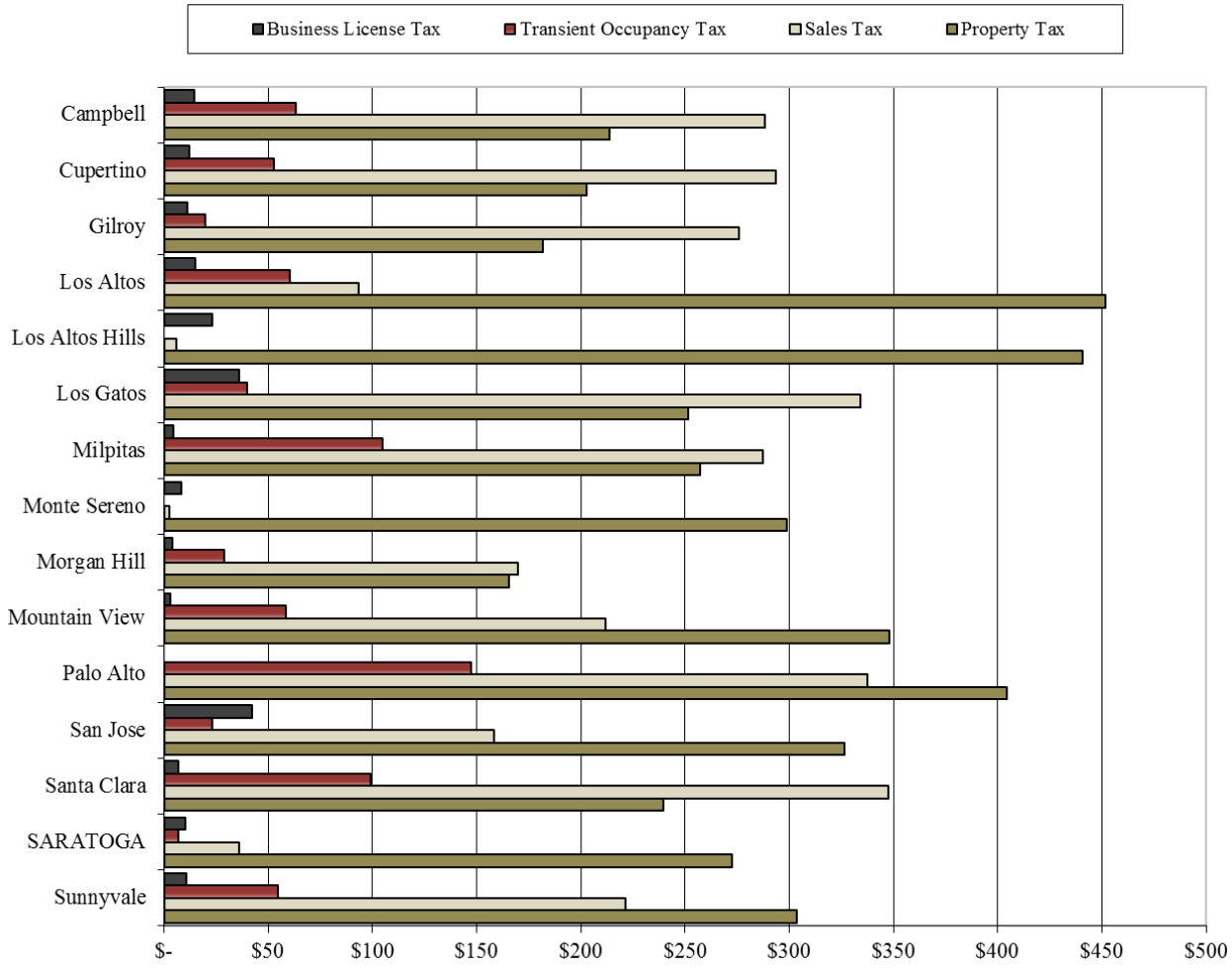
GENERAL FUND EXPENDITURES
BY CATEGORY



FY 2014/15
GENERAL FUND EXPENDITURES BY CATEGORY

Expenditure Category	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted	% of Total
Salary & Benefits	$ 6,074,360	$ 6,409,105	$ 6,850,811	$ 6,408,421	6,937,142	39.8%
Materials & Supplies	163,990	188,965	241,419	236,925	296,450	1.7%
Fees & Charges	708,175	738,596	791,931	759,799	848,295	4.9%
Consultant & Contract Services	1,638,896	1,883,085	2,250,424	2,054,371	2,065,434	11.9%
Sheriff Services	4,060,306	4,153,654	4,225,024	4,225,024	4,600,540	26.4%
Meetings, Events & Training	37,783	38,946	95,145	80,468	97,400	0.6%
Community Grants & Events	116,203	122,007	180,501	169,725	210,576	1.2%
Fixed Assets	11,336	-	-	-	35,000	0.2%
Internal Services Charges	1,899,748	2,033,577	2,202,853	2,202,844	2,325,389	13.4%
Total Expenditures	**$14,710,798**	**$15,567,935**	**$16,838,108**	**$16,137,576**	**$17,416,226**	**100.0%**
Fund Transfers Out:	280,000	1,184,500	380,880	380,880	1,833,345	
Total Expenditures & Transfers	**$14,990,798**	**$16,752,435**	**$17,218,988**	**$16,518,456**	**$19,249,571**	

GENERAL FUND TAX REVENUES
CITIES OF SANTA CLARA COUNTY – TAX REVENUES PER CAPITA

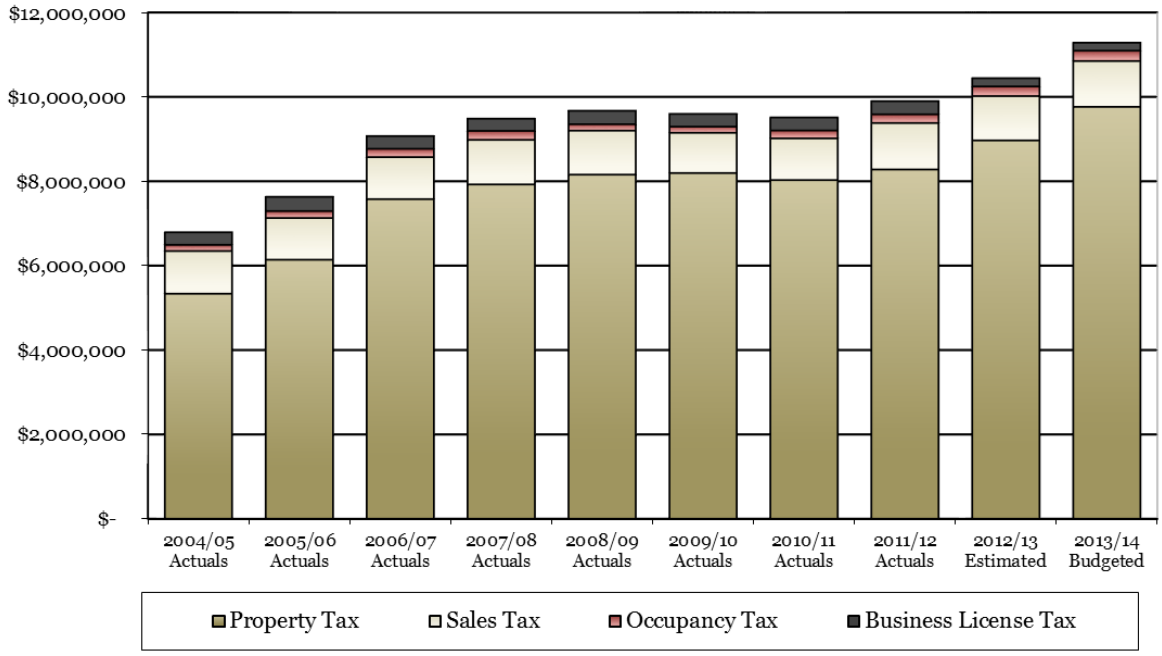


FY 20011/12* TAX REVENUES AND PER CAPITA

		Property Tax		Sales Tax		Transient Occupancy		Business License	
City	Population	Amount	Per capita	Amount	Per capita	Amount	Per capita	Amount	Per capita
Campbell	40,860	8,737,866	214	11,777,412	288	2,578,323	63	598,342	15
Cupertino	59,022	11,966,544	203	17,326,460	294	3,112,934	53	705,420	12
Gilroy	50,178	9,131,673	182	13,833,561	276	998,743	20	555,725	11
Los Altos	29,460	13,301,920	452	2,746,374	93	1,782,018	60	442,824	15
Los Altos Hills	8,027	3,536,611	441	46,155	6	-	-	186,527	23
Los Gatos	29,584	7,445,902	252	9,889,100	334	1,174,485	40	1,071,620	36
Milpitas	67,476	17,357,336	257	19,403,068	288	7,067,413	105	299,073	4
Monte Sereno	3,800	1,135,601	299	10,496	3	-	-	31,487	8
Morgan Hill	39,127	6,483,130	166	6,638,381	170	1,119,491	29	160,301	4
Mountain View	75,275	26,216,000	348	15,939,000	212	4,397,000	58	220,000	3
Palo Alto	65,544	26,494,000	404	22,132,000	338	9,664,000	147	-	-
San Jose	972,000	317,215,000	326	154,026,000	158	22,451,000	23	41,134,000	42
Santa Clara	118,813	28,451,028	239	41,279,940	347	11,755,416	99	842,057	7
SARATOGA	30,363	8,279,947	273	1,100,489	36	205,421	7	313,984	10
Sunnyvale	142,896	43,407,026	304	31,623,449	221	7,777,583	54	1,504,737	11
Average	115,495	35,277,306	305	23,184,792	201	4,938,922	43	3,204,406	28

Most recent information available

GENERAL FUND REVENUES
10 YEAR TREND LINE OF KEY TAX REVENUES



Fiscal Year		Property Tax	Sales Tax	Occupancy Tax	Business License Tax	Summary of Tax Revenues	Change from Prior Year
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	4.1%
2012/13	Actuals	$ 8,966,396	$ 1,051,121	$ 228,199	$ 197,184	10,442,900	5.5%
2013/14	Estimated	$ 9,526,189	$ 941,350	$ 257,010	$ 194,084	10,918,632	10.3%
2014/15	Budgeted	$ 9,763,750	$ 1,085,000	$ 245,000	$ 190,000	11,283,750	8.1%

NOTES:
FY 2006/07 Property Tax Revenues *– Large increase reflects the ongoing permanent addition of Property Tax revenues resulting from an increased allocation share per the State passed Tax Equity Allocation (TEA) Legislation. (Approximately $760,000 in FY 2006/07).*

GENERAL FUND
FUND BALANCE ACTIVITY

General Fund
Fund Balance Activity

General Fund Reserves:	Estimated 7/1/2014 Balance	Revenues	Plus Transfers In	Expenditures	Less Transfers Out	Sources (Uses) of Fund Balance	Estimated 6/30/2015 Balance
Restricted							
Environmental Services	413,182	-	-	-	-	(50,000)	363,182
Committed							
Hillside Stability	992,934	-	-	-	-	7,066	1,000,000
Assigned							
Capital & Efficiency Reserve	1,928,915	-	-	-	-	(1,633,345)	295,570
Facility Reserve	600,000	-	-	-	-	300,000	900,000
Carryforwards	118,788	-	-	-	-	(118,788)	0
Unassigned							
Working Capital Reserve	2,930,184	-	-	-	-	-	2,930,184
Fiscal Stability Reserve	1,500,000	-	-	-	-	-	1,500,000
Development Services	705,459	-	-	-	-	-	705,459
Compensated Absences	223,846	-	-	-	-	-	223,846
Other Unassigned	2,422,326	18,312,217	-	17,416,226	1,833,345	1,495,067	2,980,039
Total Fund Balance Reserves	**$ 11,835,634**						**$10,898,280**

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 ***Environmental Reserve*** *accounts for funding obligated for use in the Environmental program originally collected under the City's former solid waste agreement.*

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.*

The ***Facility Reserve*** *was established to accrue funding for the eventual replacement or major rehabilitation of City Buildings. Eligible uses of this reserve include direct funding of public facility improvements, and the servicing of related debt.*

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.*

The General Fund's ***Working Capital Reserve*** *ensures sufficient cash flow funding for the General Fund. The reserve is adjusted at fiscal year end by interest earned on the reserve balance at LAIF rates. Council Policy caps the reserve at 20% of budgeted appropriations.*

The ***Fiscal Stability 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 Services Reserve*** *reflects a funding buffer to offset the revenue highs and lows for multi-year development service obligations.*

Compensated Absences Reserve *accrues funding to fund employee termination payouts as needed. The reserve balance is equal to one-third of the year-end liability.*

SCHEDULE OF INTERFUND TRANSFERS

Fund Description	Estimated 2013/14 Transfers In	Estimated 2013/14 Transfers Out	Budgeted 2014/15 Transfers In	Budgeted 2014/15 Transfers Out
General Funds				
General Fund	167,050	380,880	-	1,833,345
Special Revenue Funds				
Landscape & Lighting Districts	-	-	50,000	-
Capital Project Funds				
Street Projects	234,487	225,698	730,000	-
Parks & Trail Projects	119,877	59,837	443,445	-
Facility Projects	100,000	-	479,900	-
Administrative Projects	163,673	118,672	220,000	90,000
Total Interfund Transfers	**785,087**	**785,087**	**$ 1,923,345**	**$ 1,923,345**

FY 2014/15 Interfund Transfers In

Administrative CIP transfer of $50,000 to Landscape & Lighting District
Capital Project Funds Transfer In of $2,173,345 is comprised of :
1. $730,000 from GF CIP Reserve to CIP Street projects
2. $743,445 from GF CIP Reserve to CIP Parks projects
3. $479,900 from GF CIP Reserve to CIP Facilities projects
4. $220,000 from GF CIP Reserves to CIP Administrattive & Technology projects

FY 2014/15 Interfund Transfers Out

General Fund Transfer Out of $1,833,345 is comprised of:
1. $100,000 operating transfer to the CIP Facilities Fund for projects
2. $100,000 operating transfer to the General Plan Update project
2. $730,000 CIP Reserve transfer to CIP Streets projects
3. $443,445 CIP Reserve transfer to CIP Parks projects
4. $439,090 CIP Reserve transfer to CIP Facilities projects
5. $220,000 CIP Reserve transfer to CIP Administrative & Technology projects
6. $90,000 CIP Administrative Transfer Out to other CIP Projects (Play Structure and LLD Match projects)

FY 2013/14 Interfund Transfers In

General Fund Transfer In of $106,000 from Gas Tax Fund to reimburse Engineering and Administrative Services, and $61,050 transfers from Hillside slide projects back to Hillside Reserve.
Capital Project Funds Transfer In of $618,037 is comprised of :
1. $234,487 from CIP Reserve to CIP Street projects
2. $119,877 from CIP Reserve to CIP Parks projects
3. $100,000 from GF Operating Transfer to Facilities
4. $163,673 from CIP Reserves to CIP Admin projects.

FY 2013/14 Interfund Transfers Out

General Fund transfer of $380,880 is comprised of:
1. $100,000 annual transfer to the CIP Facilities Fund for projects
2. $150,000 to CIP Streets for projects
3. $45,880 to CIP Parks for projects
4. $85,000 to CIP Admin for Risk Management, CMO Document Imaging and Wildfire Protection projects
Streets CIP transfer of $225,698 is comprised of $106,000 to General Fund and $119,698 remaining Village Pedestrian I to II and Joe's Trail.
Parks & Trail CIP transfer of $59,837 is comprised of remaining project funding back to General Fund
Administrative & Technology Improvements CIP transfer of $118,672 is comprised of remaining separate Document Imaging projects to one combined Document Imaging project.

TOTAL FUND BALANCE ACTIVITY
FY 2014/15

	7/1/2014 Estimated Balance	Plus Revenues & Carryfwds	Plus Transfers In	Less Exp & Carryfwds	Less Transfers Out	Sources (Uses) of Fund Bal	6/30/2015 Estimated Balance
General Fund							
Restricted							
Environmental Services	413,182	-	-	-	-	(50,000)	363,182
Committed							
Hillside Stability	992,934	-	-	-	-	7,066	1,000,000
Assigned							
Capital & Efficiency Reserve	1,928,915	-	-	-	-	(1,633,345)	295,570
Facility Reserve	600,000	-	-	-	-	300,000	900,000
Carryforwards	118,788	-	-	-	-	(118,788)	-
Unassigned							
Working Capital Reserve	2,930,184	-	-	-	-	-	2,930,184
Fiscal Stabilization Reserve	1,500,000	-	-	-	-	-	1,500,000
Development Services	705,459	-	-	-	-	-	705,459
Compensated Absences	223,846	-	-	-	-	-	223,846
Other Unassigned	2,422,326	18,312,217	-	17,416,226	1,833,345	1,495,067	2,980,039
Total General Fund	**$ 11,835,634**	**$ 18,312,217**	**$ -**	**$ 17,416,226**	**$ 1,833,345**	**$ -**	**$ 10,898,280**

Other Unassigned Fund Balance Reserves reflects the operating budget's ongoing revenues, expenditures, carryforwards, transfers in and out, and the use of fund balance reserves. Committed, Assigned, and the remaining Unassigned Reserves reflect funding held in compliance with specific fund balance policy and Council direction. The Restricted Reserve accounts for funding obligated for use in the Environmental program originally collected under the City's former solid waste agreement.

Special Revenue Funds							
Landscape & Lighting Districts	733,831	523,731	50,000	606,910	-	-	700,651
Total Special Revenue Funds	**$ 733,831**	**$ 523,731**	**$ 50,000**	**$ 606,910**	**$ -**	**$ -**	**$ 700,651**

Special Revenue Funds account for legally restricted revenues and obilgations. Landscape & Lighting Fund budgeted expenditures typically include all available funds to allow for use in unplanned repairs if necessary, but are not anticipated to be used in full each year.

Internal Service Funds							
Liability / Risk Management	297,825	439,560	-	463,117	-	-	274,268
Workers Compensation	281,642	210,000	-	259,588	-	-	232,054
Office Stores Fund	53,121	65,000	-	73,750	-	-	44,371
IT Services	262,069	425,000	-	475,725	-	-	211,344
Vehicle & Equip Maintenance	36,349	300,000	-	244,177	-	-	92,172
Building Maintenance	199,869	875,000	-	855,198	-	-	219,671
Vehicle & Equip Replacement	508,880	200,000	-	52,500	-	-	656,380
IT Equipment Replacement	152,788	65,000	-	68,200	-	-	149,588
Total Internal Service Funds	**$ 1,792,543**	**$ 2,579,560**	**$ -**	**$ 2,492,256**	**$ -**	**$ -**	**$ 1,879,848**

Internal Service Funds account provide operational costing for citywide services. Two of these funds are equipment replacement funds which charge back to departments the cost of the assets over their lifespan, to ensure replacement funding is available when required, and to charge an appropriate annual cost for the asset. Replacement Fund balances reflect 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.

Debt Service Funds							
GO Bond Debt Service	897,786	851,300	-	889,985	-	-	859,101
Total Debt Service Funds	**$ 897,786**	**$ 851,300**	**$ -**	**$ 889,985**	**$ -**	**$ -**	**$ 859,101**

Debt Service Funds manage the repayment of City debt. The City issued a General Obligation Bond 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. Currently, the assessment revenues are intentionally set less than expenditures to reduce the Fund Balance to an appropriate debt level.

FUND BALANCE ACTIVITY
FY 2014/15

	7/1/2014 Estimated Balance	Plus Revenues & Carryforwards	Plus Transfers In	Less Expenditures & Carryforwards	Less Transfers Out	Source & (Use) of Fund Bal	6/30/2015 Estimated Balance
Capital Improvement Plan Funds							
Street Projects	1,724,577	8,277,631	730,000	10,732,208	-	-	-
Parks & Trails Projects	1,028,874	516,536	443,445	1,947,456	-	-	41,399
Facility Projects	206,036	225,100	479,900	876,036	-	-	35,000
Administrative Projects	166,820	30,000	220,000	326,819	90,000	-	-
Total Capital Improvement Funds	**$ 3,126,307**	**$ 9,049,267**	**$ 1,873,345**	**$ 13,882,519**	**$ 90,000**	**$ -**	**$ 76,399**

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

FUND BALANCE TOTALS	**$ 18,386,101**	**$ 31,316,075**	**$ 1,923,345**	**$ 35,287,896**	**$ 1,923,345**	**$ -**	**$ 14,414,279**

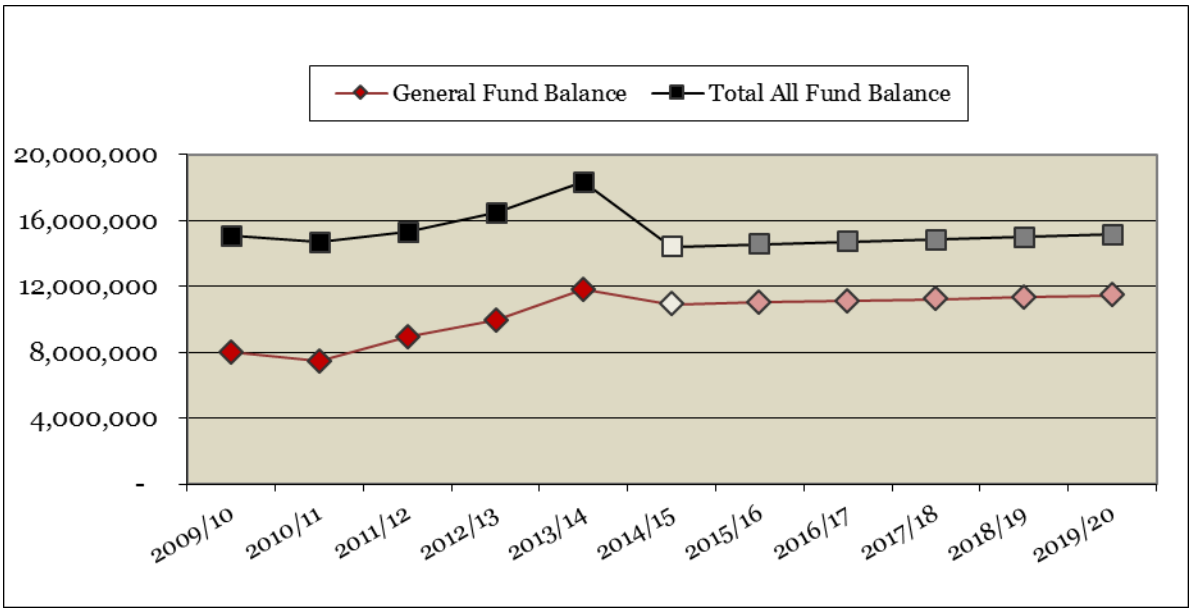
FUND BALANCE RESERVES
5 YEAR COMPARATIVE HISTORY

Fund Balance Reserves	6/30/2011 Actual YE Balance	6/30/2012 Actual YE Balance	6/30/2013 Actual YE Balance	6/30/2014 Estimated YE Balance	6/30/2015 Budgeted YE Balance
General Fund					
Restricted					
Environmental Services	513,182	513,182	463,182	413,182	363,182
Committed					
Hillside Stability	500,000	600,000	675,000	992,934	1,000,000
Assigned					
Capital & Efficiency Reserve	500,000	1,923,658	418,714	1,928,915	295,570
Facility Reserve	-	-	300,000	600,000	900,000
Carryforwards	326,900	247,201	73,101	118,788	-
Unassigned					
Working Capital Reserve	2,903,522	2,914,426	2,923,096	2,930,184	2,930,184
Fiscal Stabilization Reserve	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Development Services	632,380	667,233	667,233	705,459	705,459
Compensated Absences	-	-	207,268	223,846	223,846
Uncollected Deposits	44,791	44,791	-	-	-
Other Unassigned	563,290	518,631	2,691,081	2,422,326	2,980,039
Total General Fund Reserves	**7,484,065**	**8,929,122**	**9,918,675**	**11,835,634**	**10,898,280**
Special Revenue Funds					
Landscape & Lighting Districts	504,126	562,504	621,947	733,831	700,651
Total Special Revenue Funds	**504,126**	**562,504**	**621,947**	**733,831**	**700,651**
Internal Service					
Liability / Risk Management	134,905	134,757	230,059	297,825	274,268
Workers Compensation	224,104	231,966	293,720	281,642	232,054
Office Support Services	15,831	11,220	24,021	53,121	44,371
IT Services	231,063	256,701	281,284	262,069	211,344
Vehicle & Equipment Maintenance	42,817	23,031	10,427	36,349	92,172
Building Maintenance	208,518	200,926	184,901	199,869	219,671
Vehicle & Equipment Replacement	331,374	437,089	442,089	508,880	656,380
IT Equipment Replacement	185,567	156,760	156,318	152,788	149,588
Total Internal Service Reserves	**1,374,179**	**1,452,449**	**1,622,818**	**1,792,543**	**1,879,848**
Debt Service					
2001 Series Library GO Bonds	850,657	862,414	885,757	897,786	859,101
Total Debt Service	**850,657**	**862,414**	**885,757**	**897,786**	**859,101**
OPERATING BUDGET RESERVES	**$ 10,213,026**	**$ 11,806,490**	**$ 13,049,197**	**$ 15,259,794**	**$ 14,337,880**

FUND BALANCE RESERVES
5 YEAR COMPARATIVE HISTORY

Fund Balance Reserves	6/30/2011 Actual YE Balance	6/30/2012 Actual YE Balance	6/30/2013 Actual YE Balance	6/30/2014 Estimated YE Balance	6/30/2015 Budgeted YE Balance
Capital Project Funds					
Street Project Funds	2,428,830	2,265,634	2,080,497	1,724,577	-
Park & Trail Project Funds	956,391	655,461	887,941	1,028,874	41,399
Facility Improvement Funds	942,051	493,708	260,858	206,036	35,000
Administrative Project Funds	148,139	129,401	191,039	166,820	-
Total Capital Projects Funds	**4,475,411**	**3,544,204**	**3,420,335**	**3,126,307**	**76,399**
TOTAL RESERVES	**$ 14,688,437**	**$ 15,350,694**	**$ 16,469,532**	**$ 18,386,101**	**$ 14,414,279**

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



Note – *In the above graph, the FY 2014/15 fund balance (in white) and five years forward reflect full expenditure of the Capital Budget in the first budget year, thereby causing a steep drop and a continued zero balance from that point forward. The full appropriation of the capital project budget allows for full encumbrance and completion of the projects during the fiscal year, although in most cases this will not occur and project balances will carry forward into the following fiscal year. While actual total fund balance growth has averaged 2.1% over the last ten years, future year projections represent a conservative operating and capital budget with a 1% minimal growth in outlaying year's fund balances.*

DEPARTMENT REVENUES
BY PROGRAM

	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted
Council & Commissions					
General Fund Program:					
City Council	2,400	1,200	-	1,200	-
City Commissions	-	-	-	-	-
Total Council & Commissions	**$ 2,400**	**$ 1,200**	**$ -**	**$ 1,200**	**$ -**
City Manager's Department					
General Fund Program:					
City Manager's Office	-	200	1,000	600	800
City Clerk	20,412	2,036	-	25	600
Total City Manager's Department	**$ 20,412**	**$ 2,236**	**$ 1,000**	**$ 625**	**1,400**
Finance & Administrative Services Department					
General Fund Program:					
Finance	49,758	51,985	51,500	47,609	45,000
Human Resources	-	-	-	-	-
Administrative Services	-	-	-	-	-
Internal Service Funds:					
Office Support Services	50,626	67,086	67,000	65,028	65,000
Information Technology Services	400,000	400,257	400,000	403,488	425,000
IT Equipment Replacement	50,000	46,236	55,000	55,000	65,000
Total Finance & Admin Services	**$ 550,384**	**$ 565,564**	**$ 573,500**	**$ 571,125**	**600,000**
Community Development					
General Fund Program:					
Development Services	591,958	524,709	522,200	560,730	534,500
Advanced Planning	169,574	226,973	245,000	228,523	250,000
Code Compliance	9,600	6,155	6,365	7,650	5,500
Building & Inspection Services	1,151,517	1,425,946	1,452,250	1,423,032	1,440,100
Total Community Development	**$ 1,922,649**	**$ 2,183,782**	**$ 2,225,815**	**$ 2,219,935**	**2,230,100**
Public Works Department					
General Fund Program:					
General Engineering	102,822	151,388	129,883	117,702	90,250
Development Engineering	107,099	144,232	90,000	169,014	73,100
Environmental Services	23,571	203,203	178,954	190,487	185,954
Streets & Storm Drains	2,912	170,231	210,000	245,811	190,000
Parks & Landscape Maintenance	351,076	298,692	291,981	291,980	292,656
Internal Service Funds:					
Vehicle & Equipment Maintenance	200,000	215,000	250,000	250,000	300,000
Vehicle & Equipment Replacement	115,715	100,000	200,000	207,050	200,000
Special Revenue Fund:					
Landscape & Lighting Districts	491,241	483,087	486,931	521,302	523,731
Total Public Works Department	**$ 1,394,436**	**$ 1,765,834**	**$ 1,837,749**	**$ 1,993,345**	**1,855,691**

DEPARTMENT REVENUES
BY PROGRAM

	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted
Recreation & Facilities Department					
General Fund Program:					
Recreation Services	614,400	641,904	746,000	662,212	718,200
Teen Services	2,758	1,626	5,500	782	5,000
Facility Rentals	235,579	232,236	253,250	247,604	269,950
Internal Service Funds:					
Building Maintenance	725,000	755,857	825,000	832,474	875,000
Total Recreation Department	**$ 1,577,736**	**$ 1,631,622**	**$ 1,829,750**	**$ 1,743,071**	**1,868,150**
Public Safety					
General Fund Program:					
Public Safety Services	684,430	681,706	461,558	434,748	393,025
Emergency Preparedness	9,700	847	12,216	12,276	12,500
Total Public Safety	**$ 694,129**	**$ 682,552**	**$ 473,774**	**$ 447,024**	**405,525**
Non-Departmental					
General Fund Program:					
General Administration	12,100,422	12,869,472	13,416,406	13,601,382	13,805,082
Legal Services	-	1,248	-	25,000	-
Community Grants	-	-	-	-	-
Community Events	645	-	-	-	-
Internal Service Funds:					
Risk Management/Liability Ins	352,455	403,399	439,560	389,809	439,560
Workers Compensation Ins	219,287	244,453	225,000	217,433	210,000
Debt Service Funds					
2001 Bond Debt Service Fund	13,387,316	892,253	861,500	901,539	851,300
Total Non-Departmental	**26,060,125**	**14,410,824**	**14,942,466**	**15,135,163**	**15,305,942**
Capital Improvement Projects					
Capital Improvement Funds					
Street Projects	3,455,125	2,558,053	8,875,485	1,489,006	8,277,631
Park & Trail Projects	647,874	(57,245)	752,280	967,061	516,536
Facility Projects	39,219	113,410	139,850	131,590	225,100
Administrative Projects	5,736	162,683	-	-	30,000
Total Capital Improvement Projects	**$ 4,147,954**	**$ 2,776,901**	**$ 9,767,616**	**$ 2,587,657**	**9,049,267**
Operating Transfers In					
General Fund	205,222	106,000	106,000	167,050	-
L&L Funds	-	-	-	-	50,000
Capital Projects - Streets	400,308	661,818	235,701	234,487	730,000
Capital Projects - Parks & Trails	25	593,852	119,877	119,877	443,445
Capital Projects - Facilities	264,659	324,500	100,000	100,000	479,900
Capital Projects - Administrative	55,941	85,000	85,000	163,673	220,000
Total Operating Transfers In	**$ 926,155**	**$ 1,771,170**	**$ 646,578**	**$ 785,087**	**1,923,345**
Total Revenues and Transfers In	**37,296,381**	**25,791,686**	**32,298,248**	**25,484,232**	**33,239,420**

DEPARTMENT EXPENDITURES
BY PROGRAM

	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted
Council & Commissions					
General Fund Programs:					
City Council	126,832	104,116	221,089	124,780	188,431
City Commissions	25,317	29,900	30,770	29,349	42,652
Total Council & Commissions	**152,149**	**134,016**	**251,859**	**154,129**	**231,083**
City Manager's Department					
General Fund Programs:					
City Manager's Office	508,150	498,730	530,424	500,476	518,729
City Clerk	290,432	323,254	315,670	303,670	406,725
Total City Manager's Department	**$ 798,582**	**$ 821,984**	**$ 846,094**	**804,146**	**925,453**
Administrative Services Department					
General Fund Programs:					
Finance Services	800,562	839,510	1,011,236	899,080	789,460
Human Resources	366,263	329,095	369,756	337,410	338,491
Administrative Services	-	-	-	-	186,452
Internal Service Funds:					
Office Stores Fund	55,236	54,285	65,150	35,928	73,750
Information Technology Services	374,362	375,674	460,226	422,703	475,725
IT Equipment Replacement	53,844	46,678	59,200	58,530	68,200
Total Administrative Services Dept	**$ 1,650,268**	**$ 1,645,242**	**$ 1,965,568**	**1,753,651**	**1,932,079**
Community Development					
General Fund Programs:					
Development Services	822,267	925,009	980,717	955,477	936,259
Advanced Planning	144,716	115,740	275,201	254,409	157,200
Code Compliance	92,821	104,799	101,500	52,643	137,537
Building & Inspection Services	827,991	901,305	934,262	919,181	1,006,954
Total Community Development	**1,887,796**	**2,046,853**	**2,291,680**	**2,181,710**	**2,237,950**
Public Works Department					
General Fund Programs:					
General Engineering	469,404	476,908	498,949	502,680	548,121
Development Engineering	191,598	205,693	208,074	213,150	195,331
Environmental Services	545,492	619,024	726,189	643,314	668,139
Streets & Storm Drains	1,186,626	1,284,436	1,378,138	1,381,240	1,426,840
Parks & Landscape Maintenance	1,925,312	1,956,160	2,105,951	2,093,578	2,201,844
Internal Service Funds:					
Equipment Maintenance	219,786	227,604	232,751	224,078	244,177
Vehicle & Equipment Replacement	10,000	95,000	240,000	140,258	52,500
Special Revenue Funds:					
Landscape & Lighting Districts	432,862	423,644	602,137	409,418	606,910
Total Public Works Department	**4,981,080**	**5,288,469**	**5,992,189**	**5,607,716**	**5,943,862**

DEPARTMENT EXPENDITURES
BY PROGRAM

	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Adjusted	FY 2013/14 Actuals	FY 2014/15 Adopted
Recreation & Facilities Department					
General Fund Programs:					
Recreation Services	900,930	938,742	1,029,860	961,244	1,052,579
Teen Services	67,859	67,955	57,101	57,836	48,259
Facility Rentals	300,708	311,796	363,435	364,197	399,940
Internal Service Funds:					
Building Maintenance	732,592	771,882	800,269	817,506	855,198
Total Recreation Department	**2,002,090**	**2,090,375**	**2,250,665**	**2,200,783**	**2,355,976**
Public Safety					
General Fund Programs:					
Public Safety Services	4,241,260	4,328,818	4,410,788	4,411,156	4,786,304
Emergency Preparedness	68,854	63,026	80,367	80,227	99,798
Total Public Safety	**4,310,113**	**4,391,844**	**4,491,155**	**4,491,384**	**4,886,102**
Non-Departmental					
General Fund Programs:					
General Administration	431,480	721,170	695,469	492,236	740,596
Legal Services	259,720	300,743	332,661	390,518	329,009
Community Grants	109,459	103,717	154,129	147,506	172,726
Community Events	6,744	18,290	26,372	22,219	37,850
Internal Service Funds:					
Liability / Risk Management	352,603	308,096	413,106	322,043	463,117
Workers Compensation	211,425	182,700	255,748	229,510	259,588
Debt Service Fund:					
2001 Bond Debt Service Fund	13,375,558	868,910	889,860	889,510	889,985
Total Non-Departmental	**14,746,989**	**2,503,626**	**2,767,345**	**2,493,543**	**2,892,871**
Capital Improvement Funds:					
Street Projects	3,693,733	2,832,190	10,965,985	1,853,714	10,732,208
Park & Trail Projects	948,802	290,278	1,760,099	886,168	1,947,456
Facility Projects	492,379	670,761	465,705	286,412	876,036
Administrative Projects	43,986	186,044	236,039	69,220	326,819
Total Capital Improvement Projects	**5,178,900**	**3,979,272**	**13,427,827**	**3,095,514**	**13,882,519**
Operating Transfers Out					
General Fund	280,000	1,184,500	380,880	380,880	1,833,345
IT Equipment Replacement to CIP	24,963	-	-	-	-
Capital Projects - Streets	324,896	572,818	225,698	225,698	-
Capital Projects - Parks & Trails	25	13,852	-	59,837	-
Capital Projects - Facilities	259,841	-	-	-	-
Capital Projects - Administrative	36,430	-	40,000	118,672	90,000
Total Operating Transfers Out	**926,156**	**1,771,170**	**646,578**	**785,087**	**1,923,345**
Total Expenditures and Transfers Out	**36,634,122**	**24,672,850**	**34,930,960**	**23,567,662**	**37,211,241**

STAFFING INFORMATION

SUMMARY OF EMPLOYEE SALARY & BENEFITS

The City of Saratoga's total budgeted salary and benefit expenditures are projected to total $7.85 million dollars in FY 2014/15, representing approximately 22.2% of total budgeted expenditures. Approximately $6.94 million or 88.4% of labor costs are funded in the General Fund and represent 39.8% of the General Fund's budgeted expenditures. Altogether, total budgeted salary and benefit amounts increased $118,135 from last year's budgeted amount due to cost-of-living-adjustments (COLA), employee step increases, pension cost increases, and insurance premium increases.

Organizational Changes

Other than a .10 FTE decrease with the elimination of a temporary position overlap, FY 2014/15 budgeted staffing remains consistent with FY 2013/14 budgeted staffing levels. Staffing levels were revised in the prior year to convert essential long-term temporary positions to benefitted positions, restructure departments, and adjust workload. Three positions were added, and one and one-half temporary positions were eliminated. The IT Technician position was converted to regular status at the beginning of the fiscal year, and the Finance Manager and Permit Technician were filled during the course of FY 2013/14, thereby generating partial year vacancy savings. FY 2014/15 expenditures will reflect a full year of salary & benefit expenditures for these two positions.

Staffing levels are also expected to remain stable into the forecasted years. With large increases in pension rates looming in the future, services are expected to remain at current levels, and staff levels managed closely to ensure operations remain sustainable. Rising pension costs are discussed in more detail in a following section.

Budget Strategies

As a minimum-services contract city, Saratoga has long seen the benefit of minimal staffing enhanced through contract and temporary staffing on an as-needed basis. Periodic and ongoing staffing augmentation is typically seen in landscaping functions, recreation and facility services, development services, and attorney services. The City also finds that the contract service arrangement with the County Sheriff's Office provides high level police services with a cost effective service structure. While dedicated Sheriff staff is assigned to the City, Sheriff personnel and services can easily adjust as circumstances require, with high level expertise, equipment, and communication resources integrated into the smaller city service level on a day-to-day basis.

The City's personnel costs have remained manageable through a couple of long-term strategies. While neighboring cities raised employee benefits to the enhanced 2.5% or 2.7% @ 55 pension plans during the economic bubble, the City's employee benefit structure remained at the sustainable 2% @55 pension plan. This will prove to be very valuable in the upcoming years as pension plan liabilities require considerable rate increases. Enhanced plan costs will increase much higher than the City's standard plan. Additionally, the City does not provide retiree health benefits to employees, thereby eliminating another very costly liability that many cities are struggling under.

As a result of employee benefit restraint, the City managed to maintain core services and minimize impacts to residents and employees alike during the economic downturn. Employee layoffs and furloughs were minimized, and residents were provided a mostly consistent level of services throughout three difficult years. The added benefit of employee retention includes maintaining institutional knowledge and efficient operations.

Employee Compensation and Benefits

The City's salary and benefit expenditure growth will be mitigated in the years to come by employee turnover and retirements. The 2011 MOU negotiations established reduced benefits for employees hired after July 1, 2011, and State legislation enacted further reductions in retirement benefits for future employees not yet a member of the CalPERS pension plan system.

Negotiated reductions included limited medical benefits for new employees: fixed dollar amounts of $800 per month for single coverage, $1,200 per month for double, and $1,500 per month for family coverage. Additionally, new employees fall under a reduced pension plan benefit. For 'classic' CalPERS members hired on or after May 12, 2012, a second tier CalPERS retirement package of 2% @60 will be in effect. For new CalPERS members (member after January 1, 2013), a 2% @62 plan is provided. The annual savings equals the difference between the pool-specific rates times the respective second and third tier payroll. Although annual saving from implementing these new tiers will be small at first, savings are expected to increase by $200,000 to 300,000 per year in about 10 years.

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 predictable, and in others there is fluctuation, such as when 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 typically there is very little turnover, and in most cases it is necessary 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 more accuracy in the total salary and benefit costs. A payroll expense buffer is built into budgeted salary numbers to offset unknown cost impact which may occur, and to fund terminations, turnover or disability backfill, PTO buyouts, excess overtime, and to fund the Compensated Absences Reserve in compliance with policy, if needed at year-end.

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) contract.

Memorandums of Understanding
Each of the three bargaining units have an MOU: 1) the Saratoga Management Association for the four Department Directors; 2) the United Brotherhood of Carpenters and Joiners of America Local Union No 2236 (UNION) for the thirteen Public Work's Corporation Yard staff, and; 3) the Saratoga Employees Association (SEA) for all other represented staff; the City's largest bargaining group with 32 full and part-time employees. The City Manager, Human Resources Manager, Finance Manager, the Streets Division and Parks Division Public Works Managers, Sr. Building Inspector, HR Technician, and hourly (un-benefited) staff are not represented by associations. The three bargaining units entered into a four year MOU agreement effective through June 30, 2015. The City Manager has a negotiated contract, and unrepresented employees fall under a separate negotiated contract.

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 called for a reopener if Property and Sales Tax revenues increased by more than 3% in FY 2011/12, however specific wage increase adjustments were not stated. Property and Sales Taxes did meet the 3% criteria, and the reopener calling for wage increase adjustment negotiations resulted in a one-time 1% COLA increase and an additional 1% classification adjustment for Maintenance Workers I, II, and III. Employees also agreed to take on the full 7% CalPERS employee contribution as part of the negotiated agreements.

Employee Benefits
The City provides medical, dental, life insurance, and long-term disability insurance to its benefitted employees and CalPERS pension plan benefits 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 rapidly each year.

Since October 1, 2008, the City has contracted with Ameritas as its dental insurance provider. While Ameritas has provided excellent coverage, the City's premium rate increases are higher than expected. Staff is working with the City's broker to lower premium costs through plan coverage administration.

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, but with the improvement in the economy, raised them for FY 2014/15.

Pension Plans

The City of Saratoga provides a CalPERS administered cost-sharing, multiple employee pension plan benefit plan to employees. As the City has fewer than 100 employees, the City is part of a risk pool rather than a stand-alone plan. All city benefitted employees fall into the 'Miscellaneous Employees' pension pools as public safety services are provided by Santa Clara County Sheriff's Office, and fire services by Santa Clara County Fire District. Council Members have the option to join the CalPERS pension plan, with three of the five electing to do so.

Risk Pools - Newly hired city employees were added into the "2% @55 Risk Pool" (Tier 1) pension plan pool up until May 12, 2012 when the "Miscellaneous 2% @60 Risk Pool" (Tier 2) became effective for new employees. Subsequently, the Public Employee Pension Reform Act of 2012 established new defined benefit plans to lower pension benefit costs for all California government employees. The Act requires: effective January 1, 2013, all 'new' miscellaneous employee members shall be placed into a "2% @62" defined benefit plan (Tier 3). 'New' member status applies to new hires that are not current CalPERS members, or those members with a break in service of 6 months or longer.

At the present time, the majority of City of Saratoga employees and Council Members fall into the Tier 1, 2% @55 risk pool plan. As of July 1st, 2014, the plan breakdown is: 52 in Tier 1 (85.2%), 4 in Tier 2 (6.6%), and 5 in Tier 3 (8.2%). This ratio will be changing each year with turnover and retirements.

Pension benefit costs - The City's payment of CalPERS Contribution Rates is comprised of employee and employer contributions. The Employee Contribution Rates under the 2% @55, and the 2% @60 benefit plans is constant at 7%. Under the new 2% @62 plan rate, the Employer Contribution Rates will be determined each year through an actuarial valuation, with the employee responsible for approximately 50% of the cost. For the initial three years, the 2% @62 plan employee contribution was set at 6.5%, with the employer contribution set at 6.7%. These rates remain constant through June 30, 2015 with an annual valuation to commence thereafter.

Actuarial Assumptions - 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, the established CalPERS actuarial assumption held that the value of its stock, bonds and other holdings would increase by 7.75% a year on average, and in fact, CalPERS annualized Investment Rate of Return (IRR) was slightly higher than the 7.75% target – until the economic downturn began in 2008. Since then, with returns heavily diminished, CalPERS staff repeatedly 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 impact Miscellaneous Employer Contribution Rates by increases of around 1%, and up to 2%, while most Public Safety Plan's Employer Contribution Rate will increase by 2 to 3%. This rate increase began in FY 2013/14, with Saratoga's rate increasing by approximately .6%

Fiscal Year	2% @55 Employer Contribution Rate	2% @60 Employer Contribution Rate	2% @62 Employer Contribution Rate
FY 2010/11	11.863%		
FY 2011/12	12.856%	8.438%	
FY 2012/13	13.031%	8.552%	
FY 2012/13 - Revised	11.040%	8.552%	6.70%
FY 2013/14	11.603%	8.768%	6.70%
FY 2014/15	12.330%	8.715%	6.70%
FY 2015/16	13.200% projected	Not yet available	Not yet available

A five year history of Saratoga's employer contribution rates for the 2%@55 Risk Pool is provided in the preceding schedule, along with the new PERS employer contribution rate for FY 2014/15. The FY 2015/16 rates are projected for the 2% @ 55 plan, but are not yet available for the 2% @ 60 and 2% @ 62 plans. Of note is the change in the 2% @55 Employer Contribution Rates for FY 2012/13. The revised rate reflects an approximate 2% decrease as a result of the side fund payoff in mid-FY 2012/13.

Rate Smoothing Policies – The severity of the economic downturn impacted the CalPERS portfolio's actuarial value of assets to less than 80% of the market value, which prompted actuarial staff to adjust their existing methodology. Initially, the result was a widening of the corridor for several years, with a smoothing policy that spread investment returns over a rolling 15 year period, and experience gains and losses paid over a rolling 30 year period. This methodology led to stabilized rates for the first few years, but CalPERS quickly came to understand this policy would understate risk as there was slow progress towards full funding. Additionally, the impact from rolling the smoothing and amortization periods would lead to unknown rate peaks and a lack of transparency.

With the issuance of a new accounting standard that required 1) the reporting of actual pension liability, not just pension funding, and 2) favored closed periods without smoothing, CalPERS approved a further change in their amortization and smoothing policy in April of 2013. CalPERS now employs a policy that pays for all gains and losses over a fixed 30 year period, with the increases or decreases in the direct rate spread over a 5 year period – meaning rates will ramp up for five years, plateau for twenty years, and ramp down over the final 5 years. This methodology will improve the funded status in the long term and significantly reduce the probability of employer contribution rates increasing by more than 5% of payroll in a single year. The adoption of the new method will impact employer contribution rates beginning in FY 2015/16.

Actuarial Assumptions – As part of CalPERS' ongoing actuarial analysis, the various demographic assumptions are reassessed on a rotating basis. The update review conducted in 2013 revealed mortality and retirement age factors changed considerably, with impacts possibly impacting payroll by as high as 2 – 4% of payroll. The impact to Saratoga is not yet available, but is expected to be on the lower end due to the City's participation in the lower-cost 2% @55 pension plan. The recommended update changes were adopted by CalPERS in February 2014, with changes scheduled to impact the FY 2016/17 rates.

Even though the economic downturn and demographic update has impacted investment returns heavily, the "Miscellaneous 2% at 55 Risk Pool" was impacted less because the plan design was based on actuarially sound principles and experience data. 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, which were estimated – not realized, and ultimately proved to be fiscally unsustainable. Those plans are expected to experience much larger PERS rate increases in the coming years. Under PEPRA, the higher plan benefits will be phased out as employees leave the workforce.

Summary - With the new amortization and smoothing policy, Saratoga's 2% at 55 employer pension rates are expected to increase by approximately 1.1% for FY 2015/16, and in each of the next five years to bring CalPERS to a fully funded state. At this point, it is unclear as to whether pension rates will decrease once the plan is fully funded. It is also not clear how the new policy will impact the 2% at 60 and 2% at 62 rates. We are awaiting further information. CalPERS will provide actual rates for FY 2015/16 for all cities in the annual valuation reports to be issued in the fall of 2014.

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 $119 for calendar year 2014, and $122 for calendar year 2015. The City includes this amount in the budget as an ongoing retiree cost, which currently amounts to approximately $26,000 per year for an estimated 18 participating retirees.

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TOTAL FUNDED POSITIONS BY DEPARTMENT

Full Time Equivalents (FTE)	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
City Manager's Department				
City Manager	1.00	1.00	1.00	1.00
Exec Assistant to CM / Deputy City Clerk	0.90	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00
Administrative Analyst I/II	1.00	1.00	1.00	1.00
TOTAL FTE's	**3.90**	**4.00**	**4.00**	**4.00**
Administrative Services Department				
Administrative Services Director	1.00	1.00	1.00	1.00
Finance Manager	-	-	1.00	1.00
Accountant I/II	0.90	0.90	0.90	0.90
Accounting Technicians	3.00	3.00	3.00	3.00
Human Resources Manager	1.00	1.00	1.00	1.00
Human Resources Technician	-	-	0.75	0.75
Information Technology Administrator	1.00	1.00	1.00	1.00
Information Technology Technician	-	-	1.00	1.00
TOTAL FTE's	**6.90**	**6.90**	**9.65**	**9.65**
Community Development Department				
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 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	-	-
Sr. Building Inspector/Plan Checker	-	-	1.00	1.00
Building Inspector	2.00	2.00	2.00	2.00
Permit Technician	-	-	1.00	1.00
Office Specialist III	2.00	2.00	2.00	2.00
Code Compliance Specialist	1.00	-	-	-
TOTAL FTE's	**12.00**	**11.00**	**12.00**	**12.00**
Public Works Department				
Public Works Director	1.00	1.00	1.00	1.00
Senior Civil Engineer	1.00	1.00	1.00	1.00
Assistant/Associate Engineer	1.00	1.00	1.00	1.00
Administrative Analyst I/II	0.90	0.90	1.00	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	-	-	-
Parks Maintenance Worker I/II/III	5.90	6.00	6.00	6.00
Street Maintenance Manager	1.00	1.00	1.00	1.00
Street Maintenance Lead	1.00	1.00	2.00	2.00
Street Maintenance Specialist	1.00	1.00	-	-
Street Maintenance Worker I/II/III	4.00	4.00	4.00	4.00
TOTAL FTE's	**21.55**	**20.65**	**20.75**	**20.65**

TOTAL FUNDED POSITIONS BY DEPARTMENT

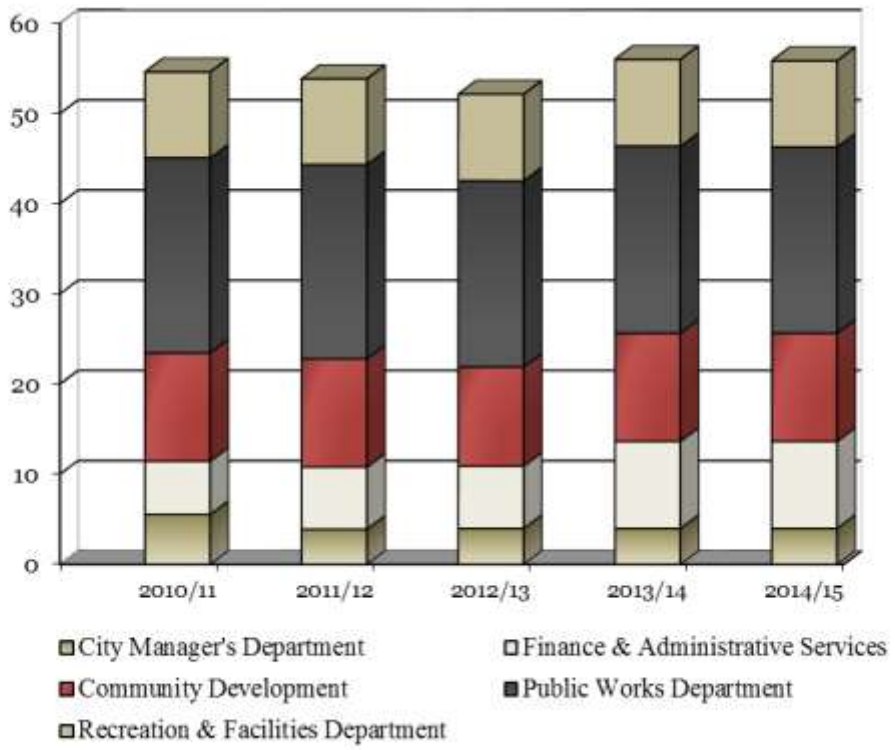
	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Recreation & Facilities Department				
Recreation & Facilities Director	1.00	1.00	1.00	1.00
Senior Recreation Supervisor	1.00	-	-	-
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Coordinator	-	2.00	2.00	2.00
Facility Coordinator	0.60	0.60	0.60	0.60
Office Specialist II/III	1.90	1.00	1.00	1.00
Facility Maintenance Manager	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 FTE's	**9.50**	**9.60**	**9.60**	**9.60**
TOTAL STAFF FTEs	**53.85**	**52.15**	**56.00**	**55.90**

FUNDED HOURLY STAFFING BY DEPARTMENT

	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
City Manager's Department				
Student Intern	-	-	320	320
Executive Assistant (backfill)	-	-	120	136
Administrative Services Department				
Senior Accountant	1,200	1,200	200	-
IT Technician	2,000	2,000	-	-
HR Technician	1,768	1,568	-	-
Student Interns	-	-	320	320
Community Development Department				
Student Intern	940	940	-	320
Office Specialist III	800	800	800	940
Public Works Department				
Engineering Inspectors	2,760	2,760	2,760	2,760
Maintenance Workers	2,000	-	-	-
Recreation & Facilities Department				
Facility Attendents	1,500	1,500	1,500	1,750
Recreation Leaders	500	500	3,335	3,300
TOTAL ANNUAL HOURS	**13,468**	**11,268**	**10,295**	**9,846**

STAFFING BY DEPARTMENT

Five Year History



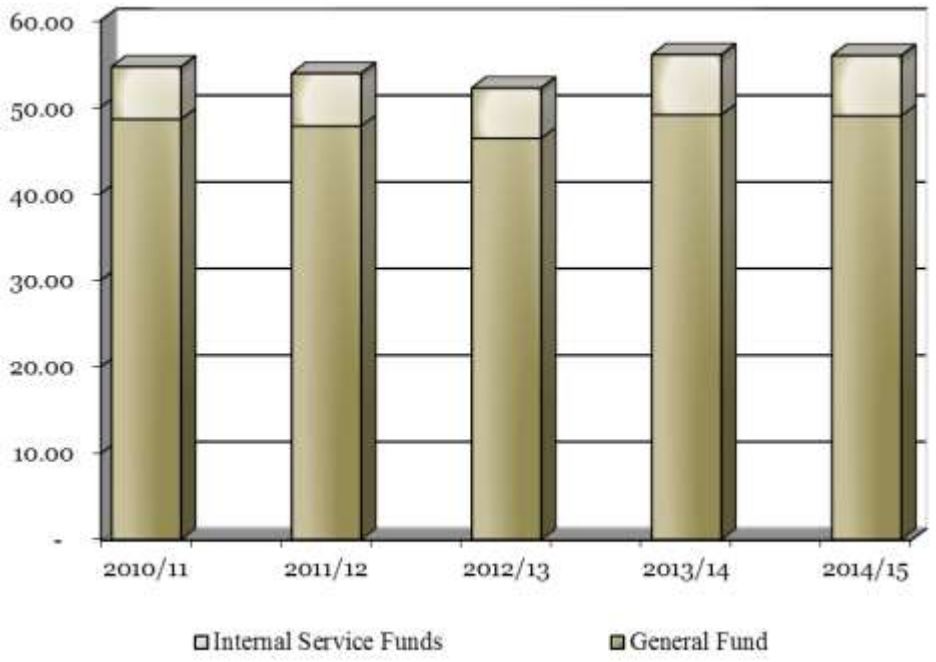
TOTAL STAFF BY DEPARTMENT

Full Time Equivalents (FTE)

	2010/11 Funded	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
City Manager's Department	5.55	3.90	4.00	4.00	4.00
Administrative Services	5.90	6.90	6.90	9.65	9.65
Community Development	12.00	12.00	11.00	12.00	12.00
Public Works Department	21.65	21.55	20.65	20.75	20.65
Recreation & Facilities Department	9.50	9.50	9.60	9.60	9.60
TOTAL STAFF BY DEPARTMENT	**54.60**	**53.85**	**52.15**	**56.00**	**55.90**

STAFFING BY FUND

Five Year History



TOTAL DEPARTMENTAL STAFF BY FUND

Full Time Equivalents (FTE)

	2010/11 Funded	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
General Fund					
City Manager's Department	5.50	3.90	4.00	4.00	4.00
Administrative Services	4.75	5.70	5.70	7.35	7.35
Community Development	12.00	12.00	11.00	12.00	12.00
Public Works	20.95	20.85	19.95	20.05	19.95
Recreation & Facilities Department	5.35	5.30	5.70	5.65	5.65
Total General Fund FTEs	**48.55**	**47.75**	**46.35**	**49.05**	**48.95**
Internal Service Funds					
City Manager's Department	0.05	-	-	-	-
Administrative Services	1.15	1.20	1.20	2.30	2.30
Public Works	0.70	0.70	0.70	0.70	0.70
Recreation Department	4.15	4.20	3.90	3.95	3.95
Total Internal Service Funds	**6.05**	**6.10**	**5.80**	**6.95**	**6.95**
TOTAL FTE's	**54.60**	**53.85**	**52.15**	**56.00**	**55.90**

MAJOR REVENUE INFORMATION

MAJOR REVENUE SOURCES

The City of Saratoga receives revenues from various sources which funds operations and infrastructure improvements. Commonly known revenues include property tax, sales tax, building permits, business licenses, and various service fees. Other types of revenues the City receives include facility rental fees, revenues from other governmental agencies (known as intergovernmental revenues), various assessment payments and assorted operating and capital grants. The City's revenues are used for the administration of the city, for community services, and for infrastructure maintenance and improvement. The amount of revenues therefore, provides 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 historical correlation, as well as broad macro trends and local-specific economic data for housing prices, market turnover, unemployment reports, and other related local, state, and national reports and legislation. Emerging trends are identified by analyzing the City's financial data in conjunction with information received from the State, County, various agencies, municipal finance groups, and from staff's expertise and judgment. Together, these factors help to project budgeted revenues for the upcoming fiscal year, but are adjusted throughout the process as new information becomes available.

Overall, for FY 2014/15, the City of Saratoga's Operating Budget revenues are projected to total $22.3 million, with $18.3 million of this revenue received in the General Fund. Capital Budget Revenues and Transfers In total $11.5 million, bringing total budgeted revenues to $33.8 million for the fiscal year.

Outside of the General Fund, Operating Budget revenues consist primarily of Internal Service Funds service charges (approximately $2.6 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 property tax assessments from Landscape & Lighting Districts.

Budgeted capital project revenues include all outstanding grant reimbursement appropriations, which may not be received in the current budget year, but 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 represent multi-year appropriations.

Major Revenues are categorized by fund type in the following discussion: General Fund Operating Revenues, Non-General Fund Operating Revenues, and Capital Project Revenues.

GENERAL FUND MAJOR REVENUES

Each of the following Major Revenue sources includes descriptions of the revenue, underlying assumptions that the revenue estimates are based on, 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 speckled 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 that provide services based on residency. Saratoga, 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 rate throughout the State. 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 (TEA) of 7% of the 1.0% Ad Valorem tax as a condition for Counties to continue receiving trial court funding for their cities with low tax rates. Because Santa Clara County would receive less from trial court funding than from the additional property tax to be distributed to its four low tax cities (Saratoga, Cupertino, Los Altos Hills, and Monte Sereno), the County choose to retain the low tax rate and bypass the trial court funding. Subsequent 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 legislation, however; in order for the legislation to have no effect on the State budget and therefore bypass the Appropriation Committee, the four cities were required to continue to remit the County's ERAF rate on these funds. Unfortunately, the ERAF rate the County remits to the State is much higher at 47.7%, than the four city's ERAF rates, which range from 7.53% to 17.37 %. Although AB 117 made the four cities partially whole, the four cities continue to be treated differently than the State's other TEA cities. Efforts to bring the cities to the full 7% allocation continue. With Assembly Bill 117 returning a portion of the Tax Equity Allocation funds back to the City, Saratoga now receives approximately 5.46% of the 1.0% property tax paid by residents rather than the minimum 7.0%. In terms of revenue, the City received approximately $700,000 of additional Property Tax in FY 2007/08, which grows with the assessed tax base.

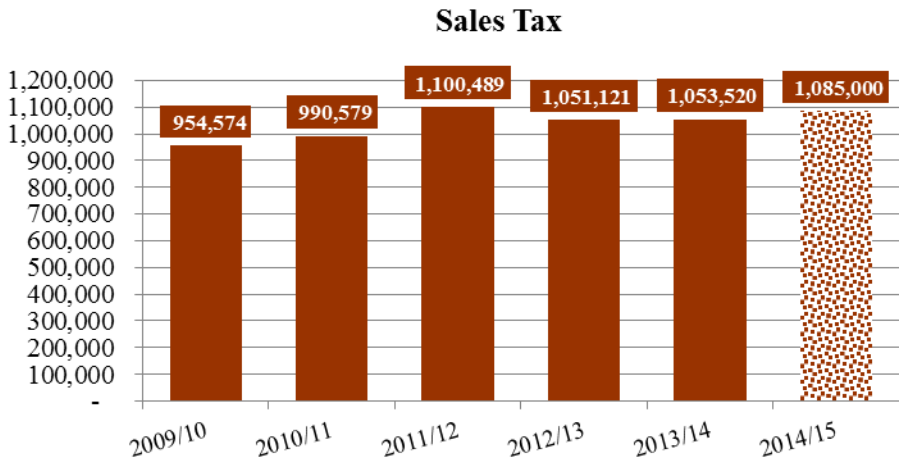
Current Assumptions **–** During the recent four years of harsh economic conditions, property values decreased, leading most property owners to hold onto their property rather than sell at lower prices. With the reductions in market value, the Assessor's Office notified residents countywide that they would reassess properties and lower assessed valuations as appropriate. A large backlog of valuation appeals occurred causing secured property tax revenues to remain stable in FY 2009/10. However, the decrease in property sales led to a significant drop in document transfer tax and supplemental tax revenues. As the valuation backlog was addressed, lower property values were established, which resulted in further decreased property tax revenues for FY 2010/11. The County was still lowering property values in FY 2011/12 when the housing market began to pick up, thereby transfer and supplemental tax revenues increases are offset in part by lower property assessments. As shown in the chart, revenues continued this upward trend in FY 2012/13 and continued into FY 2013/14, but is expected to taper in future years with a slowing market due to increased housing prices. FY 2014/15 budgeted revenues therefore remain cautious, with growth expected at about 60% of the prior year growth.

Overall, Saratoga was fortunate during the economic downturn as resident's property values fared better than many other cities throughout the bay area due to its excellent schools, beautiful neighborhoods, high-value homes, and stable residency. In addition, Saratoga saw a minimum number of foreclosures as most residents have above average incomes and were able to withstand the financial contraction.

SALES AND USE TAX

Sales Tax is imposed on retailers 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 8.75 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 as three-fourths of 1 cent of Sales Tax, with the remaining one-fourth of the 1 cent temporarily received as Property Tax. As this restructuring of the Sales Tax will revert back after the State pays off a bond issue, it continues to be accounted for as Sales Tax.



Saratoga is 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 established 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, but also from the economic downturn and the changing environment due to online sales. Revenues returned to pre-downturn levels in FY 2011/12 due to a stabilizing economy, and has remained fairly stable. As the tax base is expected to remain static, the City does not anticipate significant growth in this revenue stream in the future.

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 cable service contract was adopted by the City, which set the contract at 5% of gross revenue, with an additional 1% passed through to the Public Education & Government public television organization servicing the City. For solid waste, the West Valley cities of Saratoga, Campbell, Los Gatos, and Monte Sereno formed a Joint Powers Authority agreement under which the fee structure is established. A solid waste fee increase occurred in FY 2007/08 due to a new solid waste franchise agreement. A 9% increase in FY 2010/11 was the result of further changes in the solid waste fee contract, and a separate surcharge to fund environmental programs became effective beginning FY 2012/13. An additional $130,000 will be received annually beginning FY 2014/15 as a result of new contract negotiations. The remaining franchise fee revenue is fairly stable from year to year, and is expected to grow in line with the cost of living.

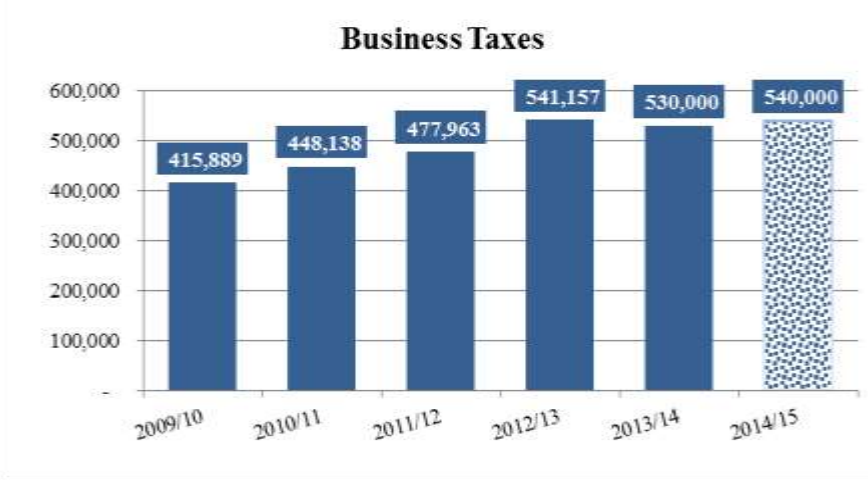
TRANSIENT OCCUPANCY TAX

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/inns from which TOT revenue is collected. As the graph illustrates, revenue is closely aligned with the economy. The economic contraction which began in FY 2008/09 resulted in a 30% downturn. The decrease continued into FY 2009/10, and then began to uptick slightly with the economy in FY 2010/11. FY 2011/12 reflects an increase back to the pre-downturn era. FY 2014/15 revenues are estimated at conservative levels as the economic trend for the next year anticipates slow but steady growth.

BUSINESS TAXES

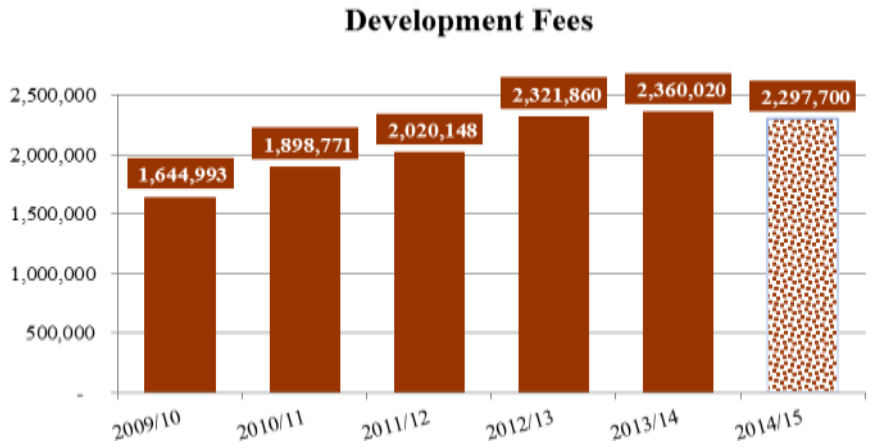
Business Taxes are comprised of three taxes: Business License Tax; Supplemental Business License Tax (based on building permit valuations); and a Construction Tax of $1 dollar per square foot of new floor area as determined in the building permit process. Business conducted in the City of Saratoga are subject to a municipal business license tax, unless excluded by code. 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 permit value, thereby more fairly taxing a contractor's use of City's infrastructure based on the level of construction activity. The Construction Tax is based on additional living space, hence a tax on the potential for increased residents.



In FY 2008/09, with the perception that there were many businesses operating in Saratoga without a business license, the City contracted with a business license audit firm to bring businesses into compliance. As a result, significant additional revenue was generated through assessments of two back years and the current year. However, this audit began just as the economic downturn was severely impacting development, leading to decreases in supplemental and Construction Tax. Overall, FY 2009/10 revenue increase just offset decreases in other business tax revenues. Growth in FY 2010/11 revenue rose due to the Construction Tax on a subdivision project, whereas FY 2011/12 reflects an overall pick up in construction activity. Continued growth in construction activity increased revenues in fiscal years 2012/13 and 2013/14, and is expected to remain at this higher level in FY 2014/15.

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 and benefits greatest from 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.



By FY 2009/10, Development Fee revenues had dropped by more than $700,000 from just two years prior as a result of the credit crunch generated by the economic downturn. Even though the economy was still struggling, FY 2010/11 building permit fees increased. This was from a townhome subdivision project that began construction. In FY 2011/12 a healthy resurgence in construction activity began that continued even stronger into FY 2012/13 and FY 2013/14. FY 2014/15 is budgeted slightly lower as no large projects are scheduled, however the base level of construction activity is expected to continue.

RECREATION FEES

Recreation Fees are User Fees subject to cost recovery objectives as 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 high-demand 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 Fee revenue is volatile, reacting both to economic conditions and external competition. Contrary to the economic downturn, FY 2010/11 revenues increased. This was due to added classes from 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, revenues

increased with the partial return of the camps to in-house staff. FY 2013/14 revenues increased further as more summer camp programs were brought back, and FY 2014/15 again reflects increased services.

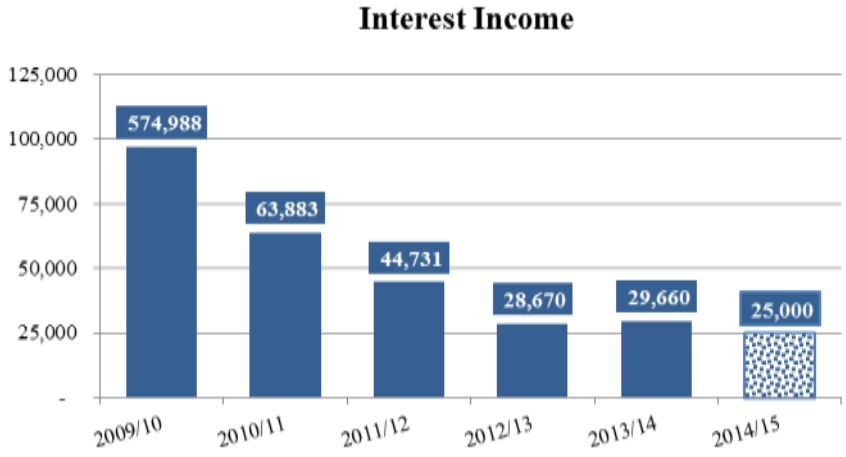
RENTAL INCOME

The City maintains numerous indoor and outdoor facilities for use by the public. This includes the Community Center, the Theater Building, the Saratoga-Prospect Center buildings, the Historical Park buildings, the many parks and sport fields in Saratoga, as well as cell tower leases for wireless communication satellite antennas on City owned property. Facility staff oversees the upkeep of the various buildings 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.

A FY 2012/13 drop in revenue stems from the elimination of the West Valley Sport Field rentals. There were further decreases in FY 2013/14 with the loss of a cell tower lease. The consolidation of communications companies, and changes in technology are expected to continue in the future, which could further impact revenues. FY 2014/15 revenues show a slight increase due to a couple of new rental arrangements

INTEREST INCOME



The City earns interest on idle funds – meaning those funds not immediately required for disbursement, such as 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), a very conservative and prudently managed investment vehicle.

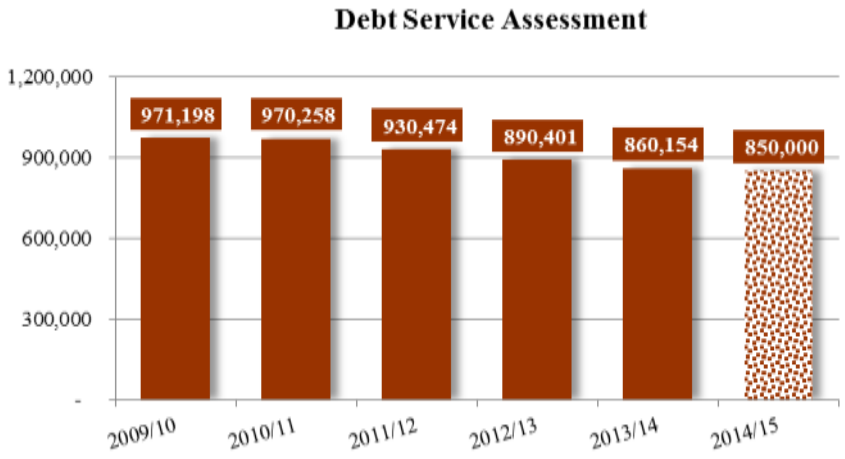
The City's Interest earning were a significant income source in the past, with earnings running approximately $700,000 per year. However, as the economy slipped into the Great Recession, interest rates dropped to below 1% at an astonishingly rapid pace. In addition, idle cash was reduced due to lower revenues. As a result, the City's interest earnings fell quickly, and have now remained at record lows for several years.

Average cash balance and interest rates are the key factors in projecting budgeted interest income. While revenues have improved and cash balances increased, interest rates have continued at rock-bottom levels, thereby minimal change is projected for FY 2014/15 interest income. Interest rates will return to normal levels eventually, however the climb back up is expected to progress at a much slower pace than the decline.

NON-GENERAL FUND OPERATING REVENUES

G.O. BOND DEBT SERVICE ASSESSMENTS

In March 2000, the citizens of Saratoga approved the issuance of a General Obligation Bond to pay for improvements to the City's library building. With this bond approval, property owners are to be assessed a 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, in the same manner as schools and the Water District's 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 G.O. Bond was refunded to take advantage of lower interest rates for the remaining twenty years of the bond term. This resulted in lower annual payments in the remaining years to come; with the levy continuing to decrease further based on both lower payments and a reduction in the fund balance.

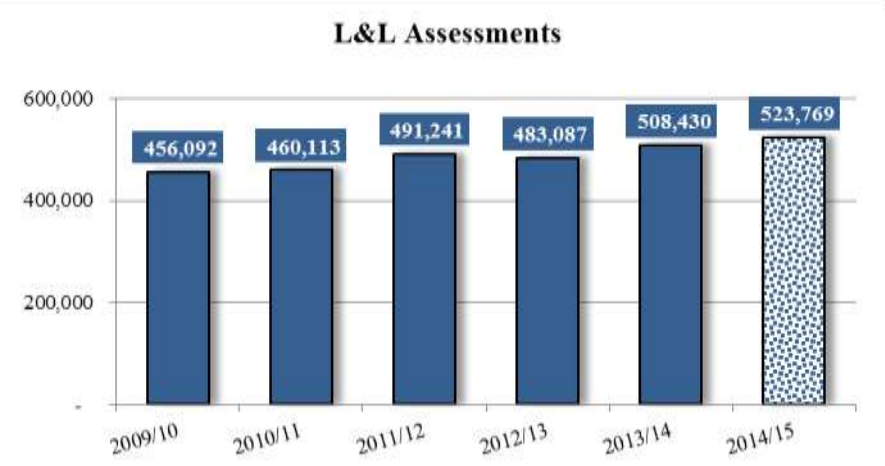
LANDSCAPE & LIGHTING ASSESSMENTS

An Assessment District represents a defined group of properties which, by majority vote of the property owners, elected to authorize 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 26 Assessment Districts, and continues to establish more. 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 of the districts, as well as some districts with property tax assessments, agreed to tack annual levies (known as benefit assessments) onto their tax bills to pay for services. In FY 2013/14, a new type of assessment district was created to meet storm water runoff regulations. This new district provides swale maintenance for a hillside housing development for environmental purposes.

District 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 the last couple of years with the addition of the 25th and 26th L&L Districts. A slight decrease occurred in FY 2012/13 due to a reduction in assessment for a number of districts which were more than adequately funded.

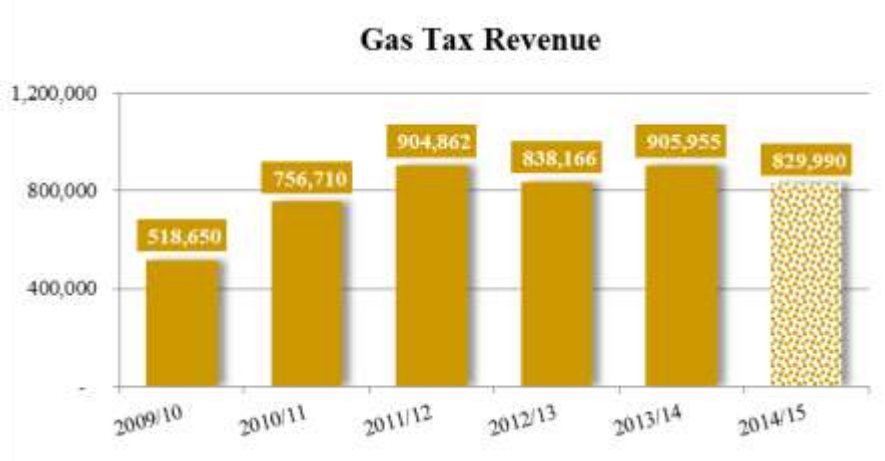


In future years, revenues will continue to grow as assessments rise with utility and maintenance service increases. Further, with Council's LLD Initiation 50/50 Grant Match Program (established in FY 2014/15), the addition of new assessment districts in FY 2014/15 and in future years will increase revenues further.

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. 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 for the foregoing purposes.



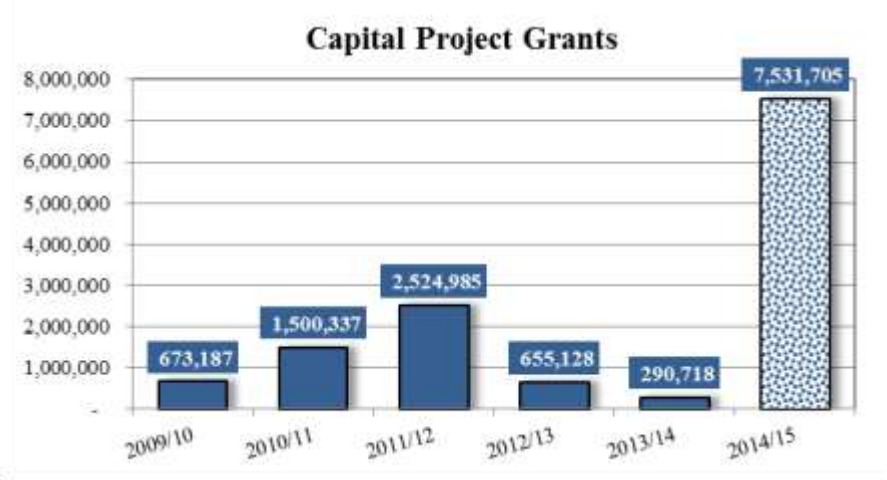
Gas Tax Revenues are derived from the 18 cents per gallon tax on fuel purchased within city limits, as determined by the State's allocation formulas. For Saratoga, the key factors in projecting these revenues are historical revenues and the cost of gas – as well as the State's projections for the year. Typically, as gas prices rise, gas usage tends to go down. With the anticipation that gas prices will continue to increase in the following years, coupled with the increasing number of electric and hybrid vehicles, as well as mileage increases in regular vehicles, gas tax revenues are expected to fall over the long term.

The above graph illustrates the FY 2010/11 Proposition 53 permanent restructuring of gasoline tax allocations to include a separate State transportation funding known as "Prop 42 TCR" into the Gas Tax revenue structure. FY 2012/13 reflects a State take back for an error in the FY 2011/12 and 2012/13 allocations. FY 2013/14 returned to normal levels, however a shift in the State's allocation formula has reduced the City's revenues in FY 2014/15 and into the future.

CAPITAL GRANT REVENUES

Grants are applied for and awarded from various Federal, State, and Local agencies, and occasionally, from a private donor. Grant awards are restricted for specific purposes and often require a 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 adjacent chart, the darker bars on the left reflect actual grant revenues received during each fiscal year, while the right side speckled bar represents budgeted revenues. As mentioned in the Capital Program budget, budgeted capital project revenues reflect all known and outstanding grant award appropriations at the time of budget adoption to validate budgeted project expenditure appropriations.



The net effect of this project tracking method is to overstate both revenues and expenditures in the Capital Budget as many capital projects are in reality, multi-year appropriations. Hence, budgeted capital project grants far exceed the City's actual expectations.

The City has been awarded a significant amount of grants in the last few years, however construction is not expected to commence for several years. The City received a $4.8 million OBAG grant for roadway safety improvements along Prospect and Saratoga Avenues in FY 2012/13 that, due to the project's size, will take several years to develop plans and scheduling prior to construction. Additional grants were received for Big Basin Way improvements and Trail design. Most of the remaining grants are in process and expected to be completed over the next several years.

LONG RANGE FINANCIAL FORECAST

LONG RANGE FINANCIAL FORECAST

The Five Year General Fund Forecast schedule on the following page represents looking forward five years under static assumptions as of July 1, 2014. The forecast does not project operational changes as those are the prerogative of the City Council and management; therefore, the forecasted out-years provide revenues and expenditure data based on both conservative estimates, and current direction and assumptions.

Operationally, funding allocation changes are made year by year to adjust to shifting information, resources, and circumstances. The intent of this forecast is to act as a bell-weather to identify anticipated impacts that must be addressed in the future.

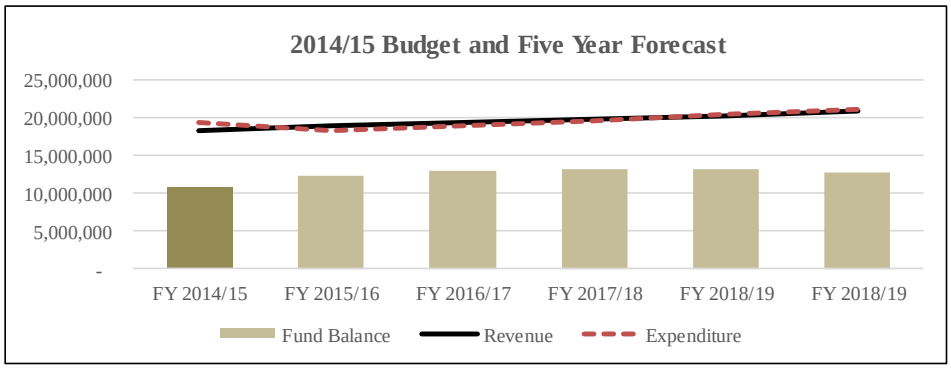
The General Fund serves as the City's chief operating fund. All general tax revenues and other receipts not allocated by law or some other contractual agreement to other funds are accounted for in the General Fund. Expenditures of this fund include the general operating expenses traditionally associated with governments such as city administration, development services, public works, and public safety. Overall, the General Fund accounts for and represents the main operations of the City, and is of primary importance for long-term planning.

In the following years, additional financial planning information and projection assumptions will accompany the Five Year General Fund forecast. This forecast schedule represents a first step toward providing more thorough and long term financial information to the public.

City of Saratoga
General Fund Five Year Forecast

	FY 2013/14 Final	FY 2014/15 Budget	FY 2015/16 Forecast	FY 2016/17 Forecast	FY 2017/18 Forecast	FY 2018/19 Forecast	FY 2018/19 Forecast
REVENUES							
Property Tax	9,526,189	9,763,750	10,093,100	10,373,400	10,662,100	10,959,300	11,265,300
Sales Tax	941,350	1,085,000	1,060,500	1,071,100	1,081,900	1,092,700	1,103,600
Franchise Tax	2,112,596	2,105,954	2,170,374	2,207,500	2,245,500	2,293,700	2,343,100
Other Taxes	822,271	785,000	853,700	875,000	896,100	917,100	937,700
Total Tax Revenues	13,402,406	13,739,704	14,177,674	14,527,000	14,885,600	15,262,800	15,649,700
Fees & Services	3,466,510	3,353,603	3,497,900	3,568,700	3,614,400	3,631,300	3,614,800
Other Operating Revenues	1,399,451	1,098,033	1,153,330	1,201,280	1,265,220	1,353,660	1,478,800
Total Operational Revenues	4,865,960	4,451,636	4,651,230	4,769,980	4,879,620	4,984,960	5,093,600
Transfers In	167,050	-	-	-	-	-	-
TOTAL REVENUES	**18,435,416**	**18,191,340**	**18,828,904**	**19,296,980**	**19,765,220**	**20,247,760**	**20,743,300**
EXPENDITURES							
Salary & Benefits	6,408,421	6,937,142	7,212,675	7,547,671	7,962,170	8,403,045	8,846,467
Operating Expenditures	7,526,311	8,264,916	8,333,399	8,603,179	8,882,728	9,172,124	9,471,837
Cost Allocation Charges	2,202,844	2,325,390	2,371,898	2,419,350	2,467,740	2,517,100	2,567,440
Total Operational Costs	16,137,576	17,527,448	17,917,972	18,570,200	19,312,638	20,092,269	20,885,744
Transfers Out	380,880	1,833,345	200,000	200,000	200,000	200,000	200,000
TOTAL EXPENDITURES	**16,518,456**	**19,360,793**	**18,117,972**	**18,770,200**	**19,512,638**	**20,292,269**	**21,085,744**
REVENUES - EXPENDITURES	**1,916,960**	**(1,169,453)**	**710,932**	**526,780**	**252,582**	**(44,509)**	**(342,444)**
Use of Fund Balance Reserve	187,260	1,802,133	50,000	50,000	50,000	50,000	50,000
NET OPERATIONS	**2,104,220**	**632,680**	**760,932**	**576,780**	**302,582**	**5,491**	**(292,444)**

	FY 2013/14 Final	FY 2014/15 Budget	FY 2015/16 Forecast	FY 2016/17 Forecast	FY 2017/18 Forecast	FY 2018/19 Forecast	FY 2018/19 Forecast
FUND BALANCE							
Other Unassigned	2,422,326	2,866,728	4,176,771	4,453,551	4,456,132	4,161,624	3,569,180
Operational Reserves	3,166,344	1,364,211	1,314,211	1,264,211	1,214,211	1,164,211	1,114,211
Economic Reserves	3,754,030	4,054,030	4,354,030	4,654,030	4,954,030	5,254,030	5,554,030
Emergency Reserves	2,492,934	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
TOTAL FUND BALANCE	**11,835,634**	**10,784,969**	**12,345,012**	**12,871,792**	**13,124,373**	**13,079,865**	**12,737,421**



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DEPARTMENTAL BUDGETS
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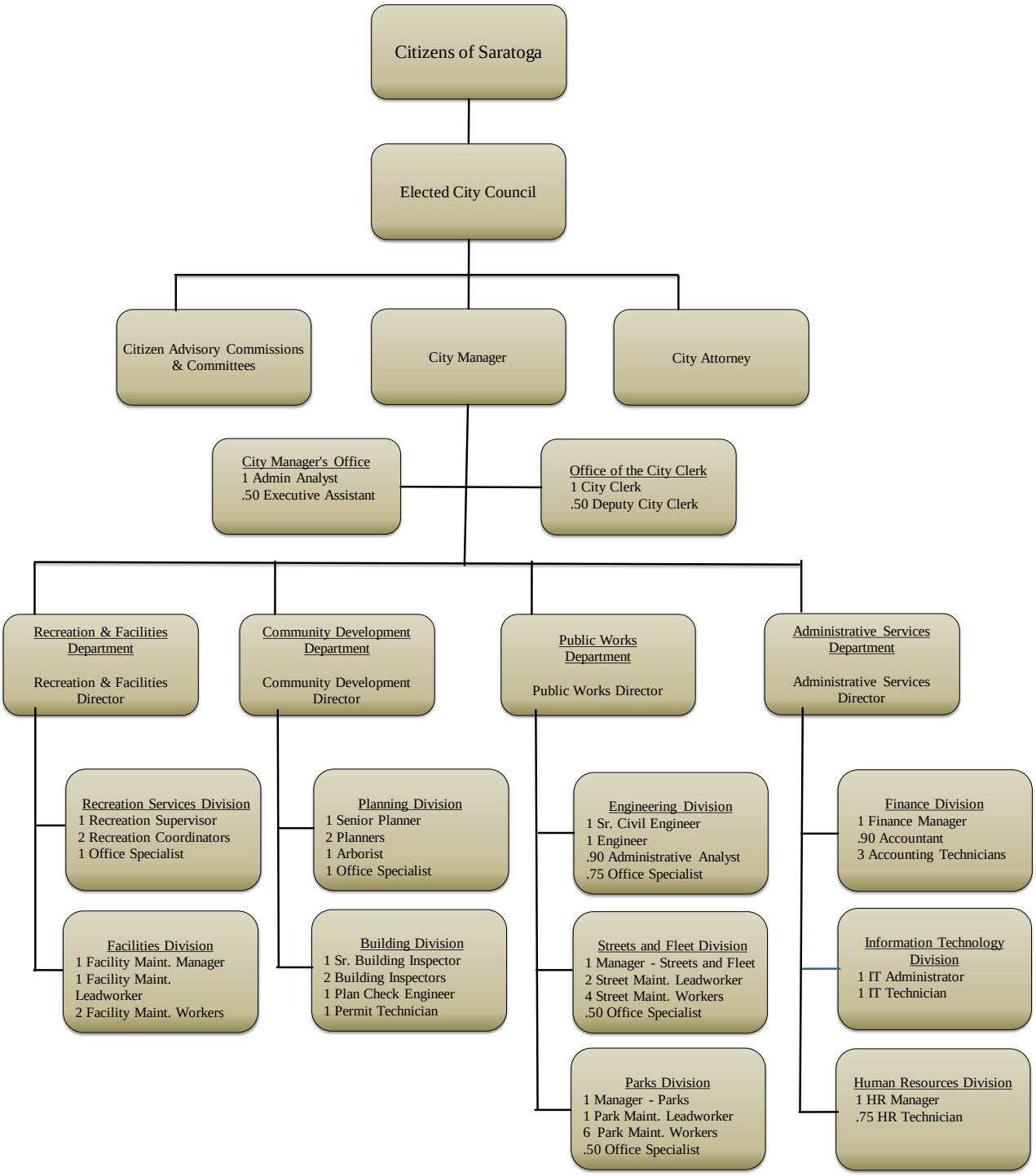
CITY OF SARATOGA ORGANIZATION CHART
FISCAL YEAR 2014/15



FY 2014/15 FTE = 55.90

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. Alternatively, the Council may hold an 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 effective with the adoption of the FY 2014/15 budget 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

DEPARTMENT OBJECTIVES

The City Council and City Commissions represent the Saratoga community. The City Council establishes City policy and serves as the decision making body, receiving recommendations from Commissions and staff and then providing direction to the City Manager for implementation. Both the City Council and City Commissions play a key role in the implementation of the Council's Strategic Goals.

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

Department Objectives:

- Foster community partnerships through annual meetings between the City Council and stakeholder groups, including service organizations, cultural institutions, and other local government agencies serving Saratoga
- Maintain an understanding of community needs and desires by being available to the community
- Strengthen relationships with community members by attending community events
- Adopt policies that encourage civic engagement and transparency and efficiency in government
- Encourage civic participation in government decisions through outreach, and public meetings
- Comply with open government and ethics laws, including the Brown Act and Political Reform Act

Council Strategic Goal: Fiscal Stewardship: Ensure fiscal responsibility and transparency, proactively seeking opportunities for improvement.

Department Objectives:

- Adopt policies that encourage conservative budgeting and protect taxpayer dollars from frivolous use
- Nurture a business friendly environment through policies and incentives
- Identify and protect core services as budgetary priorities

Council Strategic Goal: Public Safety: Provide a safe and secure community.

Department Objectives:

- Encourage residents to participate in crime prevention programs, such as Neighborhood Watch
- Reduce loss of life and property during a disaster by encouraging residents to participate in community-based emergency preparation, including the City's Community Emergency Response Team (CERT) and Personal Emergency Preparedness program (PEP)
- Facilitate neighborhood communications on safety related matters by providing residents with communication tools, such as Nextdoor.com, AlertSCC, TIS AM Radio and KSAR TV

Council Strategic Goal: Community Heritage: Honor Saratoga's heritage by preserving significant historic assets.

Department Objectives:

- Implement existing policies that maintain the City's historic heritage
- Protect the City's natural beauty by maintaining the City's 'Tree City USA' status, hillside preservation policies, and high standards of care for City parks
- Appoint Commissioners to the Heritage Preservation Commission who honor Saratoga's heritage

Council Strategic Goal: Community Enrichment: Foster a community with an enriched and diverse culture and engaged citizenry

Department Objectives:

- Build community through grant programs that promote events in Saratoga
- Provide leadership development opportunities for residents through appointments to civic boards and commissions and make appointments that reflect the multicultural nature and diverse interests of the City's residents
- Promote health as a community value through health-related programs and policies
- Strengthen partnerships with local cultural organizations and institutions
- Honor cultural diversity by participation in multicultural events

Council Strategic Goal: Environmental Sustainability: Proactively support environmental sustainability efforts

Department Objectives:

- Adopt policies that manage and sustain the City's urban forest and support environmental programs
- Adoption of responsible environmental policies, including water conservation ordinances
- Reduce the City's carbon footprint and impact on the environment by adopting energy efficiency best practices and funding environmental sustainability projects, such as installation of solar panels at the City's Corporation Yard and Saratoga Library
- Purchase electric vehicles (EV) for city staff use and install EV charging stations throughout the City

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	2,400	1,200	-	1,200	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
Pass-Through Accounts	-	-	-	-	-
TOTAL REVENUES	**2,400**	**1,200**	**-**	**1,200**	**-**
EXPENDITURES					
Salaries and Benefits	27,345	27,119	30,198	32,419	30,264
Operating Expenditures					
Materials & Supplies	6,882	10,444	8,050	7,119	20,950
Fees & Charges	54,436	26,912	127,175	40,919	78,036
Consultant & Contract Services	10,010	10,700	21,960	7,320	20,000
Meetings, Events, & Training	12,892	13,861	17,000	18,879	22,500
Total Operating Expenditures	84,220	61,917	174,185	74,236	141,486
Internal Service Charges	40,584	44,980	47,476	47,474	59,333
TOTAL EXPENDITURES	**152,149**	**134,016**	**251,859**	**154,129**	**$ 231,083**

DEPARTMENTAL EXPENDITURES BY PROGRAM

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
GENERAL FUND					
City Council	$ 126,832	$ 104,116	$ 221,089	$ 124,780	$ 188,431
City Commissions	25,317	29,900	30,770	29,349	42,652
TOTAL GENERAL FUND	**$ 152,149**	**$ 134,016**	**$ 251,859**	**$ 154,129**	**$ 231,083**
TOTAL EXPENDITURES	**$ 152,149**	**$ 134,016**	**$ 251,859**	**$ 154,129**	**$ 231,083**

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.

Council meetings are held on the first and third Wednesday of the month where Council actively seeks input in its decision-making process from Saratoga residents. The Council establishes direction on 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.

In addition, the Council 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.

Council Members also serve on regional organizations such as Cities Association and the Peninsula division of the League of California Cities, and sub-regional associations such as the West Valley Mayors and Managers group. The WVMM's primary function is to select representation on the VTA Board and the Silicon Valley Regional Inter-Operability Authority, and acts as a forum for the discussion of issues common to the West Valley: Cities of Saratoga, Cupertino, Campbell, and the Town of Los Gatos.

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.

In the last fiscal year, the Council 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. New TEA legislation was introduced again in 2013, Senate Bill 629, by State Senator Jim Beall. However, the bill did not get signed into law. Funding for a legislative consultant has been allocated again in the Fiscal Year 2014/15 budget to continue efforts to pass TEA legislation.

CITY COUNCIL

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Fees, Licenses and Permits	2,400	1,200	-	1,200	-
TOTAL REVENUES	**2,400**	**1,200**	**-**	**1,200**	**-**
EXPENDITURES					
Salaries and Benefits	13,818	13,554	16,634	18,854	16,700
Operating Expenditures					
Materials & Supplies	2,338	2,080	1,600	2,411	2,750
Fees & Charges	54,436	26,912	127,175	40,919	78,036
Consultant & Contract Services	10,010	10,700	21,960	7,320	20,000
Meetings,Events & Training	8,582	9,792	11,000	12,558	15,500
Total Operating Expenditures	75,367	49,484	161,735	63,207	116,286
Internal Service Charges	37,647	41,078	42,720	42,719	55,445
TOTAL EXPENDITURES	**$ 126,832**	**$ 104,116**	**$ 221,089**	**$ 124,780**	**$ 188,431**

FY 2014/15 WORKPLAN PRIORITIES

Fiscal Responsibility – Monitor the economy to ensure that 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, providing residents with opportunities for participation in local government, supporting community events, and proactively addressing issues of interest to the community.

Local Economy – Encourage the improvement and stability of the local economy and enhance business development by creating an environment that supports the City's business community.

Sustainability – Monitor current greenhouse gas emissions, water consumption, and energy use to identify and realize opportunities to make Saratoga a more 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.

Long Term Planning – Continue efforts to update the City's General Plan, including a revision to the Housing Element.

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 provide 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 two-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 building is owned by the City but operated by the SCC Library system – a JPA. The Library Commission does not have administrative authority over Library operations, but does participate in the general operational planning and related programs and policies. 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 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

Revenues are not generated by City Commissions 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. The seven Planning Commissioners are each awarded a stipend of $150 per month as a token of appreciation for the many hours they spend 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 associated with supporting the various commissions are not included in the City Commissions budget, as activities are primarily limited to support functions.

For the FY 2014/15 budget, the Historic Preservation Commission (HPC) requested $12,000 in funding to carry out their commission duties appropriately. The HPC requested $2,000 to meet the Certified Local Government requirement that all commissioners and staff to the commission attend at least one training program relevant to the commission. The training will be available for Council Members, Planning Commissioners, and Museum Board members as well, and will be video-taped for future use. The HPC also requested $4,000 for reconnaissance survey level Building, Structure, and Object (BSO) records for properties already added to the Heritage Resource Inventory without a survey. And, an additional $6,000 was requested for Intensive level Department of Parks & Rec (DPR) surveys for five properties previously added to the City's Landmark List based on 1980s information. Intensive surveys use the National Register criteria and must be conducted or confirmed by an appropriately qualified professional.

CITY COMMISSIONS

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Salaries and Benefits	13,527	13,564	13,564	13,564	13,564
Operating Expenditures					
Materials & Supplies	4,544	8,364	6,450	4,709	18,200
Meetings, Events & Training	4,310	4,069	6,000	6,321	7,000
Total Operating Expenditures	8,854	12,433	12,450	11,030	25,200
Fixed Assets	-	-	-	-	-
Internal Service Charges	2,937	3,902	4,756	4,755	3,888
TOTAL EXPENDITURES	**$ 25,317**	**$ 29,900**	**$ 30,770**	**$ 29,349**	**$ 42,652**

KEY SERVICES

- Provide specialized advice and assistance to Council
- Broaden policy and decision making by providing additional forums for the public to provide input and testify at public hearings
- Work 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 and leadership, and direction for the City organization. The City Manager's Office also 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 oversees and coordinates the Solid Waste/Recycling, and with the agencies providing contracted Public Safety and Emergency Preparedness services to the City.

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.

DEPARTMENT OBJECTIVES

The City Manager's Office works to implement a number of the City Council's Strategic Goals. These goals are noted below and reflected in the Performance Measures.

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

Department Objectives:

- Ensure the City Council is fully informed about City matters, provide support to City's elected leadership, and administer implementation of Council priorities
- Promote effectiveness of City operations through collaboration, open communications, efficient coordination, creative thinking, and professional development
- Respond to community interests and needs by being available to the public, making meetings accessible, and establishing relationships with community members
- Develop highly effective workforce to promote good governance ethics and efficiency
- Support community building by coordinating City events, overseeing event grant program, and facilitating special event permits
- Inform residents through proactive communications efforts, including media relations, social media, and other methods of communication
- Oversee open government efforts, including compliance with the Brown Act.
- Represent the City interests and involvement in regional issues

Council Strategic Goal: Fiscal Stewardship: Ensure fiscal responsibility and transparency, proactively seeking opportunities for improvement.

Department Objectives:

- Promote structurally balanced fiscal plan that is transparent and retains the City's fiscal health, preserves essential services, and implements Council goals
- Foster environment where proactive, responsible, and transparent actions and decisions are encouraged and valued
- Encourage a conservative approach to budgeting

Council Strategic Goal: Public Safety: Provide a safe and secure community.

Department Objectives:

- Engage community members in crime prevention programs and educational efforts to decrease and discourage criminal activities
- Involve the community in emergency preparedness and disaster mitigation planning to reduce loss of life and property during a disaster
- Prepare for emergencies through employee training and exercises to ensure continued government operations during a crisis
- Manage the Sheriff's Office contract with the City of Saratoga

Council Strategic Goal: Community Enrichment: Foster a community with an enriched and diverse culture and engaged citizenry

Department Objectives:

- Encourage community building events in Saratoga through the community event grant program, facilitation of special event permits, and promoting local events
- Use a multitude of communication methods including the website, newsletter, radio, social media, and other traditional outreach methods, to reach a diverse range of residents
- Promote resident participation in leadership roles by overseeing recruitment for positions on City Commissions and Committees

Council Strategic Goal: Environmental Sustainability: Proactively support environmental sustainability efforts

Department Objectives:

- Partner with other local agencies to address the causes and effects of climate change through changes in City policies and practices
- Use City communication channels, including the website and newsletter, to inform residents of the importance of adopting more environmentally friendly practices
- Support and host environmental events, such as Arbor Day or ribbon cuttings that showcase recently completed sustainable projects
- Participate in regional efforts to increase sustainability of government operations

BUDGET OVERVIEW

In recent years, City Manager Department staffing levels have undergone several changes due to budget constraints and subsequent restructurings, including reducing staff positions to part-time, eliminating the Assistant City Manager position, and reassigning the Human Resources Division to the Administrative Services Department. With the economy stabilizing and workload shifts settled, all part-time departmental staff were returned to full-time in FY 2012/13.

In FY 2013/14, temporary staff funding was added to provide backup for the City Manager's front desk and to participate in the Regional Internship Program for a summer intern. Additionally, $10,000 of one-time temporary funding was added as a contingency for student interns in other departments.

Funding for the City Manager's front desk backup and a student intern remains in the FY 2014/15 budget. Despite the increase in staff funding, the ongoing cost of staffing declined in FY 2013/14 due to employee benefit reductions negotiated under the new Memorandum of Understanding. As part of the negotiated changes, employees now pay for a portion of retirement costs, and new employee medical benefits are limited by maximum contribution caps. Salary increases in FY 2014/15 reflect cost of living and step increases.

The remainder of the department's budget expenditures remains fairly consistent, with the exception of a $65,000 increase in election fees in FY 2014/15 for the November 2014 General Municipal Election.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	20,023	-	-	-	-
Fees, Licenses and Permits	389	736	1,000	625	1,400
Charge for Services	-	-	-	-	-
Other Sources	-	1,499	-	-	-
Pass-Through Accounts	-	-	-	-	-
TOTAL REVENUES	**$ 20,412**	**$ 2,236**	**$ 1,000**	**$ 625**	**$ 1,400**
EXPENDITURES					
Salaries and Benefits	659,368	632,409	678,564	643,182	651,073
Operating Expenditures					
Materials & Supplies	5,395	4,080	6,300	6,812	19,050
Fees & Charges	9,210	57,277	17,135	16,439	93,120
Consultant & Contract Services	23,297	26,720	32,800	30,266	37,500
Meetings, Events & Training	5,184	5,405	11,945	8,098	13,350
Total Operating Expenditures	43,086	93,481	68,180	61,615	163,020
Fixed Assets	-	-	-	-	-
Internal Service Charges	96,129	96,094	99,350	99,349	111,360
TOTAL EXPENDITURES	**$ 798,582**	**$ 821,984**	**$ 846,094**	**$ 804,146**	**$ 925,453**

DEPARTMENTAL EXPENDITURES BY DIVISION

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
GENERAL FUND					
City Manager's Office	$ 508,150	$ 498,730	$ 530,424	$ 500,476	518,729
City Clerk	290,432	323,254	315,670	303,670	406,725
TOTAL GENERAL FUND	**$ 798,582**	**$ 821,984**	**$ 846,094**	**$ 804,146**	**$ 925,453**
TOTAL DEPT EXPENDITURES	**$ 798,582**	**$ 821,984**	**$ 846,094**	**$ 804,146**	**$ 925,453**

CITY MANAGER'S DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
City Manager	1.00	1.00	1.00	1.00
Exec Assistant to CM / Deputy City Clerk	0.90	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00
Administrative Analyst I/II	1.00	1.00	1.00	1.00
TOTAL FTE's	**3.90**	**4.00**	**4.00**	**4.00**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Student Intern	-	-	320	320
Executive Assistant (backfill)	-	-	120	136
Temporary Pool Hours	-	-	940	-
TOTAL ANNUAL HOURS	**-**	**-**	**1,380**	**456**

TOTAL CITY MANAGER'S DEPARTMENT STAFF

City Staff by Program	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
City Manager's Office	2.45	2.50	2.50	2.50
City Clerk's Office	1.45	1.50	1.50	1.50
TOTALS	**3.90**	**4.00**	**4.00**	**4.00**

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. Consequently, beginning in FY 2012/13, Special Event permit revenues are accounted for in the City Manager's Office. An estimated $800 will be collected for Special Permit Fees.

The Executive Assistant position, which also functions as the Deputy City Clerk and Records Manager positions, returned to full time in FY 2012/13 to provide staff coverage equally between the City Manager's Office and the City Clerk's Office. In FY 2013/14, the City Manager's Office added temporary staff funding for backup coverage of the front desk.

Overall, the City Manager's Office budget remains consistent with slight increases in certain areas that had previously seen dramatic cuts during the recession. Throughout the budget, short-term budget reductions were instituted to help the City survive the downturn in the economy. With the recent and projected growth in the economy, some of the expenditures, such as materials and training, that saw short-term reductions, are now seeing modest increases to ensure the ongoing sustainability of City operations.

CITY MANAGER'S OFFICE

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Fees, Licenses and Permits	-	200	1,000	600	800
TOTAL REVENUES	**$ -**	**$ 200**	**$ 1,000**	**$ 600**	**$ 800**
EXPENDITURES					
Salaries and Benefits	451,672	444,924	470,206	441,537	436,270
Operating Expenditures					
Materials & Supplies	4,386	3,510	4,700	4,434	16,450
Fees & Charges	3,732	3,559	4,175	3,909	5,595
Consultant & Contract Services	-	-	-	-	-
Meetings, Events & Training	3,076	3,494	4,545	3,800	6,400
Total Operating Expenditures	11,193	10,563	13,420	12,142	$ 28,445
Fixed Assets	-	-	-	-	-
Internal Service Charges	45,285	43,243	46,798	46,798	54,014
TOTAL EXPENDITURES	**$ 508,150**	**$ 498,730**	**$ 530,424**	**$ 500,476**	**$ 518,729**

FY 2014/15 WORKPLAN PRIORITIES

Public Relations – The City Manager's Office continues to improve public relations efforts through greater engagement of the local media, use of social media, and increased use of more traditional communication methods. The City Manager's Office will continue these efforts to keep residents informed of and engaged with City-related matters.

Energy Efficiency Climate Action Plan – The City will continue working with the County of Santa Clara and PG&E to complete the City's Energy Efficiency Climate Action Plan.

Community Events – As part of an effort to encourage events that bring people together and strengthen the City's identity, the City Manager's Office began facilitating issuance of special event permits, developed a community event grant with Council direction, and helped with event promotion by sharing information about local events on the City website, social media sites, AM radio station, and by other means. The City Manager's Office will continue this effort.

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.

West Valley Solid Waste Management Authority (WVSWMA) – In FY 2013/14, the City Manager's Office worked with staff of the WVSWMA member agencies to recruit an executive director and negotiate a new solid waste hauler contract. City staff will continue working with WVSWMA to see to the implementation of the new hauler agreement, which took effect March 1, 2014.

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	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
City Manager	1.00	1.00	1.00	1.00
Exec Assistant to CM / Deputy City Clerk	0.45	0.50	0.50	0.50
City Clerk	-	-	-	-
Administrative Analyst I/II	1.00	1.00	1.00	1.00
TOTAL	**2.45**	**2.50**	**2.50**	**2.50**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Student Intern	-	-	320	320
Executive Assistant (backfill)	-	-	120	136
Temporary Pool Hours	-	-	940	-
TOTAL ANNUAL HOURS	**-**	**-**	**1,380**	**456**

CITY MANAGER'S OFFICE

Performance Objectives and Measures	2011/12 Actual	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Ensure the City Council is fully informed about City matters and provide support to City's elected leadership.*				
a. Meet with each member of the Council biweekly prior to City Council Meetings:	Yes	Yes	Yes	Yes
b. Prepare and distribute a weekly newsletter for the City Council:	92%	92%	92%	92%
c. Provide City Council with quarterly updates on priorities:	4	4	3	4
d. Provide Mayor and Council Members with presentation materials and talking points for special events, media inquiries, and presentations:	Yes	Yes	Yes	Yes
2. *Promote effectiveness of City operations through collaboration, open communications, efficient coordination, creative thinking, and professional development.*				
a. Hold weekly meetings with the City's Management team to discuss upcoming agenda items and share information:	98%	98%	98%	98%
b. Make professional development and leadership training opportunities available to Directors and City staff:	Yes	Yes	Yes	Yes
c. Professional Association Memberships:	10	8	7	7
3. *Inform residents through proactive communications efforts, including media relations, social media, and other methods of communication.*				
a. Produce City Newsletter, Saratogan:	3	3	3	4
b. Provide information about City news and activities on the City website, Facebook page, Nextdoor site, and AM radio station:	Yes	Yes	Yes	Yes
c. Send e-mail notifications for Council agendas, Commission meeting agenda/minutes, publication of Saratogan, weekly Sheriff's Office updates and community events updates:	95%	95%	95%	95%
d. Produce outreach materials, such as the Budget in Brief, that provide an overview on City operations:	Yes	Yes	Yes	Yes
e. Prepare and distribute press releases on important City news:	Yes	Yes	Yes	Yes
4. *Encourage community building events in Saratoga through the community event grant program, facilitation of special event permits, and promoting local events.*				
a. Facilitate and issue permits for special events:	2	11	12	12
b. Accept applications for Community Event Grant Program:	*Information not available*	15	23	11

	Activity and Workload Highlights	2011/12 Actual	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1	Number of Council Meetings Per Year:	35	30	30	30
2	Library Commission Meetings:	6	6	6	6
3	Number of Events Funded by Community Event Grant Program:	6	15	19	10
4	Events Hosted by City:	10	6	7	9
5	City of Saratoga Facebook Page Fans:	13	115	381	450

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 last election was in November 2012, with two of the five City Council seats up for election. During election years, the total expenditures in the City Clerk's Office increase to cover the costs associated with consolidation of the election with the County of Santa Clara. Total expenditures in the City Clerk's Office will increase for FY 2014/15 due to the General Municipal Election in November 2014, with three of five City Council seats to be voted upon.

CITY CLERK'S OFFICE

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Intergovernmental Revenues	20,023	-	-	-	-
Fees, Licenses and Permits	389	536	-	25	600
Charge for Services	-	-	-	-	-
Other Sources	-	1,499	-	-	-
TOTAL REVENUES	**$ 20,412**	**$ 2,036**	**$ -**	**$ 25**	**$ 600**
EXPENDITURES					
Salaries and Benefits	207,696	187,485	208,358	201,645	214,803
Operating Expenditures					
Materials & Supplies	1,010	570	1,600	2,378	2,600
Fees & Charges	5,478	53,718	12,960	12,531	87,525
Consultant & Contract Services	23,297	26,720	32,800	30,266	37,500
Meetings, Events & Training	2,108	1,911	7,400	4,298	6,950
Total Operating Expenditures	31,893	82,918	54,760	49,473	134,575
Fixed Assets	-	-	-	-	-
Internal Service Charges	50,843	52,851	52,552	52,551	57,347
TOTAL EXPENDITURES	**$ 290,432**	**$ 323,254**	**$ 315,670**	**$ 303,670**	**$ 406,725**

FY 2014/15 WORKPLAN PRIORITIES

***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.

Open Government – Continue implementing open government efforts, including the Brown Act, Political Reform Act, Public Records Act, and other laws or policies that promote transparent governance.

City Contracts – Improve efficiency of contract approval process through implementation of contract routing software and research of electronic signature options.

Records Emergency Action Plan – Complete and implement a Records Emergency Action Plan that will allow the City to protect important records and easily access critical records during a crisis.

Election – Conduct the November 2014 General Municipal Election for three of the five positions on the Saratoga City Council.

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
- 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'S OFFICE STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
City Manager	-	-	-	-
Exec Assistant to CM / Deputy City Clerk	0.45	0.50	0.50	0.50
City Clerk	1.00	1.00	1.00	1.00
Administrative Analyst I/II	-	-	-	-
TOTAL FTE's	**1.45**	**1.50**	**1.50**	**1.50**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Student Intern	-	-	-	-
Executive Assistant (backfill)	-	-	-	-
Temporary Pool Hours	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

CITY CLERK'S OFFICE

Performance Objectives and Measures	2011/12 Actual	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Promote effectiveness of City operations through collaboration, open communications, efficient coordination, creative thinking, and professional development.*				
a. Percentage of Regular City Council Meeting Minutes prepared and submitted to City Manager in time to be scheduled for approval on next Council agenda:	100%	100%	100%	100%
b. Prepare boxes of records for digital scanning:	15	9	8	8
c. Provide efficient and effective Records Management by annually reviewing documents for retention and preparation for destruction:	100%	100%	100%	100%
3. *Promote resident participation in leadership roles by overseeing recruitment for positions on City Commissions and Committees.*				
a. Number of Commission recruitments and appointments processed:	22	15	18	13

Activity and Workload Highlights	2011/12 Actual	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1 Number of City Council minutes prepared per year	35	25	29	30
2 Number of boxes of City records processed for disposal:	81	34	62	44
3 Number of resolutions:	80	71	80	70
4 Number of ordinances:	8	14	10	5

ADMINISTRATIVE SERVICES DEPARTMENT

The Administrative Services Department provides oversight and support for the City's financial, human resources, administrative, and technology operations. As the department's Finance, Human Resources and Administrative Services divisions are centralized functions providing administrative, financial, and legally required citywide comprehensive support functions, they are programs within the General Fund. The department's Information Technology (IT) Services division primarily provides interdepartmental technology support at various service levels and requests from 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.

DEPARTMENT OBJECTIVES

The Administrative Services Department directly supports several of the City Council's Strategic Goals through implementation of the department's objectives, as listed below. Performance Measures in the support and service programs (programs with staffing) provide information on the Department's attainment of these objectives.

Council Strategic Goal: Fiscal Stewardship: Ensure fiscal responsibility and transparency, proactively seeking opportunities for improvement.

Department Objectives:

- Maintain responsible, sustainable, and enforceable fiscal policies and practices
- Establish and uphold effective internal controls
- Maintain excellent fiscal status with efficient use of assets and resources
- Utilizing long-range fiscal planning tools, prepare structurally balanced fiscal plans that retain the City's fiscal health, preserve essential services, and implement Council's goals
- Provide timely and accurate financial reporting in compliance with accounting standards and regulations

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

Department Objectives:

- Provide fair and proper administrative and personnel decisions that foster a proactive, responsible, and transparent government
- Recruit, retain, and develop a highly effective workforce to promote good governance ethics
- Promote organizational effectiveness through streamlined internal processes, leadership, teamwork, and innovation
- Support transparent government initiatives

Council Strategic Goal: Facility and Infrastructure: Maintain the City's facilities and infrastructure in a safe, secure, sustainable, and cost effective manner.

Department Objectives

- Ensure technology infrastructure functions properly, is up-to-date, and secure
- Provide for well-maintained, cost-effective equipment and infrastructure
- Protect the City's technology related assets from unauthorized use

DEPARTMENT BUDGET SUMMARY

Over a significant number of years, staffing in the Administrative Services Department utilized temporary staff. With ever-increasing technology, information, and support demands, the department's workload expanded over time, and temporary staffing was needed on a constant basis. Due to the technical and confidential nature of the work, and the small size of the department resulting in broader workload scope, staff positions require long-term skill development and knowledge for optimal efficiency of mission-critical duties. Typically, temporary positions are more effective for assignments with limited scope and repetitive duties.

When CalPERS began its strict enforcement of rules for use of retirees as temporary staff in January 2012, the department took another look at its ongoing long-term use of temporary positions, and the need for high level support and financial management backup. Subsequently, an organizational study was conducted on the department's staffing structure. The study concluded a full-time regular Finance Manager level position was required to support the Finance Division (replacing two part-time Sr. Accountant retirees), and the HR and IT Technician positions filled by long-term temporary staff should be converted to regular benefited positions in each of the respective divisions to properly reflect the staffing support required.

With Council approval, the organizational changes to add a full-time Finance Manager position to the Finance Division, a part-time (.75 FTE) HR Technician position to Human Resources, and a full time (1.0 FTE) IT Technician position to Information Technology staffing became effective with the FY 2013/14 budget. This change provided the resources to refocus the Department Director's duties from direct fiscal oversight duties, to broader departmental administrative and technological improvements. With the hiring of a Finance Manager in mid-FY 2013/14, and a transference of duties over the remainder of the fiscal year, an Administrative Services Division was added to the FY 2014/15 budget. The Director's FTE was shifted out of Finance and will undertake policy and procedural development, additional long-range planning and financial communications, and the development of a city-wide administrative management tool.

Another structural department change is the shift of budgeted employment law attorney services out of the Human Resources program and into the Legal Services program in the Non-Departmental section. This shift was predicated on the concept of assigning budget responsibility and oversight for legal services to the City Attorney, and aligning all legal services within the Legal Services program.

The remainder of the department's General Fund operating budget is relatively steady. Finance and Human Resources functions are administrative and support oriented, therefore daily operating expenses do not vary significantly from year-to-year. The budget shift from Finance to Administrative Services is simply reflected in a realignment of expenditures between divisions, with costs holding steady at the departmental level.

General Fund revenues are limited to Business License processing fees in the Finance program; the Human Resources and Administrative Services programs do not generate revenues. Internal Service Fund revenues are primarily comprised of service chargebacks to other city programs for allocated support of IT services, equipment, and office support expenses. On the expenditure side, General Fund expenditures reflect staffing costs, operational supplies and services, and internal service fund charges. Internal Service Fund expenses consist of staffing, supplies, equipment costs, leases, and annual support/license fees.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Fees, Licenses and Permits	41,560	41,810	41,500	41,618	40,000
Charge for Services	-	-	-	-	-
Other Sources	8,198	10,175	10,000	5,991	5,000
TOTAL REVENUES	**$ 49,758**	**$ 51,985**	**$ 51,500**	**$ 47,609**	**$ 45,000**
EXPENDITURES					
Salaries and Benefits	867,053	897,688	1,061,634	952,948	1,036,991
Operating Expenditures					
Materials & Supplies	9,651	10,631	17,100	12,610	16,750
Fees & Charges	20,701	20,449	23,045	21,704	23,715
Consultants & Contract Services	120,851	82,262	88,000	66,389	66,500
Meetings, Events & Training	8,716	11,987	44,050	35,678	20,150
Total Operating Expenditures	159,919	125,328	172,195	136,381	127,115
Fixed Assets	-	-	-	-	-
Internal Service Charges	139,853	145,589	147,163	147,161	150,298
TOTAL EXPENDITURES	**$1,166,825**	**$1,168,605**	**$1,380,992**	**$1,236,490**	**$1,314,404**

DEPARTMENTAL EXPENDITURES BY DIVISION / PROGRAM

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
GENERAL FUND					
Financial Services	800,562	839,510	1,011,236	899,080	789,460
Human Resources	366,263	329,095	369,756	337,410	338,491
Administrative Services	-	-	-	-	186,452
TOTAL GENERAL FUND	**$1,166,825**	**$1,168,605**	**$1,380,992**	**$1,236,490**	**$1,314,404**
INTERNAL SERVICE FUNDS					
Office Support Services	55,236	54,285	65,150	35,928	73,750
Information Technology Services	374,362	375,674	460,226	422,703	475,725
IT Replacement Fund	53,844	46,678	59,200	58,530	68,200
TOTAL INTERNAL SERVICES	**$ 483,443**	**$ 476,637**	**$ 584,576**	**$ 517,161**	**$ 617,675**
TOTAL DEPT EXPENDITURES	**$1,650,268**	**$1,645,242**	**$1,965,568**	**$1,753,651**	**$1,932,079**
TRANSFERS OUT					
IT Replacement Fund	24,963	-	-	-	-
TOTAL TRANSFERS OUT	**$ 24,963**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL EXP & TRANSFERS OUT	**$1,675,230**	**$1,645,242**	**$1,965,568**	**$1,753,651**	**$1,932,079**

ADMINISTRATIVE SERVICES DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Administrative Services Director	1.00	1.00	1.00	1.00
Finance Manager	-	-	1.00	1.00
Accountant I/II	0.90	0.90	0.90	0.90
Accounting Technicians	3.00	3.00	3.00	3.00
Human Resources Manager	0.95	0.90	0.90	0.90
Human Resources Technician	-	-	0.65	0.65
Information Technology Administrator	1.00	1.00	1.00	1.00
Information Technology Technician	-	-	1.00	1.00
TOTAL FTE's	**6.85**	**6.80**	**9.45**	**9.45**

Temporary Staff Hours	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Sr. Accountant	1,200	1,200	200	-
IT Technician	2,000	2,000	-	-
HR Technician	1,568	1,568	-	-
Student Intern	-	-	320	320
TOTAL ANNUAL HOURS	**4,768**	**4,768**	**520**	**320**

TOTAL ADMINISTRATIVE SERVICES STAFF

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Finance	4.70	5.70	5.70	5.00
Human Resources	1.05	1.75	1.85	1.85
Administrative Services	-	-	-	0.70
Information Technology	1.15	2.10	2.10	2.10
TOTALS	**6.90**	**9.55**	**9.65**	**9.65**

The Adminstrative Services Departmental FTE schedule includes General Fund and Internal Service staffing assigned to this department. The .10 FTE of the HR Manager and .10 FTE of the HR Technician funded and assigned to the Workers Compensation program in the Non-Departmental section is not reflected in the department total, but is reflected in the Total Staff schedule.

FINANCE DIVISION

The Finance Division program functions to assure both legal and fiscal accountability to the public through responsible, sustainable, and enforceable fiscal policies and practices. The program provides financial oversight and the administration of accounting functions for all the City's funds and accounts; maintains the Annual Operating and Capital Budgets for fiscal and operational accountability; coordinates the annual financial audit and preparation of the Comprehensive Annual Financial Report (CAFR) to verify proper fiscal reporting; ensures all Federal, State, and County fiscal reporting requirements are fulfilled; administers the City's Accounts Payable, Accounts Receivable, Payroll and Business License functions; oversees treasury responsibilities, and provides general asset management and purchasing functions, ensuring proper practices are in place, and that fiscal and operational responsibility is upheld.

BUDGET OVERVIEW

The FY 2014/15 Finance Division budget reflects the anticipated revenues and expenditures associated with providing financial operations and services.

Revenues are comprised of the processing and service fees collected from providing Business License services, whereas the tax revenue collected under this licensing process flows to the General Administration program in the Non-Departmental Section. Late fees continue to be earned from the ongoing compliance audit. The amount has steadily decreased over the years as the auditors have identified most of the unlicensed or delinquent businesses. Unlicensed businesses are assessed late fees to a maximum of the license amount itself, for up to three years in arrears. Processing fee revenue is expected to remain steady as a result of the ongoing business license compliance audit which began in January, 2009.

The Finance Division's expenditure budget reflects a decrease in staffing costs due to the shift of the Department Director to the Administrative Services program. With the addition of the Finance Manager in FY 2013/14, the responsibility for direct financial oversight was reassigned to this position, thereby releasing the Director to attend to other financial and administrative matters outside of the Finance Division responsibilities.

The remainder of the division's expenditures reflect continued streamlining of operational expenses, including the elimination of bank courier services, the voluntary reduction of the Accountant from 1.0 FTE to .90 FTE, and limited funding for operating supplies, services, and training in order to reduce overall operational costs. A decrease in the financial audit budget with the elimination of the first contract year overlap reduced the Consultant and Contract Services considerably.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Fees, Licenses and Permits	41,560	41,810	41,500	41,618	40,000
Charge for Services	-	-	-	-	-
Other Sources	8,198	10,175	10,000	5,991	5,000
TOTAL REVENUES	**$ 49,758**	**$ 51,985**	**$ 51,500**	**$ 47,609**	**$ 45,000**
EXPENDITURES					
Salaries and Benefits	640,944	653,372	785,971	702,479	608,736
Operating Expenditures					
Materials & Supplies	7,551	6,722	15,800	11,221	14,050
Fees & Charges	9,924	9,741	11,680	9,413	11,620
Consultants & Contract Services	29,847	51,469	75,100	54,391	43,200
Meetings, Events & Training	1,766	2,200	5,700	4,595	5,350
Total Operating Expenditures	49,088	70,133	108,280	79,619	74,220
Internal Service Charges	110,530	116,006	116,985	116,983	106,504
TOTAL EXPENDITURES	**$ 800,562**	**$ 839,510**	**$1,011,236**	**$ 899,080**	**$ 789,460**

FY 2014/15 WORKPLAN PRIORITIES

Reporting Enhancements – Staff will continue to improve and publish the Comprehensive Annual Financial Report, Monthly Treasurers Reports, and Quarterly Budget Reports, with a focus on presentation, documentation, compliance requirements, and readability.

Financial System – The last phase of the Financial Information System's implementation included the addition of a Personnel Budgeting module to improve the budgeting processes. Staff plans to implement this module in the coming fiscal year after web-based system training. Additionally, efforts to train all finance staff on the system's Report Writer tool will enhance system information productivity.

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

KEY SERVICES

- 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

FINANCE DIVISION STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Administrative Services Director	0.80	0.80	0.80	0.10
Finance Manager	-	-	1.00	1.00
Accountant I/II	0.90	0.90	0.90	0.90
Accounting Technicians	3.00	3.00	3.00	3.00
Human Resources Manager	-	-	-	-
Human Resources Technician	-	-	-	-
Information Technology Administrator	-	-	-	-
Information Technology Technician	-	-	-	-
TOTAL FTE's	**4.70**	**4.70**	**5.70**	**5.00**

Temporary Staff Hours	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Sr. Accountant	1,200	1,200	200	-
Accountant/Budget Analyst	-	-	-	-
Accounting Technician	-	-	-	-
TOTAL ANNUAL HOURS	**1,200**	**1,200**	**200**	**-**

FINANCE DIVISION

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 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. Comprehensive Annual Finance Reports meets the Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Financial Reporting' program standards and receives award:	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%	*Moved to Admin Services*
b. Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Budgeting' awarded to the City:	Yes	Yes	Yes	*Moved to Admin Services*
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:	100%	100%	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%	100%	100%	100%
b. Percentage of Payroll checks paid accurately and on-time:	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of corrections resulting from annual financial audit:	0	0	0	0
2. Number of Cash Receipt batches processed annually:	1,220	1,242	1,230	1,200
3. Number of Business Licenses issued annually:	2,124	2,234	2,240	2,200
4. Number of invoices entered into Accounts Payable system:	5,760	7,494	7,320	7,350
5. Average number of Accounts Payable checks issued weekly:	49	53	50	55
6. Number of payroll checks, paycheck vouchers, and stipends issued annually:	1,879	1,899	1,940	1,950

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

The HR Division is 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) and .65 FTE of the Human Resources Technician (the remaining .10 FTE is included in the internal service fund for Workers Compensation Administration under the Non-Departmental Section). The Human Resources labor budget also includes .10 FTE of the Finance and Administrative Services Director for division administration oversight, and funding for a part-time temporary Intern under the Regional Internship Program.

As the Human Resources program focus is to support citywide personnel related 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) (www.bayareaers.org), 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; NEOGOV online performance appraisal system annual license and software support; and contract training services. Also included in the FY 2014/15 budget is ongoing operational funding for supplies, association dues, employee and organizational training, and the employee assistance program (EAP).

Employment law legal services were moved into the Non-Departmental Legal Services program during FY 2013/14 to assign budget responsibility and oversight for legal services to the City Attorney, and to align all attorney fees within the Legal Services program. However, with the announcement of the City Manager's retirement in July, 2014, a budget adjustment to increase funding to employ an executive recruitment firm offset the budget decrease, meaning the FY 2014/15 budget still reflects a decrease from the prior year budget.

HUMAN RESOURCES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Salaries and Benefits	226,109	244,316	275,663	250,470	268,863
Operating Expenditures					
Materials & Supplies	2,100	3,908	1,300	1,389	1,450
Fees & Charges	10,776	10,708	11,365	12,291	11,695
Consultants & Contract Services	91,004	30,793	12,900	11,999	13,000
Meetings, Events & Training	6,950	9,787	38,350	31,083	13,650
Total Operating Expenditures	110,831	55,196	63,915	56,762	**$ 39,795**
Internal Service Charges	29,323	29,583	30,178	30,178	29,833
TOTAL EXPENDITURES	**$ 366,263**	**$ 329,095**	**$ 369,756**	**$ 337,410**	**$ 338,491**

FY 2014/15 WORKPLAN PRIORITIES

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 and Selection – Conduct recruitment and selection processes in accordance with agreed upon scheduled target dates, including working with Avery & Associates in support of the executive search for a new City Manager.

Negotiations/Collective Bargaining Agreements – Complete negotiations for successor Memorandum of Understanding's (MOU's) by June 30, 2015. Conduct labor and compensation research and analysis for negotiations with the City's collective bargaining units.

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
- 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 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	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Administrative Services Director	0.05	0.10	0.10	0.10
Finance Manager	-	-	-	-
Accountant I/II	-	-	-	-
Accounting Technicians	-	-	-	-
Human Resources Manager	0.95	0.90	0.90	0.90
Human Resources Technician	-	-	0.65	0.65
TOTAL FTE's	**1.00**	**1.00**	**1.65**	**1.65**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
HR Technician	1,568	1,568	-	-
Student Intern	-	-	320	320
Total Annual Hours	**1,568**	**1,568**	**320**	**320**

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

HUMAN RESOURCES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 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	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of recruitments conducted for regular, benefited positions.	4	3	8	2
2. Number of employment applications received and processed:	500	1,085	2,500	300
3. Total number of employees (benefited, non-benefited, and temporary, part-time and full-time):	78	77	81	80
4. Number of participants in Volunteer Saratoga program:	160	167	191	150
5. Value of volunteer hours:	$59,000	$58,503	$57,577	$50,000
6. Number of meet and confer process hours:	1,040	160	160	700
7. Number of training hours offered to employees:	36	36	36	36

ADMINISTRATIVE SERVICES

The Administrative Services Division was established effective with the FY 2014/15 budget to reorganize departmental duties and separate administrative oversight functions from the other distinctly organized divisions within the Administrative Services Department.

With the addition of the Finance Manager position to the department in FY 2013/14, direct fiscal oversight duties are to be transferred from the Director to the Manager, thereby allowing the Director to focus on departmental leadership and strategic administrative support matters, improving both departmental and citywide efficiencies. Under this program, efforts will include policy and procedural development, long-range forecasting, and financial communication, strategic and financial planning, coordination and development of the City's annual budgets, records management and documentation, development and implementation of administration management tools and technology related process improvements, and professional and technical assistance and support to other departments relative to financial and administrative matters.

Duties will vary year by year as projects and duties are completed, and with various assignments in support of Council and City Manager initiatives and direction.

BUDGET OVERVIEW

The City's administrative and financial policies would be subject to a highly critical and restrictive review in the event of a disaster and cost recovery process, therefore workload priority will initially be placed on developing and revising high priority policies. Cost recovery planning will continue to be a high priority for many years, and will function as a foundation for many related improvements. Additional efforts will focus on the management and tracking of financial documents and records, the development of budget and administrative management tools as well as the development of an asset database and reassessment of internal service fund charges.

With the focus on high level analytical, financial, and administrative management, budget requirements are limited. Revenues will not be generated by this program and budgeted operating expenditures will consist of staffing costs, funding for research and possible implementation of an intranet or similar administrative management tool, required office supplies, financial conference costs, and internal service charges.

ADMINISTRATIVE SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	$ -	$ -	$ -	$ -	$ -
EXPENDITURES					
Salaries and Benefits	-	-	-	-	159,392
Operating Expenditures					
Materials & Supplies	-	-	-	-	1,250
Fees & Charges	-	-	-	-	400
Consultants & Contract Services	-	-	-	-	10,300
Meetings, Events & Training	-	-	-	-	1,150
Total Operating Expenditures	-	-	-	-	13,100
Internal Service Charges	-	-	-	-	13,960
TOTAL EXPENDITURES	$ -	$ -	$ -	$ -	$ 186,452

FY 2014/15 WORKPLAN PRIORITIES

Financial Management Policies – Working with the Council Finance Committee, staff will continue to research and develop fiscal policies to improve budgeting and accounting procedures, direction, and documentation.

Cost Recovery Planning – Staff is in the beginning stages of a large, long-term project to prepare the City for financial tracking and reporting duties during and after an emergency. The fiscal year focus will be on researching and preparing emergency policies and forms in conformance with claim reimbursement requirements.

Administrative Policies – Staff will research, document, and ultimately develop a comprehensive set of City-wide administrative policies. This project is also very large and will take several years to complete.

Financial Records Management – Staff will finalize the conversion of permanent paper financial records into digital format and organize along with existing digital format files into a readily accessible directory library structure in the City's Laserfiche program. All files are to be brought up to date.

Administrative Management Development – To provide readily accessible administrative information, and resources, the City will research options to develop an administrative management tool in preparation of implementing a citywide accessible platform.

Asset Database Development – Staff will work on the development of an asset management tool to better track resources and funding requirements for budget preparation and information tracking purposes.

KEY SERVICES

- Fiscal and administrative leadership
- Policy and procedural development
- Financial planning, long-range forecasting, and fiscal communication
- Coordination, development, and ongoing improvement of the City's annual budget process and document
- Professional and technical support to other departments relative to financial and administrative matters
- Implementation and improvements of administrative management functions and processes
- Departmental records management

ADMINISTRATIVE SERVICES

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Administrative Services Director	-	-	-	0.70
Finance Manager	-	-	-	-
Accountant I/II	-	-	-	-
Accounting Technicians	-	-	-	-
Human Resources Manager	-	-	-	-
Human Resources Technician	-	-	-	-
Information Technology Administrator	-	-	-	-
Information Technology Technician	-	-	-	-
TOTAL FTE's	**-**	**-**	**-**	**0.70**

Temporary Staff Hours	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Sr. Accountant	-	-	-	-
IT Technician	-	-	-	-
HR Technician	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

ADMINISTRATIVE SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Prepare long-range fiscal and administrative analysis and decision making tools to assist Council with retaining the City's fiscal health, preserve essential services, and achieve other Council goals.*				
a. Provide Council and City Management with long-range fiscal planning tools in preparation of annual budget process:	*See Finance Perf Measure*	*See Finance Perf Measure*	*See Finance Perf Measure*	Yes
b. Keep abreast of fiscal and administrative impacts to the City and communicate pertinent information to City management.	*See Finance Perf Measure*	*See Finance Perf Measure*	*See Finance Perf Measure*	Yes
2. *Prepare accurate budget workplans in compliance with standard budgeting practices.*				
a. Percent of time actual expenditures do not exceed a fund's approved budget appropriations:	*See Finance Perf Measure*	*See Finance Perf Measure*	*See Finance Perf Measure*	100%
b. Governmental Finance Officer Association (GFOA) 'Certificate of Achievement of Excellence in Budgeting' awarded to the City:	*See Finance Perf Measure*	*See Finance Perf Measure*	*See Finance Perf Measure*	Yes

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Present Mid-year Budget Review at annual Council Retreat:	*See Finance Perf Measure*	*See Finance Perf Measure*	*See Finance Perf Measure*	Yes
2. Present Five Year forecast at annual Council Retreat:	*See Finance Perf Measure*	*See Finance Perf Measure*	*See Finance Perf Measure*	Yes
3. Update fiscal and administrative policies:	*See Finance Perf Measure*	*See Finance Perf Measure*	*See Finance Perf Measure*	Yes

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

The City's Multi-Functional Devices (MFD), consisting of photocopying, scanning, and printing functions, 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, the heavy usage MFDs sustain on a daily basis coupled with 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*".

With the expiration of the MFD lease agreement in late 2013, the City entered into a new lease in February, 2014. As expected, the new machines are more advanced: they are higher quality, have increased functionality and are faster – while lease and service costs have decreased.

Conversely, the City's postage machine was purchased rather than leased due to different circumstances. The postage machine is lower cost equipment with much less technology than MFDs, and typically is a more stable and reliable piece of equipment which does not require constant servicing. The postage machine was purchased in June, 2009, which included free maintenance service for the first year, and a service contract for subsequent years. The original five year maintenance agreement expired at the end of June 2014 but as the machine is operating satisfactorily, the maintenance agreement was renewed for another year. Staff does not expect to replace the postage machine next fiscal year, but has included replacement funding in the budget as a contingency. Replacement funding will be budgeted each year until a replacement machine is required.

The FY 2014/15 service chargeback remains at the same level as fund balance is maintained in line with the reserve policy. Operating expenditures reflect a decease due to a lower MFD lease cost, however total budgeted expenditures are higher due to the contingency funding for the possible postage equipment replacement.

OFFICE SUPPORT SERVICES

SOURCE & USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Unassigned	15,831	11,220	24,021	24,021	53,121
Total Beginning Fund Balance	**$ 15,831**	**$ 11,220**	**$ 24,021**	**$ 24,021**	**$ 53,121**
Revenues					
Charge for Services	10,626	12,086	12,000	10,028	10,000
Internal Service Charges	40,000	55,000	55,000	55,000	55,000
Total Revenues	**$ 50,626**	**$ 67,086**	**$ 67,000**	**$ 65,028**	**$ 65,000**
TOTAL SOURCE OF FUNDS	**$ 66,457**	**$ 78,306**	**$ 91,021**	**$ 89,049**	**$ 118,121**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	-	-	-	-	-
Operating Expenditures					
Materials & Supplies	15,991	17,233	18,500	18,323	20,000
Fees & Charges	37,281	35,951	43,650	15,323	35,750
Consultants & Contract Services	1,965	1,101	3,000	2,282	3,000
Meetings, Events & Training	-	-	-	-	-
Total Operating Expenditures	**$ 55,236**	**$ 54,285**	**$ 65,150**	**$ 35,928**	**$ 58,750**
Fixed Assets	-	-	-	-	15,000
Internal Service Charges	-	-	-	-	-
Total Expenditures	**$ 55,236**	**$ 54,285**	**$ 65,150**	**$ 35,928**	**$ 73,750**
Operating Transfers					
Transfer Out	-	-	-	-	-
Total Operating Transfers	-	-	-	-	-
Ending Fund Balance					
Unassigned	11,220	24,021	25,871	53,121	44,371
Total Ending Fund Balance	**$ 11,220**	**$ 24,021**	**$ 25,871**	**$ 53,121**	**$ 44,371**
TOTAL USE OF FUNDS	**$ 66,457**	**$ 78,306**	**$ 91,021**	**$ 89,049**	**$ 118,121**

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

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. Other core duties include maintaining the City's various 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 solely through service chargebacks for operational support to the City's programs. After settling at $400,000 for several years, chargebacks will increase to $425,000 in FY 2014/15 to offset continued increases in operational costs.

Staff pursues operational savings wherever possible, however IT annual license and support expenditures continue to grow 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. In addition, the integration of cloud-based solutions has reduced hardware costs while providing off-site capabilities. Additional increases come from the expansion of services. The City's point to point connection to the Saratoga Prospect Center will add accessibility, but increase internet service fees and equipment costs. Free wireless service at Blaney Plaza will also add to program costs.

The budget includes $25,000 of contingent funding for IT support services. With the ever increasing demand driven by new technology, the breadth of knowledge and expertise necessary for implementation and support may require technology consultants who can provide high-level assistance for specialized IT projects, as well as for emergency operations backup. The City's IT consultant draws upon multiple staff in the firm with specialized training and advanced skills to implement projects and new technology, and to support and train IT staff on new technology as needed.

New budget expenses this year include $5,000 for a three year network service agreement to provide service for the EV stations. The first year included free services, however the City was (unexpectedly) notified last year there would be an annual cost. A three year contract provided significant savings over the year by year contract. Another $2,500 of funding was added for EV Station repair costs. With minor repairs costing upwards of $700, contingency funding was budgeted to ensure the stations remain available.

While there are variations in support and license fees and expenses from year to year, the overall budget remains steady, reflecting very little change from the prior year.

INFORMATION TECHNOLOGY SERVICES

SOURCE & USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Unassigned	231,064	256,702	281,284	281,284	262,069
Total Beginning Fund Balance	**$ 231,064**	**$ 256,702**	**$ 281,284**	**$ 281,284**	**$ 262,069**
Revenues					
Other Sources	-	257	-	3,488	-
Internal Service Charges	400,000	400,000	400,000	400,000	425,000
Total Revenues	**$ 400,000**	**$ 400,257**	**$ 400,000**	**$ 403,488**	**$ 425,000**
TOTAL SOURCE OF FUNDS	**$ 631,064**	**$ 656,959**	**$ 681,284**	**$ 684,772**	**$ 687,069**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	206,092	201,378	236,916	237,911	237,559
Operating Expenditures					
Materials & Supplies	6,369	8,966	16,450	9,754	16,450
Fees & Charges	10,013	13,607	25,940	14,356	27,560
Consultants & Contract Services	124,456	116,045	142,413	123,217	151,390
Meetings, Events & Training	661	2,282	2,200	1,160	3,250
Total Operating Expenditures	141,501	140,900	187,003	148,486	198,650
Fixed Assets	-	-	-	-	-
Internal Service Charges	26,769	33,395	36,307	36,305	39,516
Total Expenditures	**$ 374,362**	**$ 375,674**	**$ 460,226**	**$ 422,703**	**$ 475,725**
Ending Fund Balance					
Unassigned	256,702	281,284	221,058	262,069	211,343
Total Ending Fund Balance	**$ 256,702**	**$ 281,284**	**$ 221,058**	**$ 262,069**	**$ 211,343**
TOTAL USE OF FUNDS	**$ 631,064**	**$ 656,958**	**$ 681,284**	**$ 684,772**	**$ 687,069**

FY 2014/15 WORKPLAN PRIORITIES

Emergency Power Backup System – The City 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, staff powers down servers and office machines to prevent power spikes and maintain data integrity; however outages during non-working hours cannot be managed and may result in damaged equipment. IT Staff will work with Facility staff on the CIP Emergency Power project to install a back-up generator.

Stanley Security Doors – Key card security access doors will be installed at Saratoga Prospect Center buildings upon completion of the center's 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.

Interactive Voice Response – Research implementation requirements for IVR system connectivity integration to CDD's TrakIT system which would allow the public to schedule building inspections through the City's telephone system.

KEY SERVICES

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

INFORMATION TECHNOLOGY STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Administrative Services Director	0.15	0.10	0.10	0.10
Finance Manager	-	-	-	-
Accountant I/II	-	-	-	-
Accounting Technicians	-	-	-	-
Human Resources Manager	-	-	-	-
Human Resources Technician	-	-	-	-
Information Technology Administrator	1.00	1.00	1.00	1.00
Information Technology Technician	-	-	1.00	1.00
TOTAL FTE's	**1.15**	**1.10**	**2.10**	**2.10**

Temporary Staff Hours	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Sr. Accountant	-	-	-	-
IT Technician	2,000	2,000	-	-
HR Technician	-	-	-	-
TOTAL ANNUAL HOURS	**2,000**	**2,000**	**-**	**-**

INFORMATION TECHNOLOGY SERVICES

Performance Objectives and Measures	2011/12 Actual	2012/13 Actual	2013/14 Estimated	2014/15 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:	97%	99%	99%	99%
b. Percent of time network remains available during normal business hours:	98%	98%	98%	99%
c. Percent of time IT responds/resolves support requests within one working day:	98%	99%	99%	99%
d. Percent of time IT responds to technology system emergency events:	100%	100%	100%	100%
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:	5	5	4	8
b. Number of new technology sytems or equipment for which oversight and support was provided by IT staff:	5	6	9	6

Activity and Workload Highlights	2011/12 Actual	2012/13 Actual	2013/14 Estimated	2014/15 Budget
1. Number of users supported:	72	86	88	109
2. Number of IT software applications monitored and maintained:	22	26	27	36
3. Number of network servers maintained:	16	22	20	24
4. Number of desktop systems maintained:	59	57	59	60
5. Number of laptop systems maintained:	17	17	17	14
Number of tablets maintained:	0	0	6	12
6. Number of network copiers, printers, plotters, scanners, fax machines, and postage machines maintained:	25	24	24	21
7. Number of landlines serviced and maintained:	70	78	77	75
8. Number of cell phones and PDAs serviced and maintained:	33	25	23	22

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, printers, and various other technology equipment on an ongoing basis. Staff maintains a replacement schedule for City IT equipment, with estimated life plans and calculated replacement costs to determine replacement needs each year. The schedule also helps to determine an approximate annual funding level to smooth operating expenses over the years, as well as provide 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 while the technology improves. As a result, ongoing replacement costs are not expected to increase significantly in future years.

BUDGET OVERVIEW

The following IT Equipment Replacement Schedule illustrates approximate annual replacement charges. Calculated by tracking citywide equipment costs and lifespan, the weighted average costs 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. Chargebacks to the appropriate department "owner" is reflected in this fund as revenue, and the IT equipment scheduled for replacement for the current fiscal year is shown as expenditures.

Over the years, funding requirements will adjust as equipment replacement needs are revised, projected costs are more finely determined, and if scheduled replacements are delayed due to the continued equipment functionally. The Replacement Fund chargeback costs were increased in FY 2014/15 due to more and more equipment being added to the replacement program. It should be noted however, that program expenditures will vary year by year as they are based on lifespan cycle and independent of the annual chargeback amount.

Planned replacements for the budget year total $68,200 and include: $19,700 for desktops, laptops, and tablet computer replacements, $25,000 for network server replacements, $2,500 for printers, $2,000 for monitors, $9,000 for network equipment and UPS battery backups. Another $1,000 is set aside for communication equipment and $9,000 for Microsoft Office and Adobe software.

INFORMATION TECHNOLOGY EQUIPMENT REPLACEMENT FUND

SOURCE & USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Unassigned	185,567	156,760	156,318	156,318	152,788
Total Beginning Fund Balance	**$ 185,567**	**$ 156,760**	**$ 156,318**	**$ 156,318**	**$ 152,788**
Revenues					
ISF Charge Back Fees	50,000	46,236	55,000	55,000	65,000
Total Revenues	**$ 50,000**	**$ 46,236**	**$ 55,000**	**$ 55,000**	**$ 65,000**
Operating Transfers					
Transfer In from General Fund	-	-	-	-	-
Total Operating Transfers In	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 235,567**	**$ 202,996**	**$ 211,318**	**$ 211,318**	**$ 217,788**
USE OF FUNDS					
Expenditures					
Operating Expenditures					
Materials & Supplies	53,844	46,678	59,200	58,530	68,200
Fees & Charges	-	-	-	-	-
Consultants & Contract Services	-	-	-	-	-
Meetings, Events & Training	-	-	-	-	-
Total Operating Expenditures	53,844	46,678	59,200	58,530	68,200
Fixed Assets	-	-	-	-	-
Internal Service Charges	-	-	-	-	-
Total Expenditures	**$ 53,844**	**$ 46,678**	**$ 59,200**	**$ 58,530**	**$ 68,200**
Operating Transfers					
Transfer Out to General Fund	-	-	-	-	-
Transfer Out to CIP	24,963	-	-	-	-
Total Operating Transfers	**$ 24,963**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Unassigned	156,760	156,318	152,118	152,788	149,588
Total Ending Fund Balance	**$ 156,760**	**$ 156,318**	**$ 152,118**	**$ 152,788**	**$ 149,588**
TOTAL USE OF FUNDS	**$ 235,567**	**$ 202,996**	**$ 211,318**	**$ 211,318**	**$ 217,788**

KEY SERVICES

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

IT EQUIPMENT REPLACEMENT SCHEDULE

IT Equipment	Units	Per Unit	Total Cost	Total Lifespan	Per Year
Computer Systems					
Desktop PC	52	850	44,200	5	8,840
Workstations	7	2,000	14,000	5	2,800
Monitors	72	300	21,600	7	3,086
Laptops	10	1,500	15,000	7	2,143
Tablets	14	500	7,000	5	1,400
Software					
Operating Systems	63	600	37,800	5	7,560
Hardware					
Check Printer	1	1,500	1,500	5	300
Counter Printers	2	1,500	3,000	5	600
Plotter Printer	1	5,000	5,000	8	625
Telephone System	1	60,000	60,000	20	3,000
Desktop Batteries	58	100	5,800	3	1,933
Server Batteries	3	2,000	6,000	3	2,000
IT System Servers					
Nimble Storage Array Server	1	25,000	25,000	8	3,125
Exchange Server	1	10,000	10,000	5	2,000
Virtual Server Host 1 and 2	2	10,000	20,000	5	4,000
Virtual Server Host 3	1	7,000	7,000	5	1,400
Backup Server	1	7,000	7,000	5	1,400
SQL Server	1	7,000	7,000	5	1,400
Voicemail Server	1	7,000	7,000	5	1,400
Granicus Server	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
Domain Controller 1	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
Print Server	1	1,000	1,000	5	200
File Server	1	1,000	1,000	5	200
Laserfiche Server	1	1,000	1,000	5	200
Windows Security Updates Server	1	1,000	1,000	5	200
Recreation Server	1	1,000	1,000	5	200
Adobe Server	1	1,000	1,000	5	200
GIS System (CDD)	1	1,000	1,000	5	200
Network Equipment					
Switch - Admin. Services / CMO	1	3,000	3,000	5	600
Switch - Community Development	1	3,000	3,000	5	600
Switch - Public Works	1	3,000	3,000	5	600
Switch - Recreation	1	3,000	3,000	5	600
Switch - Corporation Yard	1	3,000	3,000	5	600
Switch - Saratoga Prospect Center	2	3,000	6,000	5	1,200
Switch - Nimble Storage Array	2	3,000	6,000	5	1,200
Firewall - Primary	2	3,000	6,000	5	1,200
SPAM firewall	1	3,000	3,000	5	600
Network Cabling	1	25,000	25,000	20	1,250
Fiber Optic Line	1	20,000	20,000	25	800
Total Annual Funding Requirement			**$420,900**		**$65,462**

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department guides the physical growth of the City and preserves the community's quality of life by administrating zoning regulations and providing building and inspection services, code enforcement, arborist services, and ongoing advanced planning activities that maintain the City's General Plan. The Department also supports the City's business environment through participation and funding of economic development activities.

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.

DEPARTMENT OBJECTIVES

The Community Development Department directly supports two of the Council's Strategic Goals through implementation of the department's objectives, as listed below. Performance measures provide feedback on the Department's progress towards meeting these objectives.

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

Department Objectives:

- Maintain staff's responsiveness and accountability to the community
- Enhance transparency in departmental processes
- Maintain community partnerships through support and engagement with business, residents, and all types of community groups
- Encourage civic engagement and participation through the Planning Commission and Heritage Preservation Commission processes

Strategic Goal: Community Heritage: Honor Saratoga's heritage by preserving significant historic assets.

Department Objectives:

- Administer and enforce development policies and standards to maintain a high quality of life for residents and the business community
- Protect Saratoga's natural beauty

DEPARTMENT BUDGET SUMMARY

The Bay Area economy continues to show signs of stability though ongoing job growth and rising residential real estate values. While significant growth was reflected in the Community Development Department's 12% increase in development activity between FY 2012/13 and FY 2011/12, the pace of development activity has slowed, and FY 2013/14 revenue estimates are expected to be only 2% greater than the prior year.

With this trend, projections reflect little change in the number of development reviews to be processed and building permits to be issued for the 2014/15 budget year. With activity at the public service counter remaining

steady and the number of planning applications, a forecast for future building permits, staying constant, the Development Services budget is planned at approximately the same level of activity. Budgeted projections reflect approximately the same amount of revenue for FY 2014/15 and projected expenses are aligned with estimated revenues.

Beginning in FY 2014/15, the Advanced Planning budget will reflect a strategic change in funding consultant project work. Approximately $100,000 of General Plan Update Fee revenue collected each year, and ultimately utilized for consultants over multiple year service contracts, will be better served through transferring the funding to a new General Plan Update project in the Capital Budget. The Capital Budget allows funding to rollover each year; thereby funds accumulated specifically for this purpose will be available for General Plan project work as assigned.

FY 2013/14 staffing changes in the Building Division have provided more flexibility throughout the department, allowing resources to shift to where they are needed most: either in building inspections, code enforcement, or plan checking. The addition of a Permit Technician position enabled the Department to open the public services counter in the afternoons Monday through Thursday where previously counter services were only offered in the morning. This additional service to the community has been very well received. Code enforcement duties are now spread among the department's staff, improving enforcement activity levels and response time. Additionally, there will be a focus on staff training in FY 2014/15, increasing and adding skills and certifications throughout the department.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	1,092,109	1,408,832	1,373,815	1,344,008	1,324,100
Charge for Services	829,356	772,506	851,000	875,152	905,000
Interest Income	-	-	-	-	-
Other Sources	1,184	2,444	1,000	776	1,000
TOTAL REVENUES	**$1,922,649**	**$2,183,782**	**$2,225,815**	**$2,219,935**	**$2,230,100**
EXPENDITURES					
Salaries and Benefits	1,447,562	1,551,471	1,718,142	1,638,097	1,758,178
Operating Expenditures					
Materials & Supplies	17,109	20,828	13,650	14,995	23,250
Fees & Charges	28,622	34,440	20,174	19,968	24,030
Consultant & Contract Services	56,036	104,081	182,780	155,458	41,050
Meetings, Events & Training	3,250	2,296	8,900	5,158	19,600
Total Operating Expenditures	105,017	161,644	225,504	195,579	107,930
Fixed Assets	-	-	-	-	-
Internal Service Charges	335,217	333,738	348,034	348,034	371,842
TOTAL EXPENDITURES	**$1,887,796**	**$2,046,853**	**$2,291,680**	**$2,181,710**	**$2,237,950**

TOTAL DEPARTMENTAL EXPENDITURES BY DIVISION / PROGRAM

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
GENERAL FUND					
Development Services	822,267	925,009	980,717	955,477	936,259
Advanced Planning	144,716	115,740	275,201	254,409	157,200
Code Compliance	92,821	104,799	101,500	52,643	137,537
Building Inspection Services	827,991	901,305	934,262	919,181	1,006,954
TOTAL EXPENDITURES	**$1,887,796**	**$2,046,853**	**$2,291,680**	**$2,181,710**	**$2,237,950**

COMMUNITY DEVELOPMENT DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 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
Senior Arborist	1.00	1.00	1.00	1.00
Plan Check Engineer	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	-	-
Sr. Building Inspector/Plan Checker	-	-	1.00	1.00
Building Inspector	2.00	2.00	2.00	2.00
Permit Technician	-	-	1.00	1.00
Office Specialist III	2.00	2.00	2.00	2.00
Code Compliance Specialist	1.00	-	-	-
TOTAL FTE's	**12.00**	**11.00**	**12.00**	**12.00**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Student Intern	940	940	-	320
Office Specialist III	800	800	800	940
TOTAL ANNUAL HOURS	**1,740**	**1,740**	**800**	**1,260**

COMMUNITY DEVELOPMENT STAFF - BY DIVISION / PROGRAM

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Development Services	4.50	4.75	4.85	4.60
Advanced Planning	0.95	0.50	0.65	0.70
Code Compliance	1.25	0.60	0.70	0.75
Building & Inspections	5.30	5.15	5.80	5.95
TOTALS	**12.00**	**11.00**	**12.00**	**12.00**

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 revenues continue to fluctuate year over year. Design review applications for large remodels or the replacement of existing homes continue to make up the bulk of development activity while new conditional use permits continue to decline. Fees collected for Tree Removal Permits have also declined as projected with the newly adopted fee credit for dead and dying trees.

Expenditures remain fairly constant from last year, with a slight decrease in staffing costs as a result of realignment in the allocation of staffing costs within the Department. The Planning Counter hours for walk-in service were extended to the afternoons Monday through Thursday in FY 2013/2014. The Planning and Building Counters will continue to be closed every Friday.

In addition to processing development applications, Planning Division staff will continue working on major assignments from the Department's Work Plan, including the large annexation being considered along Cannon Drive, updating the General Plan Housing Element, and processing the environmental impact report for the John Henry House. The City's economic development programs will continue to be administered through Development Services in FY 2014/15, along with the Village Façade Improvement program, assisting the efforts of the Chamber of Commerce, and Destination Saratoga. And, staff will continue to support the Planning and Heritage Preservation Commissions.

DEVELOPMENT SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Fees, Licenses and Permits	82,399	97,577	80,200	72,766	48,500
Charge for Services	508,375	425,188	441,000	487,187	485,000
Other Sources	1,184	1,944	1,000	776	1,000
TOTAL REVENUES	**$ 591,958**	**$ 524,709**	**$ 522,200**	**$ 560,730**	**$ 534,500**
EXPENDITURES					
Salaries and Benefits	599,786	708,748	742,028	741,411	734,016
Operating Expenditures					
Materials & Supplies	15,804	14,543	8,700	10,454	11,050
Fees & Charges	9,402	12,710	10,089	8,081	9,690
Consultant & Contract Services	35,652	23,450	44,200	21,406	11,550
Meetings, Events & Training	1,775	2,096	5,000	3,425	10,600
Total Operating Expenditures	62,633	52,799	67,989	43,366	42,890
Fixed Assets	-	-	-	-	-
Internal Service Charges	159,848	163,462	170,700	170,700	159,353
TOTAL EXPENDITURES	**$ 822,267**	**$ 925,009**	**$ 980,717**	**$ 955,477**	**$ 936,259**

FY 2014/15 WORKPLAN PRIORITIES

Code Updates – Each year staff identifies sections of the City Code that need updating to remove inconsistencies, code which is difficult to interpret, or code requiring revisions to reflect changes in state law. Specific code updates discussed at the 2014 City Council Retreat included Business Regulations, Alarm System, and Animal Regulations.

Heritage Preservation Commission **-** Staff will be working closely with the Heritage Preservation Commission to assist them in identifying and prioritizing properties to include on the City's list of Historic Landmarks.

Water Efficient Landscape Ordinance – Residential landscapes account for more than 50% of a home's water use. In FY 2013/14 the City Council directed staff to update the City's current standards for water efficient landscapes to ensure they can be applied easily and to lower the threshold to include smaller residential properties. These changes, once adopted, will help decrease water used for new landscaping throughout the City.

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	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Community Development Director	0.60	0.50	0.50	0.50
Senior Planner	0.70	0.65	0.65	0.60
Planner I/II	1.40	1.80	1.80	1.60
Senior Arborist	0.90	0.90	0.90	0.90
Plan Check Engineer	-	-	-	-
Building Official	-	-	-	-
Sr. Building Inspector/Plan Checker	-	-	-	-
Building Inspector	-	-	-	-
Permit Technician	-	-	0.10	0.10
Office Specialist III	0.90	0.90	0.90	0.90
Code Compliance Specialist	-	-	-	-
TOTAL FTE's	**4.50**	**4.75**	**4.85**	**4.60**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Student Intern	940	940	-	320
Office Specialist III	800	800	800	940
TOTAL ANNUAL HOURS	**1,740**	**1,740**	**800**	**1,260**

DEVELOPMENT SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 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:	100%	100%	100%	100%
b. Review all zone clearances from the Building Division within 2 weeks:	95%	95%	96%	98%
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:	90%	92%	95%	98%
b. Return all phone calls within 24 hours from the time received:	95%	96%	98%	98%
c. Percentage of applications continued by Planning Commission:	5%	15%	15%	10%
d. Percentage of applications appealed to the Planning Commission or City Council:	5%	3%	1%	2%
e. Percentage of applications upheld by the City Council:	95%	100%	50%	100%
3. *Effectively administer HUD funding of projects and programs targeted at households of low and moderate income and/or for compliance with the American with Disabilities Act .*				
a. Number of capital projects:	2	4	3	1
b. Funds allocated to capital projects:	$ 78,460	$ 149,088	$ 171,187	$ 70,100
4. *Enhance community awareness of land use projects.*				
a. Percent of notices sent within 10 days of Planning Commission meetings:	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of planning projects processed:	235	231	275	240
2. Number of tree removal permits processed:	308	385	370	360
3. Number of Arborist plan reviews:	80	66	80	70
4. Number of Planning Commission Hearings:	20	21	20	20
5. Number of Plannning Commission Study Sessions:	15	13	15	10
6. Number of Heritage Preservation Commission Meetings:	12	12	12	12
7. Number of public input meetings for citywide programs:	2	3	5	2
8. Number of complex projects (General Plan, amendments/ rezonings, planned developments, environmental review):	8	13	20	10

ADVANCED PLANNING

The Advanced Planning program focus is on guiding 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 strategies. 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

With activity levels holding steady, budgeted General Plan Update Fee revenue for FY 2014/15 is projected to remain near FY 2013/14 actual receipts of approximately $250,000. This Advanced Planning program revenue provides funding for a combination of in-house staff work and consultant services.

In past years, Advanced Planning program revenues would be collected, and funding would be provided as the Council's workplan directed. Advanced Planning work involves General Plan, code, and zoning updates, as well as ongoing and anticipated annexations and updates to design guidelines. Staff conducts most of the code, zoning, and administrative work in-house, however specialized technical General Plan Update work is in part conducted by consultants.

Although revenues were loosely tied to program expenditures through the annual departmental reconciliation and reserve funding, a more concrete methodology will be implemented with the budget adoption to ensure revenue fluctuations align with advanced planning expenditures. Beginning in FY 2014/15, the projected difference between General Plan Update Fees and in-house staff and operational expenses will be transferred to a new General Plan capital budget project to fund consultant services as needed. This will allow General Plan Update Fees to accumulate and be available over multiple years for use in funding consultant services for advanced planning projects.

Typically, work is completed by staff and consultants on at least one of the City's General Plan Elements, however the work may cross over a fiscal year. In FY 2013/14, the Noise Element and Noise Ordinance were updated, the Residential Design Review Handbook was updated, and work began on updating the Housing Element. With the Housing Element expected to be completed in FY 2014/15, any unexpended budget funding made available in FY 2013/14 for this work will be transferred to the Capital Project at year end close.

The remainder of the program's operational expenses are expected to remain at prior year levels.

ADVANCED PLANNING

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Fees, Licenses and Permits	169,574	226,973	245,000	228,523	250,000
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ 169,574**	**$ 226,973**	**$ 245,000**	**$ 228,523**	**$ 250,000**
EXPENDITURES					
Salaries and Benefits	126,992	95,000	125,868	126,746	136,657
Operating Expenditures					
Materials & Supplies	285	22	-	-	500
Fees & Charges	3,170	2,224	1,000	1,624	1,860
Consultant & Contract Services	-	2,659	132,580	110,286	500
Meetings, Events & Training	-	-	-	-	-
Total Operating Expenditures	3,454	4,905	133,580	111,910	2,860
Fixed Assets	-	-	-	-	-
Internal Service Charges	14,270	15,835	15,753	15,753	17,683
TOTAL EXPENDITURES	**$ 144,716**	**$ 115,740**	**$ 275,201**	**$ 254,409**	**$ 157,200**

FY 2014/15 WORKPLAN PRIORITIES

Annexation around Cannon Drive – This project involves the consideration of annexing approximately 207 acres along Cannon and Glen Una Drives. This consideration was required by the Santa Clara County's Local Agency Formation Commission (LAFCO) as a condition of approval of the recent annexation of the Quarry properties. Staff is planning on conducting outreach meetings during the first part of FY 2014/15 with public hearings anticipated in August and September.

General Plan Housing Element Update – The State Department of Housing and Community Development (HCD) established January 31, 2015 as the deadline by which all Bay Area agencies should have their updated Housing Element certified by HCD for the 2014-2022 planning period. The Planning Commission held numerous public meetings beginning in January 2014 in preparation of making a recommendation to the City Council in July 2014. The City Council is scheduled to consider the Commission's recommendation in August with final adoption scheduled in early November following HCD certification.

ADVANCED PLANNING

ADVANCED PLANNING STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Community Development Director	0.25	0.25	0.30	0.30
Senior Planner	0.20	0.25	0.25	0.30
Planner I/II	0.50	-	0.10	0.10
Senior Arborist	-	-	-	-
Plan Check Engineer	-	-	-	-
Building Official	-	-	-	-
Sr. Building Inspector/Plan Checker	-	-	-	-
Building Inspector	-	-	-	-
Permit Technician	-	-	-	-
Office Specialist III	-	-	-	-
Code Compliance Specialist	-	-	-	-
TOTAL FTE's	**0.95**	**0.50**	**0.65**	**0.70**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Student Intern	-	-	-	-
Office Specialist III	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

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

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 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:	Yes	Yes	Yes	Yes
2. *Mandatory General Plan Elements updated within last eight years.*				
a. Housing Element:	No	No	No	Yes
b. Land Use Element:	No	Yes	Yes	No
c. Circulation and Transportation Element:	No	Yes	Yes	Yes
d. Conservation Element:	No	Yes	Yes	No
e. Open Space Element:	No	Yes	Yes	No
f. Noise Element:	No	No	Yes	Yes
g. Safety Element:	No	Yes	Yes	Yes

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of ordinances completed (multiple section updates):	4	6	9	6
2. General Plan Elements updated:	0	2	3	1
3. Number of General Plan amendments requested:	1	1	1	1
4. Annexation applications in process:	3	1	0	1

CODE COMPLIANCE

The City's Code Compliance program supports community health, safety, and welfare through zoning, planning, business license, and other regulations as reflected in the City Code. Compliance is achieved through education, enforcement of laws and codes, and through 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 Noise Exception Permits, Massage Permits, and Solicitor Permits.

The Code Compliance program is being managed through the Building Division, supervised by the Senior Inspector with assistance from the City Arborist and Planning staff. Salaries, benefits, and internal services charges make up the majority of the expenditures, with minimal funding for materials, supplies, and postage.

For FY 2014/15, a $2,000 contingency was added to the budget for a Hearing Officer. The Hearing Officer is a contract attorney, paid by hours of service, who will conduct a hearing in the case an appeal is requested for a code enforcement action issued by the City. The attorney is an impartial judge and does not have any other connection or working relationship with the City. The City has not had a need for a hearing officer for many years. Funding is budgeted as a contingency only.

CODE COMPLIANCE

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Fees, Licenses and Permits	9,600	5,655	6,365	7,650	5,500
Charge for Services	-	-	-	-	-
Other Sources	-	500	-	-	-
TOTAL REVENUES	**$ 9,600**	**$ 6,155**	**$ 6,365**	**$ 7,650**	**$ 5,500**
EXPENDITURES					
Salaries and Benefits	63,527	95,022	93,113	44,234	108,237
Operating Expenditures					
Materials & Supplies	-	-	200	299	500
Fees & Charges	148	124	150	72	280
Consultant & Contract Services	955	-	-	-	2,000
Meetings, Events & Training	-	-	-	-	-
Total Operating Expenditures	1,103	124	350	371	2,780
Fixed Assets	-	-	-	-	-
Internal Service Charges	28,192	9,653	8,037	8,038	26,520
TOTAL EXPENDITURES	**$ 92,821**	**$ 104,799**	**$ 101,500**	**$ 52,643**	**$ 137,537**

FY 2014/15 WORKPLAN PRIORITIES

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	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Community Development Director	0.10	0.10	0.05	0.05
Senior Planner	-	-	-	-
Planner I/II	-	0.10	-	0.10
Senior Arborist	0.05	0.05	0.05	0.05
Plan Check Engineer	-	-	-	-
Building Official	-	0.15	-	-
Sr. Building Inspector/Plan Checker	-	-	-	0.25
Building Inspector	-	0.10	0.50	0.20
Permit Technician	-	-	-	-
Office Specialist III	0.10	0.10	0.10	0.10
Code Compliance Specialist	1.00	-	-	-
TOTAL FTE's	**1.25**	**0.60**	**0.70**	**0.75**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Student Intern	-	-	-	-
Office Specialist III	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

CODE COMPLIANCE

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 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*	50%	60%	70%
2. *Ensure compliance with City regulations for permitted activities.*				
a. Annual number of Solicitor Permits issued:	80	40	10	20
b. Annual number of Noise Permits issued:	20	30	55	40

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Annual number of new code enforcement cases:	80	29	75	70
2. Total number of Administrative Citations:	1	5	0	5
3. Cases requiring City Attorney review:	2	2	5	5

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 building permits and plan checking services. Fees are calculated based on the construction valuation of the 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. Starting in FY 2014/15 the technology / document storage fee charged to each permit will be moved to a new administrative Capital Improvement Project. This will enable more effective tracking of ongoing support costs and allow funds to accumulate over fiscal years to fund system upgrades and provide for perpetual digital document storage requirements.

Training in current codes, policies and procedures is an important function in quality building and code enforcement activities. Having certified building and code enforcement inspectors is necessary to maintain the high quality of the city. The proposed budget includes cost to maintain current certifications as well as training for new certifications such as property maintenance, housing, and disaster response. The International Code Council (ICC) is in the process of increasing the amount of continuing education units required to maintain current certifications. The proposed budget includes costs for meetings, code development hearings and annual business meetings for ICC and the California Association of Building Officials.

Staffing in the Building Division was reorganized in FY 2013/14; budget allocated to the vacant Chief Building Official position was reallocated to help fund two new positions - Senior Inspector / Plans Examiner and Permit Technician. These new positions are providing the Building Division more staffing flexibility during swings in the development cycle by being able to allocate staff resources where they are most needed: either in building inspections, code enforcement, or plan checking. The Department Director is serving the role of the City's Chief Building Official. The Permit Technician position has enabled the Department to open the public services counter in the afternoons Monday through Thursday where previously counter services were only offered in the morning. This additional service to the community has been very well received.

BUILDING & INSPECTION SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Fees, Licenses and Permits	830,536	1,078,628	1,042,250	1,035,068	1,020,100
Charge for Services	320,981	347,319	410,000	387,964	420,000
TOTAL REVENUES	**$1,151,517**	**$1,425,946**	**$1,452,250**	**$1,423,032**	**$1,440,100**
EXPENDITURES					
Salaries and Benefits	657,257	652,702	757,133	725,706	779,268
Operating Expenditures					
Materials & Supplies	1,021	6,262	4,750	4,242	11,200
Fees & Charges	15,902	19,382	8,935	10,191	12,200
Consultant & Contract Services	19,429	77,971	6,000	23,766	27,000
Meetings, Events & Training	1,475	200	3,900	1,734	9,000
Total Operating Expenditures	37,827	103,815	23,585	39,932	59,400
Fixed Assets	-	-	-	-	-
Internal Service Charges	132,908	144,788	153,544	153,543	168,286
TOTAL EXPENDITURES	**$ 827,991**	**$ 901,305**	**$ 934,262**	**$ 919,181**	**$1,006,954**

FY 2014/15 WORKPLAN PRIORITIES

Trak IT Building and Permit System – Continue training and efficiency building on the new Trak-IT system which links the Building program with Planning and Code Compliance functions. Complete a comprehensive update of the land track database with updated owner and land use information. Set the foundation to upgrade to an interactive voice response phone system for inspection scheduling.

Plan Check Response Times – Closely monitor the time it takes to provide the first round of plan comments on a building permit application. The target response time for most replacement single family homes is four weeks. Increase over-the-counter plan check services to reduce response times.

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	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Community Development Director	0.05	0.15	0.15	0.15
Senior Planner	0.10	0.10	0.10	0.10
Planner I/II	0.10	0.10	0.10	0.20
Senior Arborist	0.05	0.05	0.05	0.05
Plan Check Engineer	1.00	1.00	1.00	1.00
Building Official	1.00	0.85	-	-
Sr. Building Inspector/Plan Checker	-	-	1.00	0.75
Building Inspector	2.00	1.90	1.50	1.80
Permit Technician	-	-	0.90	0.90
Office Specialist III	1.00	1.00	1.00	1.00
Code Compliance Specialist	-	-	-	-
TOTAL FTE's	**5.30**	**5.15**	**5.80**	**5.95**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Student Intern	-	-	-	-
Office Specialist III	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

BUILDING & INSPECTION SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Ensure property improvements comply with City Building Codes.*				
a. Percentage of inspections delivered within 48 hours of request:	95%	96%	97%	98%
b. Percentage of plan checks completed within 45 days of receipt:	95%	95%	96%	98%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1 Number of Building Division permits issued:	1,400	1,817	1,800	1,700
2. Number of Over-the-Counter Plan Checks for Remodels:	250	417	475	450
3. Number of inspections performed:	4,200	4,330	5,500	5,000
4. Number of building plan checks completed:	280	262	390	350
5. Dollar value of construction permitted (in $Millions):	$50.0	$79.0	$61.0	$60.0

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 strives to both fulfill operational functions and fund Capital Projects with the assistance of grant funding when possible. Staff is diligent in their pursuit of grant funding on an ongoing basis. The Public Works Department also provides information and outreach to the City's residents, businesses, and the public regarding the department's activities and infrastructure projects that may affect them, and resources available to the community.

The Department provides these assorted services under five main operational programs: General Engineering, Development Engineering, Environmental Services, Streets and Storm Drains, and Parks and Landscape Maintenance. Additionally, the department oversees two internal support programs: Equipment Maintenance and Equipment Replacement; and 25 separate Landscape and Lighting Assessment Districts. Public Works is integral to many of the City's services that maintain the quality of life in neighborhoods and in the business community for which Saratoga is known.

DEPARTMENT OBJECTIVES

The Public Works Department directly supports the City Council's Strategic Goals through implementation of the department's objectives, as listed below. Performance Measures in the service programs provide feedback on the Department's attainment of these objectives.

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

Department Objectives:

- Maintain roadways, streetlights, and signals, and ensure safe, well-functioning roadway infrastructure (curbs, storm drains, sidewalk, medians, retraining walls)
- Enhance roadway landscaping and beautification
- Maintain safety standards in parks and playgrounds
- Develop and maintain trails and open space
- Increase public safety through traffic management
- Pursue grant funding for infrastructure improvements

Council Strategic Goal: Community Heritage: Honor Saratoga's heritage by preserving significant historic assets.

Department Objectives:

- Enhance standards to maintain a high quality of life through development review and adherence to the City's General Plan and Municipal Code
- Protect Saratoga's natural beauty by maintaining parks and open space

- Protect and optimize the City's natural resources and environment through sustainable practices
- Embrace environmentally friendly practices by supporting the Hazardous Household Waste and recycling programs
- Establish recycling and waste reduction practices
- Educate the community on environmental issues through collaboration with the West Valley Clean Water Program

Council Strategic Goal: Fiscal Stewardship: Ensure fiscal responsibility and transparency, proactively seeking opportunities for improvement.

Department Objectives:

- Ensure contract rates are competitive and current
- Ensure proper financial accounting on projects and contractors adhere to approved funding

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

Department Objectives:

- Post Department and Commission information on the City's website
- Maintain records and Laserfiche Department archives
- Engage the public by working with the Traffic Safety Commission and community groups for large projects

DEPARTMENT BUDGET SUMMARY

The FY 2014/15 budget holds most operational revenues and expenditures at prior year service levels. There are slight increases in the Public Works staffing costs, Environmental Program, Fleet, and the Parks & Landscape Maintenance Program contract services.

The City will see increases in trail maintenance costs for Joe's Trail, Parker Ranch, and the Saratoga Quarry Park and minor increases in vehicle maintenance. The budget will also show one-time costs for the purchase of a utility vehicle for the Saratoga Quarry Park, a new aerator to be used for all of the parks and additional refuse bins for the Historical Orchard. The Department will also see an increase in staffing costs as a result of filling an existing vacancy.

Performance Measures for General Engineering, Development Engineering, Environmental Services, Streets and Storm Drains, Parks and Landscape Maintenance, and Vehicle and Equipment Maintenance are included in the operational programs.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Taxes	-	163,954	163,954	163,954	163,954
Intergovernmental Revenues	23,571	208,682	185,000	203,908	202,000
Fees, Licenses and Permits	94,226	130,214	91,250	118,792	90,750
Charge for Services	275,525	313,553	299,678	400,072	251,653
Interest Income	-	-	-	-	-
Rental Income	177,993	128,447	113,803	119,158	114,103
Other Sources	16,164	22,896	47,133	9,110	9,500
TOTAL REVENUES	**$ 587,480**	**$ 967,747**	**$ 900,818**	**$1,014,993**	**$ 831,960**
EXPENDITURES					
Salaries and Benefits	2,395,770	2,340,746	2,457,359	2,448,708	2,494,654
Operating Expenditures					
Materials & Supplies	81,899	76,516	91,700	95,011	86,550
Fees & Charges	505,901	522,736	513,818	565,785	537,175
Consultants & Contract Services	627,559	794,639	945,820	814,787	937,320
Meetings, Events & Training	6,330	4,878	7,400	8,467	9,800
Total Operating Expenditures	1,221,689	1,398,769	1,558,738	1,484,050	1,570,845
Fixed Assets	-	-	-	-	35,000
Internal Service Charges	700,973	802,705	901,204	901,203	939,775
TOTAL EXPENDITURES	**$4,318,432**	**$4,542,221**	**$4,917,301**	**$4,833,962**	**$5,040,274**

DEPARTMENTAL EXPENDITURES BY FUND / DIVISION / PROGRAM

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
GENERAL FUND					
General Engineering	$ 469,404	$ 476,908	$ 498,949	$ 502,680	$ 548,121
Development Engineering	191,598	205,693	208,074	213,150	195,331
Environmental Services	545,492	619,024	726,189	643,314	668,139
Streets & Storm Drains	1,186,626	1,284,436	1,378,138	1,381,240	1,426,840
Parks & Landscape Maint	1,925,312	1,956,160	2,105,951	2,093,578	2,201,844
TOTAL GENERAL FUND	**$4,318,432**	**$4,542,221**	**$4,917,301**	**$4,833,962**	**$5,040,274**
INTERNAL SERVICE FUNDS					
Equipment Maintenance	219,786	227,604	232,751	224,078	244,177
Equipment Replacement	10,000	95,000	240,000	140,258	52,500
TOTAL INTERNAL SERVICES	**$ 229,786**	**$ 322,604**	**$ 472,751**	**$ 364,336**	**$ 296,677**
SPECIAL REVENUE FUNDS					
Landscape & Lighting Districts	432,862	423,644	602,137	409,418	606,910
TOTAL SPECIAL REVENUE	**$ 432,862**	**$ 423,644**	**$ 602,137**	**$ 409,418**	**$ 606,910**
TOTAL DEPT EXPENDITURES	**$4,981,080**	**$5,288,469**	**$5,992,189**	**$5,607,716**	**$5,943,862**

PUBLIC WORKS DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 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	0.90	0.90	1.00	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	-	-	-
Parks Maintenance Worker I/II/III	5.90	6.00	6.00	6.00
Street Maintenance Manager	1.00	1.00	1.00	1.00
Street Maintenance Lead	1.00	1.00	2.00	2.00
Street Maintenance Specialist	1.00	1.00	-	-
Street Maintenance Worker I/II/III	4.00	4.00	4.00	4.00
TOTAL FTE's	**21.55**	**20.65**	**20.75**	**20.65**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Engineering Inspectors	2,760	2,760	2,760	2,760
Maintenance Workers	2,000	-	-	-
Student Intern	-	-	-	200
TOTAL ANNUAL HOURS	**4,760**	**2,760**	**2,760**	**2,960**

TOTAL PUBLIC WORKS DEPARTMENT STAFF

City Staff by Program	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
General Engineering	2.05	2.05	2.10	2.05
Development Engineering	0.95	0.95	0.95	0.95
Environmental Services	0.95	0.95	1.00	0.95
Streets & Storm Drains	7.60	7.60	7.60	7.60
Parks & Landscape	9.30	8.40	8.40	8.40
Vehicle Equipment Maintenance	0.70	0.70	0.70	0.70
TOTALS	**21.55**	**20.65**	**20.75**	**20.65**

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 and department staff applying for annual grant opportunities. 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 planned General Engineering program operations is consistent with the prior year's functions and service levels, providing ongoing support for the Capital Improvement Program's infrastructure maintenance and improvement objectives. Revenue is limited to encroachment permits and on occasion, reimbursements for engineering staff time spent on grant funded capital projects.

General Engineering anticipates approximately $90,000 will be received for encroachment permits in FY 2014/15, slightly less than the $100,000 earned in the prior year. After completion of the grant funded CIP projects in FY 2013/14, the current CIP staff time reimbursements are completed with no reimbursements planned for FY 2014/15.

General Engineering operating expenditures also reflect consistent service levels through the program, as is reflected by very little change. 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. However, with the addition of patrol officer hours to work with the schools and traffic safety committee, it is likely City Traffic Engineer services will be utilized more in FY 2014/15. The remaining expenses are for operational office support, landscape assessment services, and VTA Congestion Management fees.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	93,726	131,417	90,250	117,702	90,250
Charge for Services	-	-	-	-	-
Other Sources	9,096	19,971	39,633	-	-
TOTAL REVENUES	**$ 102,822**	**$ 151,388**	**$ 129,883**	**$ 117,702**	**$ 90,250**
EXPENDITURES					
Salaries and Benefits	303,421	309,708	315,310	326,784	369,857
Operating Expenditures					
Materials & Supplies	1,594	1,945	2,500	2,183	3,100
Fees & Charges	22,784	23,277	25,455	23,225	25,030
Consultants & Contract Services	47,759	52,145	64,500	58,103	67,000
Meetings, Events & Training	247	230	400	1,601	2,100
Total Operating Expenditures	72,384	77,597	92,855	85,111	97,230
Fixed Assets	-	-	-	-	-
Internal Service Charges	93,599	89,603	90,784	90,784	81,034
TOTAL EXPENDITURES	**$ 469,404**	**$ 476,908**	**$ 498,949**	**$ 502,680**	**$ 548,121**

FY 2014/2015 WORKPLAN PRIORITIES

***Capital Improvement Program Oversight* –** Provide plans, specifications, estimates and right-of-way plans, coordinate consultants, and administer contracts. FY 2014/15 CIP Project oversight includes Residential Street Reconstruction, Big Basin Turn Around Design, El Camino Grande Storm Drain Pump, Saratoga Hills Storm Drain Pump, Long Term Trash Plan Storm Drain Capture Devices, Turf Reduction Renovation Program, Quarry Park Master Plan Implementation- Phase I, Quarry Park Right-of-Way Acquisitions, Highway 9 Safety Project Phase IV, Guava Court Railroad Crossing, Wildcat Creek Bank Stabilization, and Village Creek Trail Construction.

***Traffic Management* –** Receive resident traffic safety concerns and investigate; using the city's Traffic Engineer and Traffic Safety Commission as needed. The Saratoga Speed Survey, which was approved by City Council in December 2013, is used to help evaluate vehicle speeding and collision concerns on Saratoga streets. Based on survey recommendations, the City will increase the Sheriff's contract in FY 2014/15 to add approximately 1,800 deputy hours for traffic control services. The Sheriff will work with the City's schools and the Traffic Safety Committee to improve traffic management, particularly around school activity.

***Laserfiche Document Management Project* –** Staff will continue to prepare the backlog of Public Works documents for scanning services, and when returned, will assess the quality of the files to ensure they are legible, complete, and correctly scanned and indexed.

KEY SERVICES

- Provide assistance and information to the public regarding engineering services
- Provide administrative and engineering support services for capital improvement projects including preparing bids and contracts
- 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
- Review requests and issue encroachment permits to residents and utility companies
- Review and issue oversize load permits
- Process document imaging of department documents

GENERAL ENGINEERING STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 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	0.45	0.45	0.50	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	**2.05**	**2.05**	**2.10**	**2.05**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Engineering Inspectors	2,668	2,668	2,668	2,668
Maintenance Workers	-	-	-	-
Student Intern	-	-	-	200
TOTAL ANNUAL HOURS	**2,668**	**2,668**	**2,668**	**2,868**

GENERAL ENGINEERING

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Increase Public Safety through Traffic Management.*				
a. Respond to traffic safety concerns from residents:	100%	100%	100%	100%
2. *Maintain safe, well-functioning roadway infrastructure.*				
a. Issue encroachment permits for residential projects within 3 weeks of receipt of application:	95%	95%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of traffic concerns investigated and completed:	24	18	18	18
2. Number of encroachment permits issued:	144	180	225	200
3. Number of bids issued:	10	8	5	5
4. Number of contracts executed:	14	15	12	10

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. Development Engineering Services includes reviewing engineering plans and specifications, subdivision maps, and lot line adjustments; issuing certificates of compliance; and, controlling encroachments in the public right-of-way connected to private developments. This program seeks to fully recover the costs associated with development services.

BUDGET OVERVIEW

The Development Engineering process requires applicants to provide a deposit of funds to be used for engineering work on their development applications. The deposits pay for various types of outsourced engineering services, and for in-house engineering and review work. Budgeted program revenues and expenditures reflect the in-house portion of engineering work. The outsourced portion flows into and out of a deposit account as it is received and disbursed for contract engineering services, and is therefore not recognized in the Development Engineering budget as a City revenue or expense.

In FY 2013/14, revenues from private development activity continued to increase slightly, showing that the economy was beginning to recover. The City's revenue also benefited from two small subdivision projects. FY 2014/15 revenue projection continues to be optimistic, supported by the ongoing increase in private development fees.

Budgeted operational expenses are minimal in this program, limited to a very small amount of office supplies, GIS and engineering services, and internal service charges. FY 2014/2015 budgeted expenditures remain consistent with prior years.

DEVELOPMENT ENGINEERING

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	500	(1,203)	1,000	1,090	500
Charge for Services	106,599	145,435	89,000	167,924	72,600
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ 107,099**	**$ 144,232**	**$ 90,000**	**$ 169,014**	**$ 73,100**
EXPENDITURES					
Salaries and Benefits	153,390	163,747	160,121	168,400	145,894
Operating Expenditures					
Materials & Supplies	236	752	250	50	250
Fees & Charges	28	288	300	288	320
Consultants & Contract Services	1,495	138	4,700	1,710	4,700
Meetings, Events & Training	-	-	-	-	-
Total Operating Expenditures	1,759	1,178	5,250	2,047	5,270
Fixed Assets	-	-	-	-	-
Internal Service Charges	36,449	40,769	42,703	42,702	44,167
TOTAL EXPENDITURES	**$ 191,598**	**$ 205,693**	**$ 208,074**	**$ 213,150**	**$ 195,331**

FY 2014/2015 WORKPLAN PRIORITIES

Development Review - Review development applications for compliance with City, State and Federal laws for public improvements in the city's right-of-way. Process private development and subdivision development plans; reviewing for geotechnical compliance, traffic impacts and compliance with NPDES permit.

NPDES Compliance Review – Issue an RFQ for a consultant to review subdivision plans for compliance with the City's NPDES permit and storm water runoff improvement requirements.

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
- Review subdivision traffic impacts
- Review subdivision compliance with NPDES permit

DEVELOPMENT ENGINEERING STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 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	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Engineering Inspectors	92	92	92	92
Maintenance Workers	-	-	-	-
TOTAL ANNUAL HOURS	**92**	**92**	**92**	**92**

DEVELOPMENT ENGINEERING

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Maintain a high quality of life through development review by adhering to City standards*				
a. Percentage of development applications reviewed within 30 days:	90%	90%	90%	90%

Activity and Workload Highlights	2011/12 Actual	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of development applications processed:	45	40	35	35
2. Number of development applications requiring geologic review:	15	26	12	12

ENVIRONMENTAL SERVICES

Environmental Services accounts for revenue and expenditures related to administering the City's solid waste programs, promoting environmental services available to the City of Saratoga community, advocating Green Business practices, and ensuring the City complies with the State's environmental requirements.

Under Assembly Bill 939, part of the Integrated Waste Management Act enacted in 1989, local governments are required to prepare, adopt, implement, and maintain plans to reduce waste disposal in landfills. Integrated waste management plans are to include provisions for the proper disposal of household hazardous waste; materials such as pesticides, paints, pool cleaning chemicals, fluorescent lamps, and other toxic materials that are prohibited from being disposed of in landfills.

AB 939 allows 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 current AB 939 fee 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 (HHW) collection is intended to 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 additional services incurred when more than 4% of their population uses the Household Hazardous Waste Collection Program.

BUDGET OVERVIEW

The Environmental Services program receives several types of revenue. The City expects to receive $22,000 from the AB 939 Refuse Surcharge program. Additional funding assistance for environmental program costs comes from the West Valley Solid Waste Joint Powers Agreement. A franchise fee surcharge charged to customers on their waste management bill is designated for funding the West Valley Solid Waste Management Authority dues, the HHW augmentation, and additional street sweeping services added in FY 2012/13. The City will receive approximately $164,000 from this surcharge revenue in FY 2014/15.

In March 2014, the Authority and West Valley Collection & Recycling (WVC&R) signed a new 10 year agreement effective through February 2024. As part of the new agreement, WVC&R will make annual payments of $450,000 to the Authority for the right to hold the exclusive franchise agreement. The annual fee will be dispersed to member cities based on population, with Saratoga expected to receive just over $130,000 per year.

The City budgets $50,000 to augment the household hazardous waste collection program services available to Saratoga residents. In the last few years, that has been a slight decline in the level of participation in the HHW Program by Saratoga residents. If activity continues to decrease, the City will reduce funding for this program in future years. Currently, program augmentation will allow 6% of the households to participate in the program.

Other program expenses are comprised of staff time and costs associated with environmental programs and regulatory requirements. Notable expenditures include $224,000 for the Santa Clara Valley Urban Runoff Pollution Prevention Program and West Valley Clean Water Program fees, $35,000 for West Valley Solid Waste

Joint Powers Agreement dues, $50,000 for West Valley Sanitation District's storm drain cleaning, and $167,000 for Street Sweeping. The remaining costs reflect staff time and internal service charges.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Franchise Fees	-	163,954	163,954	163,954	163,954
Intergovernmental Revenues	23,571	39,249	15,000	26,533	22,000
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	-	-	-	-
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ 23,571**	**$ 203,203**	**$ 178,954**	**$ 190,487**	**$ 185,954**
EXPENDITURES					
Salaries and Benefits	120,500	127,964	134,023	139,583	113,707
Operating Expenditures					
Materials & Supplies	9,768	-	-	-	-
Fees & Charges	223,454	223,509	250,688	240,492	259,500
Consultants & Contract Services	174,258	243,899	317,500	239,263	267,500
Meetings, Events & Training	-	-	-	-	-
Total Operating Expenditures	407,480	467,408	568,188	479,754	527,000
Fixed Assets	-	-	-	-	-
Internal Service Charges	17,512	23,651	23,978	23,977	27,432
TOTAL EXPENDITURES	**$ 545,492**	**$ 619,024**	**$ 726,189**	**$ 643,314**	**$ 668,139**

FY 2014/15 WORKPLAN PRIORITIES

Clean Water Program **–** Collectively, the Cities of Saratoga, Campbell, Monte Sereno, and the Town of Los Gatos participate in the Clean Water Program for administrative guidance and implementation compliance of the Regional NPDES (National Pollution Discharge Elimination System) Stormwater Permit. The Program is paid for by the participating cities and includes permit administration, public outreach, code compliance, attendance at local storm water meetings, and preparation of the City's Annual Report submitted to the Regional Water Board.

Solid Waste Management **-** Garbage and recycling collection services in the City of Saratoga are managed by the West Valley Solid Waste Management Authority, which is comprised of 4 member agencies: Saratoga, Campbell, Los Gatos, and Monte Sereno. In December, the Authority approved a new agreement with West Valley Collection & Recycling for garbage and recycling services. The new agreement runs from March 1, 2014 to February 2024. The new agreement increases the amount of materials that are accepted in the recycling, including some electronic waste, and includes provisions to convert the garbage company fleet to compressed natural gas within the first few years of the agreement.

KEY SERVICES

- Provide street sweeping services for the City's streets and parking lots – in 2012 sweeping increased to twice a month on residential streets
- Coordinate the West Valley Clean Water Program to fulfill the requirements of the NPDES permit
- Participate in the West Valley Solid Waste Joint Powers Authority to provide waste management collection services 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 ENGINEERING STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 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	0.45	0.45	0.50	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	**0.95**	**0.95**	**1.00**	**0.95**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Engineering Inspectors	-	-	-	-
Maintenance Workers	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

ENVIRONMENTAL SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Provide effective oversight of waste collection and recycling programs.*				
a. Tons of solid waste collected in Saratoga:	29,011	28,887	28,362	29,000
b. Tons of solid waste diverted from landfills:	17,175	16,992	16,344	16,900
c. Met State requirements for garbage diversion:	Yes	Yes	Yes	Yes
2. *Meet requirements of the Non-Point Source Pollution Prevention Permit specified for City staff:*				
a. Percentage of regional meetings attended:	90%	90%	100%	90%
b. Percentage of required reports completed and submitted by deadline:	100%	100%	100%	100%
3 *Protect Saratoga's natural environment throught participation in the West Valey Clean Water Program*				
a. Percentage of regional meetings attended:	90%	90%	100%	90%
b. Respond to reports of illicit and illegal discharges:	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1 Number of Saratoga residents participating in Countywide Household Hazardous Waste Program:	767	563	550	676
2 Miles of streets swept per month:	275	550	550	550
3 Number of bags of garbage collected at creek clean-up events:	25	16	15	15

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 to ensure the City's public infrastructure is maintained in a safe, sustainable, and cost effective manner. 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

Approximately 50,000 square feet of paving is planned for FY 2014/15. While roadway resurfacing contracts and related expenses are funded in the Capital Improvement Plan, staffing costs for contract oversight and roadway maintenance services are funded through the General Fund's Street and Storm Drain Maintenance program. The remainder of the program's operating budget provides for basic operational expenses such as traffic light repairs services and electricity, street tree maintenance services, minor tools, supplies, equipment, training, and internal service charges.

In FY 2012/13, the City began to receive the voter approved $10 VRF surcharge revenue designated for use in maintaining streets. The City expects this will total approximately $180,000 in FY 2014/15. The other designated street program operating revenue is the Utility Box to Grade fees, and staff estimates that it will collect approximately $10,000 in FY 2014/15.

The program's expenditure budget is fairly consistent with past years except for a slight increase resulting from maintenance and supply costs. Overall, the Streets and Storm Drains Program budget provides lean and efficient support for the City's objective to provide safe, well-functioning beautiful infrastructure (curbs, storm drains, sidewalks, medians, hillside retaining walls).

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Intergovernmental Revenues	-	169,433	170,000	177,375	180,000
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	2,912	798	40,000	68,436	10,000
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ 2,912**	**$ 170,231**	**$ 210,000**	**$ 245,811**	**$ 190,000**
EXPENDITURES					
Salaries and Benefits	842,782	854,558	903,460	922,913	936,575
Operating Expenditures					
Materials & Supplies	7,724	8,479	11,100	10,700	12,900
Fees & Charges	21,700	27,771	23,200	29,952	22,200
Consultants & Contract Services	38,016	60,287	70,000	47,945	70,000
Meetings, Events & Training	2,905	4,568	5,500	4,852	6,200
Total Operating Expenditures	70,345	101,105	109,800	93,449	111,300
Fixed Assets	-	-	-	-	-
Internal Service Charges	273,499	328,773	364,878	364,878	378,965
TOTAL EXPENDITURES	**$1,186,626**	**$1,284,436**	**$1,378,138**	**$1,381,240**	**$1,426,840**

FY 2014/15 WORKPLAN PRIORITIES

Quito Road/ Paseo Olivos Storm Drain –Street staff will oversee a capital project to install two storm drains and replace 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.

Pavement Management – Staff will manage various street capital projects and all maintenance work on City roadways (145 miles), storm drains (45 miles), sidewalks (15 miles), bridges (20), as well as maintaining approximately 15,000 signs and street restriping as needed. Council Policy requires $1 million of funding be designated for this purpose in the Capital Budget. The Street Division staff time is budgeted in the Operating Budget.

Annual Sidewalk Replacement – Staff will continue to manage sidewalk maintenance through this capital program with $50,000 in annual funding for sidewalk replacement and trip hazard removal.

Annual Storm Drain Repair – Staff will manage a capital storm drain maintenance program with $50,000 in annual funding for storm drain repairs, culvert replacements and basic storm drain upgrades (i.e.; storm drain grates and catch basins).

KEY SERVICES

- Maintain roadway infrastructure with minor repairs, provide 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
- 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 Celebrate Saratoga, Festival, the Mustard Faire, the 4th of July event, and the Annual Village Tree Lighting
- Report PG&E owned street light outages to PG&E
- Repair City owned Street light outages

STREETS & STORM DRAINS STAFF

Full Time Equivalents (FTE)*

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 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	2.00	2.00
Street Maintenance Specialist	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	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Engineering Inspectors	-	-	-	-
Maintenance Workers	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

STREETS & STORM DRAINS

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *To provide safe and functional roadway systems throughout the City.*				
a. Maintain Pavement Condition Index average above 70 (out of 100 total points):	76	76	76	69
b. Percentage of potholes repaired within 24 hours of notification:	100%	100%	100%	100%
2. *Maintain safe, well functioning infrastructure:*				
a. Storm drains cleaned and maintained to function properly and avert damage from major storm events:	1,300	1,300	1,300	1,300

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of signs installed and replaced:	960	1150	1500	1500
2. Amount of Grant funding the City received for street resurfacing:	$633,700	$466,800	$0	$0

PARKS & LANDSCAPE MAINTENANCE

The focus of the Parks & Landscape Maintenance program is to provide attractive, well maintained, and water efficient landscaping and turf through the management and maintenance of the City's parks, trails, open spaces, as well as the landscaped medians and islands in the roadways. Facilities within the City's parks, trails, and open spaces such as bathrooms, pedestrian lighting, walkways, playground and other recreation facilities are safe, clean, and well-maintained for residents and visitors. The Parks & Landscape Maintenance Division is responsible for maintaining 87 acres of parkland in 14 parks, and 250 acres of trails and open space areas throughout the City. The City-owned Hakone Gardens Park Japanese Garden areas are tended by a separate non-profit foundation; however the City retains maintenance of the facility's infrastructure. Currently, the City is the lead agency for a master plan study jointly funded by Hakone and the City for preservation of the historic gardens and future improvements to include a retreat center tea room.

BUDGET OVERVIEW

Budgeted revenues for this program are comprised of field use rental fees from sport user groups and administrative fees from Landscape & Lighting Districts for staffing oversight, engineering services, legal fees and maintenance.

For FY 2014/15, maintenance costs will increase for Joe's Trail and Parker Ranch specific to trash control and park supplies. To assist with park maintenance, the City will provide small plastic waste bags and dispensers for dog owners at all parks. A new budget item is $20,000 for maintenance expenses at the newly acquired Quarry Park. There will also be a one-time increase for the purchase of a utility vehicle ($15,000) for the Saratoga Quarry Park and an aerator machine ($20,000) to be used at all parks.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	166,015	167,320	170,678	163,712	169,053
Other Sources	7,068	2,925	7,500	9,110	9,500
Rental Income	177,993	128,447	113,803	119,158	114,103
TOTAL REVENUES	**$ 351,076**	**$ 298,692**	**$ 291,981**	**$ 291,980**	**$ 292,656**
EXPENDITURES					
Salaries and Benefits	975,678	884,769	944,445	891,029	928,621
Operating Expenditures					
Materials & Supplies	62,577	65,340	77,850	82,078	70,300
Fees & Charges	237,935	247,891	214,175	271,829	230,125
Consultants & Contract Services	366,031	438,170	489,120	467,766	528,120
Meetings, Events & Training	3,177	80	1,500	2,014	1,500
Total Operating Expenditures	669,721	751,481	782,645	823,687	830,045
Fixed Assets	-	-	-	-	35,000
Internal Service Charges	279,914	319,909	378,861	378,862	408,178
TOTAL EXPENDITURES	**$1,925,312**	**$1,956,160**	**$2,105,951**	**$2,093,578**	**$2,201,844**

FY 2014/15 WORKPLAN PRIORITIES

Water Efficiency – The Parks and Landscape Maintenance Division will continue to monitor and upgrade the City's irrigation system as needed, to reduce water use through plant selection, soil management, and irrigation methods. Turf areas will continue to be investigated as potential conversion sites into native landscape, hardscape or mulched areas to reduce water usage. Calsense irrigation controllers have been installed at Beauchamps Park, Bonnet Way, and Fruitvale Avenue, to increase water efficiency. The City has also been selecting specific locations to implement turf reduction techniques. In FY 2014/15, the City plans to reduce 32,000 square feet of turf at Beauchamps Park through the capital improvement program.

Playground Safety Improvements – Staff currently oversees the capital project to convert existing sand surfacing at Kevin Moran Park and Gardiner Park to Fibar (engineered wood fiber) material, as the current "Fall Zone/Impact Attenuation Guidelines" mandate.

Blaney Plaza / Downtown Improvements – Staff will oversee landscape, fencing and parking improvements, and the installation of free Wi-Fi in Blaney Plaza, and landscape and irrigation renovations in the downtown parking districts..

Playground Monitoring – Monitor playgrounds on an on-going basis with regards to a 15-25 year replacement program. Replacement criteria will be based on major equipment wear and tear and changes in safety regulations on outdated structures.

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
- Conduct monthly playground inspections to maintain safety standards
- Maintain pedestrian lighting fixtures throughout City parks properties and Landscaping and Lighting Districts

PARKS & LANDSCAPING STAFF

Full Time Equivalents (FTE)*

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Public Works Director	0.20	0.20	0.20	0.20
Senior Civil Engineer	-	-	-	-
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	-	-	-
Parks Maintenance Worker I/II/III	5.65	5.75	5.75	5.75
Street Maintenance Manager	-	-	-	-
Street Maintenance Lead	-	-	-	-
Street Maintenance Specialist	-	-	-	-
Street Maintenance Worker I/II/III	-	-	-	-
TOTAL FTE's	**9.30**	**8.40**	**8.40**	**8.40**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Engineering Inspectors	-	-	-	-
Maintenance Workers	2,000	-	-	-
TOTAL ANNUAL HOURS	**2,000**	**-**	**-**	**-**

PARKS & LANDSCAPE MAINTENANCE

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Maintain safety standards in parks and playgrounds.*				
a. Percentage of parks with playground equipment inspected monthly:	100%	100%	100%	100%
2. *Protect Saratoga's natural beauty by maintaining parks and open space.*				
a. Percentage of reports of needed park maintenance receiving response within 48 hours:	100%	100%	100%	100%
b. Percentage of reports of needed trail maintenance receiving response within 48 hours:	100%	100%	100%	100%
3. *Protect the environment through sustainable practices.*				
a. Staff Maintenance workers maintaining pesticide licenses:	100%	100%	100%	100%
b. Improved irrigation controllers installed to increase water efficiency:	2	1	3	1
c. Turf removed and converted to landscape or hardscape for water conservation (in square feet):	32,267	10,250	7,000	35,000

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of sport user group agreements:	12	12	12	13
2. Total acres of City parks maintained:	61	125	125	125
3. Total number of new trees planted in City parks:	124	70	40	40
4. Parks and Recreation Commission Meetings:	6	7	7	7

VEHICLE & EQUIPMENT MAINTENANCE

The Vehicle & Equipment Maintenance Fund is operated as an Internal Service Fund 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 $275,000 for FY 2014/15 to offset the ongoing increases in total expenses. The chargeback is set higher than operating expenditure to increase fund balance reserves in line with Council policy.

Current year's expenditures reflect a small increase in fuel costs, and increases in staffing and internal service charges. This budget supports Council's objective to maintain vehicles and equipment in a safe, secure, sustainable, and cost effective manner.

VEHICLE & EQUIPMENT MAINTENANCE

SOURCE AND USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Unassigned	42,817	23,031	10,427	10,427	36,350
Total Beginning Fund Balance	**$ 42,817**	**$ 23,031**	**$ 10,427**	**$ 10,427**	**$ 36,350**
Revenues					
Internal Service Charges	200,000	215,000	250,000	250,000	300,000
TOTAL REVENUES	**$ 200,000**	**$ 215,000**	**$ 250,000**	**$ 250,000**	**$ 300,000**
Operating Transfers In					
Transfer In	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 242,817**	**$ 238,031**	**$ 260,427**	**$ 260,427**	**$ 336,350**
USE OF FUNDS					
EXPENDITURES					
Salaries and Benefits	74,689	76,929	79,416	79,697	82,267
Operating Expenditures					
Materials & Supplies	69,815	63,308	63,425	58,215	64,500
Fees & Charges	5,361	5,055	6,000	5,249	6,000
Consultant & Contract Services	31,224	40,587	40,000	37,007	45,000
Meetings & Training	-	-	-	-	-
Fixed Assets	-	-	-	-	-
Internal Service Charges	38,697	41,726	43,910	43,910	46,410
Total Expenditures	**$ 219,786**	**$ 227,604**	**$ 232,751**	**$ 224,078**	**$ 244,177**
Operating Transfers					
Transfers Out	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Unassigned	23,031	10,427	27,676	36,350	92,172
Total Ending Fund Balance	**$ 23,031**	**$ 10,427**	**$ 27,676**	**$ 36,350**	**$ 92,172**
TOTAL USE OF FUNDS	**$ 242,817**	**$ 238,031**	**$ 260,427**	**$ 260,427**	**$ 336,350**

FY 2014/15 WORKPLAN PRIORITIES

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
- Perform routine safety inspections to ensure safe operation of fleet

VEHICLE EQUIPMENT MAINTENANCE STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 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	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Engineering Inspectors	-	-	-	-
Maintenance Workers	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

VEHICLE & EQUIPMENT MAINTENANCE

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Provide safe and functional vehicles and equipment for City use .*				
a. Percentage of fleet vehicles receiving annual safety inspections:	100%	100%	100%	100%
b. Percentage of fleet vehicles receiving annual preventative maintenance:	100%	100%	100%	100%
2. *Protect natural resources through sustainable practices.*				
a. Percentage of City vehicle fleet using alternate fuels (including hybrid vehicles):	20%	17%	17%	17%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of vehicles maintained:	27	23	23	23
2. Number of oil changes performed per year:	50	46	50	46
3. Number of required smog checks performed per year:	13	13	11	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 through the life of the asset.

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 uses 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 be made without significantly impacting the ongoing operating budget.

BUDGET OVERVIEW

FY 2014/15 includes a $200,000 funding chargeback to departments with vehicle and equipment ownership. This chargeback amount is higher than the approximately $170,000 weighted average requirement, however due to several years of underfunding during the economic recession, the fund's reserve fell below what was needed to maintain future purchases on schedule. As a result, a higher than required funding chargeback amount will be applied until an updated fund balance assessment is completed.

In FY 2014/15, staff plans on purchasing two new pieces of equipment: a utility vehicle for the Quarry Park, which will be used for weed abatement, and an aerator machine to be used at all parks. The initial purchase for a vehicle or equipment asset is made by the ownership program (in this case, the Parks and Landscape Maintenance program), with future years replacements paid for by the Equipment & Replacement Fund. Replacement allocation charges for the new equipment will be added to this program in the year after purchase and spread over the lifetime of the asset.

Only one replacement asset is to be purchased in FY 2014/15: the 24 year-old Bomag Asphalt Roller, which surpassed its life expectancy, will be replaced for approximately $45,000. Additionally, two leased electric vehicles which replaced two of the City's fleet vehicles in FY 2013/14 are paid for through this program as an alternative to purchase and replace. All remaining current year unallocated and prior year accumulated funding will remain in the fund's reserve and utilized in accordance with the planned replacement schedule.

Staffing is not assigned to this program as the Internal Service Fund operates purely as a funding set-aside for vehicle and equipment replacements.

EQUIPMENT REPLACEMENT FUND

SOURCE AND USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Unassigned	331,373	437,088	442,088	442,088	508,880
Total Beginning Fund Balance	**$ 331,373**	**$ 437,088**	**$ 442,088**	**$ 442,088**	**$ 508,880**
Revenues					
Other Sources	15,715	-	-	7,050	-
Internal Service Charges	100,000	100,000	200,000	200,000	200,000
Total Revenues	**$ 115,715**	**$ 100,000**	**$ 200,000**	**$ 207,050**	**$ 200,000**
Operating Transfers In					
Transfer In from General Fund	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 447,088**	**$ 537,088**	**$ 642,088**	**$ 649,138**	**$ 708,880**
USE OF FUNDS					
EXPENDITURES					
Operating Expenditures					
Materials & Supplies	-	-	-	-	-
Fees & Charges	-	-	-	11,121	7,500
Consultant & Contract Services	-	-	-	-	-
Meetings, Events & Training	-	-	-	-	-
Fixed Assets	10,000	95,000	240,000	129,138	45,000
Internal Service Charges	-	-	-	-	-
Total Expenditures	**$ 10,000**	**$ 95,000**	**$ 240,000**	**$ 140,258**	**$ 52,500**
Operating Transfers					
Transfers Out	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Unassigned	437,088	442,088	402,088	508,880	656,380
Total Ending Fund Balance	**$ 437,088**	**$ 442,088**	**$ 402,088**	**$ 508,880**	**$ 656,380**
TOTAL USE OF FUNDS	**$ 447,088**	**$ 537,088**	**$ 642,088**	**$ 649,138**	**$ 708,880**

FY 2014/15 WORKPLAN PRIORITIES

Vehicle Replacement – Purchase replacement vehicles and equipment in accordance with the FY 2014/15 replacement schedule.

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

KEY SERVICES

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

2014/15 VEHICLE & EQUIPMENT REPLACEMENT SCHEDULE

Program	Current Asset #	Yr Purch	Current Vehicle / Equipment	Asset Life	Assigned	Estimated Cost
Equipment						
Streets		1991	Bomag Ashpalt Roller	24		45,000
						$ 45,000

LANDSCAPE & LIGHTING DISTRICTS

The City maintains 26 Landscape and Lighting Districts and one Storm Drain District throughout the City with 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 nineteen are funded solely by benefit assessments. Those districts funded with property tax 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 property tax funding alone was not sufficient for several of the Landscape & Lighting Districts, three districts approved a benefit assessment also be levied to augment funding.

The benefit assessment-based 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 City is seeking to increase the annual assessment more than the amount provided for in the existing agreement.

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 established prior to the passage of Prop 218 do not currently have this allowance for annual increases built into the agreement.

SUMMARY BUDGET OVERVIEW

The Landscape & Lighting District Fund budget schedule presented on the following page is a summary of the 26 separate funds. The separate fund budgets includes electricity and/or monthly landscaping service costs, and a pro-rated administrative fee for staffing administration and oversight, legal fees, and engineering services. Some budgets also include water, tree maintenance, and repair expenses. The administrative service fee expense is, in turn, a revenue to the Parks & Landscape Division program.

Assessment levels reflect the continued practice of building fund balance levels for adequate cash flow and for use in future year's repairs and projects. This creates a level of protection to both ensure the funds have working capital and prevents 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

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Unassigned	504,125	562,504	621,947	621,947	733,831
Total Beginning Fund Balance	**$ 504,125**	**$ 562,504**	**$ 621,947**	**$ 621,947**	**$ 733,831**
Revenues					
Property Taxes	184,242	193,634	180,500	211,010	199,565
L&L Assessments	304,840	287,489	304,436	306,844	322,432
Other Sources	2,159	1,964	1,995	3,448	1,734
Total Revenues	**$ 491,241**	**$ 483,087**	**$ 486,931**	**$ 521,302**	**$ 523,731**
Operating Transfers In					
Transfer in from CIP	-	-	-	-	50,000
Total Operating Transfers In	**$ -**	**$ -**	**$ -**	**$ -**	**$ 50,000**
TOTAL SOURCE OF FUNDS	**$ 995,366**	**$ 1,045,591**	**$ 1,108,878**	**$ 1,143,249**	**$ 1,307,562**
USE OF FUNDS					
Expenditures					
Operating Expenditures					
Materials & Supplies	-	-	-	-	-
Fees & Charges	267,278	286,701	277,637	265,892	281,826
Consultant & Contract Services	165,585	136,943	324,500	143,526	325,084
Total Operating Expenditures	432,862	423,644	602,137	409,418	606,910
Total Expenditures	**$ 432,862**	**$ 423,644**	**$ 602,137**	**$ 409,418**	**$ 606,910**
Ending Fund Balance					
Unassigned	562,504	621,947	506,741	733,831	700,651
Total Ending Fund Balance	**$ 562,504**	**$ 621,947**	**$ 506,741**	**$ 733,831**	**$ 700,651**
TOTAL USE OF FUNDS	**$ 995,366**	**$ 1,045,591**	**$ 1,108,878**	**$ 1,143,249**	**$ 1,307,562**

FY 2014/15 WORKPLAN PRIORITIES

District Assessments – Staff will continue to closely monitor all Assessment 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 2014/15
Annual District Assessments

Zone #	Assessment District	Number of Parcels	Parcel Assessment	Total Assessment	Total Property Tax
Lighting Districts					
231	Village Lighting District	781	-	-	64,650
232	Azule Lighting District	120	-	-	29,580
233	Sarahills Lighting District	64	100.15	6,410	-
Landscape Districts					
241	Arroyo de Saratoga Landscape District	250	75.54	18,884	-
242	Bonnet Way Landscape District	41	127.29	5,219	-
243	Carnelian Glen	20	210.63	4,213	-
244	Cunningham/Glasgow Landscape District	31	294.95	9,143	-
245	Fredericksburg Landscape District	85	69.22	5,883	733
246	Greenbriar Landscape District	176	130.70	23,002	5,534
247	Kerwin Ranch Landscape District	16	778.71	12,459	-
248	Leutar Court Landscape District	9	445.67	4,011	-
249	Manor Drive Landscape District	29	89.41	2,593	3,978
251	McCartysville Landscape District	48	293.53	14,089	-
252	Prides Crossing Landscape District	864	65.15	56,286	-
253	Saratoga Legends Landscape District	15	648.83	9,732	-
254	Sunland Park Landscape District	200	81.82	16,365	-
255	Tricia Woods Landscape District	9	301.47	2,713	-
Landscape & Lighting Districts					
271	Beauchamps Landscape District	55	175.52	9,654	-
272	Bellgrove Landscape & Lighting District	94	800.75	75,270	-
273	Gateway Landscape & Lighting District	12	1,249.42	14,993	-
274	Horseshoe Landscape & Lighting District	52	234.35	12,186	-
275	Quito Lighting District	698	-	-	57,390
276	Tollgate Landscape & Lighting District	61	170.75	10,416	-
277	Village Commercial Landscape District	132	-	-	37,700
278	Westbrook Landscape & Lighting Dist	92	44.14	4,061	-
Storm Drain District					
291	Hill Ave Storm Water District	5	969.61	4,848	-
		3,959		**322,432**	**199,565**

RECREATION & FACILITIES DEPARTMENT

The Recreation & Facilities Department contributes to the quality of life in Saratoga through a wide variety of diverse activities, services, 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, Theater/Council Chambers, 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. 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.

DEPARTMENT OBJECTIVES

The Recreation Department, through its variety of service divisions, directly supports a number of the City Council's Strategic Goals. Performance measures provide feedback on the Department attainment of these objectives.

Council Strategic Goal: Community Enrichment: Foster a community with an enriched and diverse culture and engaged community.

Department Objectives:

- Enhance and promote healthier living in the community through providing a variety of high quality and enjoyable activities that are convenient for residents and help create an engaged and vibrant community
- Develop and cultivate organizational and leadership potential in local teens through Youth Commission activities
- Provide safe, affordable, clean, and enjoyable facilities for meetings, parties, receptions, and gatherings to enhance and promote quality of life

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

Department Objectives:

- Promote civic engagement in Saratoga youth through Youth Commission sponsored community events
- Develop community partnerships with positive interaction through recreation programs and services

Council Strategic Goal: Facility & Infrastructure: Maintain the City's facilities and public infrastructure in a safe, sustainable, and cost effective manner

Department Objectives:

- Provide safe, clean, cost effective facilities for community meetings, parties, receptions, and gatherings
- Ensure City facilities are clean, safe, and maintained according to best practices
- Mitigate risk and liability issues in City facilities
- Follow environmentally friendly purchasing policies, sustainability and green building practices

DEPARTMENT BUDGET SUMMARY

The Department's FY 2014/15 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%. The FY 2012/13 staff restructuring that resulted in the elimination of a Senior Recreation Supervisor and the creation of a second Recreation Coordinator position has allowed improved coverage time to better support customer service and the department's functions, including the return of "in-house" youth camps. As a result, Recreation revenues are expected to grow slightly, with some corresponding expenditure increases for instructor services. For FY 2014/15, the cost recovery percentage is expected to be 66%.

With an increased focus on implementing citywide emergency event readiness and Liability Program best practices, an additional .05 FTE of the Director position, who functions as the City's Risk Manager, is assigned to the Emergency Preparedness program to reflect actual time spent toward this endeavor.

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. 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

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-
Fees, Licenses and Permits	5,777	8,725	9,500	17,799	10,200
Charge for Services	611,321	634,760	742,000	645,114	713,000
Rental Income	235,579	232,236	253,250	247,604	269,950
Other Sources	60	45	-	81	-
TOTAL REVENUES	**$ 852,736**	**$ 875,765**	**$1,004,750**	**$ 910,597**	**$ 993,150**
EXPENDITURES					
Salaries and Benefits	645,755	647,904	686,714	667,895	724,998
Operating Expenditures					
Materials & Supplies	14,234	22,596	33,925	27,105	35,550
Fees & Charges	16,566	20,955	21,950	20,404	21,285
Consultants & Contract Services	356,282	382,334	441,900	403,490	427,900
Meetings, Events & Training	402	379	2,950	1,428	5,850
Total Operating Expenditures	387,485	426,264	500,725	452,427	490,585
Fixed Assets	-	-	-	-	-
Internal Service Charges	236,258	244,325	262,957	262,955	285,195
TOTAL EXPENDITURES	**$1,269,497**	**$1,318,493**	**$1,450,396**	**$1,383,277**	**$1,500,778**

TOTAL DEPARTMENTAL EXPENDITURES BY PROGRAM

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
GENERAL FUND					
Recreation Services	900,930	938,742	1,029,860	961,244	1,052,579
Teen Services	67,859	67,955	57,101	57,836	48,259
Facility Rentals	300,708	311,796	363,435	364,197	399,940
TOTAL GENERAL FUNDS	**$1,269,497**	**$1,318,493**	**$1,450,396**	**$1,383,277**	**$1,500,778**
INTERNAL SERVICES FUNDS					
Building Maintenance	732,592	771,882	800,269	817,506	855,198
TOTAL INTERNAL SERVICES	**$ 732,592**	**$ 771,882**	**$ 800,269**	**$ 817,506**	**$ 855,198**
TOTAL EXPENDITURES	**$2,002,090**	**$2,090,375**	**$2,250,665**	**$2,200,783**	**$2,355,976**

RECREATION & FACILITIES DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Recreation & Facilities Director	0.80	0.75	0.70	0.65
Senior Recreation Supervisor	1.00	-	-	-
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Coordinator	-	2.00	2.00	2.00
Facility Coordinator	0.60	0.60	0.60	0.60
Office Specialist II/III	1.90	1.00	1.00	1.00
Facility Maintenance Manager	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 FTE's	**9.30**	**9.35**	**9.30**	**9.25**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Facility Attendents	1,500	1,500	1,500	1,750
Recreation Leaders	500	500	3,335	3,300
TOTAL ANNUAL HOURS	**2,000**	**2,000**	**4,835**	**5,050**

TOTAL RECREATION & FACILITIES STAFF

City Staff by Program	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Recreation Services	3.65	3.90	3.85	3.85
Teen Services	0.40	0.30	0.30	0.25
Facililty Rentals	1.25	1.50	1.50	1.50
Building Maintenance	4.00	3.65	3.65	3.65
Total Recreation Staff	**9.30**	**9.35**	**9.30**	**9.25**
Staff allocations in other Department Programs				
Non-Departmental: Risk Management	0.20	0.25	0.30	0.30
Public Safety: Emergency Preparedness	-	-	-	0.05
TOTALS	**9.50**	**9.60**	**9.60**	**9.60**

The Recreation Department Staff FTE schedule includes General Fund and Internal Fund programs assigned to this department. The 30% of the Recreation & Facilities Director's FTE assigned to the Risk Liability division in the Non-Departmental section, and 5% assigned to the Emergency Preparedness division in the Public Safety Department is not reflected in the department total, but is reflected in the Total Staff schedule.

RECREATION SERVICES

Recreation Services plans, organizes, schedules, promotes, supervises, and evaluates over 1,600 classes and activities per year. This involves managing approximately 70 independent contractors, and offering over 10,400 hours of activities at 24 different parks and facilities, offering a City-run camp program, planning 22 excursions and trips per year, conducting monthly e-mail promotional campaigns, and publishing a quarterly (seasonal) full color recreation program Activity Guide that is mailed to all residents and non-resident users. A supplemental full color 16-page summer camp guide is also published and mailed to past participants. Recreation Services also provides an independently contracted 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 program has four program revenue sources to support services. FY 2014/15 revenues include a net of $102,000 in excursion fees, $605,000 from classes and special program fees, and $8,000 from advertisements in the Recreation Activity Guide. With the return of the in-house camp programs (summer, winter, and spring), the Department is also planning to generate about $50,000 in camp fee revenue. Staff is planning additional marketing to targeted populations for all programs.

Ongoing expenditures in the Recreation Services budget include $305,000 for instructors, $80,000 for excursions, $3,500 for materials and supplies, $22,000 for recreation brochure printing (four full guides rather than three), $18,000 for mailing costs, $16,000 for credit card fees, $1,000 for off-site facility rentals, and $7,000 for the Recreation Department's RecTrac system support and software upgrades. 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.

In FY 2012/13, the Department had an opportunity to restructure, and consequently made a few changes. These changes continue to be refined, and distribution of duties to increase efficiencies are ongoing. In FY 2014/15, the Department will reinstate an in-house camp program, develop and lead new excursions, oversee production of an enhanced activity guide, provide additional coverage at the Community Center, and increase marketing efforts through social media and increased visibility at special events.

RECREATION SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Fees, Licenses and Permits	5,777	8,725	9,500	17,799	10,200
Charge for Services	608,623	633,179	736,500	644,413	708,000
TOTAL REVENUES	**$ 614,400**	**$ 641,904**	**$ 746,000**	**$ 662,212**	**$ 718,200**
EXPENDITURES					
Salaries and Benefits	441,254	441,215	460,230	435,727	487,800
Operating Expenditures					
Materials & Supplies	12,985	19,607	26,600	20,419	28,400
Fees & Charges	16,553	20,535	20,850	19,803	20,985
Consultants & Contract Services	356,282	381,219	439,250	403,490	425,250
Meetings, Events & Training	102	323	2,550	1,428	5,350
Total Operating Expenditures	385,922	421,684	489,250	445,140	479,985
Fixed Assets	-	-	-	-	-
Internal Service Charges	73,754	75,842	80,380	80,378	84,794
TOTAL EXPENDITURES	**$ 900,930**	**$ 938,742**	**$1,029,860**	**$ 961,244**	**$1,052,579**

FY 2014/15 WORKPLAN PRIORITIES

Recreation Services – Recreation Department staff will enhance and promote recreation in the City of Saratoga by providing a variety of high quality, safe, affordable, and enjoyable activities that are convenient for residents. Staff plans a continuing audit and assessment of activities in FY 2014/15 to determine the community's desire for class offerings and identify inadvertent class duplication and/or gaps in services with competing recreation providers.

Fiscal Stewardship - Recreation strives to contribute to the strength of the City's fiscal health and stability by creating a desirable environment in which independent contract instructors conduct revenue-generating events, activities, and contract classes. Staff will continue to 1) actively recruit service providers, solicit partnerships, and develop collaborations; 2) conducts activities that serve the needs of the residents of Saratoga; and 3) encourages economic development by providing facility space and promotional assistance to recreation service providers.

KEY SERVICES

- Plan, organize, schedule, promote, supervise, and evaluate program classes, activities, and events for all ages
- Publish recreation activity guides, fliers, brochures, etc. to market and promote recreation classes, camps, and activities
- Provide approximately 1,600 classes, camps, etc. and offer 22 excursions per year
- Provide an independently operated 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	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Recreation & Facilities Director	0.35	0.35	0.30	0.30
Senior Recreation Supervisor	0.90	-	-	-
Recreation Supervisor	0.75	0.90	0.90	0.90
Recreation Coordinator	-	1.90	1.90	1.90
Facility Coordinator	-	-	-	-
Office Specialist II/III	1.65	0.75	0.75	0.75
Facility Maintenance Manager	-	-	-	-
Facility Maintenance Lead	-	-	-	-
Facility Maintenance Worker I/II/III	-	-	-	-
TOTAL FTE's	**3.65**	**3.90**	**3.85**	**3.85**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Facility Attendents	-	-	-	-
Recreation Leaders	500	500	3,335	3,300
TOTAL ANNUAL HOURS	**500**	**500**	**3,335**	**3,300**

RECREATION SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Promote healthy lifestyles and personal growth through organized recreation activities.*				
a. Offer a variety of new and ongoing recreation activities:	1612	993	1190	1250
b. Percentage of recreation class participants which agreed recreation activities contribute to healthy lifestyle and personal growth:	100%	100%	100%	100%
c. Number of Recreation Activity Guides published each year which include "Healthy Lifestyle" educational information:	3	3	4	4
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:	79	60	55	60
b. Percentage of Saratoga "households" using online registration software to register for recreation activites:	18%	19%	22%	22%
c. Percentage of recreation class participants which agreed activities met or exceeded expectations:	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of recreation activity hours offered:	*Information not available*	6,561	7,107	7,500
2. Number of participant registrations:	*Information not available*	5,121	5,675	6,000
3. Number of online regestrations:	909	950	896	950

TEEN SERVICES

Staff assigned to Teen Services oversee the Youth Commission program the City Council re-established in 1988 to play a key role in all City-sponsored programs for Teens in Saratoga. 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.

Teen Services staff and the Youth Commission work together to: sponsor teen-oriented activities; administer the Youth Commission training; 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 opportunities 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 function as a training camp for future community leaders by developing the youth's leadership skills.

BUDGET OVERVIEW

Revenues for the Teen Services program is minimal, coming from a few Youth Commission generated programs and activities. The FY 2014/15 Teen Services expenditure budget reflects reduced staffing with .05 FTE of the Director's time moved out of the program as recreation staff has become more experienced.

Teen Services duties are primarily limited to overseeing the Youth Commission program. Operating expenditures are minimal, however with Council's request that Youth Commission members attend more community events, the materials, supplies, and printing costs budget has increased for FY 2014/15.

TEEN SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Charge for Services	2,698	1,581	5,500	701	5,000
Other Sources	60	45	-	81	-
TOTAL REVENUES	**$ 2,758**	**$ 1,626**	**$ 5,500**	**$ 782**	**$ 5,000**
EXPENDITURES					
Salaries and Benefits	56,791	57,261	44,783	45,437	35,046
Operating Expenditures					
Materials & Supplies	156	306	825	1,078	1,825
Fees & Charges	7	78	100	78	100
Consultants & Contract Services	-	-	150	-	150
Meetings, Events & Training	-	-	-	-	-
Total Operating Expenditures	163	384	1,075	1,156	$ 2,075
Internal Service Charges	10,905	10,310	11,243	11,243	11,138
TOTAL EXPENDITURES	**$ 67,859**	**$ 67,955**	**$ 57,101**	**$ 57,836**	**$ 48,259**

FY 2014/15 WORKPLAN PRIORITIES

Leadership Training – The Teen Services program will participate in the annual CPRS District IV YAC Attack (Youth Advisory Conference) and collaborate with the neighboring Cupertino, Monte Sereno and Los Gatos' Youth Commissions during FY 2014/15 in sponsoring special events for local teens, building developmental assets and providing leadership training and opportunities for teens and youth in Saratoga.

Community Outreach – Teen Services will increase efforts to reach out to young Saratogans; to bring a wider representation of schools to Youth Commission sponsored events (e.g. Walk One Week), provide information about the Commission while participating in downtown events such as St. Paddy's Day, Tree Lighting Ceremony, Witchy Walk-a-Bout, and to partner with the community to provide opportunities for teens and youth to become more involved and connected with their hometown.

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 through ongoing evaluations and assessments of 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	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Recreation & Facilities Director	0.10	0.10	0.10	0.05
Senior Recreation Supervisor	0.05	-	-	-
Recreation Supervisor	0.25	0.10	0.10	0.10
Recreation Coordinator	-	0.10	0.10	0.10
Facility Coordinator	-	-	-	-
Office Specialist II/III	-	-	-	-
Facility Maintenance Manager	-	-	-	-
Facility Maintenance Lead	-	-	-	-
Facility Maintenance Worker I/II/III	-	-	-	-
TOTAL FTE's	**0.40**	**0.30**	**0.30**	**0.25**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Facility Attendents	-	-	-	-
Recreation Leaders	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

TEEN SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Partner with the community to improve the quality of life for*				
a. Percentage of time Recreation staff member attends Youth Commission meetings:	100%	100%	100%	100%
b. Percentage of teens in satisfaction survey which agree recreation activities met or exceeded expectations in improving quality of life:	100%	100%	100%	100%
c. Provide teen volunteer opportunity hours:	700	700	1000	1300
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:	100%	100%	100%	100%
b. Practice and contribute to "Developmental Assets" for teens as measured by survey:	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of teen-age volunteer service hours offered:	700	700	1100	1300
2. Number of teen-age volunteers supervised:	14	11	19	33

FACILITY RENTALS

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

BUDGET OVERVIEW

Facility Rental Program revenues are expected to bring in about $108,000 for Community Center rentals, another $7,000 for Senior Center rentals, and $7,000 for the Warner Hutton House. The Civic Center Theater will bring in approximately $55,000 and the Saratoga Prospect Center buildings another $75,000. 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, particularly for dances. Plot rentals at the Community Garden at El Quito Park are expected to bring in another $4,000, and day-use 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 as the need for facility attendants to supervise rental activities at the Saratoga Prospect Center increases.

Direct costs for this program are minimal, with $8,500 budgeted for operational supplies. Another $1,000 is now budgeted for ASCAP/BMI fees if needed as a result of copyrighted music played at events. The program's largest expense is for internal service charges as Facility Rentals accounts for a large percentage of building maintenance expenses. FY 2014/15 saw a significant increase in these service charges as building maintenance costs increased $50,000 citywide. Other ongoing costs are expected to grow minimally in future years.

FACILITY RENTALS

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Rental Income	235,579	232,236	253,250	247,604	269,950
Pass-Through Accounts	-	-	-	-	-
TOTAL REVENUES	**$ 235,579**	**$ 232,236**	**$ 253,250**	**$ 247,604**	**$ 269,950**
EXPENDITURES					
Salaries and Benefits	147,709	149,427	181,701	186,732	202,152
Operating Expenditures					
Materials & Supplies	1,093	2,684	6,500	5,609	5,325
Fees & Charges	7	342	1,000	523	200
Consultants & Contract Services	-	1,115	2,500	-	2,500
Meetings, Events & Training	300	55	400	-	500
Total Operating Expenditures	1,400	4,196	10,400	6,132	8,525
Internal Service Charges	151,599	158,173	171,334	171,334	189,263
TOTAL EXPENDITURES	**$ 300,708**	**$ 311,796**	**$ 363,435**	**$ 364,197**	**$ 399,940**

FY 2014/15 WORKPLAN PRIORITIES

Environmental Sustainability – The Facility Rental division will continue implementing environmental best practices to promote sustainability, educating and encouraging all users to follow existing green building practices for facility and park rentals.

Facility Rentals **-** Recreation & Facilities Department staff will provide high quality, safe, affordable, clean, and enjoyable facilities that are convenient to residents for meetings, parties, receptions, and gatherings in a safe, sustainable, and cost effective manner.

FACILITY RENTALS

KEY SERVICES

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

FACILITY RENTALS STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Recreation & Facilities Director	0.10	0.05	0.05	0.05
Senior Recreation Supervisor	0.05	-	-	-
Recreation Supervisor	-	-	-	-
Recreation Coordinator	-	-	-	-
Facility Coordinator	0.60	0.60	0.60	0.60
Office Specialist II/III	0.25	0.25	0.25	0.25
Facility Maintenance Manager	-	0.10	0.10	0.10
Facility Maintenance Lead	0.10	0.10	0.10	0.10
Facility Maintenance Worker I/II/III	0.15	0.40	0.40	0.40
TOTAL FTE's	**1.25**	**1.50**	**1.50**	**1.50**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Facility Attendents	1,500	1,500	1,500	1,750
Recreation Leaders	-	-	-	-
TOTAL ANNUAL HOURS	**1,500**	**1,500**	**1,500**	**1,750**

FACILITY RENTALS

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 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:	100%	100%	100%	100%
c. Percentage of customers which agreed facilities met or exceeded expectations:	100%	100%	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:	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of facility rental applications processed:	394	572	725	800
2. Number of fee-based and no-charge (for City meetings, events, etc.) facility rental hours for public use:	8,322	13,250	16,900	18,000
3. Average dollars per receipt:	$420	$198	$197	$200

BUILDING MAINTENANCE FUND

Building Maintenance provides services to ensure City facilities are clean, 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 (e.g. Senior Center). 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 preventative maintenance services are also on a schedule, which includes items such as painting, roof maintenance, pest control, emergency generator testing and upkeep, 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 water, sewer, electricity and natural gas 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

With the implementation of Internal Service Funds with the FY 2007/08 budget, the Building Maintenance program incorporated staffing and expenses associated with facility custodial and maintenance services, and the revenues earned from charging back to the departments into one cost program. With five years of history-based data on the actual expenses, minor revisions are included in the FY 2014/15 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, utility and janitorial 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 significantly 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. Staffing costs increased with rising usage and cost of living increases. Internal Service Costs were increased to reflect an addition of staff office space.

BUILDING MAINTENANCE FUND

SOURCE & USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Unassigned	208,518	200,926	184,901	184,901	199,869
Total Beginning Fund Balance	**$ 208,518**	**$ 200,926**	**$ 184,901**	**$ 184,901**	**$ 199,869**
Revenues					
Other Sources	-	5,858	-	7,474	-
Internal Service Charges	725,000	749,999	825,000	825,000	875,000
Total Revenues	**$ 725,000**	**$ 755,857**	**$ 825,000**	**$ 832,474**	**$ 875,000**
Operating Transfers In					
Transfer In from General Fund	-	-	-	-	-
Total Operating Transfers In	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 933,518**	**$ 956,782**	**$1,009,901**	**$1,017,375**	**$1,074,869**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	441,563	450,377	457,652	481,910	484,952
Operating Expenditures					
Materials & Supplies	37,101	37,040	39,650	40,244	44,450
Fees & Charges	116,827	123,050	122,300	130,680	134,750
Consultant & Contract Services	72,703	89,274	103,500	87,809	107,500
Meetings, Events & Training	32	54	600	298	1,000
Internal Service Charges	64,365	72,087	76,567	76,565	82,546
Total Expenditures	**$ 732,592**	**$ 771,882**	**$ 800,269**	**$ 817,506**	**$ 855,198**
Operating Transfers					
Transfer Out to General Fund	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Unassigned	200,926	184,901	209,632	199,869	219,671
Total Ending Fund Balance	**$ 200,926**	**$ 184,901**	**$ 209,632**	**$ 199,869**	**$ 219,671**
TOTAL USE OF FUNDS	**$ 933,518**	**$ 956,782**	**$1,009,901**	**$1,017,375**	**$1,074,869**

FY 2014/15 WORKPLAN PRIORITIES

Facility and Infrastructure Project Management – Facility staff will oversee services to undertake planned facility improvement projects to ensure City facilities are clean, safe, and maintained according to best practices, such as installing a new facility access control system (door lock system) at Saratoga Prospect Center; as well as perform emergency repairs and improvements.

ADA Compliance **-** Staff will mitigate risk and liability issues in City facilities by installing ADA compliant signage in all City facilities, install ADA-compliant automatic doors at Prospect Center and the Community Center through a CDBG funded grant.

Environmental Sustainability **-** Staff will continue ongoing energy savings projects such as installing energy saving HVAC and appliances and follow environmentally friendly purchasing policies, sustainability and green building practices.

KEY SERVICES

- Provide buildings that are clean, safe, and usable for the general public and City employees
- Follow environmentally friendly purchasing policies, sustainability, and green building practices
- Maintain facilities on a regular schedule to provide efficient and cost effective maintenance

BUILDING MAINTENANCE STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Recreation & Facilities Director	0.25	0.25	0.25	0.25
Senior Recreation Supervisor	-	-	-	-
Recreation Supervisor	-	-	-	-
Recreation Coordinator	-	-	-	-
Facility Coordinator	-	-	-	-
Office Specialist II/III	-	-	-	-
Facility Maintenance Manager	1.00	0.90	0.90	0.90
Facility Maintenance Lead	0.90	0.90	0.90	0.90
Facility Maintenance Worker I/II/III	1.85	1.60	1.60	1.60
TOTAL FTE's	**4.00**	**3.65**	**3.65**	**3.65**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Facility Attendents	-	-	-	-
Recreation Leaders	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

BUILDING MAINTENANCE FUND

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 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:	95%	100%	100%	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	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of work orders received:	3,300	3,642	3,500	3,500
2. Number of work orders completed:	3,270	3,586	3,400	3,400

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. This includes Cal-ID program services and administrative support through their West Valley sub-station, with deputies and staff dedicated to the cities of Saratoga, Cupertino, and the Town of Los Altos Hills. The division's captain represents the Chief of Police for all of the cities. Animal control services are provided on contract by the City of San Jose Animal Care and Services Division (SJACS). Fire protection services are provided to Saratoga residents by Santa Clara County Fire District (SCCFD), however they also provide the cities with dedicated staff for coordinating emergency response services.

The City is also a member of Silicon Valley Regional Interoperability Authority. The Authority has undertaken the mission to design and implement a comprehensive countywide public safety radio communications system. For FY 2014/15, the funding formula calls for Saratoga to be billed directly. In subsequent fiscal years it is proposed that the City would be charged through the Sheriff's Office contract as the charge for services migrates from a jurisdiction basis to a user fee basis.

The Emergency Preparedness Program provides funding for the operational cost associated with the preparation of the city's and 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 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; determine outstanding needs; create awareness; and educate City staff about their emergency response duties. The Emergency Preparedness Program is supported by SCCFD 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.

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, and for Emergency Preparedness through programs in coordination with the Santa Clara County Fire Department and Office of Emergency Services.

As external agencies provide the operational and managerial staffing for these Public Safety programs, city staff assignments are limited to cost recovery planning efforts.

DEPARTMENT OBJECTIVES

Council Strategic Goal: Public Safety: Provide for a safe and secure community.

Department Objectives:

- Preservation of life and property: Ensure effective enforcement of regulations, codes and law in order to maintain a safe and secure community

- Crime Prevention: Build relationship and engage community participation in crime prevention awareness, and implement crime prevention programs
- Emergency Preparedness: Prepare and maintain Emergency Operations Plan; develop staff and community's emergency awareness and readiness; and ensure inter-agency/multi-agency coordination and preparedness

DEPARTMENT BUDGET SUMMARY

The Public Safety Department's Budget consists of two program divisions, Public Safety Services and Emergency Preparedness. The two division's operational functions are primarily staffed by external agencies under a contract service arrangement. In past years, City staff was not assigned to this department. However, with the need to develop cost recovery preparations, .05 FTE of the Risk Manager is assigned to the Emergency Preparedness program in FY 2014/15.

Departmental revenues are primarily related to Sheriff Services. This includes funding from Public Safety Tax, the annual SLESF/COPS Grant, Vehicle Abatement Fees, Vehicle Code Bail & Fines, Parking Citations, and False Alarm Fines. The Sheriff's Contract is structured to bill the City monthly based on an annual estimate. After reconciling service costs at year-end, the Sheriff's Office issues the City a reimbursement if expenditures are less than the estimated annual fee. As this refund amount is undeterminable, the City does not include a projection in the budget. Additional Public Safety revenue is received from the San Jose Animal Control Services for fees collected from Saratoga residents for licensing fees, impound, quarantine, and boarding fees. Emergency Preparedness program revenues are limited to grant reimbursements, which in recent years are limited to FEMA's 50-50 matching EMPG grants.

Public Safety Services program expenditures consist mainly of administrative fees and contract service charges for Sheriff Services, Cal-ID, and the San Jose Animal Services contract. The Sheriff Services expenditure is the only area of significant budget growth from year to year.

Emergency Preparedness expenditures are typically very stable from year to year however the last two years there was a notable increase: FY 2013/14 saw additional expenditures with the reinstatement of the EMPG Grant Match Program; and FY 2014/15 reflects additional funding for staff costs in support of added Cost Recovery preparations.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Taxes	-	-	-	-	-
Intergovernmental Revenues	209,955	186,507	207,216	244,766	227,500
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	16,687	23,270	15,000	22,051	17,500
Other Sources	467,487	472,776	251,558	180,207	160,525
TOTAL REVENUES	**$ 694,129**	**$ 682,552**	**$ 473,774**	**$ 447,024**	**$ 405,525**
EXPENDITURES					
Salaries and Benefits	-	-	-	-	12,384
Operating Expenditures					
Materials & Supplies	14,400	16,262	31,432	31,150	41,000
Fees & Charges	36,659	39,422	43,334	42,534	45,634
Consultants & Contract Services	4,237,249	4,325,820	4,405,688	4,407,188	4,781,204
Meetings, Events & Training	209	140	300	111	300
Total Operating Expenditures	4,288,517	4,381,644	4,480,754	4,480,983	4,868,138
Fixed Assets	11,336	-	-	-	-
Internal Service Charges	10,260	10,200	10,401	10,401	5,580
TOTAL EXPENDITURES	**$4,310,113**	**$4,391,844**	**$4,491,155**	**$4,491,384**	**$4,886,102**

DEPARTMENTAL EXPENDITURES BY DIVISION / PROGRAM

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
GENERAL FUND					
Public Safety Services	$ 4,241,260	$ 4,328,818	$ 4,410,788	$ 4,411,156	$ 4,786,304
Emergency Preparedness	68,854	63,026	80,367	80,227	99,798
GENERAL FUND PROGRAMS	**$4,310,113**	**$4,391,844**	**$4,491,155**	**$4,491,384**	**$4,886,102**

PUBLIC SAFETY DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Risk Manager	-	-	-	0.05
Total FTE's	**-**	**-**	**-**	**0.05**
TOTAL FTE's				

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
	-	-	-	-
	-	-	-	-
Total Annual Hours	**-**	**-**	**-**	**-**

TOTAL PUBLIC SAFETY STAFF

City Staff by Program	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Public Safety	-	-	-	-
Emergency Preparedness	-	-	-	0.05
TOTALS	**-**	**-**	**-**	**0.05**

NOTE
The Risk Manager FTE in FY 2014/15 shown in the schedule above is staffed by the Recreation & Facilities Director, and accounted for in the Recreation & Facilities Department in the Total FTE summary as the Public Safety Department is primarily an external services department.

PUBLIC SAFETY SERVICES

Since the City's incorporation in 1956, the City has contracted for public safety services with the Santa Clara County Sheriff's Office rather than employ a much more expensive alternative of in-house police services. The City has found this option to be extremely satisfactory as the Sheriff's department provides services and competencies associated with a large police department without the full-time expense. So satisfactory that in 2013 the City was lauded as "the safest city in California", and in 2014 the "12th safest city in the nation."

The current contract with the Sheriff's Office provides basic patrol, traffic, and law enforcement services. Services have increased and decreased over the years, based on need and funding. After additional Supplemental Law Enforcement Services Fund (SLESF) funding became available in FY 2005/06, the contract was enhanced to fund 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 augment the Sheriff's contract further by adding a school resource officer and increasing patrol service hours. Economic restraints required reductions in patrol hours in FY 2011/12, however with the recent turnaround, an additional 1800 hours for traffic enforcement were added back in the FY 2013/14 budget to focus on heavy traffic times and locations such as schools.

The City also contracts with San Jose Animal Care and Services Division (SJACS) for animal shelter related services, including: the 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

While General Fund revenue is the primary funding source for Public Safety, designated revenue is 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. The SLESF grant funding is specifically targeted for the added School Resource Officer position.

Another $105,000 is expected 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 $170,000 for the year, and another $17,500 is expected from the San Jose Animal Control Agency's charges to Saratoga residents for boarding, licenses, and fines.

The City's 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 minimized the impact in following years.

PUBLIC SAFETY SERVICES

The remaining budgeted Public Safety expenditures include minor operational costs for data ticket forms and supplies, and county administrative fees for parking tickets. The Cal-ID program, run by the Santa Clara County's Sheriff's Office, provides fingerprint identification services.

Additional budget appropriations in the Public Safety Program support animal related services through a contract with the City of San Jose. The Animal Control Services 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 using 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 plus 1.5% per year, *or* 2) the total of the rise in San Jose Animal Control Officers for the prior three years. The contract's third three year rate increase was effective July 1, 2013. With the City of San Jose's pension and salary reform over the last few years, the total comp growth of 2% was the lower of the contract increase factors. The new annual rate effective for FY 2013/14 through FY 2016/17 is set at $180,164.

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 Police or Animal Care & Services Division staff. The City of Saratoga is limited to oversight and coordination functions only.

PUBLIC SAFETY SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Intergovernmental Revenues	200,255	185,660	195,000	232,490	215,000
Charge for Services	16,687	23,270	15,000	22,051	17,500
Other Sources	467,487	472,776	251,558	180,207	160,525
TOTAL REVENUES	**$ 684,430**	**$ 681,706**	**$ 461,558**	**$ 434,748**	**$ 393,025**
EXPENDITURES					
Operating Expenditures					
Fees & Charges	4,011	2,998	5,100	3,968	5,100
Consultants & Contract Services	4,237,249	4,325,820	4,405,688	4,407,188	4,781,204
Total Operating Expenditures	4,241,260	4,328,818	4,410,788	4,411,156	4,786,304
Internal Service Charges	-	-	-	-	-
TOTAL EXPENDITURES	**$4,241,260**	**$4,328,818**	**$4,410,788**	**$4,411,156**	**$4,786,304**

FY 2014/15 WORKPLAN PRIORITIES

Traffic Enforcement – Additional patrol hours added in FY 2014/15 will increase traffic enforcement efforts near Saratoga schools in an effort to ease congestion and continue traffic calming. Deputies will also continue responding to and investigating vehicle accidents on both public and private property including "off street parking facilities" when requested by a driver or when injuries are involved.

School Resource Officer – SRO Deputy will continue regular presence on school campuses and amongst the students. The SRO will maintain continuous communication with school administration and staff, and will provide educational services and programs for students 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 STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Risk Manager	-	-	-	-
TOTAL FTE's	**-**	**-**	**-**	**-**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
	-	-	-	-
	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

PUBLIC SAFETY SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *For effective protection of life and property, ensure a safe and secure community through diligent enforcement of regulations, codes and law.*				
a. Priority I calls (serious emergency and public hazard):	58	40	53	55
b. Priority II calls (immediate response, but non-emergency):	2,858	2,718	2,800	2,800
c. Priority III calls (non-emergency):	1,925	1,826	2,000	2,000
2. *Provide Public Safety service response in a timely, professional manner. Meet or exceed service goals.*				
a. Average response to Priority I calls for service:	3.98 min	5.41 min	6.00 min	6.00 min
b. Average response to Priority II calls for service:	7.15 min	6.90 min	10.00 min	10.00 min
c. Average response to Priority III calls for service:	10.48 min	10.82 min	20.00 min	20.00 min
3. *Promote Crime Prevention awareness and educate community in the protection of their neighborhood and property.*				
a. Prepare and provide city staff with weekly reports of crime activity in the city:	100%	100%	100%	100%
b. Provide community with crime prevention tips and weekly reports on city website:	100%	100%	100%	100%
c. Educate residents through participation in community events and Neighborhood Watch meetings:	18	18	20	20
4. *Ensure Sheriff's Office responsiveness to community needs by documenting and providing response turnaround time to 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
5. *Develop Sheriff's Office Emergency Preparedness to provide public safety leadership in the event of emergency situations.*				
a. Number of Emergency Operation Plan trainings, drills, or activies to enhance Emergency Preparedness skills:	*Information not available*	1	2	1

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Radio calls for service received in the city:	11,200	10,804	11,000	11,000
2. Total number of crime reports taken:	1,050	1,106	1,200	1,200
3. Total number of collision reports taken:	250	230	250	250
4. Total number of cases filed with the DA for prosecution:	950	1,064	1,050	1,050
5. Total number of cases assigned to Detectives:	2,100	2,175	2,275	2,275

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 disaster. To prepare for this responsibility, City staff work in conjunction with the Sheriff's Office and Santa Clara County Fire Department (SCCFD) to plan and prepare for emergency situations. The SCCFD provides Emergency Services Coordinators to the West Valley Region (Cupertino, Campbell, Los Gatos, Monte Sereno, and Saratoga) to develop emergency plans and train City staff and community members. This includes the City's Emergency Operations Plan (EOP), maintenance of the City's Emergency Operations Center (EOC), acquisition and maintenance of supplies and equipment, and development of City's emergency volunteer programs (Saratoga Community Emergency Response Team, Saratoga Medical Reserve Corps, and the Saratoga Amateur Radio Association).

The City Emergency Operations Plan is reviewed annually and updated as needed. An annual exercise is held to train staff in the activities associated with the Emergency Operations Center. Community Emergency Response Team (CERT) classes are offered through the Recreation Department with instructors from SCCFD.

BUDGET OVERVIEW

The Emergency Preparedness program's operational expenses are funded by the General Fund, and in some years is supplemented with grant funding. FEMA's EMPG grant program was re-established in FY 2012/13 as a 50% reimbursable federal program administrated by the County through the State's Emergency Management Agency. The grant is restricted to eligible expenses which require multiple approvals prior to utilization. Saratoga is expected to be awarded approximately $12,500 in grant matching funds for FY 2014/15 to be used for regional, countywide directed projects.

In past years, expenditures in this program were limited as the Emergency Preparedness Coordinator is provided and fully funded by Santa Clara County Fire. However, beginning FY 2014/15, expenditures increased by allocating .05 FTE of the City's Risk Manager's time to this program to begin the development and implementation of cost recovery documentation practices. In the event of a disaster, this effort will prove to be an invaluable foundation for the City's emergency response cost recovery.

Additional operational costs for emergency preparedness support include $4,500 to ensure EOC telephone lines are restored on a priority basis in the event of a disaster or emergency situation so that City staff have satellite telephone communication services to sustain external communications. An additional $5,000 is set aside 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 Community Emergency Response Team (CERT) volunteer training program.

The City will also contribute about $35,000 to the Silicon Valley Regional Interoperability Authority (SVRIA). 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. To participate in the emergency communications organization, agencies are required to pay an allocated share of the funding. At a later date, when the authority is implemented, the organization will be incorporated into the SCC Sheriff's Office.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Intergovernmental Revenues	9,700	847	12,216	12,276	12,500
TOTAL REVENUES	**$ 9,700**	**$ 847**	**$ 12,216**	**$ 12,276**	**$ 12,500**
EXPENDITURES					
Salaries and Benefits	-	-	-	-	12,384
Operating Expenditures					
Materials & Supplies	14,400	16,262	31,432	31,150	41,000
Fees & Charges	32,648	36,424	38,234	38,566	40,534
Consultants & Contract Services	-	-	-	-	-
Meetings, Events & Training	209	140	300	111	300
Total Operating Expenditures	47,257	52,826	69,966	69,826	81,834
Fixed Assets	11,336	-	-	-	-
Internal Service Charges	10,260	10,200	10,401	10,401	5,580
TOTAL EXPENDITURES	**$ 68,854**	**$ 63,026**	**$ 80,367**	**$ 80,227**	**$ 99,798**

FY 2014/15 WORKPLAN PRIORITIES

Emergency Operations Plan – The Emergency Operations Plan is comprised of individual topic specific plans. Plans to be developed or updated 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.

Large Animal Relocation Plan – The City recently annexed unincorporated land 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 resulted in the need for a temporary relocation plan for these animals in the event of a disaster. SCCFD staff will prepare a Large Animal Relocation Plan to incorporate into the Emergency Operations Plan as a result of the annexation.

EOC Internet Services **–** To ensure EOC operational readiness, a dedicated internet service connection and wireless antenna will be installed in the EOC in FY 2014/15 for the City's EOC staff. The Fire Department has allowed City staff to use their internet service connection for EOC exercises in the past, but in the event of an actual emergency or the need for secure lines, a separate service provides the City with direct access to the internet, with additional wireless connectivity to Blaney Plaza.

Cost Recovery Preparedness – Complete photo-documentation and fixed asset inventories for each City facility and their amenities to help ensure accurate cost recovery in the event of a disaster. Address numerous emergency policies and practices to better prepare the city for reimbursable operational activities.

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
- Develop and implement disaster event preparation practices for proper cost recovery documentation purposes

EMERGENCY PREPAREDNESS STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Risk Manager	-	-	-	0.05
TOTAL FTE's	**-**	**-**	**-**	**0.05**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
	-	-	-	-
	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

EMERGENCY PREPAREDNESS

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 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
d. 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	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of annual community disaster training exercises:	3	3	3	3
2. Number of annual disaster training exercises for City staff:	2	1	2	2
3. Number of CERT training courses offered per year:	2	4	4	4

NON-DEPARTMENTAL

The Non-Departmental Section is a collection of programs which are independent of City service and support functions. This collection includes the General Administration program, Legal Services, Community Grants and Events funding programs, the Risk Management/Liability and Workers Compensation Insurance programs, and the General Obligation (GO) Bond Debt Service Fund.

The Non-Departmental section accounts for non-operational receipts (such as tax revenues, interest, retiree and unemployment expenses, assessment taxes, and audit recovery fees) and general expenses (such as citywide insurance, contractual legal services, grant funding to outside agencies, and debt service funding). In prior years, the Non-Departmental Section also included accounting for the two Trust Funds held on behalf of other organizations: 1) the Library's 2001 Series Bond's remaining funds for capital improvements, and; 2) the Community Access Television Foundation savings funds.

DEPARTMENTAL BUDGET SUMMARY

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 or provided by departmental services, including retiree insurance premiums, unemployment fees, business license and sales tax audit recovery fees, and non-exempt assessment taxes. The Legal Services program represents attorney time and expenses from external firms for citywide and general services. Community Grants and Community Events are funding programs for city allocations to external agencies and non-profit groups.

Non-Departmental programs are not directly related to a specific department's operational oversight, hence staffing is non-existent or very limited. Only the insurance programs: Risk Management and Workers Compensation include City staffing allocations due to the in-house processing requirements associated with insurance management and claims. These programs are structured as Internal Service Funds which charge back centralized expenses to departments based on usage and risk allocations. Staffing for these programs are represented in the insurance programs for funding purposes, but are included in the staff's home department in the FTE summaries to represent departmental oversight rather than funding.

The GO Bond Debt Service 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 (refinance) the bond in FY 2011/12. The bond's terms remains the same – debt payments will finish 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 $2.7 million dollars over the next twenty years. With this refunding, the 2001 bond was retired, and a 2011 bond was established.

As the Non-Departmental Section represents a collection of unrelated programs, notable budget impacts will be discussed in separate sections. The following schedule shows total revenues and expenditures.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Taxes	11,916,209	12,706,624	13,161,400	13,238,451	13,575,750
Intergovernmental Revenues	21,299	21,297	-	17,750	4,000
Fees, Licenses and Permits	-	-	-	-	-
Charge for Services	-	22	-	-	-
Interest Income	44,731	28,670	46,000	40,003	25,000
Rental Income	95,075	104,778	52,122	73,526	79,455
Other Sources	23,754	9,329	156,884	256,652	120,877
TOTAL REVENUES	**$12,101,067**	**$12,870,720**	**$13,416,406**	**$13,626,382**	**$13,805,082**
Operating Transfers In	205,222	106,000	106,000	167,050	-
TOTAL REVENUE & TRANSFERS I	**$12,306,289**	**$12,976,720**	**$13,522,406**	**$13,793,432**	**$13,805,082**
EXPENDITURES					
Salaries and Benefits	31,508	311,768	218,200	25,171	228,600
Operating Expenditures					
Materials & Supplies	14,419	27,609	39,262	42,122	53,350
Fees & Charges	36,080	16,406	25,300	32,046	25,300
Consultant & Contract Services	267,918	310,183	356,500	394,497	354,500
Meetings, Events & Training	800	-	2,600	2,650	5,850
Community Grants & Events	116,203	122,007	180,501	169,725	210,576
Total Operating Expenditures	435,421	476,205	604,163	641,040	649,576
Internal Service Charges	340,474	355,946	386,268	386,268	402,005
TOTAL EXPENDITURES	**$ 807,403**	**$ 1,143,919**	**$ 1,208,631**	**$ 1,052,480**	**$ 1,280,181**
Operating Transfers Out	280,000	1,184,500	380,880	380,880	1,833,345
TOTAL EXP & TRANSFERS OUT	**$ 1,087,403**	**$ 2,328,419**	**$ 1,589,511**	**$ 1,433,360**	**$ 3,113,526**

TOTAL NON-DEPARTMENTAL EXPENDITURES BY PROGRAM

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
GENERAL FUND					
General Administration	431,480	721,170	695,469	492,236	740,596
Legal Services	259,720	300,743	332,661	390,518	329,009
Community Grants	109,459	103,717	154,129	147,506	172,726
Community Events	6,744	18,290	26,372	22,219	37,850
TOTAL GENERAL FUND	**$ 807,403**	**$ 1,143,919**	**$ 1,208,631**	**$ 1,052,480**	**$ 1,280,181**
INTERNAL SERVICES FUNDS					
Risk Management	352,603	308,096	413,106	322,043	463,117
Workers Compensation	211,425	182,700	255,748	229,510	259,588
TOTAL INTERNAL SERVICES	**$ 564,028**	**$ 490,796**	**$ 668,854**	**$ 551,553**	**$ 722,705**
DEBT SERVICE FUNDS					
General Obligation Bond	13,375,558	868,910	889,860	889,510	889,985
TOTAL DEBT SERVICE FUNDS	**$13,375,558**	**$ 868,910**	**$ 889,860**	**$ 889,510**	**$ 889,985**
TOTAL DEPT EXPENDITURES	**$14,746,989**	**$ 2,503,626**	**$ 2,767,345**	**$ 2,493,543**	**$ 2,892,871**
TRANSFERS OUT					
General Fund	280,000	1,184,500	380,880	380,880	1,833,345
TOTAL TRANSFERS OUT	**$ 280,000**	**$ 1,184,500**	**$ 380,880**	**$ 380,880**	**$ 1,833,345**
TOTAL EXP & TRANSFERS OUT	**$15,026,989**	**$ 3,688,126**	**$ 3,148,225**	**$ 2,874,423**	**$ 4,726,216**

NON-DEPARTMENTAL STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
Recreation & Facilities Director	0.20	0.25	0.30	0.30
Human Resources Manager	0.05	0.10	0.10	0.10
Human Resources Technician	-	-	0.10	0.10
TOTAL FTE's	**0.25**	**0.35**	**0.50**	**0.50**

Temporary Staff Hours	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded
HR Technician	200	-	-	-
TOTAL ANNUAL HOURS	**200**	**-**	**-**	**-**

GENERAL ADMINISTRATION

The General Administration program represents revenues and expenditures that are generated as a result of being a governmental entity rather than from 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 funding citywide general expenses and internal service charges for general use areas or non-departmental functions.

BUDGET OVERVIEW

General Fund revenues are expected to continue the economic recovery trend which began in spring of 2012. Property Tax revenues rose significantly with the resurgence in the housing market. Two years later, homes in Saratoga are continuing to sell, sometimes with multiple offers and at above asking price. This resurgence was substantiated in May, 2012 with the increase in Transfer Tax revenue, and since then, with the rapid drop in countywide foreclosures and rising home prices. There are signs that the growth has slowed, but homes continue to sell as the transfer tax remains steady.

Sales Tax revenue receipts however, are an enigma. Despite the improving economy, FY 2012/13 revenue receipts were lower than the prior year. This was primarily due to allocation corrections, but receipts also dropped slightly due to increasing online sales. The City's Sales Tax auditors expect FY 2013/14 revenues to be slightly higher, and FY 2014/15 a little more again. With limited retail and business in Saratoga, Sales Tax is expected to remain fairly flat into the future.

Business License Tax revenues associated with licensing a business are also expected to remain flat, whereas the supplemental license tax portion based on building construction permits saw a large increase in FY 2012/13 in alignment with the growth in building permit revenues. The supplemental Business License is expected to be only slightly more in 2014/15 as the growth rate has appeared to slow down.

Transient Occupancy Tax receipts, considered an indicator of economic strength, began to show improvement late in FY 2011/12, and has held steady since. Receipts are expected to remain steady through FY 2014/15. Franchise Fee Taxes however, have brought mixed messages. Gas and Electric Fees decreased slightly while water and cable continue a slow but steady growth. Solid Waste jumped significantly in FY 2012/13, however a timing difference contributed to the difference so actual receipts are not evident. On a less optimistic note, interest income continues its long journey at historic lows, without relief in sight. The City's investments are limited to the LAIF investment pool which for the last six years, has wallowed in the lowest rates of their 35 year history. With a steady pace below 1% since July of 2009, interest income is expected to remain low during FY 2014/15.

As the General Administration program represents non-service functions, staffing is not assigned to the program and hence does not include workplan priorities or key services. Budgeted appropriations 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

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Taxes					
Property Tax	8,279,947	8,966,396	9,470,400	9,526,189	9,763,750
Sales Tax	1,100,489	1,051,121	1,050,000	941,350	1,085,000
Transient Occupancy Tax	205,421	228,199	210,000	257,010	245,000
Business License Tax	313,984	336,298	320,000	336,911	330,000
Other Taxes	163,979	204,859	215,000	228,350	210,000
Franchise Tax	1,852,390	1,919,750	1,896,000	1,948,642	1,942,000
Intergovernmental Revenues	21,299	21,297	-	17,750	4,000
Interest Income	44,731	28,670	46,000	40,003	25,000
Rental Income	95,075	104,778	52,122	73,526	79,455
Other Sources	23,108	8,103	156,884	231,652	120,877
TOTAL REVENUES	**$12,100,422**	**$12,869,472**	**$13,416,406**	**$13,601,382**	**$13,805,082**
Operating Transfers In	205,222	106,000	106,000	167,050	-
TOTAL REV & TRANSFERS IN	**$12,305,644**	**$12,975,472**	**$13,522,406**	**$13,768,432**	**$13,805,082**
EXPENDITURES					
Salaries and Benefits	31,508	311,768	218,200	25,171	228,600
Operating Expenditures					
Materials & Supplies	13,119	26,401	38,662	40,280	52,750
Fees & Charges	36,080	16,406	25,300	32,046	25,300
Consultant & Contract Services	11,313	12,526	26,500	7,882	27,000
Meetings & Training	800	-	2,600	2,650	5,850
Total Operating Expenditures	61,312	55,334	93,062	82,858	110,900
Internal Service Charges	338,659	354,068	384,207	384,207	401,096
TOTAL EXPENDITURES	**$ 431,480**	**$ 721,170**	**$ 695,469**	**$ 492,236**	**$ 740,596**
Operating Transfers Out	280,000	1,184,500	380,880	380,880	1,833,345
TOTAL EXP & TRANSFERS OUT	**$ 711,480**	**$ 1,905,670**	**$ 1,076,349**	**$ 873,116**	**$ 2,573,941**

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. Additionally, the City utilizes the Wittwer & Parkins LLP firm for land use/development attorney services as needed, Mouser Law Firm for employment law, and occasionally other legal firms for specialized services.

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. Other 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. Employment Law services include policy development, human resources oversight, and negotiation services as needed. The City Attorney attends the bi-monthly City Council meetings, and special City Council sessions as needed.

Overall, the Legal Services function provides support to the City Council's Strategic Goals for a transparent and ethical City government, in conformance with and abiding by the rule of law.

BUDGET OVERVIEW

The legal program does not typically include budgeted revenues; however services reimbursements may occur during the course of the year if the City provides legal representation, such as in development lawsuits. Additionally, applicants who have development applications in process under the deposit fee development process are required to reimburse the City for billed legal services if the project utilizes attorney time for appeals in the Planning Commission or City Council meetings. Reimbursements would also result from applicants requesting research and information from the City, or from legal services related to environmental reviews. As these occurrences are not common, revenues are not anticipated nor budgeted.

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. Effective FY 2013/14, employment law services were moved to the Legal Service program to assign budget responsibility and oversight for legal services to the City Attorney, and to align all attorney fees within the Legal Services program.

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

LEGAL SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Charge for Services	-	22	-	-	-
Other Sources	-	1,226	-	25,000	-
TOTAL REVENUES	**$ -**	**$ 1,248**	**$ -**	**$ 25,000**	**-**
EXPENDITURES					
Operating Expenditures					
Materials & Supplies	1,300	1,208	600	1,842	600
Fees & Charges	-	-	-	-	-
Consultant & Contract Services	256,605	297,658	330,000	386,615	327,500
Total Operating Expenditures	257,905	298,865	330,600	388,457	328,100
Internal Service Charges	1,815	1,878	2,061	2,061	909
TOTAL EXPENDITURES	**$ 259,720**	**$ 300,743**	**$ 332,661**	**$ 390,518**	**$ 329,009**

FY 2014/15 WORKPLAN PRIORITIES

Housing Element Update and Annexation – Assist Community Development staff with Council directed workplan that includes consideration of annexing additional properties around Canon Drive and updating the General Plan's Housing Element.

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

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

City Codes and Ordinances – Work with staff on the annual code update including modifications to both animal and business regulations.

Public Records Access – Work with the City Clerk's office to streamline public access to routinely requested public records.

Public Works – Work with Public Works department staff on environmental review and regulatory compliance for major public works projects.

LEGAL SERVICES

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
- Provides legal advice on employment law matters
- Makes recommendations on environmental review requirements and preparation of environmental review documents

LEGAL SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. *Review staff reports, resolutions, and proposed ordinances to ensure City is in compliance with legal requirements and applicable laws, and performing in a transparent and ethical manner.*				
a. Number of staff reports and resolutions drafted or reviewed:	22	22	25	25
b. Number of ordinances drafted or reviewed:	7	14	9	10
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:	75	75	75	80
b. Number of agreements/contracts using non-standard forms prepared or reviewed:	21	18	20	15
3. *Reduce legal and financial consequences of potential litigation against the City.*				
a. Percentage of potential litigation issues resolved prior to court action:	85%	90%	95%	85%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. Number of City Council meetings or study sessions attended:	23	24	22	24
2. Number of multi-agency agreements prepared:	7	5	4	4

COMMUNITY GRANTS

The Community Grants program was established to consolidate the City's grant support to outside agencies into one program, thereby retaining 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. The City also contributes in-kind services, such as building space and utilities to the Saratoga Area Senior program, as well as staff support, rental and permit waivers, sheriff services, or street sweeping.

BUDGET OVERVIEW

As the SASCC program is dependent on City and CDBG grant funding, the City Council continued to award the majority of the General Fund's Public Service grant allocation to SASCC ($22,000) 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 deliver other types of support to the Saratoga community: West Valley Community Services ($8,000) for food and housing assistance, and; Catholic Charities Ombudsmen ($5,000) which acts as advocates for residents in long-term care facilities.

The City also provides ongoing annual funding to support the SASCC senior program, the KSAR community access channel, the Saratoga Chamber of Commerce, and United Way's 211 Call Center. The Saratoga Chamber of Commerce grant increased in beginning FY 2013/14 in support of the Chamber providing additional economic development and tourism activities. The KSAR grant award was also increased to more fully support the service the Community television group provides to the City of Saratoga.

New grant funding includes a $25,000 grant to the SCC FireSafe Council to provide fuel reduction services for Saratoga residents. This five year program began in FY 2013/14, and is considered a vital service to residents due to the high fire danger resulting from the drought. A grant to Destination Saratoga began in FY 2014/15, to provide funding to promote tourism and encourage economic vitality in the Saratoga Village.

The distribution of grant funding for FY 2014/15 and three prior years is illustrated in the Grant Schedule on the following page.

COMMUNITY GRANTS

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Other Sources	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Operating Expenditures					
Materials & Supplies	-	-	-	-	-
Fees & Charges	-	-	-	-	-
Consultant & Contract Services	-	-	-	-	-
Meetings & Training	-	-	-	-	-
Community Grants	109,459	103,717	154,129	147,506	172,726
Total Operating Expenditures	109,459	103,717	154,129	147,506	172,726
Internal Service Charges	-	-	-	-	-
TOTAL EXPENDITURES	**$ 109,459**	**$ 103,717**	**$ 154,129**	**$ 147,506**	**$ 172,726**

COMMUNITY GRANTS SCHEDULE

	2011/12 Grants	2012/13 Grants	2013/14 Grants	2014/15 Grants
Community Services Support				
SASCC Service Support	21,000	21,000	21,000	21,000
SASCC Supplemental Support	18,000	18,000	18,000	18,540
Adult Daycare Support	1,422	20,000	22,000	22,000
KSAR Community Access Grant	26,000	26,650	33,600	35,000
Chamber of Commerce Annual Support	12,384	9,567	21,790	16,186
SCC FireSafe Council - Fuel Reduction Services	-	-	25,000	25,000
Destination Saratoga	-	-	-	20,000
Silicon Valley Wildlife Service Support	1,425	-	-	-
Shady Shakespeare Theater Co.	1,375	-	-	-
West Valley Community Services	14,691	3,250	8,000	8,000
Children's Health Insurance Assistance	7,037	-	-	-
United Way 211 Funding	2,000	2,000	2,000	2,000
Catholic Charities Ombudsmen Funding	4,125	3,250	5,000	5,000
Total Community Services Support Grants	**109,459**	**103,717**	**156,390**	**172,726**

COMMUNITY EVENTS

The City Council established the Community Event Program to build a stronger sense of community. The Community Event program budget consolidates the funding allocated for both the City's sponsored events and event grants provided to various community organizations. While the community events are supported and promoted by the City, it is the external community organizations and volunteers who are primarily responsible for staffing and organizing most of these events.

Support funding occurs at many different levels including small events to celebrate days of recognition; such as Memorial Day and the Fourth of July; and Arbor Day to support the City's tree heritage. More festive celebrations include the Blossom Festival to celebrate Saratoga's orchard heritage, the Village's Holiday Tree Lighting Ceremony to celebrate the start of the holiday season; and the Chamber's annual festival to celebrate the historic Saratoga Village. The City also sponsors celebrations in honor of cultures, such as the Bollywood Dance and Sister City events, as well as events for facility openings or groundbreakings to increase awareness of a new or improved community facility, and to publicly thank supporters and contributors.

BUDGET OVERVIEW

On an annual basis, Council considers requests for funding and in-kind support through a Special Event Grant Process where event organizers speak to the Council at a City Council meeting about their event and request community event grants. The City established a streamlined process for Special Event Permits to improve customer service delivery.

For FY 2014/15, Council set aside $21,400 for community events grants. Funds will be used for a variety of expenses associated with the community events, including food, entertainment, park rental fees, the cost of a park attendant, permits and licenses, additional sanitary units, security, signage, or many other event-related expenses. Additional funding is included in the Community Events budget for the City Sponsored events, including a Village street closure event, the Arbor Day Celebration, Wildwood Movie Night, and Facility or Park & Trail grand openings. A complete list of event funding is displayed in the schedule following the program budget.

COMMUNITY EVENTS

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
REVENUES					
Other Sources	645	-	-	-	-
TOTAL REVENUES	**$ 645**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES					
Salaries and Benefits	-	-	-	-	-
Operating Expenditures					
Community Grants & Events	6,744	18,290	26,372	22,219	37,850
Total Operating Expenditures	6,744	18,290	26,372	22,219	37,850
Internal Service Charges	-	-	-	-	-
TOTAL EXPENDITURES	**$ 6,744**	**$ 18,290**	**$ 26,372**	**$ 22,219**	**$ 37,850**

COMMUNITY EVENTS

COMMUNITY EVENT GRANT SCHEDULE

	2011/12 Grants	2012/13 Grants	2013/14 Grants	2014/15 Grants
Chamber of Commerce Events				
Annual Village Festival	-	4,684	-	-
Holiday Wine Stroll	-	2,173	2,518	3,100
Community Celebrations				
Neighborhood Block Party Supp	-	-	-	-
Month of the Child Celebration	-	-	-	-
Montalvo Celebrations			769	-
Mustard Faire/Blossom Festival	-	3,924	4,600	4,500
Sister City Events	-	-	618	3,400
Music Festival/Events	-	1,896	1,645	-
Bollywood	-	1,000	1,300	1,200
Food & Wine Events	-	835	1,440	-
Celebrating Service Events	3,515	-	520	-
Saratoga Grammar School Reunion	-	-	118	-
Library Events (various)	-	2,000	1,380	2,800
Unallocated Funding	-	773	-	-
Holiday Celebrations				
Memorial Day Event (Banner)	-	750	750	900
Odd Fellows Easter Event	500	-	-	-
Fourth of July Event	1,225	-	1,984	1,900
SASCC Health Fair	-	-	2,380	3,600
Total Community Event Grants	5,240	18,035	20,022	21,400
Annual Sponsored Events				
Roadway Events	-	-	-	250
Parks, Trails, Open Space Events	56	-	-	250
Facility Events	-	17	500	-
Village Tree Lighting Event	-	-	2,000	2,000
Village Street Closure Event	-	-	-	10,000
Outdoor Movie Nights	1,202	238	3,600	3,600
Arbor Day Celebration	246	-	250	250
Total Annual Sponsored Events	1,504	254	6,350	16,350
Total Community Event Funding	**6,744**	**18,290**	**26,372**	**37,750**

RISK MANAGEMENT / LIABILITY FUND

The City is a member of the Association of Bay Area Government (ABAG) insurance pool (PLAN), 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 and third party administrator. In addition, ABAG provides risk management policy guidelines to effectively identify and analyze risks, implement best practices to minimize risks, trainings, and grant incentives for safety programs.

BUDGET OVERVIEW

The Risk Management/Liability Fund is an Internal Service Fund program for which the cost of the program is primarily funded with service charge-backs to the departments. Charge-backs in turn, allocate the cost of the program to the departments to more fully recognize operational costs. Other revenues in the Risk Liability Fund programs include ABAG grant reimbursements and claim reimbursements.

Program expenditures consist primarily of the Risk Manager's staff time, insurance premiums, ABAG grant expenses, and $25,000 for the city-paid portion of non-reimbursable claim expenses. If substantial claim losses should occur, a budget adjustment would be brought to Council. A pass-through liability program solely for reimbursable claim expenses is included in a separate pass-through program in this fund.

As a cost saving measure, ABAG PLAN reduced the amount of grants available, and has required a 50% match for some risk management expenses. Grants expenses will fall under the $2,500 Training Grant and the reduced $6,693 Program Grant. Training Grant funds will be used for Risk Manager (Public Administration Risk Management Association [PARMA], the Public Risk Management Association [PRIMA] conferences, and Playground Safety (NPSI) training. Program Grant funds will be split between small safety improvements and hazard mitigation.

Premiums increased by 8% in FY 2013/14, and are expected to increase somewhere between 5 and 15% in FY 2014/15. This is based in part to an increase in property values as determined by a City-owned property appraisal completed in March 2013, and in part due to general liability and service cost increases – with the expectation that the increases will be mitigated by the City's reduction in liability risks over the last few years, as testified through the ABAG scorecard and claims history. As premium information is not available until after the budget is prepared, estimates reflect a more conservative, higher amount.

RISK MANAGEMENT / LIABILITY

SUMMARY OF REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Unassigned	134,905	134,757	230,059	230,059	297,825
Total Beginning Fund Balance	**$ 134,905**	**$ 134,757**	**$ 230,059**	**$ 230,059**	**$ 297,825**
Revenues					
Intergovernmental Revenues	34,318	26,562	14,560	9,907	14,560
Fees, Licenses and Permits	-	-	-	128	-
Other Sources	18,137	1,837	50,000	4,774	50,000
Internal Service Charges	300,000	375,000	375,000	375,000	375,000
Total Revenues	**$ 352,455**	**$ 403,399**	**$ 439,560**	**$ 389,809**	**$ 439,560**
TOTAL SOURCE OF FUNDS	**$ 487,360**	**$ 538,156**	**$ 669,619**	**$ 619,868**	**$ 737,385**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	43,634	58,864	72,037	61,513	74,305
Operating Expenditures					
Materials & Supplies	30,158	26,540	14,560	9,907	14,560
Fees & Charges	24,710	8,192	75,200	534	87,750
Consultant & Contract Services	2,221	-	-	-	-
Meetings & Training	-	-	-	-	-
Insurance Premiums	251,581	214,130	251,000	249,780	286,000
Internal Service Charges	298	371	309	309	502
Total Expenditures	**$ 352,603**	**$ 308,096**	**$ 413,106**	**$ 322,043**	**$ 463,117**
Ending Fund Balance					
Unassigned	134,757	230,059	256,513	297,825	274,268
Total Ending Fund Balance	**$ 134,757**	**$ 230,059**	**$ 256,513**	**$ 297,825**	**$ 274,268**
TOTAL USE OF FUNDS	**$ 487,360**	**$ 538,156**	**$ 669,619**	**$ 619,868**	**$ 737,385**

RISK MANAGEMENT / LIABILITY

FY 2014/15 WORKLOAD PRIORITIES

Risk Management: Employ the Risk Management Committee to identify and mitigate hazards throughout City to reduce loss exposures. Conduct quarterly Safety Meetings to identify safety issues and increase safety awareness.

ABAG Grant Management: Utilize ABAG program grant to attend public agency risk management training and implement best practice safety standards to improve citywide safety.

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 STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Recreation & Facilities Director	0.20	0.25	0.30	0.30
Human Resources Manager	-	-	-	-
Human Resources Technician	-	-	-	-
TOTAL FTE's	**0.20**	**0.25**	**0.30**	**0.30**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
HR Technician	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**

RISK MANAGEMENT / LIABILITY

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 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	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1 Number of ABAG risk management annual goals established and maintained:	6	6	9	10
2 Number of monthly inspections and reporting -- streets, sidewalks, urban forest, parks, buildings, and equipment:	12	12	12	12
3 Number of Liability Claims received:	15	8	6	5

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 six public entities that are too small to self-insure independently (Cities of Saratoga and American Canyon, ABAG, and the Towns of Ross, Los Altos Hills, and Portola Valley). 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, which tend to be more serious injuries, and thus provide payments for lost wages for three or more days lost from work until full recovery after an injury; and 3) Indemnity claims which 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 is limited to service charge-backs to departments based on department experience factors, and ABAG grants to promote worker health and safety. In FY 2014/15, a $10,000 Wellness and Safety Grant from ABAG will be used for wellness promotion and training, and for safety training specifically related to the Illness and Injury Prevention Program (IIPP) such as the development of safety standards and compliance audit programs.

Program costs covered in the internal service rates include program staff time, insurance premiums, and the expenditure side of the wellness and safety grants. Approximately $28,800 of staff time is budgeted to account for .10 FTE of the Human Resource Manager position and .10 FTE of the Human Resources Technician position. Staff time is required to manage various program functions, including workers compensation, safety, wellness, ergonomics, and contracts. The reimbursable ABAG SHARP Wellness and Safety Grant expenditures are budgeted for $10,000, and $600 is available for ergonomic evaluations as required during the year. As premium information is not available until after the proposed budget is prepared, expense amount reflects a conservative estimate that is updated with the final budget.

WORKERS COMPENSATION

SUMMARY OF REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
SOURCE OF FUNDS					
Beginning Fund Balance					
Unassigned	224,103	231,966	293,719	293,719	281,642
Total Beginning Fund Balance	**$ 224,103**	**$ 231,966**	**$ 293,719**	**$ 293,719**	**$ 281,642**
Revenues					
Intergovernmental Revenues	4,287	4,453	25,000	17,433	10,000
Other Sources	-	-	-	-	-
Internal Service Charges	215,000	240,000	200,000	200,000	200,000
Total Revenues	**$ 219,287**	**$ 244,453**	**$ 225,000**	**$ 217,433**	**$ 210,000**
TOTAL SOURCE OF FUNDS	**$ 443,390**	**$ 476,419**	**$ 518,719**	**$ 511,152**	**$ 491,642**
USE OF FUNDS					
Expenditures					
Salaries and Benefits	10,395	20,437	30,082	25,753	28,824
Operating Expenditures					
Materials & Supplies	4,699	7,865	25,000	14,381	10,000
Fees & Charges	3	78	-	78	80
Consultant & Contract Services	619	620	600	343	600
Meetings & Training	-	-	-	-	-
Insurance Premiums	195,587	153,620	200,000	188,889	220,000
Operating Expenditures	200,908	162,184	225,600	203,691	230,680
Internal Service Charges	122	79	66	66	84
Total Expenditures	**$ 211,425**	**$ 182,700**	**$ 255,748**	**$ 229,510**	**$ 259,588**
Ending Fund Balance					
Unassigned	231,966	293,719	262,971	281,642	232,054
Total Ending Fund Balance	**$ 231,966**	**$ 293,719**	**$ 262,971**	**$ 281,642**	**$ 232,054**
TOTAL USE OF FUNDS	**$ 443,390**	**$ 476,419**	**$ 518,719**	**$ 511,152**	**$ 491,642**

WORKERS COMPENSATION

FY 2014/15 WORKLOAD PRIORITIES

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, reduce 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) – Coordinate training in support of the IIPP.

WORKERS COMPENSATION STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
Recreation & Facilities Director	-	-	-	-
Human Resources Manager	0.05	0.10	0.10	0.10
Human Resources Technician	-	-	0.10	0.10
TOTAL FTE's	**0.05**	**0.10**	**0.20**	**0.20**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**
HR Technician	200	-	-	-
TOTAL ANNUAL HOURS	**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	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 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	2011/12 Actuals	2012/13 Actuals	2013/14 Estimated	2014/15 Budget
1. New claims (based on date of claim):	3	2	1	0
2. Closed claims (based on date closed):	6	2	0	0
3. Number of open claims to date (since FY 1998/99):	249	251	251	251
4. Number of closed claims to date (since FY 1998/99):	246	248	248	248
5. Lost time in full work days:	0	14	0	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. 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 remitted 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. The refunding was completed with 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.

The Bank of New York Western Trust Company acts as Saratoga's 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

The Debt Service Fund budget appropriations are restricted to revenues and expenditures solely related to the servicing of the General Obligation Bond. The City does not assume an administrative fee, or assign staff for the management of the bond's debt service.

The FY 2014/15 revenue budget reflects total levy assessments at less than the annual scheduled debt service. This underfunding is designed to reduce the fund balance reserve over time, to approximately $700,000; representing the cash needed for the August principal and interest bond payment. The levy rate is set to allow a slow, steady reduction through a stable levy rate. With property values increasing, rates were lowered in FY 2013/14, and then lowered again for FY 2014/15 to accomplish this goal. Budgeted expenditures reflect principal and interest payments, fees for continuing disclosure services, and financial advisor fees for the refunding.

LIBRARY GO BOND DEBT SERVICE

SOURCE & USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Adjusted	2013/14 Actuals	2014/15 Adopted
SOURCES OF FUNDS					
Beginning Fund Balance					
Unassigned	850,656	862,414	885,756	885,756	897,785
Total Beginning Fund Balance	**$ 850,656**	**$ 862,414**	**$ 885,756**	**$ 885,756**	**$ 897,785**
Revenues					
Taxes	930,474	890,401	860,000	900,018	850,000
Interest	2,104	1,852	1,500	1,521	1,300
Other Sources	12,454,738	-	-	-	-
Total Revenues	**$13,387,316**	**$ 892,253**	**$ 861,500**	**$ 901,539**	**$ 851,300**
TOTAL SOURCE OF FUNDS	**$14,237,972**	**$ 1,754,666**	**$ 1,747,256**	**$ 1,787,295**	**$ 1,749,085**
USE OF FUNDS					
Expenditures					
Operating Expenditures	-	-	-	-	-
Debt Service	13,375,558	868,910	889,860	889,510	889,985
Total Expenditures	**$13,375,558**	**$ 868,910**	**$ 889,860**	**$ 889,510**	**$ 889,985**
Operating Transfers					
Transfer Out	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance					
Unassigned	862,414	885,756	857,396	897,785	859,100
Total Ending Fund Balance	**$ 862,414**	**$ 885,756**	**$ 857,396**	**$ 897,785**	**$ 859,100**
TOTAL USE OF FUNDS	**$14,237,972**	**$ 1,754,666**	**$ 1,747,256**	**$ 1,787,295**	**$ 1,749,085**

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 is comprised of one General Obligation Bond.

LEGAL DEBT MARGIN COMPUTATION
FY 2014/15

Assessed Secured Property Valuation for FY 2013/14		$ 11,512,016,116
Debt Limitation (15% of assessed value)		15%
Bonded Debt Limit		$ 1,726,802,417
Outstanding Bonded Debt at 6/30/12		
2011 Series General Obligation Bond	11,065,000	
TOTAL Outstanding Debt	$ 11,065,000	
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:		$ 11,065,000
LEGAL DEBT MARGIN		**$ 1,715,737,417**

CAPITAL IMPROVEMENT PLAN
BUDGETS

CAPITAL IMPROVEMENT PLAN

CIP OVERVIEW

The City of Saratoga's FY 2014/15 – 2018/19 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 & Technology 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 Refuse 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.

- ***Facility 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 & Technology Improvements Program*** – includes projects which provide operational efficiencies and improvements in the administration of City services. Administrative & Technology Improvement Projects typically include major expenditures for new systems or system upgrades, new technology equipment or services, and one-time and/or multi-year administrative projects such as converting a decades-long accumulation of microfiches, building plans, and legal documents; the development of business and community incentives; the implementation of 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 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. The City also includes projects under $25,000 in the CIP if they qualify as staged or ongoing improvement projects, or if they are significant multi-year projects. Additionally, non-infrastructure projects may be included in the CIP under the Administrative & Technology programs if they are one-time, operational efficiency, technology, or multi-faceted administrative projects.

The CIP endeavours to identify all funded capital improvements planned for completion within the next five years, with cost estimates based on current year dollars. Project estimates are updated each year 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.

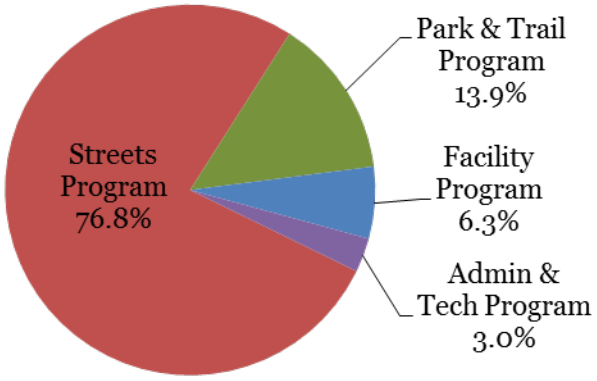
Under direction from the City Manager, the Public Works Department takes the lead in the preparation of most street and park projects for consideration in the current Capital Improvement Plan, and the Recreation and Facilities Department takes the lead in most Facility Program projects. Capital Administrative & Technology projects typically are recommended by the City Manager, Administrative Services, or Community Development departments as they represent non-infrastructure projects. The CIP Procedure Process Policy guides proposed projects through a proposal preparation and review process, including a review by the Planning Commission to ensure projects are consistent with the City's General Plan prior to Council's final budget review. The entire Capital Budget is presented to the City Council for final review at the Budget Hearing in May, with budget approval scheduled in June.

This summary overview 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.

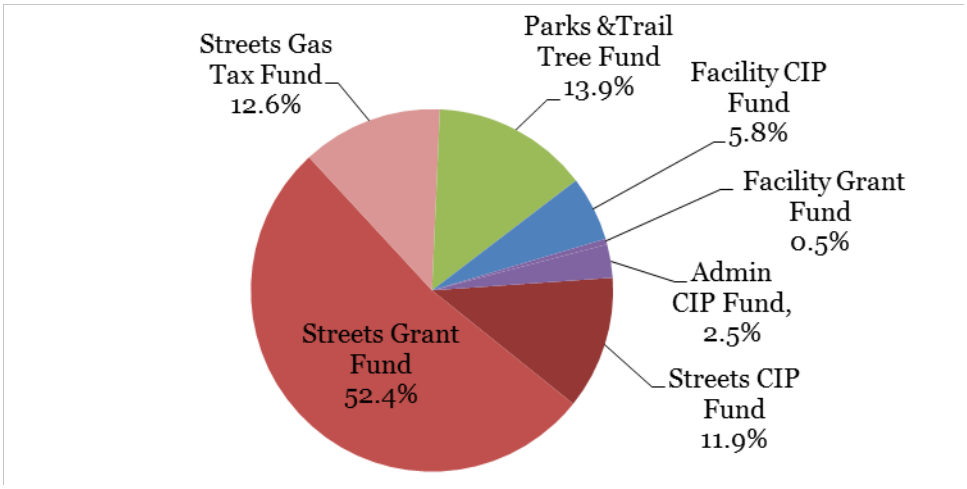
CAPITAL PROGRAM BUDGET BY PROJECT CATEGORY



CAPITAL PROGRAM BUDGET BY PROJECT CATEGORY

	Adopted FY 2014/15	Category %
Streets		
Street Repair & Resurfacing	$ 1,253,850	9.0%
Roadway Safety Projects	6,605,343	47.3%
Street Landscaping & Beautification	45,036	0.3%
Sidewalk, Curbs & Storm Drains	1,855,660	13.3%
Bridge & Retaining Walls	873,575	6.3%
Utility Undergrounding Projects	98,744	0.7%
Total Streets	**10,732,208**	**76.8%**
Parks & Trails		
Citywide Projects	154,787	1.1%
Park Projects	1,109,575	7.9%
Trail Projects	683,093	4.9%
Total Parks & Trails	**1,947,456**	**13.9%**
Facility Improvements		
Citywide Projects	275,301	2.0%
Civic Center Improvements	456,061	3.3%
Saratoga Prospect Center Improvements	130,000	0.9%
Village Historical Building Improvements	3,703	0.0%
Library Building Improvements	10,970	0.1%
Total Facility Improvements	**876,036**	**6.3%**
Administrative & Technology Improvements		
Information Technology Projects	112,207	0.8%
Community Enhancement Programs	50,000	0.4%
Development Programs	125,421	0.9%
Administrative Enhancement Programs	129,192	0.9%
Total Administrative & Technology Improvements	**416,819**	**3.0%**
TOTAL CIP BUDGET BY PROJECT CATEGORY	**$ 13,972,519**	**100%**

CAPITAL IMPROVEMENT PLAN BUDGET BY FUND



CAPITAL IMPROVEMENT PLAN BUDGET BY FUND

		Adopted FY 2014/15	Category %
Streets			
411	Streets CIP Fund	1,659,203	11.9%
431	Streets Grant Fund	7,316,487	52.4%
481	Streets Gas Tax Fund	1,756,517	12.6%
Total Streets		**10,732,208**	**76.8%**
Park & Trails			
412	Parks & Trails CIP Fund	-	0.0%
421	Parks & Trails Tree Fund	1,947,456	13.9%
432	Parks & Trails Grant Fund	-	0.0%
Total Park & Trails		**1,947,456**	**13.9%**
Facility Improvements			
413	Facility CIP Fund	805,936	5.8%
433	Facility Grant Fund	70,100	0.5%
Total Facility Improvements		**876,036**	**6.3%**
Administrative & Technology Improvements			
414	Admin & Tech CIP Fund	416,819	3.0%
434	Admin & Tech Grant Fund	-	0.0%
Total Administrative & Technololgy		**416,819**	**3.0%**
TOTAL CIP BUDGET BY FUND		**13,972,518**	**100%**

UNFUNDED PROJECTS

CIP UNFUNDED LIST
FY 2014/15

	Project Title	Project Descriptions	Project Cost
STREET IMPROVEMENT PROJECTS			
1	Quito Road Sidewalk Improvements	The project would fund sidewalk improvements on Quito Road between Highway 85 and Allendale Avenue.	150,000
2	Big Basin Way Turn Around	Design & Construction of a turn around at the end of the Village to improve circulation through the Village. The budget increased due to the expected cost of a Caltrans report and approval process.	500,000
3	El Quito Curb & Gutter	Ongoing project for the repair and replacement of curbs and gutters in the El Quito neighborhood.	150,000
TOTAL STREETS UNFUNDED PROJECTS			**$ 800,000**
PARK & TRAIL IMPROVEMENT PROJECTS			
4	Saratoga Creek Trail	Construction of pedestrian trail along Saratoga Creek behind Village businesses. The trail would start at SS Rd and continue to Wildwood Park. A potential grant would fund construction. Design of the trail is currently in process and funded by a SCVWD grant and City match.	250,000
5	Village to Hakone Trail	Design and contruction of a trail along Big Basin Way from Village to Hakone Gardens.	120,000
6	Congress Springs Park North Side Entrance	Construct a trail connecting residential neighborhood around Cox Avenue east of Highway 85 to northside of Congress Springs Park.	100,000
7	Via Regina Trail	Construct a Pedestrian-Equestrian trail that would connect Via Regina and Villa Oaks Lane.	60,000
8	Norton/Villa Montalvo Emergency Route	Construct an emergency access road connecting the parking lot of Montalvo Arts Center and Norton Road.	1,000,000
9	Joe's Trail at Saratoga de Anza	Develop a trail from Saratoga-Sunnyvale to Arroyo de Arguello, includes costs for design, environmental, acquiring easements and construction.	600,000
TOTAL PARKS AND TRAILS UNFUNDED PROJECTS			**$2,130,000**
FACILITY IMPROVEMENT PROJECTS			
10	Theater Improvements	Theater improvements include: design and construction of: ticket/concession area in lobby; backstage dressing room; restroom annex; relocation of control booths; and replacement of boiler and plumbing.	1,000,000
11	Solar Panels at City Hall	Install Solar Panels on City Hall Admin Bldg to provide increased efficiency and energy savings. Quarterly preventative maintenance will be included as part of regular staff duties. Pay back on this installation will be possibly 20 years.	120,000
12	Windows at Public Works	Install double pane windows in the west facing windows in Public Works offices. This project will improve temperature efficiencies, reduce sound, and increase energy savings. Current windows are recycled single pane windows which were installed when the building was originally built, and are no longer operable.	40,000
13	Renovate Existing Stage at Community Center	This project would provide ADA accessibility and improve storage and safety at the Community Center Multi-Purpose Room Stage. There are no ongoing costs for this project. Rotary may provide $10k grant.	70,000
14	Community Development Lobby Remodel	A lobby redesign to allow customers to remain at a single location while appropriate staff members respond to the customer's location during the planning and building customer process, resulting in improved efficiencies and customer service.	100,000
15	Corporation Yard Gate	Replace existing front gate with security gate system and access controls for the gate and doors at the Corporation Yard. Improvements would increase the security and accountability of the Corporation Yard.	60,000
TOTAL FACILITY UNFUNDED PROJECTS			**$1,390,000**
TOTALS			**$4,320,000**

STREET IMPROVEMENT PROGRAM

STREETS PROGRAM

PROGRAM DIRECTORY

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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 Resurfacing, Repair & Maintenance Projects
- Roadway Safety Improvements
- Street Landscape & Beautification Improvements
- Sidewalks, Curbs & Storm Drain Improvements
- Bridge & Hillside Support Projects
- Utility Undergrounding Projects

Street Resurfacing, Repair & Maintenance 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 – consists of projects that improve roadway safety factors. Roadway safety improvement projects include small site-specific improvement items that include 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 – consist of projects that improve the visual component of streets. This includes median landscape improvements, city entrance signs, tree lighting, sidewalk furniture, and accessories such as trash receptacles and news rack stands.

Sidewalk, Curbs, Gutters & Storm Drains – consist 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 – consist of 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 – consist of projects that move aboveground utilities underground, such as electric, cable, and telephone lines. 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, 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	PY Expended To Date	FY 2013/14 Estimated	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expenditures
Street Repair & Resurfacing Projects									
9111-001 Annual Street Resurfacing	6,769,663	864,265	7,633,928	953,850	1,015,000	1,015,000	1,015,000	1,015,000	12,647,777
9112-004 Prop 1B Grant Funded Resurfacing	-	466,818	466,818	*Closed*	-	-	-	-	466,818
9113-001 Residential Street Construction	-	-	-	300,000	-	-	-	-	300,000
Roadway Safety Improvements									
9121-001 Roadway Safety & Traffic Calming	358,696	81,904	440,600	50,755	50,000	50,000	50,000	50,000	691,355
9121-003 CDBG - ADA Signal Lights			-	71,337	-	-	-	-	71,337
9122-001 Highway 9 Safety Improvements - Phase II	1,278,945	196,892	1,475,837	157,912	-	-	-	-	1,633,749
9122-004 Highway 9 Safety Improvements - Phase III	525,297	-	525,297	24,514	-	-	-	-	525,297
9122-005 Highway 9 Safety Improvements - Phase IV			-	1,000,000	-	-	-	-	1,000,000
9122-006 Prospect/Saratoga OBAG Improvements			-	4,750,825	-	-	-	-	4,750,825
9122-007 Citywide Signal Upgrade Project Phase II			-	500,000	-	-	-	-	500,000
9122-008 Big Basin Way Turn Around	-	-	-	50,000	-	-	-	-	50,000
Street Landscape & Beautification Projects									
9133-001 Fruitvale Avenue Median	125,954	17,940	143,894	*Closed*	-	-	-	-	143,894
9138-001 Village LED Streetlights	404,227	-	404,227	45,036	-	-	-	-	449,263
Sidewalks, Curbs & Gutters									
9141-001 Annual Sidewalk Repairs	351,351	41,898	393,250	89,437	50,000	50,000	50,000	50,000	682,686
9141-002 Annual Storm Drain Repairs	273,512	39,101	312,613	60,899	50,000	50,000	50,000	50,000	573,512
9142-001 El Quito Curb & Gutter	194,983	37,552	232,535	*Closed*	-	-	-	-	232,535
9142-004 Village S/W & Pedestrian Enhancemts	1,009,036	119,698	1,128,735	114,875	-	-	-	-	1,243,610
9142-005 Saratoga Avenue Sidewalk	105,908	7,663	113,571	34,150	-	-	-	-	147,721
9142-010 Village SW/C/G - Phase II Design	186,427	-	186,427	13,363	-	-	-	-	113,571
9142-011 Village SW/C/G Phase II Construction	37,153	62,502	99,655	1,018,946	-	-	-	-	1,118,601
9142-012 Arroyo de Arguello Outfall Repair	-	-	-	70,000	-	-	-	-	70,000
9142-013 Quito Road /Paseo Olivos Storm Drain	-	-	-	40,000	-	-	-	-	40,000
9142-014 OBAG SCG Sidewalk Repair	-	-	-	183,990	-	-	-	-	183,990
9142-015 El Camino Grande Storm Drain Pump	-	-	-	150,000	-	-	-	-	150,000
9142-016 Saratoga Hills Storm Drain Improvements	-	-	-	10,000	-	-	-	-	10,000
9142-017 Long Term Trash Plan Capture Devices	-	-	-	30,000	-	-	-	-	30,000
9142-018 Wildcat Creek Outfall Repair	-	-	-	40,000	-	-	-	-	40,000
Bridges & Retaining Walls									
9152-001 4th Street Bridge			-	585,922	-	-	-	-	585,922
9152-002 Quito Road Bridges	586,800	140,935	727,736	287,653	-	-	-	-	1,015,389
9154-002 Parking District #3 Storm Damage Repair	42,620	1,167	43,787	*Closed*	-	-	-	-	43,787
Utility Undergrounding Project									
9171-001 Rule 20A Fund Project	-	-	-	-	-	-	-	-	-
9171-002 Quito Road Undergrounding Project	-	-	-	98,744	-	-	-	-	98,744
Total Project Expenditures	12,250,573	2,078,335	14,328,908	10,732,208	1,165,000	1,165,000	1,165,000	1,165,000	29,610,382

With the addition of the following six new projects, there are a total of twenty-seven active funded projects for FY 2014/15:

- Residential Street Reconstruction
- OBAG Big Basin Way Turn Around
- El Camino Grande Storm Drain Pump
- Saratoga Hills Storm Drain Improvements
- Long Term Trash Plan Storm Drain Capture
- Wildcat Creek Outfall Repairs

The following five projects were finalized or discontinued in FY 2013/14:

- Prop 1B Grant Resurfacing
- Fruitvale Avenue Median
- Village SW/C/G Phase II - Design
- El Quito Curb & Gutter
- Parking District #3 Storm Damage Repair

STREET IMPROVEMENT PROGRAM FUNDING SUMMARY

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREETS FUND									
State Roadway Allocations	580,665	-	580,665	-	-	-	-	-	580,665
Road/Refuse Impact Fees	1,990,633	62,989	2,053,622	65,000	65,000	65,000	65,000	65,000	2,378,622
CIP Project Reimbursements	192,608	11,506	204,114	64,258	-	-	-	-	268,371
Contributions/Assessments	938,684	-	938,684	-	-	-	-	-	938,684
Transfer In - General Fund	1,420,392	148,787	1,569,179	730,000	150,000	150,000	150,000	150,000	2,899,179
Transfer In - Other CIP	693,449	85,701	779,150	-	-	-	-	-	779,150
Transfer In - L&L	213,178	-	213,178	-	-	-	-	-	213,178
GRANT FUND									
Federal Grants	2,446,353	407,601	2,853,954	2,425,417	-	-	-	-	5,279,372
State Grants	913,109	41,821	954,930	4,492,966	-	-	-	-	5,447,896
Local Grants	20,000	(11,506)	8,494	400,000	-	-	-	-	408,494
Transfer In - Other CIP	466,818	-	466,818	-	-	-	-	-	466,818
GAS TAX FUND									
Gas Tax Revenue	3,974,504	976,594	4,951,098	829,990	950,000	950,000	950,000	950,000	9,581,088
Transfer In - Other CIP	480,676	-	480,676	-	-	-	-	-	480,676
TOTAL REVENUES	**14,331,070**	**1,723,493**	**16,054,562**	**9,007,631**	**1,165,000**	**1,165,000**	**1,165,000**	**1,165,000**	**29,722,193**

EXPENDITURES	Prior Year Funded	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREETS FUND									
Salary & Benefits	329,616	96,856.24	426,472	-	-	-	-	-	426,472
Site Acquisition & Prep	17,290	2,065.74	19,356	-	-	-	-	-	19,356
Materials & Supplies	184,318	64,090.44	248,409	-	-	-	-	-	248,409
Fees & Expenses	31,903	2,718.98	34,622	-	-	-	-	-	34,622
Consultant/Contract Svs	356,319	109,040.84	465,360	-	-	-	-	-	465,360
Construction Expenses	3,420,192	347,961.12	3,768,153	1,659,203	215,000	215,000	215,000	215,000	6,287,356
Reimbursable Expenses	4,634	(2,776.06)	1,858	-	-	-	-	-	1,858
Transfers Out	454,719	119,698.29	574,417	-	-	-	-	-	574,417
GRANT FUND									
Salary & Benefits	41,766	5,546	47,312	-	-	-	-	-	47,312
Site Acquisition & Prep	69,161	8,263	77,423	-	-	-	-	-	77,423
Materials & Supplies	143,439	7,497	150,936	-	-	-	-	-	150,936
Fees & Expenses	18,978	726	19,704	-	-	-	-	-	19,704
Consultant/Contract Svs	644,993	130,799	775,792	-	-	-	-	-	775,792
Construction Expenses	2,071,787	647,862	2,719,649	7,316,487	-	-	-	-	10,036,136
Reimbursable Expenses	25,683	2,776	28,459	-	-	-	-	-	28,459
Transfers Out	466,818	-	466,818	-	-	-	-	-	466,818
GAS TAX FUND									-
Materials & Supplies	29,215	50,805	80,019	-	-	-	-	-	80,019
Fees & Expenses	2,075	655	2,730	-	-	-	-	-	2,730
Consultant/Contract Svs	10,330	-	10,330	-	-	-	-	-	10,330
Project Equip & Fixtures	44,790	-	44,790	-	-	-	-	-	44,790
Construction Expenses	3,246,549	378,829	3,625,378	1,756,517	950,000	950,000	950,000	950,000	9,181,895
Transfers Out	636,000	106,000	742,000	-	-	-	-	-	742,000
TOTAL EXPENDITURES	**12,250,573**	**2,079,413**	**14,329,985**	**10,732,208**	**1,165,000**	**1,165,000**	**1,165,000**	**1,165,000**	**29,722,193**

TOTAL ALL FUND SUMMARY		FY 2013/14 Actuals	Estimated Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
BEGINNING BALANCE		2,080,497		1,724,577	-	-	-	-	
Revenues & Transfers In	14,331,070	1,723,493	**16,054,562**	9,007,631	1,165,000	1,165,000	1,165,000	1,165,000	**29,722,193**
Expenditures & Transfers Out	12,250,573	2,079,413	**14,329,985**	10,732,208	1,165,000	1,165,000	1,165,000	1,165,000	**29,722,193**
ENDING BALANCE	**2,080,497**	**1,724,577**	**1,724,577**	-	-	-	-	-	-

STREET REPAIR & RESURFACING PROJECTS

STREET REPAIR & RESURFACING PROJECTS

Project Name	Street Resurfacing & Maintenance	**Project Number**	9111-001
Department	Public Works	**Project Manager**	John Cherbone

Description This is an ongoing project for street resurfacing and maintenance 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, with the overall score used to indicate the average of the City's road conditions. The scale ranges from 0 for roads which have failed, to 100 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 schedule streets and arterial roads in the worst condition for resurfacing.

With a total of 135 miles of roadway in Saratoga, most street resurfacing work is performed by contractors; staff conducts minor repairs to roadways when practical. 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 risks 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.

Operating Budget Impacts Engineering, administrative, and maintenance staff time for oversight and implementation of the various projects 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	Specified project work is completed

ANNUAL STREET RESURFACING 9111-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
State DOT Prop 42 (TCR)	580,665	-	580,665	-	-	-	-	-	**580,665**
Road/Refuse Impact Fees	1,990,633	62,989	2,053,622	65,000	65,000	65,000	65,000	65,000	**2,378,622**
Project Reimbursements	70,649	-	70,649	-	-	-	-	-	**70,649**
Transfers In - General Fund	-	-	-	-	-	-	-	-	**-**
Transfers In - Other CIP	44,074	-	44,074	-	-	-	-	-	**44,074**
TOTAL	**2,686,021**	**62,989**	**2,749,010**	**65,000**	**65,000**	**65,000**	**65,000**	**65,000**	**3,074,010**
GRANT FUNDS									
Federal - STPL	-	-	-	-	-	-	-	-	**-**
State - Prop 1B	466,818	-	466,818	-	-	-	-	-	**466,818**
TOTAL	**466,818**	**-**	**466,818**	**-**	**-**	**-**	**-**	**-**	**466,818**
GAS TAX FUND									
Gas Tax - HUTA	3,014,092	553,031	3,567,123	345,000	500,000	500,000	500,000	500,000	**5,912,123**
Gas Tax - 7360 (TCR swap)	960,412	423,564	1,383,976	335,000	450,000	450,000	450,000	450,000	**3,518,976**
Transfers In	320,676	(644,825)	(324,149)	-	-	-	-	-	**(324,149)**
TOTAL	**4,295,180**	**331,769**	**4,626,949**	**680,000**	**950,000**	**950,000**	**950,000**	**950,000**	**9,106,950**
TOTAL REVENUES	**7,448,019**	**394,758**	**7,842,777**	**745,000**	**1,015,000**	**1,015,000**	**1,015,000**	**1,015,000**	**12,647,777**

EXPENDITURES	Prior Year Funded	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND EXP									
Salary & Benefits	329,616	93,585	423,201	-	-	-	-	-	**423,201**
Materials & Supplies	76,270	47,164	123,434	-	-	-	-	-	**123,434**
Fees & Expenses	12,555	2,064	14,619	-	-	-	-	-	**14,619**
Consultant/Contract Svs	79,790	38,245	118,035	-	-	-	-	-	**118,035**
Construction Expenses	1,645,223	148,950	1,794,173	102,147	65,000	65,000	65,000	65,000	**2,156,321**
Transfers Out	238,400	-	238,400	-	-	-	-	-	**238,400**
TOTAL	**2,381,854**	**330,009**	**2,711,862**	**102,147**	**65,000**	**65,000**	**65,000**	**65,000**	**3,074,010**
GRANT FUND EXP									
Transfers Out	466,818	-	466,818	-	-	-	-	-	**466,818**
TOTAL	**466,818**	**-**	**466,818**	**-**	**-**	**-**	**-**	**-**	**466,818**
GAS TAX EXP									
Materials & Supplies	22,126	50,805	72,930	-	-	-	-	-	**72,930**
Fees & Expenses	2,075	655	2,730	-	-	-	-	-	**2,730**
Consultant/Contract Svs	10,330	-	10,330	-	-	-	-	-	**10,330**
Project Equip & Fixtures	23,662	-	23,662	-	-	-	-	-	**23,662**
Construction Expenses	3,226,799	376,796	3,603,595	851,702	950,000	950,000	950,000	950,000	**8,255,297**
Transfers Out	636,000	106,000	742,000	-	-	-	-	-	**742,000**
TOTAL	**3,920,991**	**534,256**	**4,455,247**	**851,702**	**950,000**	**950,000**	**950,000**	**950,000**	**9,106,950**
TOTAL EXPENDITURES	**6,769,663**	**864,265**	**7,633,928**	**953,850**	**1,015,000**	**1,015,000**	**1,015,000**	**1,015,000**	**12,647,777**

STREET REPAIR & RESURFACING PROJECTS

ANNUAL STREET RESURFACING – CONTINUED 9111-001

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Project Activity
CIP STREET FUND									
Beginning Balance		304,167		37,147	-	-	-	-	-
Revenues & T/I	2,686,021	62,989	2,749,010	65,000	65,000	65,000	65,000	65,000	**3,074,010**
Expenditures & T/O	2,381,854	330,009	2,711,862	102,147	65,000	65,000	65,000	65,000	**3,074,010**
Ending Balance	**304,167**	**37,147**	**37,147**	-	-	-	-	-	-
GRANT FUND									
Beginning Balance		-		-	-	-	-	-	-
Revenues & T/I	466,818	-	466,818	-	-	-	-	-	**466,818**
Expenditures & T/O	466,818	-	466,818	-	-	-	-	-	**466,818**
Ending Balance	-	-	-	-	-	-	-	-	-
GAS TAX FUND									
Beginning Balance		374,189		171,702	-	-	-	-	-
Revenues & T/I	4,295,180	331,769	4,626,949	680,000	950,000	950,000	950,000	950,000	**9,106,949**
Expenditures & T/O	3,920,991	534,256	4,455,247	851,702	950,000	950,000	950,000	950,000	**9,106,949**
Ending Balance	**374,189**	**171,702**	**171,702**	-	-	-	-	-	-
TOTAL BALANCE	**678,356**	**208,850**	**208,850**	-	-	-	-	-	-

STREET REPAIR & RESURFACING PROJECTS

Project Name	Residential Street Reconstruction	**Project Number**	9113-001
Department	Public Works	**Project Manager**	John Cherbone

Description

This project will reconstruct streets which have deteriorated beyond the scope of annual resurfacing maintenance methods.

Location

Residential streets identified for reconstruction include Harper Avenue, Palmtag Drive, Brookview Drive, McFarland Avenue, and Devon Avenue. Other streets will be added to the list depending on construction costs and available funding.

Project Background

This project represents an initial $300,000 commitment of City funds that will repair severely damaged streets which cannot be maintained by resurfacing methods. Over the years, curbs and gutters are damaged by impacts and large tree roots, and the asphalt covered roadways deteriorate from water runoff, weather, and everyday vehicle use. If streets are not maintained in a timely manner, or if circumstances deteriorate streets rapidly, severe damage may occur.

Costs to repair streets vary depending on the type of repair and the dimensions of the specific street. Street reconstruction requires removing and replacing curbs and gutters, constructing a new roadway to allow for proper drainage, and repaving the asphalt roadway. The City plans to repair one major street each year.

Operating Budget Impacts

Staff time for project management and oversight are incorporated into the operating budget. Reconstructed streets will reduce operating budget impacts as short term repairs will be eliminated.

STREET REPAIR & RESURFACING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design Phase	N/A	Begin Design
Prepare Agreements	September 2014	Prepare Agreement
Estimated Construction Start	October 2014	Begin Construction
Estimated Completion Date	March 2015	Project is Complete

RESIDENTIAL STREET CONSTRUCTION 9113-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	300,000	-	-	-	-	**300,000**
TOTAL REVENUES	-	-	-	**300,000**	-	-	-	-	**300,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Salary & Benefits	-	-	-	-	-	-	-	-	-
Site Acquisition & Prep	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	300,000	-	-	-	-	**300,000**
TOTAL EXPENDITURES	-	-	-	**300,000**	-	-	-	-	**300,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	300,000	-	-	-	-	**300,000**
Expenditures & T/O	-	-	-	300,000	-	-	-	-	**300,000**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

ROADWAY SAFETY PROJECTS

ROADWAY SAFETY PROJECTS

Project Name	Roadway Safety & Traffic Calming	**Project Number**	9121-001
Department	Public Works	**Project Manager**	Mainini Cabute

Description

In conjunction with the Traffic Safety Commission (TSC), this project funds traffic calming improvements that include the installation of roadway devices which enhance pedestrian and roadway safety.

Location

This is a Citywide project; locations vary depending on prioritized projects for the year.

Project Background

This project represents an annual transfer of $50,000 of City funds in order to make roads safer. Projects are primarily focused on decreasing driver speed and making pedestrians more visible, resulting in the reduction of the number of accidents in the City.

The Traffic Safety Commission (TSC) and staff meet on a bi-monthly basis to review and assess traffic concerns throughout the City. Concerned residents may also attend these meetings to provide input and request improvements. Most TSC recommended improvements are small and fall within the scope of the operating budget. Occasionally, more costly remediation is warranted and roadway safety and traffic calming funds are used. The most common uses of these funds are for traffic calming improvements such as speed bumps, radar signs, median chokers, and bulb-outs that slow traffic and increase pedestrian safety. Unfunded traffic projects on the CIP list are reviewed each year by the TSC and prioritized according to safety and proximity to schools.

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 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	391,355	50,000	441,355	50,000	50,000	50,000	50,000	50,000	**691,355**
TOTAL REVENUES	**391,355**	**50,000**	**441,355**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**691,355**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Salary & Benefits				-	-	-	-	-	-
Site Acquisition & Prep				-	-	-	-	-	-
Materials & Supplies	47,852	15,875	63,727	-	-	-	-	-	**63,727**
Fees & Expenses	310	-	310	-	-	-	-	-	**310**
Consultant/Contract Svs	72,624	34,296	106,920	-	-	-	-	-	**106,920**
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	237,910	31,732	269,642	50,755	50,000	50,000	50,000	50,000	**520,397**
TOTAL EXPENDITURES	**358,696**	**81,904**	**440,600**	**50,755**	**50,000**	**50,000**	**50,000**	**50,000**	**691,355**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		32,659		755	-	-	-	-	-
Revenues & T/I	391,355	50,000	441,355	50,000	50,000	50,000	50,000	50,000	**691,355**
Expenditures & T/O	358,696	81,904	440,600	50,755	50,000	50,000	50,000	50,000	**691,355**
ENDING BALANCE	**32,659**	**755**	**755**	**-**	**-**	**-**	**-**	**-**	**-**

ROADWAY SAFETY PROJECTS

Project Name	ADA Signal Lights & Curb Cut-outs	**Project Number**	9121-003
Department	Public Works	**Project Manager**	Macedonio Nunez

Description

This project will complete ADA improvements to existing signalized intersections throughout Saratoga.

Location

This project will upgrade the 15 signalized intersections with traffic signals throughout the City.

Project Background

Pushbuttons at the City's 15 signalized intersections will be replaced with "vibrotactile" buttons for the visually impaired. A vibrotactile type of pedestrian signal has pushbuttons that vibrate when the "WALK" signal is on, indicating to visually impaired pedestrians when to cross the street.

This project will also improve the intersection's ramps, curbs, and crosswalks to comply with ADA requirements. Crosswalks will be added or repainted where needed; and ramps and curbs will be rebuilt to meet accessibility standards. These improvements will reduce City liability associated with pedestrian accidents.

Improvements and upgrades will be performed by contractors. As Community Development Block Grant (CDBG) funding becomes available, more intersections will be upgraded until all City signalized intersections have been completed.

Operating Budget Impacts

Engineering staff time for project design and oversight will be 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

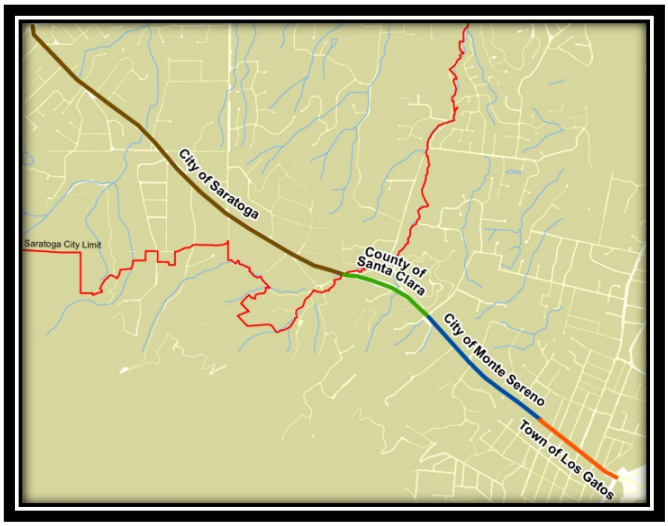
ADA SIGNAL LIGHTS & CURB CUT-OUTS 9121-003

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
GRANT FUNDS									
CDBG - ADA Grant	-	-	-	71,337	-	-	-	-	**71,337**
TOTAL	-	-	-	**71,337**	-	-	-	-	**71,337**
TOTAL REVENUES	-	-	-	**71,337**	-	-	-	-	**71,337**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
GRANT FUNDS									
Construction Expenses	-	-		71,337	-	-	-	-	**71,337**
TOTAL	-	-	-	**71,337**	-	-	-	-	**71,337**
TOTAL EXPENDITURES	-	-	-	**71,337**	-	-	-	-	**71,337**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
GRANT FUNDS									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	71,337	-	-	-	-	**71,337**
Expenditures & T/O	-	-	-	71,337	-	-	-	-	**71,337**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

ROADWAY SAFETY PROJECTS



Project Name	Highway 9 Safety Improvements – Phase II	**Project Number**	9122-001
Department	Public Works	**Project Manager**	Iveta Harvancik

Description

A multi-agency pedestrian and bicycle safety improvement project to enhance the safety of the Highway 9 corridor, which links the communities of Saratoga, Monte Sereno, and Los Gatos.

Location

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.

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 I 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 II is managed by Saratoga and is partially funded from remaining Phase 1 CMAQ funds and a Highway Safety Improvement Program (HSIP) grant. Phase II 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 IV.

Phase III included improvements to the Austin Way and Highway 9 intersection and additional bicycle improvements on Highway 9. This phase is complete.

Phase IV will complete the interior section of the project.

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	October 2013	Project is completed

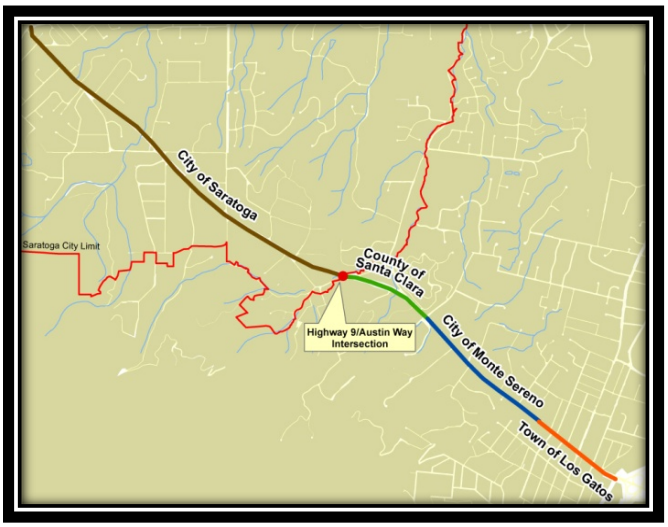
HIGHWAY 9 SAFETY IMPROVEMENTS PHASE II 9122-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Project Reimbursements	22,104	11,506	33,610	54,258	-	-	-	-	**87,868**
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	**206,264**	**11,506**	**217,770**	**54,258**	-	-	-	-	**272,028**
GRANT FUND									
Federal - HSIP Grant	671,263	132,637	803,900	95,821	-	-	-	-	**899,721**
Federal CMAQ	384,334	73,991	458,325	3,675	-	-	-	-	**462,000**
Local - SCC Roads & Airport	11,506	(11,506)	-	-	-	-	-	-	**-**
TOTAL	**1,067,103**	**195,122**	**1,262,225**	**99,496**	-	-	-	-	**1,361,721**
TOTAL REVENUES	**1,273,367**	**206,628**	**1,479,995**	**153,754**	-	-	-	-	**1,633,749**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Salary & Benefits	-	3,271	3,271	-	-	-	-	-	**3,271**
Fees & Expenses	1,556	91	1,647	-	-	-	-	-	**1,647**
Consultant/Contract Svs	54,323	4,519	58,842	-	-	-	-	-	**58,842**
Project Equip & Fixtures				-	-	-	-	-	**-**
Construction Expenses	86,097	15,705	101,801	60,312	-	-	-	-	**162,113**
Transfers Out	46,154	-	46,154	-	-	-	-	-	**46,154**
TOTAL	**188,130**	**23,586**	**211,716**	**60,312**	-	-	-	-	**272,028**
GRANT FUND									
Salary & Benefits	23,823	5,546	29,369	-	-	-	-	-	**29,369**
Fees & Expenses	12,606	(91)	12,515	-	-	-	-	-	**12,515**
Consultant/Contract Svs	421,994	26,510	448,504	-	-	-	-	-	**448,504**
Construction Expenses	632,392	141,342	773,734	97,600	-	-	-	-	**871,334**
TOTAL	**1,090,815**	**173,306**	**1,264,121**	**97,600**	-	-	-	-	**1,361,721**
TOTAL EXPENDITURES	**1,278,945**	**196,892**	**1,475,837**	**157,912**	-	-	-	-	**1,633,749**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
Beginning Balance		18,134		6,054	-	-	-	-	**-**
Revenues & T/I	206,264	11,506	217,770	54,258	-	-	-	-	**272,028**
Expenditures & T/O	188,130	23,586	211,716	60,312	-	-	-	-	**272,028**
Ending Balance	**18,134**	**6,054**	**6,054**	-	-	-	-	-	**-**
GRANT FUND									
Beginning Balance		(23,712)		(1,896)	-	-	-	-	**-**
Revenues & T/I	1,067,103	195,122	1,262,225	99,496	-	-	-	-	**1,361,721**
Expenditures & T/O	1,090,815	173,306	1,264,121	97,600	-	-	-	-	**1,361,721**
Ending Balance	**(23,712)**	**(1,896)**	**(1,896)**	-	-	-	-	-	**-**
ENDING BALANCE	**(5,578)**	**4,158**	**1,262,225**	-	-	-	-	-	**-**

ROADWAY SAFETY PROJECTS



Project Name	Highway 9 Safety Improvements - Phase III	**Project Number**	9122-004
Department	Public Works	**Project Manager**	Iveta Harvancik

Description

A multi-agency pedestrian and bicycle safety improvement project to enhance the safety of the Highway 9 corridor, which links the communities of Saratoga, Monte Sereno, and Los Gatos through additions of bicycle lanes and line of sight improvements.

Location

Austin Way and Highway 9 and other locations along Highway 9 within the city limits of Saratoga.

Project Background

This project marks Phase III 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.

Phase III realigned the Austin Way and Highway 9 intersection to improve motorists view of bicyclists. The project installed a median at Austin Way, bicycle loops at the signalized intersections along the Highway 9 corridor, and widened 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 came from State Proposition 116 monies. Proposition 116 was a 1990 $1.852 billion bond measure that included $20 million of capital outlay for bicycle improvement projects that improve safety and convenience for bicycle commuters.

Phase I 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.

Phase II 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 II improvements will be continued into Phase IV.

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 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 III 9122-004

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Project Reimbursements	39,312	-	39,312	-	-	-	-	-	**39,312**
Transfers In - Other CIP	21,154	-	21,154	-	-	-	-	-	**21,154**
TOTAL	**60,466**	**-**	**60,466**	**-**	**-**	**-**	**-**	**-**	**60,466**
GRANT FUND									
Federal - CMAQ Grant	460,851	-	460,851	-	-	-	-	-	**460,851**
State - MTC (TDA)	20,000	-	20,000	-	-	-	-	-	**20,000**
Local - SCC Roads & Airport	8,494	-	8,494	-	-	-	-	-	**8,494**
TOTAL	**489,345**	**-**	**489,345**	**-**	**-**	**-**	**-**	**-**	**489,345**
TOTAL REVENUES	**549,811**	**-**	**549,811**	**-**	**-**	**-**	**-**	**-**	**549,811**

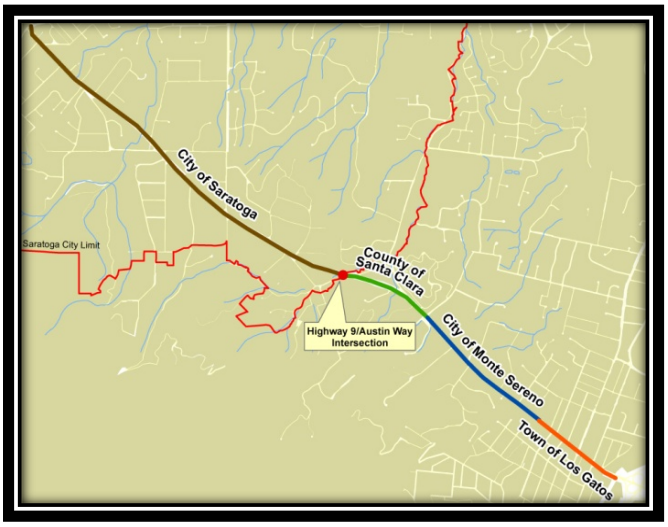
EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Fees & Expenses	78	-	78	-	-	-	-	-	**78**
Consultant/Contract Svs	35,873	-	35,873	-	-	-	-	-	**35,873**
Construction Expenses	-	-	-	24,514	-	-	-	-	**24,514**
Transfers Out	-	-	-	-	-	-	-	-	**-**
TOTAL	**35,952**	**-**	**35,952**	**24,514**	**-**	**-**	**-**	**-**	**60,466**
GRANT FUND									
Salary & Benefits	17,943	-	17,943	-	-	-	-	-	**17,943**
Fees & Expenses	4,623	-	4,623	-	-	-	-	-	**4,623**
Consultant/Contract Svs	51,629	-	51,629	-	-	-	-	-	**51,629**
Construction Expenses	415,150	-	415,150	-	-	-	-	-	**415,150**
TOTAL	**489,345**	**-**	**489,345**	**-**	**-**	**-**	**-**	**-**	**489,345**
TOTAL EXPENDITURES	**525,297**	**-**	**525,297**	**24,514**	**-**	**-**	**-**	**-**	**549,811**

ROADWAY SAFETY PROJECTS

HIGHWAY 9 SAFETY IMPROVEMENTS PHASE II – CONTINUED 9122-004

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		24,514		24,514	-	-	-	-	-
Revenues & T/I	60,466	-	60,466	-	-	-	-	-	**60,466**
Expenditures & T/O	35,952	-	35,952	24,514	-	-	-	-	**60,466**
ENDING FUND BALANCE	**24,514**	**24,514**	**24,514**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	489,345	-	**489,345**	-	-	-	-	-	**489,345**
Expenditures & T/O	489,345	-	**489,345**	-	-	-	-	-	**489,345**
ENDING BALANCE	-	-	**-**	-	-	-	-	-	**-**
ENDING BALANCE	**24,514**	**24,514**	**489,345**	**-**	**-**	**-**	**-**	**-**	**-**

ROADWAY SAFETY PROJECTS



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

Description

A multi-agency pedestrian 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 complete the improvements to pedestrian pathways started in Phase II. 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

Phase IV of this project will continue 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 Phase IV, 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 IV improvements were designed during Phase II, 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. A significant portion of funding for this project will be coming from a federal Highway Safety Improvement Grant (HSIP) administered by the California Department of Transportation (Caltrans). As with Phase II of the Highway 9 safety improvements project, the City of Saratoga will be the lead agency of Phase IV. The improvement work will be contracted out.

This project is funded through grants and reimbursements from other agencies.

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 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, bicyclists and commuters, reduce accidents, and, therefore, reduce liability risk.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Bid Process	November 2014	Council approves plans and authorizes bidding the project
Contract Award	January 2015	Council awards contract
Estimated Construction Start	March 2015	Construction project begins
Estimated Completion Date	August 2015	Project is completed

HIGHWAY 9 SAFETY IMPROVEMENTS PHASE IV 9122-005

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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**	**-**	**90,000**	**910,000**	**-**	**-**	**-**	**-**	**1,000,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	100,000	-	-	-	-	**100,000**
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 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		90,000		90,000	-	-	-	-	**-**
Revenues & T/I	90,000	-	**90,000**	10,000	-	-	-	-	**100,000**
Expenditures & T/O	-	-	**-**	100,000	-	-	-	-	**100,000**
ENDING FUND BALANCE	**90,000**	**90,000**	**90,000**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
BEGINNING BALANCE		-		-	-	-	-	-	**-**
Revenues & T/I	-	-	**-**	900,000	-	-	-	-	**900,000**
Expenditures & T/O	-	-	**-**	900,000	-	-	-	-	**900,000**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**90,000**	**90,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

ROADWAY SAFETY PROJECTS

Project Name	Prospect/Saratoga OBAG Improvements	**Project Number**	9122-006
Department	Public Works	**Project Manager**	John Cherbone

Description

Improve Prospect/Saratoga Avenue (PSA) corridor through the addition of roadway medians, sidewalks, ADA ramps, bicycle loops at intersections, and increase pedestrian and bicycle access.

Location

Project work will occur along a 1.9 mile section of Prospect Road between Saratoga/Sunnyvale Rd and Lawrence Expressway, and along a 1.3 mile section of Saratoga Ave between Highway 85 to the City Limits to the north.

Project Background

This project will improve safety of the road by physically reducing the width of the road, channeling vehicles into defined turn lanes, reducing the threat of vehicles crossing the center lane, and creating safer pedestrian crossings. Improvements will also be made to existing pedestrian, bicycle and VTA bus stop facilities, thereby enhancing pedestrian accessibility and providing a safe and convenient walking and bicycling experience. The scope of the project includes the following:

- Installment of sidewalk at several identified gaps, and several ADA compliant ramps at several crosswalks
- Upgrades to existing signalized intersections with audible signals for the visually impaired, and repairs and ADA upgrades to existing curb ramps
- Installment of bicycle detector loops at all the signalized intersections within the project limits, and "Green" bike lanes at the heavy congested intersections at Prospect Rd/Saratoga Sunnyvale Rd and Prospect Rd/Lawrence Expressway.
- Installment of new bus shelters at all the VTA bus stops within the project limits total of (14) bus stops, and bus pads at all the bus stops.
- A new median with landscaping will be installed between Lawrence Expressway and Saratoga Ave.
- A continuous Class II bike lane is provided along the entire length of the segment.

The City was awarded a $4.2 million OBAG grant, of which a $544,825 grant match funding is required. Gas Tax funds have been dedicated for this purpose.

Operating Budget Impacts

City staff anticipates additional maintenance for the new median on Prospect Road will increase expenses in the Operating Budget by an undetermined amount. However, the improvements will also provide safer conditions, thereby reducing liability risks.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	December 2013	Prepare plans and specifications
Begin Bid Process	January 2014	Council authorizes bidding the project
Contract Awarded	February 2014	Council approved vendor
Estimated Construction Start	July 2015	Construction project begins
Estimated Completion Date	January 2016	Project is completed

PROSPECT/SARATOGA OBAG IMPROVEMENTS 9122-006

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP GRANT FUND									
State - BEP Grant	-	-	-	4,206,000	-	-	-	-	**4,206,000**
TOTAL	-	-	-	**4,206,000**	-	-	-	-	**4,206,000**
GAS TAX FUND									
Transfer In - Gas Tax Fund	-	544,825	**544,825**	-	-	-	-	-	**544,825**
TOTAL	-	**544,825**	**544,825**	-	-	-	-	-	**544,825**
TOTAL REVENUES	-	**544,825**	**544,825**	**4,206,000**	-	-	-	-	**4,750,825**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP GRANT FUND									
Construction Expenses	-	-	-	4,206,000	-	-	-	-	**4,206,000**
TOTAL	-	-	-	**4,206,000**	-	-	-	-	**4,206,000**
GAS TAX FUND									
Construction Expenses	-	-	-	544,825					**544,825**
TOTAL	-	-	-	**544,825**	-	-	-	-	**544,825**
TOTAL EXPENDITURES	-	-	-	**4,750,825**	-	-	-	-	**4,750,825**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP GRANT FUND									
BEGINNING FUND BAL		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	4,206,000	-	-	-	-	**4,206,000**
Expenditures & T/O	-	-	-	4,206,000	-	-	-	-	**4,206,000**
ENDING FUND BALANCE	-	-	-	-	-	-	-	-	-
GAS TAX FUND									
BEGINNING BALANCE		-		544,825	-	-	-	-	-
Revenues & T/I	-	544,825	**544,825**	-	-	-	-	-	**544,825**
Expenditures & T/O	-	-	-	544,825	-	-	-	-	**544,825**
ENDING BALANCE	-	**544,825**	**544,825**	-	-	-	-	-	-

ROADWAY SAFETY PROJECTS

Project Name	Citywide Signal Upgrade Project - Phase II	**Project Number**	9122-007
Department	Public Works	**Project Manager**	Macedonio Nunez

Description

This project continues the development of a citywide master signal system to standardize and coordinate the City's traffic signals and allow real-time monitoring and control along Saratoga's major traffic corridors. The project also allows for future regional integration.

Location

This is a Citywide project which will incorporate all City owned signals in Saratoga.

Project Background

The City's intersection signal timing settings were last coordinated in approximately 2001. Subsequently, the City of Saratoga received a Regional Signal Timing Program (RSTP) grant from VTA in 2006 to conduct a citywide signal timing study. The project included developing updated signal coordination plans during the morning, afternoon, and evening periods for the signalized intersections in the City of Saratoga. This was considered Phase I:

Phase I: Upgrade hardware and software at all City signals, and provide interconnect hardware with wire and wireless technology. **This phase is complete.**

Phase II: Install Traffic Management System, at City Hall, and communication equipment in all upgraded signals. Interconnect signals along Coordination Corridors and coordinate with the Management System. Through the use of the Traffic Management System, City engineers will be able to manage signal coordination.

This project is funded by a $400,000 grant from the VTA and a $100,000 transfer from other CIP funds.

Operating Budget Impacts

Engineering, administrative and staff time for oversight and implementation of the project is incorporated into the operating budget. The new system will reduce call-out expenses for traffic signal repairs as signal timing changes will now be handled in-house by staff.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Bid Process	June 2014	Prepare system specifications
Contract Award	July 2014	Vendor is selected
Estimated Project Start	September 2014	System development and implementation
Estimated Completion Date	November 2014	System implementation complete

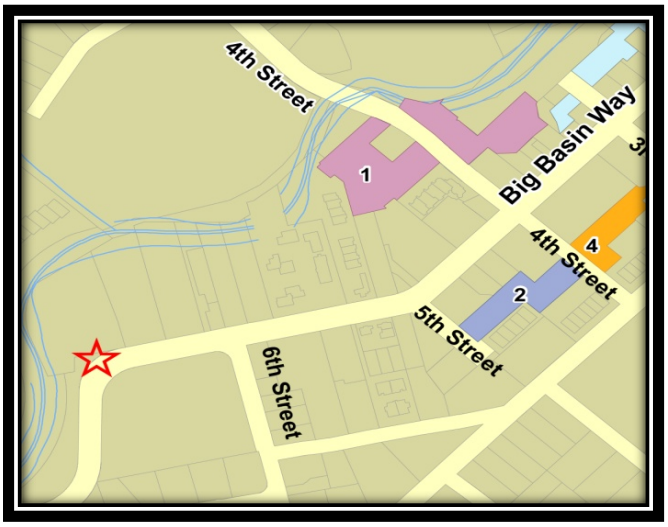
CITYWIDE SIGNAL UPGRADE PROJECT PHASE II 9122-007

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
GRANT FUNDS									
Local - VTA Grant	-	-	-	400,000	-	-	-	-	**400,000**
TOTAL	-	-	-	**400,000**	-	-	-	-	**400,000**
GAS TAX FUND									
Transfer In - Other CIP	-	100,000	**100,000**	-	-	-	-	-	**100,000**
TOTAL	-	**100,000**	**100,000**	-	-	-	-	-	**100,000**
TOTAL REVENUES	-	**100,000**	**100,000**	**400,000**	-	-	-	-	**500,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
GRANT FUNDS									
Construction Expenses	-	-	-	400,000					**400,000**
TOTAL	-	-	-	**400,000**	-	-	-	-	**400,000**
GAS TAX FUND									
Construction Expenses	-	-	-	100,000	-	-	-	-	**100,000**
TOTAL	-	-	-	**100,000**	-	-	-	-	**100,000**
TOTAL EXPENDITURES	-	-	-	**500,000**	-	-	-	-	**500,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
GRANT FUNDS									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	400,000	-	-	-	-	**400,000**
Expenditures & T/O	-	-	-	400,000	-	-	-	-	**400,000**
ENDING BALANCE	-	-	-	-	-	-	-	-	-
GAS TAX FUND									
BEGINNING FUND BAL		-		100,000	-	-	-	-	-
Revenues & T/I	-	100,000	**100,000**	-	-	-	-	-	**100,000**
Expenditures & T/O	-	-	-	100,000	-	-	-	-	**100,000**
ENDING FUND BALANCE	-	**100,000**	**100,000**	-	-	-	-	-	-

ROADWAY SAFETY PROJECTS



Project Name	Big Basin Way Turnaround	**Project Number**	9122-008
Department	Public Works	**Project Manager**	John Cherbone

Description This project will retain a consultant to design the conceptual phase of a turnaround and to investigate the feasibility of cost and layout of the improvements.

Location The project is located near the corner of 6th Street and Big Basin Way.

Project Background In order to improve the traffic flow on the last segment of Big Basin Way before leaving downtown, a feasibility study of turnaround improvements at this location, including cost and layout of this project must be conducted. The City will collaborate with Caltrans and the Traffic Safety Commission in order to develop this conceptual plan.

This project is funded by a $50,000 transfer from the General Fund.

Operating Budget Impacts Staff time associated with oversight of this project is incorporated into the operating budget.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design Phase	N/A	N/A
Prepare Agreements	N/A	N/A
Begin Conceptual Design	July 2014	N/A
Estimated Completion Date	October 2014	N/A

BIG BASIN WAY TURNAROUND 9122-008

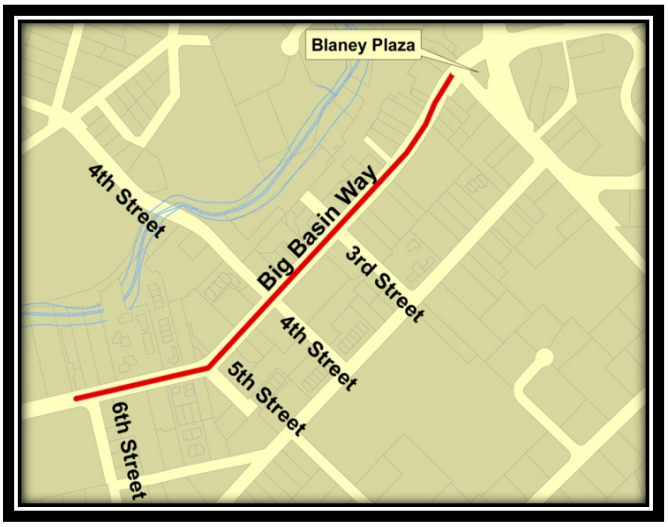
REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	50,000	-	-	-	-	**50,000**
TOTAL REVENUES	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**50,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	50,000	-	-	-	-	**50,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**50,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	50,000	-	-	-	-	**50,000**
Expenditures & T/O	-	-	-	50,000	-	-	-	-	**50,000**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS

STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS



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

Description Replacement of existing High Pressure Sodium (HPS) street lights with LED lights in the Village.

Location This project is located in Saratoga Village.

Project Background The Federal Energy Independence and Security Act of 2007 established the Energy Efficiency Community Block Grant (EECBG) program. The purpose of this program is 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 as a result of the passage of the American Recovery and Reinvestment Act of 2009.

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	Final reports submitted to the CEC
Project Completion	July 2013	Final vendor invoices resolved and project is complete

VILLAGE LED STREET LIGHTS 9138-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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	351,699	25,207	**376,906**	39,856	-	-	-	-	**416,763**
TOTAL GRANT FUND	**351,699**	**25,207**	**376,906**	**39,856**	**-**	**-**	**-**	**-**	**416,763**
TOTAL REVENUES	**384,199**	**25,207**	**409,406**	**39,856**	**-**	**-**	**-**	**-**	**449,263**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Fees & Expenses	534	-	534	-	-	-	-	-	**534**
Construction Expenses	26,786	-	26,786	5,180	-	-	-	-	**31,966**
Transfers Out	-	-		-	-	-	-	-	**-**
TOTAL STREET FUND	**27,320**	**-**	**27,320**	**5,180**	**-**	**-**	**-**	**-**	**32,500**
GRANT FUND									
Materials & Supplies	143,439	-	143,439	-	-	-	-	-	**143,439**
Fees & Expenses	1,749	-	1,749	-	-	-	-	-	**1,749**
Consultant/Contract Svs	5,625	-	5,625	-	-	-	-	-	**5,625**
Construction Expenses	206,483	-	206,483	39,856	-	-	-	-	**246,339**
Reimbursable Expenses	19,611	-	19,611	-					**19,611**
TOTAL GRANT FUND	**376,906**	**-**	**376,906**	**39,856**	**-**	**-**	**-**	**-**	**416,763**
TOTAL EXPENDITURES	**404,227**	**-**	**404,227**	**45,036**	**-**	**-**	**-**	**-**	**449,263**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
BEGINNING BALANCE		5,180		5,180	-	-	-	-	**-**
Revenues & T/I	32,500	-	**32,500**	-	-	-	-	-	**32,500**
Expenditures & T/O	27,320	-	**27,320**	5,180	-	-	-	-	**32,500**
ENDING BALANCE	**5,180**	**5,180**	**5,180**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
BEGINNING BALANCE		(25,207)		-	-	-	-	-	**-**
Revenues & T/I	351,699	25,207	**376,906**	39,856	-	-	-	-	**449,263**
Expenditures & T/O	376,906	-	**376,906**	39,856	-	-	-	-	**449,263**
ENDING BALANCE	**(25,207)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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 provides annual funding to maintain the City's sidewalks.

Location This project is conducted at various locations throughout the City.

Project Background Each year, staff conducts assessments of the City's sidewalks to identify areas of sidewalk in need of repair. Priority repair is established for 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.

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 risk.

This project is funded by an annual transfer of $50,000 from the General Fund.

Operating Budget Impacts Staff time for maintenance work and project oversight of consultants 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 Awarded	Ongoing	Vendor selected
Estimated Construction Start	Ongoing	Annual construction project begins
Estimated Completion Date	Ongoing	Annual repairs completed

ANNUAL SIDEWALK REPAIRS 9141-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Transfers In - GF	381,105	50,000	431,105	50,000	50,000	50,000	50,000	50,000	**681,105**
Transfers In - Other CIP	1,581	-	1,581	-	-	-	-	-	**1,581**
TOTAL REVENUES	**382,686**	**50,000**	**432,686**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**682,686**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	**-**
Fees & Expenses	312	-	312	-	-	-	-	-	**312**
Consultant/Contract Svs	675	-	675	-	-	-	-	-	**675**
Project Equip & Fixtures				-	-	-	-	-	**-**
Construction Expenses	350,364	41,898	392,263	89,437	50,000	50,000	50,000	50,000	**681,699**
Transfers Out	-	-		-	-	-	-	-	**-**
TOTAL EXPENDITURES	**351,351**	**41,898**	**393,250**	**89,437**	**50,000**	**50,000**	**50,000**	**50,000**	**682,686**

		FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		31,335		39,437	-	-	-	-	**-**
Revenues & T/I	382,686	50,000	**432,686**	50,000	50,000	50,000	50,000	50,000	**682,686**
Expenditures & T/O	351,351	41,898	**393,250**	89,437	50,000	50,000	50,000	50,000	**682,686**
ENDING BALANCE	**31,335**	**39,437**	**39,437**	**-**	**-**	**-**	**-**	**-**	**-**

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 throughout the City.

Project Background

The City's storm drain system is approximately 45 miles long with 2,600 storm drains located throughout the City. Maintenance work is conducted by contractors.

Storm drains are inspected by the City of Saratoga Public Works Department and West Valley Sanitation District to identify failures, or potential failures. Sections of storm drains 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.

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.

This project is funded by an annual transfer of $50,000 from the General Fund.

Operating Budget Impacts

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 Awarded	Ongoing	Vendor selected
Estimated Construction Start	Ongoing	Annual construction project begins
Estimated Completion Date	Ongoing	Annual repairs completed

ANNUAL STORM DRAIN UPGRADES 9141-002

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Project Reimbursement	1,413	-	1,413	-	-	-	-	-	**1,413**
Transfers In - Other CIP	10,786	-	10,786	-	-	-	-	-	**10,786**
Transfers In - General Fund	261,313	50,000	311,313	50,000	50,000	50,000	50,000	50,000	**561,313**
TOTAL REVENUES	**273,512**	**50,000**	**323,512**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**573,512**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2011/12	2012/13	2013/14	2014/15	Total Project Expended
CIP STREET FUND									
Salary & Benefits					-	-	-	-	-
Site Acquisition & Prep					-	-	-	-	-
Materials & Supplies	2,449	-	2,449	-	-	-	-	-	**2,449**
Fees & Expenses	1,977	-	1,977	-	-	-	-	-	**1,977**
Consultant/Contract Svs					-	-	-	-	-
Project Equip & Fixtures					-	-	-	-	-
Construction Expenses	269,085	39,101	308,186	60,899	50,000	50,000	50,000	50,000	**569,085**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**273,512**	**39,101**	**312,613**	**60,899**	**50,000**	**50,000**	**50,000**	**50,000**	**573,512**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2011/12	2012/13	2013/14	2014/15	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		-		10,899	-	-	-	-	-
Revenues & T/I	273,512	50,000	323,512	50,000	50,000	50,000	50,000	50,000	**573,512**
Expenditures & T/O	273,512	39,101	312,613	60,899	50,000	50,000	50,000	50,000	**573,512**
ENDING FUND BALANCE	**-**	**10,899**	**10,899**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS

Project Name	Village Sidewalk & Pedestrian Enhancements Phase I Design & Improvements	**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 is located 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 for 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 the contract to Gates and Associations for design work, the City held two community meetings to explain the purpose of the project and to 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 was completed during fiscal year 2009/10. Construction began in the same fiscal year.

Once completed, the project will enhance the appearance of Saratoga Village and, as a result of significant improvements to pedestrian safety, may make it a more popular retail and dining destination.

Operating Budget Impacts

The 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. Staff time for project oversight is included in the operating budget.

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	July, 2014	Project is completed

VILLAGE SIDEWALK & PEDESTRIAN IMPROVEMENTS 9142-004

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Contributions / Donations	737,846	-	737,846	-	-	-	-	-	**737,846**
Transfers In - Other CIP	80,764	-	80,764	-	-	-	-	-	**80,764**
TOTAL STREET FUND	**818,610**	**-**	**818,610**	**-**	**-**	**-**	**-**	**-**	**818,610**
GRANT FUND									
State MTC (TDA)	301,026	34,158	335,184	89,816	-	-	-	-	**425,000**
TOTAL GRANT FUND	**301,026**	**34,158**	**335,184**	**89,816**	**-**	**-**	**-**	**-**	**425,000**
TOTAL REVENUES	**1,119,636**	**34,158**	**1,153,793**	**89,816**	**-**	**-**	**-**	**-**	**1,243,610**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Materials & Supplies	33,072	-	33,072	-	-	-	-	-	**33,072**
Fees & Expenses	6,200	-	6,200	-	-	-	-	-	**6,200**
Consultant/Contract Svs	46,523	-	46,523	-	-	-	-	-	**46,523**
Construction Expenses	449,249	-	449,249	25,059	-	-	-	-	**474,308**
Reimbursable Expenses	1,143	-	1,143	-					**1,143**
Transfers Out	137,665	119,698	257,363	-	-	-	-	-	**257,363**
TOTAL STREET FUND	**673,853**	**119,698**	**793,551**	**25,059**	**-**	**-**	**-**	**-**	**818,610**
GRANT FUND									
Consultant/Contract Svs	12,202	-	**12,202**	-	-	-	-	-	**12,202**
Construction Expenses	321,808	-	**321,808**	89,816	-	-	-	-	**411,624**
Reimbursable Expenses	1,174	-	**1,174**	-	-	-	-	-	**1,174**
TOTAL GRANT FUND	**335,184**	**-**	**335,184**	**89,816**	**-**	**-**	**-**	**-**	**425,000**
TOTAL EXPENDITURES	**1,009,036**	**119,698**	**1,128,735**	**114,875**	**-**	**-**	**-**	**-**	**1,243,610**

	Prior Year Activity	FY 2013/14 Actuals	Estimated Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
Beginning Balance		144,757		25,059	-	-	-	-	-
Revenues & T/I	818,610	-	818,610	-	-	-	-	-	**818,610**
Expenditures & T/O	673,853	119,698	793,551	25,059	-	-	-	-	**818,610**
Ending Balance	**144,757**	**25,059**	**25,059**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		(34,158)		-	-	-	-	-	-
Revenues & T/I	301,026	34,158	335,184	89,816	-	-	-	-	**425,000**
Expenditures & T/O	335,184	-	335,184	89,816	-	-	-	-	**425,000**
Ending Balance	**(34,158)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING FUND BALANCE	**110,599**	**25,059**	**25,059**	**-**	**-**	**-**	**-**	**-**	**-**

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 New sidewalk sections will be located along 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. Each year, approximately $25,000 of TDA grant funding is awarded. After several years, when sufficient amount of funds have accumulated, the City identifies the pathway sections to complete along Saratoga Avenue and uses the funding to fill these gaps.

Sidewalks offer a number of benefits. They provide a safe path for pedestrians, away from the roadway. The sidewalk also allows 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 On-going maintenance costs will increase with the extension of the sidewalk. Staff time for project management costs is included in the operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	Ongoing	Prepare plans and specifications
Contract Awarded	Ongoing	Vendor selected
Estimated Construction Start	Ongoing	Construction project phase begins
Estimated Completion Date	October 2018	Project is completed

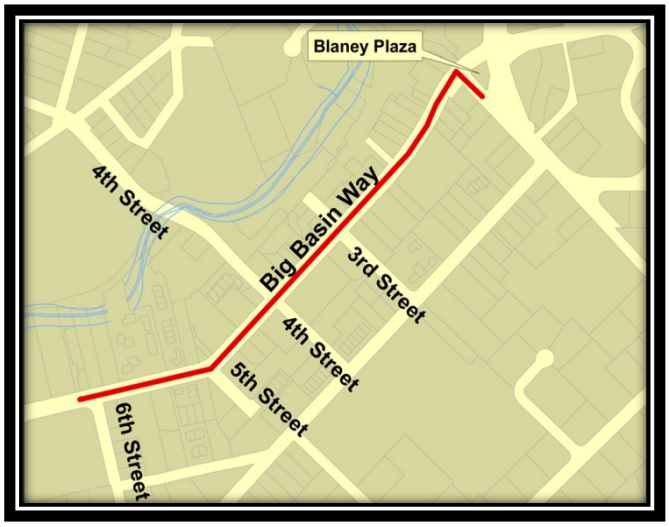
SARATOGA AVENUE SIDEWALK 9142-005

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
GRANT FUND									
State MTC (TDA)	105,908	7,663	113,571	34,150	-	-	-	-	**147,721**
TOTAL REVENUES	**105,908**	**7,663**	**113,571**	**34,150**	**-**	**-**	**-**	**-**	**147,721**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
GRANT FUND									
Consultant/Contract Svs	6,745	-	6,745	-	-	-	-	-	**6,745**
Construction Expenses	98,436	7,663	106,099	34,150	-	-	-	-	**140,249**
Reimbursable Expenses	727	-	727	-	-	-	-	-	**727**
TOTAL EXPENDITURES	**105,908**	**7,663**	**113,571**	**34,150**	**-**	**-**	**-**	**-**	**147,721**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
GRANT FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	105,908	7,663	113,571	34,150	-	-	-	-	**147,721**
Expenditures & T/O	105,908	7,663	113,571	34,150	-	-	-	-	**147,721**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

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 RFP
Contract Awarded	August 2011	Vendor selected
Design Work Begins	Sept 2011	Design work begins
Design Approval	Feb 2012	Council approves designs
Estimated Completion Date	November 2014	Final design work completed

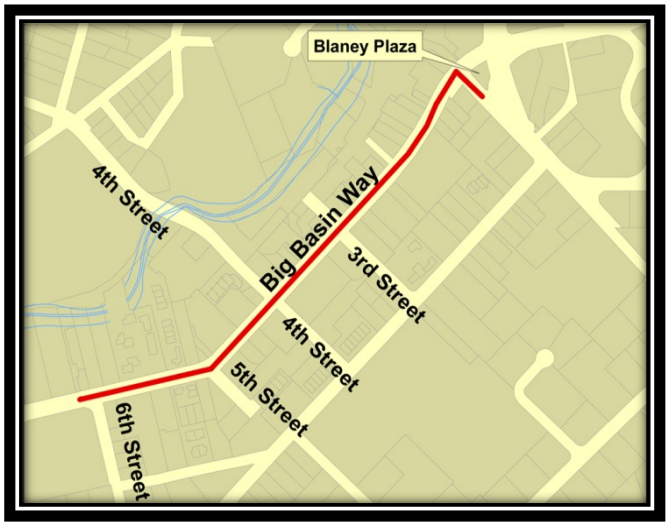
VILLAGE SIDEWALK & PEDESTRIAN ENHANCEMENTS PHASE II – DESIGN 9142-010

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Consultant/Contract Svs	52,427	-	52,427	-	-	-	-	-	**52,427**
Construction Expenses	-	-	-	13,363	-	-	-	-	**13,363**
TOTAL STREET FUND	**52,427**	**-**	**52,427**	**13,363**	**-**	**-**	**-**	**-**	**65,790**
GRANT FUND									
Consultant/Contract Svs	134,000	-	134,000	-	-	-	-	-	**134,000**
TOTAL GRANT FUND	**134,000**	**-**	**134,000**	**-**	**-**	**-**	**-**	**-**	**134,000**
TOTAL EXPENDITURES	**186,427**	**-**	**186,427**	**13,363**	**-**	**-**	**-**	**-**	**199,790**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
Beginning Balance		13,363		13,363	-	-	-	-	-
Revenues & T/I	65,790	-	65,790	-	-	-	-	-	**65,790**
Expenditures & T/O	52,427	-	52,427	13,363	-	-	-	-	**65,790**
Ending Balance	**13,363**	**13,363**	**13,363**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance				-	-	-	-	-	-
Revenues & T/I	134,000	-	134,000	-	-	-	-	-	**134,000**
Expenditures & T/O	134,000	-	134,000	-	-	-	-	-	**134,000**
Ending Balance	-	-	-	-	-	-	-	-	-
ENDING BALANCE	**13,363**	**13,363**	**13,363**	**-**	**-**	**-**	**-**	**-**	**-**

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 improvement construction in the Village.

Location

This project is located in Saratoga Village at Big Basin Way and Highway 9 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

The Village is the historical downtown center of Saratoga and is the main corridor for local retail and professional offices. Businesses found along this road include fine restaurants, salons, galleries, home furniture show rooms, bakeries, coffee shops, banks, and delis. As a shopping and dining destination, there is a good deal of pedestrian traffic as shoppers and diners enjoy the Village's ambiance

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.

Phase I of construction began in June, 2010. Phase II will continue improvements along Big Basin Way. The project will add more pedestrian bulb-outs, enhanced crosswalks, and other safety improvements in the Village. The improved enhancements to pedestrian safety and appearance of the Saratoga Village may make it a more popular retail and dining destination.

Funding for this project comes from a Federal Congestion Mitigation and Air Quality (CMAQ) grant, and the City's grant match.

Operating Budget Impacts

Increased maintenance costs are anticipated, as the City will be responsible for caring for additional landscaping, bulb outs, crosswalks, and other features. 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	August 2013	Council awards contract
Estimated Construction Start	May 2014	Construction project begins
Estimated Completion Date	November 2014	Project is completed

VILLAGE SIDEWALK & PEDESTRIAN ENHANCEMENTS PHASE II – CONSTRUCTION 9142-011

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Transfers In - Other CIP	256,800	85,701	342,501	-	-	-	-	-	**342,501**
TOTAL STREET FUND	**256,800**	**85,701**	**342,501**	**-**	**-**	**-**	**-**	**-**	**342,501**
GRANT FUND									
Federal - CMAQ PT	1,687	44,761	**46,448**	729,652	-	-	-	-	**776,100**
TOTAL GRANT FUND	**1,687**	**44,761**	**46,448**	**729,652**	**-**	**-**	**-**	**-**	**776,100**
TOTAL REVENUES	**258,487**	**130,462**	**388,949**	**729,652**	**-**	**-**	**-**	**-**	**1,118,601**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Materials & Supplies		886	886		-	-	-	-	**886**
Fees & Expenses		79	79		-	-	-	-	**79**
Consultant/Contract Svs		827	827		-	-	-	-	**827**
Construction Expenses	2,967	15,948	18,915	289,294	-	-	-	-	**308,209**
Transfers Out	32,500	-	32,500	-	-	-	-	-	**32,500**
TOTAL STREET FUND	**35,467**	**17,740**	**53,207**	**289,294**	**-**	**-**	**-**	**-**	**342,501**
GRANT FUND									
Materials & Supplies	-	6,837	**6,837**	-	-	-	-	-	**6,837**
Fees & Expenses	-	610	**610**	-	-	-	-	-	**610**
Consultant/Contract Svs	-	6,354	**6,354**		-	-	-	-	**6,354**
Construction Expenses	1,687	30,961	**32,647**	729,652	-	-	-	-	**762,299**
TOTAL GRANT FUND	**1,687**	**44,761**	**46,448**	**729,652**	**-**	**-**	**-**	**-**	**776,100**
TOTAL EXPENDITURES	**37,153**	**62,502**	**99,655**	**1,018,946**	**-**	**-**	**-**	**-**	**1,118,601**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
Beginning Balance		221,333		289,294	-	-	-	-	-
Revenues & T/I	256,800	85,701	342,501	-	-	-	-	-	**342,501**
Expenditures & T/O	35,467	17,740	53,207	289,294	-	-	-	-	**342,501**
Ending Balance	**221,333**	**289,294**	**289,294**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		-		-	-	-	-	-	-
Revenues & T/I	1,687	44,761	46,448	729,652	-	-	-	-	**776,100**
Expenditures & T/O	1,687	44,761	46,448	729,652	-	-	-	-	**776,100**
Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**221,333**	**289,294**	**289,294**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS

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

Description

This project will replace a 36-inch rusted corrugated metal storm drain outfall pipe at Calabazas Creek.

Location

This project is located in Calabazas Creek, approximately 350 feet downstream (north) of Wardell Road along the western bank.

Project Background

A site assessment by Santa Clara Valley Water District (SCVWD) staff in 2011 revealed the outfall pipe was corroded and recommended replacement to prevent failure and erosion of creek banks due to flooding.

SCVWD recommends using the Stream Maintenance Program (SMP) permit procedure to fix the outfall, and committed to providing the planning, design, and construction services similar to the Padero Court project. The new outlet pipe will extend the useful life of the storm drain structure.

Although the outfall pipe and storm drain system is owned by the City of Saratoga, SCVWD offered to pay for half of the cost of repairs, as this repair would prevent the failure of the outflow pipe and subsequent stream bank erosion, which would result in an even more costly repair project. The Water District also agreed to manage the project.

This project has been funded with Gas Tax revenues.

Operating Budget Impacts

As the planning, design, and construction services will be managed by SCVWD, the City's engineering staff time will be minimal and, therefore, will not impact the City's operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design Phase	July 2012	Prepare plans and specifications – completed
Estimated Construction Start	August 2013	Construction Begins
Estimated Completion Date	October 2013	Project is complete.

ARROYO DE ARGUELLO OUTFALL REPAIR 9142-012

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
GAS TAX FUND									
Transfers In - Gas Tax Funding	70,000	-	**70,000**	-	-	-	-	-	**70,000**
TOTAL GAS TAX FUND	**70,000**	-	**70,000**	-	-	-	-	-	**70,000**
TOTAL REVENUES	**70,000**	-	**70,000**	-	-	-	-	-	**70,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
GAS TAX FUND									
Construction Expenses	-	-	-	70,000	-	-	-	-	**70,000**
TOTAL GAS TAX FUND	-	-	-	**70,000**	-	-	-	-	**70,000**
TOTAL EXPENDITURES	-	-	-	**70,000**	-	-	-	-	**70,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
GAS TAX FUND									
Beginning Balance		70,000		70,000	-	-	-	-	-
Revenues & T/I	70,000	-	70,000	-	-	-	-	-	**70,000**
Expenditures & T/O	-	-	-	70,000	-	-	-	-	**70,000**
ENDING BALANCE	**70,000**	**70,000**	**70,000**	-	-	-	-	-	-

SIDEWALKS, CURBS & STORM DRAINS

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

Description

This project will build two storm drains and replace the curb, gutter, and ruined asphalt at Quito Road and Paseo Olivos.

Location

This project is located on the southwest and northwest corners of Quito Road and Paseo Olivos.

Project Background

There are currently no storm drains installed on the corner of Quito Road and Paseo Olivos. As a result, water collects at the corner, creating potential traffic hazards, and undermines the roadway. This project will install two new storm drains and connect them to the City of San Jose's existing storm water system.

The City of Saratoga must obtain an encroachment permit from the City of San Jose before it can begin the project.

This project has been funded with Gas Tax revenues.

Operating Budget Impacts

Engineering, administrative and staff time for oversight and implementation of the project is incorporated into the operating budget. The installation of the two storm drains will diminish the need for continuous repair of ruined asphalt and reduce City liability risk.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	July 2013	Prepare Plans & Specifications
Obtain Permits	July 2013	Apply for Encroachment Permit from City of San Jose
Contract Award	July 2014	Vendor selected
Estimated Construction Start	August 2014	Construction project begins
Estimated Completion Date	November 2014	Project is complete

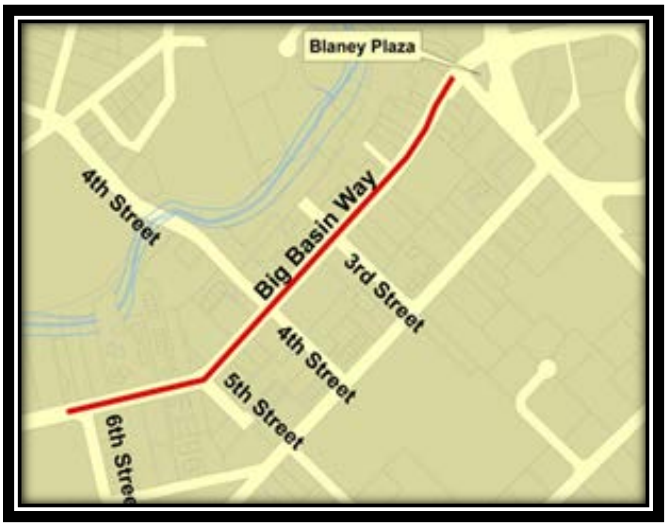
QUITO ROAD STORM DRAIN PROJECT 9142-013

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
GAS TAX FUND									
Transfers In Gas Tax	40,000	-	**40,000**	-	-	-	-	-	**40,000**
TOTAL GAS TAX FUND	**40,000**	**-**	**40,000**	**-**	**-**	**-**	**-**	**-**	**40,000**
TOTAL REVENUES	**40,000**	**-**	**40,000**	**-**	**-**	**-**	**-**	**-**	**40,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
GAS TAX FUND									
Construction Expenses	-	-	-	40,000	-	-	-	-	**40,000**
TOTAL GAS TAX FUND	**-**	**-**	**-**	**40,000**	**-**	**-**	**-**	**-**	**40,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**40,000**	**-**	**-**	**-**	**-**	**40,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
GAS TAX FUND									
Beginning Balance		40,000		40,000	-	-	-	-	**-**
Revenues & T/I	40,000	-	40,000	-	-	-	-	-	**40,000**
Expenditures & T/O	-	-	-	40,000	-	-	-	-	**40,000**
ENDING BALANCE	**40,000**	**40,000**	**40,000**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS



Project Name	OBAG Big Basin Way Sidewalk, Curb & Gutter Repairs	**Project Number**	9142-014
Department	Public Works	**Project Manager**	John Cherbone

Description

This project will repair and replace sidewalk, curb, and gutter on an as needed basis along Big Basin Way to reduce tripping hazards and beautify the village.

Location

This project is located on Big Basin Way between 6th street and Hwy 9.

Project Background

The Village is the historical downtown center of Saratoga and is the main corridor for local retail and professional offices. Businesses found along this thoroughfare road include fine restaurants, salons, galleries, home furniture show rooms, wine tasting rooms, bakeries, banks, and delis. As a shopping and dining destination, there is a good deal of pedestrian traffic as shoppers and diners enjoy the Village's ambiance.

This project is intended to improve patron safety along this major active corridor and enhance Saratoga's pedestrian-friendly environment through ensuring a safe and convenient walking experience. This project provides funding for removal and replacement of any sidewalk, curb, and gutter along the Saratoga Village that is deteriorating, or considered a potential tripping hazard.

This project is fully funded through a $163,000 STP OBAG grant.

Operating Budget Impacts

Engineering, administrative and staff time for oversight and implementation of the project is incorporated into the operating budget. Staff time and material costs for minor repairs will be eliminated, and liability risks will be reduced with the infrastructure in new condition and in compliance with current standards.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design Phase	December 2013	Prepare plans and specifications
Prepare Agreements	January 2014	Council awards contract
Estimated Construction Start	July 2014	Construction Begins
Estimated Completion Date	September 2014	Project is completed

OBAG SIDEWALK, CURB & GUTTER REPAIR 9142-014

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
GRANT FUND									
State - STP OBAG Grant	-	-	-	163,000	-	-	-	-	**163,000**
TOTAL	-	-	-	**163,000**	-	-	-	-	**163,000**
TOTAL REVENUES	-	-	-	**163,000**	-	-	-	-	**163,000**
GAS TAX FUND									
Gas Tax	-	-	-	20,990	-	-	-	-	**20,990**
TOTAL	-	-	-	**20,990**	-	-	-	-	**20,990**
TOTAL REVENUES	-	-	-	**183,990**	-	-	-	-	**183,990**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
GRANT FUND									
Construction Expenses	-	-	-	163,000	-	-	-	-	**163,000**
TOTAL	-	-	-	**163,000**	-	-	-	-	**163,000**
TOTAL EXPENDITURES	-	-	-	**163,000**	-	-	-	-	**163,000**
GAS TAX FUND									
Construction Expenses	-	-	-	20,990	-	-	-	-	**20,990**
TOTAL	-	-	-	**20,990**	-	-	-	-	**20,990**
TOTAL EXPENDITURES	-	-	-	**183,990**	-	-	-	-	**183,990**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
GRANT FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	183,990	-	-	-	-	**183,990**
Expenditures & T/O	-	-	-	183,990	-	-	-	-	**183,990**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

SIDEWALKS, CURBS & STORM DRAINS

Project Name	El Camino Grande Storm Drain Pump	**Project Number**	9142-015
Department	Public Works	**Project Manager**	John Cherbone

Description This project will improve the existing storm drain system at El Camino Grande.

Location This project is located on El Camino Grande and Saratoga-Los Gatos Road.

Project Background This is the second part of the Monte Vista Drive/El Camino Grande area storm drain improvements. This section of the roadway receives a large amount of storm water runoff from Saratoga-Los Gatos Road. The capacity of the existing storm drain system is inadequate during intense storm events. Without a proper storm drain system, flooding could occur resulting in erosion and possible street failure.

This project is funded by a $150,000 transfer from the General Fund.

Operating Budget Impacts Engineering and administrative staff time for project management is incorporated into the operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design Phase	August 2014	Begin Design
Prepare Agreements	October 2014	Prepare Agreements
Estimated Construction Start	November 2014	Begin Construction
Estimated Completion Date	December 2014	Project Complete

EL CAMINO GRANDE STORM DRAIN PUMP 9142-015

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	150,000	-	-	-	-	**150,000**
TOTAL REVENUES	-	-	-	**150,000**	-	-	-	-	**150,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	150,000	-	-	-	-	**150,000**
TOTAL EXPENDITURES	-	-	-	**150,000**	-	-	-	-	**150,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	150,000	-	-	-	-	**150,000**
Expenditures & T/O	-	-	-	150,000	-	-	-	-	**150,000**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

SIDEWALKS, CURBS & STORM DRAINS

Project Name	Saratoga Hills Storm Drain Improvements	**Project Number**	9142-016
Department	Public Works	**Project Manager**	Iveta Harvancik

Description This project will improve the existing storm drain system at the corner of Saratoga Hills Road and Pontiac Avenue.

Location This project is located on Saratoga Hills Road near Pontiac Avenue.

Project Background This area receives a large amount of storm water runoff from Saratoga Hills Road and the existing drain inlet's capacity is inadequate to accommodate the high amount of runoff. Without a proper storm drain system, flooding could occur resulting in erosion and possible street failure.

This project is funded by a $10,000 transfer from the General Fund.

Operating Budget Impacts Oversight for this improvement project is included in the Operating Budget. Ongoing maintenance costs are included in the West Valley Sanitation District contract.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design Phase	July 2014	Begin Design Phase
Prepare Agreements	August 2014	Prepare Agreements
Estimated Construction Start	October 2014	Start Construction
Estimated Completion Date	November 2014	Project Complete

SARATOGA HILLS STORM DRAIN IMPROVEMENTS 9142-016

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	10,000	-	-	-	-	**10,000**
TOTAL REVENUES	-	-	-	**10,000**	-	-	-	-	**10,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	10,000	-	-	-	-	**10,000**
TOTAL EXPENDITURES	-	-	-	**10,000**	-	-	-	-	**10,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	10,000	-	-	-	-	**10,000**
Expenditures & T/O	-	-	-	10,000	-	-	-	-	**10,000**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

SIDEWALKS, CURBS & STORM DRAINS

Project Name	Long-Term Trash Plan Storm Drain Capture Devices	**Project Number**	9142-017
Department	Public Works	**Project Manager**	Mainini Cabute

Description

This project will install 15 storm drain full capture devices in areas that have the highest density of trash to implement the City's Long Term Trash Plan (LTTP).

Location

Identified locations include Prospect Road, sections of Saratoga-Sunnyvale near Saratoga High School and in between Sea Gull and Prospect Road, areas near Congress Springs Park and the Saratoga Village.

Project Background

The Municipal Regional Stormwater National Pollutant Discharge Elimination System (NPDES) Permit for Phase I communities in the San Francisco Bay (Order R2-2009-0074), also known as the Municipal Regional Permit (MRP), became effective on December 1, 2009. Provision C.10.c of the MRP requires Permittees to submit a *Long-Term Trash Load Reduction Plan* (Long-Term Plan) by February 1, 2014. Long-Term Plans must describe control measures that are currently being implemented, including the level of implementation, and additional control measures that will be implemented and/or require an increased level of implementation designed to attain a 70% trash load reduction by July 1, 2017, and 100% by July 1, 2022.

The City of Saratoga submitted a Long-Term Trash Plan (LTTP) in compliance with MRP provision C.10.c. The goal of the Long-Term Trash Plan is to solve trash problems in receiving waters by reducing the impacts associated with trash in discharges from the City of Saratoga's municipal separate storm sewer system that are regulated by NPDES Permit requirements. The City believes that purchasing and installing 15 storm drain full capture devices will effectively reduce the instances of trash entering the storm drains and flowing into the Bay.

The City developed the LTTP using a regionally consistent outline and guidance developed by the Bay Area Stormwater Management Agencies Association (BASMAA) and reviewed by San Francisco Bay Regional Water Quality Control Board staff.

This project is funded by a $30,000 transfer from the General Fund.

Operating Budget Impacts

This project will require a minimal amount of Street Crew time to inspect full capture devices after each storm to empty out trash from the capture devices. Staff time is funded in the Operating Budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Purchase	December 2014	Purchase full capture devices
Estimated Completion Date	June 2014	Complete installation of capture devices

LONG-TERM TRASH PLAN STORM DRAIN CAPTURE DEVICES 9142-017

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	30,000	-	-	-	-	**30,000**
TOTAL REVENUES	-	-	-	**30,000**	-	-	-	-	**30,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	30,000	-	-	-	-	**30,000**
TOTAL EXPENDITURES	-	-	-	**30,000**	-	-	-	-	**30,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	30,000	-	-	-	-	**30,000**
Expenditures & T/O	-	-	-	30,000	-	-	-	-	**30,000**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

SIDEWALKS, CURBS & STORM DRAINS

Project Name	Wildcat Creek Bank Stabilization	**Project Number**	9142-018
Department	Public Works	**Project Manager**	Iveta Harvancik

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

Location This project is located at Gardiner Park.

Project Background The City of Saratoga owns the outfall pipe and storm drain structure.

A recent site assessment by Santa Clara Valley Water District (SCVWD) staff revealed the outfall pipe located at Gardiner Park was corroded, and subsequently recommended the outflow pipe be replaced to prevent failure and erosion of creek banks due to flooding.

SCVWD recommends using the Stream Maintenance Program (SMP) permit procedure to fix the outfall, and committed to providing the planning, design, and construction services similar to the Padero Court project. The new outlet pipe will extend the useful life of the storm drain structure.

Although the outfall pipe and storm drain system is owned by the City of Saratoga, SCVWD offered to pay for half of the cost of repairs, as this repair will prevent a failure which would cause stream bank erosion, which would result in an even more costly repair project. The Water District also agreed to manage the project. The Water District will manage the repair project.

The City will reimburse SCVWD for the City's share of the project cost when completed. This project will be funded with Gas Tax revenues.

Operating Budget Impacts As the planning, design, and construction services will be managed by SCVWD, the City's engineering staff time will be minimal and therefore will not impact the City's operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design Phase	July 2014	SCVWD will design.
Estimated Construction Start	August 2014	Construction Begins
Estimated Completion Date	October 2014	Project is complete.

WILDCAT CREEK OUTFALL REPAIRS 9142-018

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	40,000	-	-	-	-	**40,000**
TOTAL REVENUES	**-**	**-**	**-**	**40,000**	**-**	**-**	**-**	**-**	**40,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	40,000	-	-	-	-	**40,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**40,000**	**-**	**-**	**-**	**-**	**40,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET 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 make 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". There are 20 bridges located in the City. Nine of the bridges pass over Saratoga Creek.

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% is funded by the City.

Operating Budget Impacts Project management costs are included in the operating budget as staff time in the Engineering and Streets programs. This project will increase safety for pedestrians walking across the 4th Street Bridge and subsequently reduce City liability exposure.

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

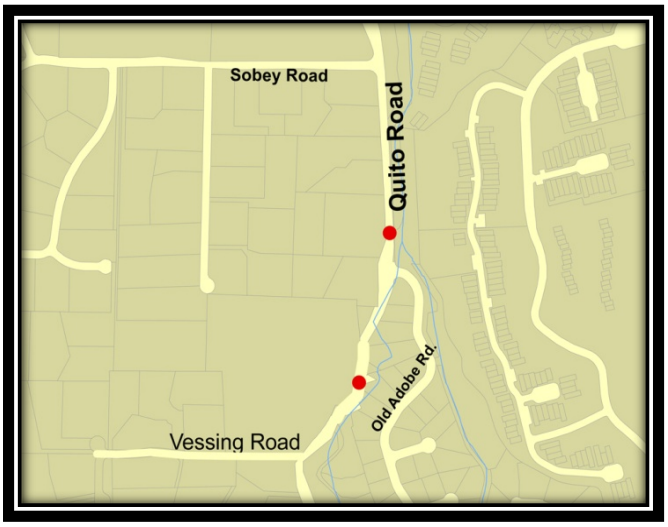
FOURTH STREET BRIDGE 9152-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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 - HBRR	-	1,078	**1,078**	485,922	-	-	-	-	**487,000**
TOTAL GRANT FUND	**-**	**1,078**	**1,078**	**485,922**	**-**	**-**	**-**	**-**	**487,000**
TOTAL REVENUES	**100,000**	**1,078**	**101,078**	**485,922**	**-**	**-**	**-**	**-**	**587,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	100,000	-	-	-	-	**100,000**
TOTAL STREET FUND	**-**	**-**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**
GRANT FUND									
Construction Expenses	-	1,078	**1,078**	485,922	-	-	-	-	**487,000**
TOTAL GRANT FUND	**-**	**1,078**	**1,078**	**485,922**	**-**	**-**	**-**	**-**	**487,000**
TOTAL EXPENDITURES	**-**	**1,078**	**1,078**	**585,922**	**-**	**-**	**-**	**-**	**587,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
Beginning Balance		100,000		100,000	-	-	-	-	-
Revenues & T/I	100,000	-	100,000	-	-	-	-	-	**100,000**
Expenditures & T/O	-	-	-	100,000	-	-	-	-	**100,000**
Ending Balance	**100,000**	**100,000**	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		-		-	-	-	-	-	-
Revenues & T/I	-	1,078	1,078	485,922	-	-	-	-	**487,000**
Expenditures & T/O	-	1,078	1,078	485,922	-	-	-	-	**487,000**
Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**100,000**	**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 two sections of Quito Road along the border of Saratoga and Los Gatos.

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 current Caltrans standards for roadway size.

This project will rebuild the bridge and 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. As these two bridges fall along the city limit lines of Saratoga and Los Gatos and along the San Tomas Creek, Los Gatos, Saratoga, and the Santa Clara Valley Water District all share in the boundaries and responsibilities.

As Saratoga holds the primary share of allocated responsibility, the City agreed to manage this bridge replacement project. There are a total of 20 bridges in Saratoga. Four of these bridges pass over San Tomas Creek.

Funding to remove and replace the existing bridges comes primarily from a Federal Highway Bridge Replacement and Rehabilitation (HBRR) Program Grant, with allocated grant match contributions from the Water District, Los Gatos, and Saratoga through a co-operative agreement.

Operating Budget Impacts

Engineering and administrative staff time for project management and oversight is incorporated into 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 2016	Council awards contract
Estimated Construction Start	April 2016	Construction project begins
Estimated Completion Date	April 2017	Project is completed

QUITO ROAD BRIDGES 9152-002

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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 - HBRR	442,519	129,927	**572,446**	99,154	-	-	-	-	**671,600**
TOTAL	**442,519**	**129,927**	**572,446**	**99,154**	**-**	**-**	**-**	**-**	**671,600**
GAS TAX FUND									
Gas Tax Revenues	-	-	**-**	129,000	-	-	-	-	**129,000**
TOTAL	**-**	**-**	**-**	**129,000**	**-**	**-**	**-**	**-**	**129,000**
TOTAL REVENUES	**657,308**	**129,927**	**787,235**	**228,154**	**-**	**-**	**-**	**-**	**1,015,389**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Site Acquisition & Prep	17,290	2,066	**19,356**	-	-	-	-	-	**19,356**
Materials & Supplies	-	165	**165**						**165**
Fees & Expenses	-	485	**485**		-	-	-	-	**485**
Consultant/Contract Svs	14,083	31,154	**45,237**	-	-	-	-	-	**45,237**
Construction Expenses	89,333	-	**89,333**	59,500	-	-	-	-	**148,833**
Reimbursable Expenses	3,490	(2,776)	**714**	-	-	-	-	-	**714**
TOTAL	**124,196**	**31,094**	**155,289**	**59,500**	**-**	**-**	**-**	**-**	**214,789**
GRANT FUND									
Site Acquisition & Prep	69,161	8,263	**77,423**	-	-	-	-	-	**77,423**
Materials & Supplies		660	**660**	-	-	-	-	-	**660**
Fees & Expenses		207	**207**	-	-	-	-	-	**207**
Consultant/Contract Svs	12,798	97,936	**110,734**	-	-	-	-	-	**110,734**
Construction Expenses	376,475	-	**376,475**	99,154	-	-	-	-	**475,628**
Reimbursable Expenses	4,171	2,776	**6,947**	-	-	-	-	-	**6,947**
TOTAL	**462,605**	**109,842**	**572,446**	**99,154**	**-**	**-**	**-**	**-**	**671,600**
GAS TAX FUND									
Construction Expenses	-	-	**-**	129,000	-	-	-	-	**129,000**
TOTAL	**-**	**-**	**-**	**129,000**	**-**	**-**	**-**	**-**	**129,000**
TOTAL EXPENDITURES	**586,800**	**140,935**	**727,736**	**287,653**	**-**	**-**	**-**	**-**	**1,015,389**

QUITO ROAD BRIDGES 9152-002

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP STREET FUND									
Beginning Balance		90,593		59,500	-	-	-	-	-
Revenues & T/I	214,789	-	**214,789**	-	-	-	-	-	**214,789**
Expenditures & T/O	124,196	31,094	**155,289**	59,500	-	-	-	-	**214,789**
Ending Balance	**90,593**	**59,500**	**59,500**	-	-	-	-	-	-
GRANT FUND									
Beginning Balance		(20,085)		-	-	-	-	-	-
Revenues & T/I	442,519	129,927	572,446	99,154	-	-	-	-	**671,600**
Expenditures & T/O	462,605	109,842	572,446	99,154	-	-	-	-	**671,600**
Ending Balance	**(20,085)**	-	-	-	-	-	-	-	-
GAS TAX FUND									
Beginning Balance		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	129,000	-	-	-	-	-
Expenditures & T/O	-	-	-	129,000	-	-	-	-	-
Ending Balance	-	-	-	-	-	-	-	-	-
ENDING BALANCE	**70,508**	**59,500**	**59,500**	-	-	-	-	-	-

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

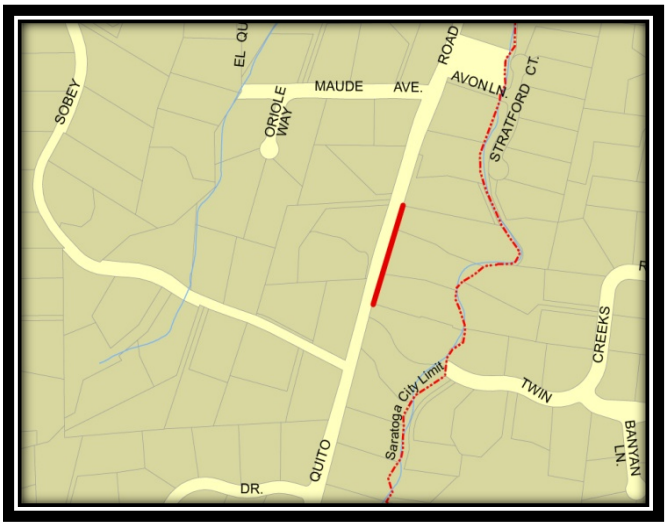
PROJECT TIMELINE

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 31, 2014, $3,479,150 of work credit funding is available from PG&E 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. 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.

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.

Operating Budget Impacts Staff time associated with project management is 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 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	98,744	-	-	-	-	**98,744**
TOTAL EXPENDITURES	**-**	**-**	**-**	**98,744**	**-**	**-**	**-**	**-**	**98,744**

		FY 2013/14 Actuals	Estimated Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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

PARKS & TRAILS PROGRAM

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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 – include 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 multiple 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 primarily 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 – include 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 – are comprised of projects for the City's smaller parks located within neighborhoods. This includes Azule Park, Beauchamps Park, Bellgrove Park, Brookglen Park, Foothill Park, Gardiner Park, Kevin Moran Park, and Ravenswood Park.

Sport Parks & Facilities Projects - include 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 –include 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 2014/15 Parks & Trails Program capital projects and their currently funded status.

PROJECT SUMMARY

PARKS PROJECT EXPENDITURE SUMMARY		Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
City Wide Projects										
9211-001	Annual Park & Trail Repairs	261,726	5,611	267,337	26,038	-	-	-	-	293,375
9211-002	CityWide Tree Replanting	195,789	23,705	219,494	50,311	-	-	-	-	269,805
9211-003	Playground Safety Improvements	29,922	3,599	33,522	16,478	-	-	-	-	50,000
9211-004	Park Restroom Improvements	17,660	39,929	57,589	*closed*	-	-	-	-	57,589
9211-005	Fibar Playground Safety Improvements	-	35,980	35,980	4,020	-	-	-	-	40,000
9211-006	Turf Reduction Renovation Program	-	-	-	25,000	-	-	-	-	25,000
9212-001	Tree Dedication Program	7,500	-	7,500	21,125	-	-	-	-	28,625
9212-002	SMSCF Tree Donation Fund	-	-	-	1,750	-	-	-	-	1,750
9213-001	AB 8939 Beverage Container Grant	-	20,305	20,305	10,065	-	-	-	-	30,370
Park Projects										
9221-001	Blaney Plaza Sound & Lighting Impr	18,473	6,220	24,693	*closed*	-	-	-	-	24,693
9222-001	Hakone Gardens Match Contribution	-	-	-	250,000	-	-	-	-	250,000
9222-002	Hakone Gardens Driveway & Wall	169,625	310,375	480,000	*closed*	-	-	-	-	480,000
9222-004	Hakone Gardens UH Foundation	-	-	-	125,000	-	-	-	-	125,000
9225-003	Wildwood Park Bridge Rehabilitation	-	64,501	64,501	60,499	-	-	-	-	125,000
9226-001	Quarry Park Master Plan Implementation	-	-	-	574,076	-	-	-	-	574,076
9226-002	Quarry Park ROW/Property Acquisition	-	-	-	100,000	-	-	-	-	100,000
Trail Projects										
9274-001	Joe's Trail at Saratoga De Anza	1,796,378	214,785	2,011,163	202,822	-	-	-	-	2,213,985
9274-002	Guava Ct/Fredericksburg Entrance	-	-	-	345,880	-	-	-	-	345,880
9277-001	Village Creek Trail - Design & Environ	5,000	-	5,000	34,000	-	-	-	-	39,000
9277-002	Village Creek Overlook	480	-	480	26,520	-	-	-	-	27,000
9277-003	Village Creek Trail - Construction	-	-	-	50,000	-	-	-	-	50,000
9281-002	Saratoga to Sea Quarry Master Plan	55,132	220,996	276,128	23,872	-	-	-	-	300,000
Total Project Expenditures		2,557,686	946,006	3,503,692	1,947,456	-	-	-	-	5,451,148

Four new park projects are funded in FY 2014/15. These include:

- Turf Reduction Program
- Quarry Park Master Plan Implementation – Phase I
- Quarry Park ROW/Property Acquisition
- Village Creek Trail - Construction

The following projects were completed in FY 2013/14, leaving a total of 19 active projects for FY 2014/15:

- Park Restroom Improvements
- Hakone Gardens Driveway & Wall
- Saratoga to Sea Quarry Master Plan

PARK & TRAILS PROGRAM FUNDING SUMMARY

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funded To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP PARK FUND									
AB 8939 Beverage Container	22,059	-	22,059	-	-	-	-	-	22,059
Park In Lieu Fees	307,821	124,769	432,589	-	-	-	-	-	432,589
Transfers In - General Fund	905,000	45,573	950,573	443,445	-	-	-	-	1,394,018
Transfers In - Hillside Reserve	280,000	-	280,000	-	-	-	-	-	280,000
Transfers In - Other CIP	16,007	74,304	90,311	-	-	-	-	-	90,311
Transfers In - ABAG	25,000	-	25,000	-	-	-	-	-	25,000
TREE FUND									
Fines & Forfeitures	34,255	51,190	85,445	-	-	-	-	-	85,445
Donations/Contributions	5,375	-	5,375	-	-	-	-	-	5,375
Transfers In	209,360	-	209,360	-	-	-	-	-	209,360
PARK IN-LIEU FEES FUND									
Park In Lieu Fees	-	372,031	372,031	-	-	-	-	-	372,031
GRANT FUND									
AB 8939 Beverage Container	8,422	8,327	16,749	-	-	-	-	-	16,749
Federal - CMAQ to VTA	1,008,825	354,518	1,363,343	36,657	-	-	-	-	1,400,000
Local - BAAQMD TFCA Grant			-	300,000	-	-	-	-	300,000
Local - VTA DeAnza Trail Grant	379,988	-	379,988	-	-	-	-	-	379,988
Local - SCVWD Grant	5,480	-	5,480	60,520	-	-	-	-	66,000
Private - DeAnza Trail Grant	224,414	56,227	280,641	119,359	-	-	-	-	400,000
Transfers In	13,621	-	13,621	-	-	-	-	-	13,621
TOTAL REVENUES	**3,445,627**	**1,086,938**	**4,532,566**	**959,981**	**-**	**-**	**-**	**-**	**5,492,547**

CIP PARK EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Site Acquisition & Prep	3,869	4,138	8,008	-	-	-	-	-	8,008
Supplies & Expenses	27,869	3,204	31,074	-	-	-	-	-	31,074
Fees & Expenses	2,527	-	2,527	-	-	-	-	-	2,527
Consultant/Contract Svs	74,337	237,065	311,401	-	-	-	-	-	311,401
Construction Expenses	405,698	382,967	788,665	1,004,229	-	-	-	-	1,792,895
Transfers Out	38,238	59,837	98,075	-	-	-	-	-	98,075
TREE FUND									
Tree Supplies/Services	18,021	374	18,395	1,750	-	-	-	-	20,145
Consultant/Contract Svs	12,596	-	12,596	-	-	-	-	-	12,596
Construction Expenses	172,672	23,331	196,004	71,436	-	-	-	-	267,440
PARK IN-LIEU FEES FUND									
Construction Expenses	-	-	-	330,631	-	-	-	-	330,631
GRANT FUND									
Salary & Benefits	81,129	235	81,364	-	-	-	-	-	81,364
Site Acquisition & Prep	612,066	-	612,066	-	-	-	-	-	612,066
Supplies & Expenses	1,035	18,357	19,393	-	-	-	-	-	19,393
Fees & Expenses	25,679	-	25,679	-	-	-	-	-	25,679
Consultant/Contract Svs	137,026	(768)	136,258	-	-	-	-	-	136,258
Construction Expenses	944,924	217,265	1,162,189	539,410	-	-	-	-	1,701,599
TOTAL EXPENDITURES	**2,557,687**	**946,006**	**3,503,693**	**1,947,456**	**-**	**-**	**-**	**-**	**5,451,149**

TOTAL ALL FUND SUMMARY	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
BEGINNING BALANCE		887,940		1,028,873	-	-	-	-	-
Revenues & Transfers In	3,445,627	1,086,938	4,532,566	959,981	-	-	-	-	**5,492,547**
Expenditures & Transfers Out	2,557,687	946,006	3,503,693	1,947,456	-	-	-	-	**5,451,149**
ENDING BALANCE	**887,940.41**	**1,028,873**	**1,028,873**	**41,400**	**-**	**-**	**-**	**-**	**41,400**

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 address safety matters or are of an urgent nature to prevent further damage.

Past repairs have included installation of handrails along trails, placement of fibar material 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 minor residual Park & Trail project balance transfers.

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 for work 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 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP PARK FUND									
AB 8939 Beverage Container	22,059	-	22,059	-	-	-	-	-	**22,059**
Park In-lieu Fees	231	(231)	-	-	-	-	-	-	**-**
Transfers In - General Fund	230,000	-	230,000	25,000	-	-	-	-	**255,000**
Transfers In - Other CIP	16,007	307	16,314	-	-	-	-	-	**16,314**
TOTAL REVENUES	**268,297**	**76**	**268,373**	**25,000**	**-**	**-**	**-**	**-**	**293,373**

EXPENDITURES		FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Site Acquisition & Prep	2,094	-	2,094	-	-	-	-	-	**2,094**
Materials & Supplies	10,260	-	10,260	-	-	-	-	-	**10,260**
Fees & Expenses	50	-	50	-	-	-	-	-	**50**
Construction Expenses	231,084	5,611	236,695	26,038	-	-	-	-	**262,733**
Transfers Out	18,238	-	18,238	-	-	-	-	-	**18,238**
TOTAL EXPENDITURES	**261,726**	**5,611**	**267,337**	**26,038**	**-**	**-**	**-**	**-**	**293,375**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
BEGINNING BALANCE	-	6,571		1,036	-	-	-	-	**-**
Revenues & Transfers In	268,297	76	268,373	25,000	-	-	-	-	**293,373**
Expenditures & Transfers Out	261,726	5,611	267,337	26,038	-	-	-	-	**293,375**
ENDING BALANCE	**6,571**	**1,036**	**1,036**	**-**	**-**	**-**	**-**	**-**	**-**

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, the City assesses fines for unpermitted tree removal and related violations, and then uses these funds to reforest the City. Fines provide the funding for the cost to plant new trees and shrubbery and if needed, to install irrigation to sustain the new plantings on public property. 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 planting and related maintenance expenses that would otherwise be funded through the City's operating budget. Additionally, maintaining the City's urban tree canopy adds to Saratoga's attractiveness and increases its desirability. To some degree, this helps to generate higher property values and consequently higher property tax revenues received by the City. Staff time for project oversight is funded through the Operating Budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Ongoing	Prepare project plans and request bids if work is 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 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
TREE FINE FUND									
Fines & Forfeitures	34,255	51,190	85,445	-	-	-	-	-	**85,445**
Transfers In - General Fund	184,360	-	184,360	-	-	-	-	-	**184,360**
TOTAL REVENUES	**218,615**	**51,190**	**269,805.02**	**-**	**-**	**-**	**-**	**-**	**269,805**

EXPENDITURES		FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
TREE FINE FUND									
Materials & Supplies	18,021	374	18,395	-	-	-	-	-	**18,395**
Consultant/Contract Svs	12,596	-	12,596	-	-	-	-	-	**12,596**
Construction Expenses	165,172	23,331	188,504	50,311	-	-	-	-	**238,815**
TOTAL EXPENDITURES	**195,789**	**23,705**	**219,494.00**	**50,311**	**-**	**-**	**-**	**-**	**269,805**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
TREE FINE FUND									
BEGINNING BALANCE		22,826		50,311	-	-	-	-	
Revenues & T/I	218,615	51,190	269,805	-	-	-	-	-	**269,805**
Expenditures & T/O	195,789	23,705	219,494	50,311	-	-	-	-	**269,805**
ENDING BALANCE	**22,826**	**50,311**	**50,311**	**-**	**-**	**-**	**-**	**-**	**-**

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 recommended safety improvement and options to improve compliance with the Americans with Disabilities Act.

Priority improvements to be implemented under this project will focus on potential entrapment and protrusion issues. Standards require that playground equipment minimize hazardous situations in which clothing entrapment may occur and result in strangulation. Playground 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 to assist with funding the 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	July 2014	Project is completed

PLAYGROUND SAFETY IMPROVEMENTS 9211-003

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Materials & Supplies	2,437	935	3,373	-	-	-	-	-	**3,373**
Construction Expenses	27,485	2,664	30,149	16,478	-	-	-	-	**46,627**
TOTAL EXPENDITURES	**29,922**	**3,599**	**33,522**	**16,478**	**-**	**-**	**-**	**-**	**50,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	20,078		16,478	-	-	-	-	-
Revenues & T/I	50,000	-	**50,000**	-	-	-	-	-	**50,000**
Expenditures & T/O	29,922	3,599	**33,522**	16,478	-	-	-	-	**50,000**
ENDING BALANCE	**20,078**	**16,478**	**16,478**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

Project Name	Fibar Playground Safety Improvements	**Project Number**	9211-005
Department	Public Works	**Project Manager**	Kevin Meek

Description	This project will replace the sand at City Park playgrounds with fibar material.
Location	This project will be located at playgrounds at Gardiner and Kevin Moran Parks.
Project Background	The project involves upgrading the playgrounds to current standards to comply with the American Disabilities Act regarding access. The fibar surface material upgrade will also improve attenuation and injury prevention. Project funding comes from a $25,000 ABAG Safety Grant and a $15,000 transfer from the Risk Management CIP project.
Operating Budget Impacts	Staff time associated with project management and maintenance of this project are incorporated in the Operating Budget. The City does not anticipate any additional maintenance costs from this project.

CITYWIDE PROJECTS

PROJECT TIMELINE

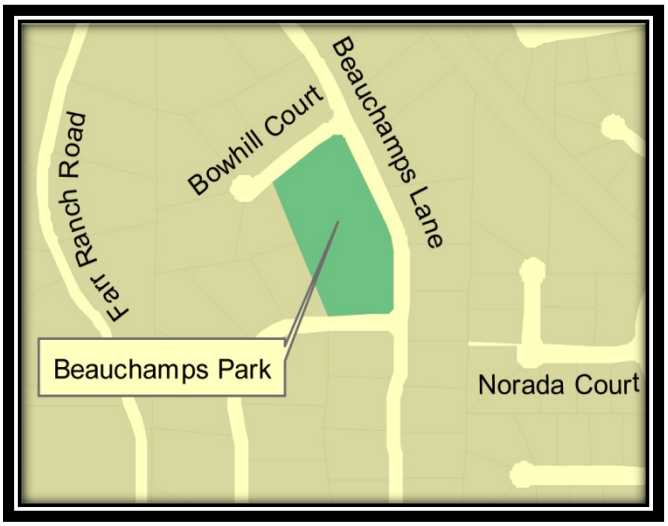
PROJECT COMPONENT	TIMELINE	DESCRIPTION
Contract Award	August 2013	Vendor selected
Estimated Construction Start	September 2013	Sand removed and Fibar installed at two separate parks
Estimated Completion Date	July 2014	Fibar material installed

FIBAR PLAYGROUND SAFETY IMPROVEMENTS 9211-005

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP PARK FUND									
Transfers In - Admin CIP Fund	-	40,000	40,000	-	-	-	-	-	**40,000**
TOTAL REVENUES	**-**	**40,000**	**40,000**	**-**	**-**	**-**	**-**	**-**	**40,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	35,980	35,980	4,020					**40,000**
TOTAL EXPENDITURES	**-**	**35,980**	**35,980**	**4,020**	**-**	**-**	**-**	**-**	**40,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE		-		4,020	-	-	-	-	**-**
Revenues & T/I	-	40,000	**40,000**	-	-	-	-	-	**40,000**
Expenditures & T/O	-	35,980	**35,980**	4,020	-	-	-	-	**40,000**
ENDING BALANCE	**-**	**4,020**	**4,020**	**-**	**-**	**-**	**-**	**-**	**-**



Project Name	Turf Reduction Renovation Program	**Project Number**	9211-006
Department	Public Works	**Project Manager**	Kevin Meek

Description

This project will reduce the amount of turf at Beauchamps Park to decrease irrigation and maintenance costs.

Location

This project is located at Beauchamps Park.

Project Background

The City continues ongoing efforts to implement water conservation methods. Reducing the amount of turf in City parks and medians in places not utilized and replacing it with drought tolerant landscaping reduces irrigation and maintenance costs while increasing the park's utility for residents.

Turf that slopes upward from the curb to the main field will be removed and replaced with native plants and drought tolerant landscaping. A pathway will be constructed to enhance pedestrian safety and provide greater utility of the space.

This project is funded by a transfer from the General Fund.

Operating Budget Impacts

Staff anticipates water savings will be approximately $5,500, and closer to $8,000 per year in total cost savings with a five to six year return of investment. On-going maintenance staff time and expenses are included in the Operating Budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Contract Award	Sept. 2014	
Estimated Construction Start	Oct. 2014	Project construction is estimated to take 6 months.
Estimated Completion Date	April 2015	Project complete.

TURF REDUCTION RENOVATION PROGRAM 9211-006

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	-	-	-	25,000	-	-	-	-	**25,000**
TOTAL REVENUES	**-**	**-**	**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	25,000					**25,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE		-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	25,000	-	-	-	-	**25,000**
Expenditures & T/O	-	-	-	25,000	-	-	-	-	**25,000**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

Project Name	Tree Dedication Program	**Project Number**	9212-001
Department	Public Works	**Project Manager**	Kevin Meek

Description

This program provides a 50% matching grant for 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 will slightly increase maintenance and water expenses, but the 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 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
TREE FINE FUND									
Tree Dedication Payments	3,625	-	3,625	-	-	-	-	-	**3,625**
Transfers In - Other CIP Fund	25,000	-	25,000	-	-	-	-	-	**25,000**
TOTAL REVENUES	**28,625**	**-**	**28,625**	**-**	**-**	**-**	**-**	**-**	**28,625**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
TREE FINE FUND									
Construction Expenses	7,500	-	7,500	21,125	-	-	-	-	**28,625**
Transfers Out	-	-	-	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**7,500**	**-**	**7,500**	**21,125**	**-**	**-**	**-**	**-**	**28,625**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
TREE FINE FUND									
BEGINNING BALANCE		21,125		21,125	-	-	-	-	**-**
Revenues & T/I	28,625	-	28,625	-	-	-	-	-	**28,625**
Expenditures & T/O	7,500	-	7,500	21,125	-	-	-	-	**28,625**
ENDING BALANCE	**21,125**	**21,125**	**21,125**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

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

Description

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

Location

The Saratoga-Monte Sereno Community Fund (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, 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 SMSCF gave 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. To date, $750 has been used from this grant to offset the costs related to the Tree and Bench Dedication Program.

Operating Budget Impacts

Trees planted through the Tree Dedication Program will slightly increase maintenance and water expenses, but the 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 submit a Tree Dedication Program application
Tree Planting Coordination	Ongoing	Staff works with the applicant to determine the 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 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
TREE FINE FUND									
Contributions & Donations	1,750	-	1,750	-	-	-	-	-	**1,750**
TOTAL REVENUES	**1,750**	**-**	**1,750**	**-**	**-**	**-**	**-**	**-**	**1,750**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
TREE FINE FUND									
Materials & Supplies	-	-	-	1,750	-	-	-	-	**1,750**
Transfers Out	-	-	-	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**-**	**-**	**-**	**1,750**	**-**	**-**	**-**	**-**	**1,750**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
TREE FINE FUND									
BEGINNING BALANCE		1,750		1,750	-	-	-	-	**-**
Revenues & T/I	1,750	-	1,750	-	-	-	-	-	**1,750**
Expenditures & T/O	-	-	-	1,750	-	-	-	-	**1,750**
ENDING BALANCE	**1,750**	**1,750**	**1,750**	**-**	**-**	**-**	**-**	**-**	**-**

Project Name	Beverage Container Grant Project	**Project Number**	9213-001
Department	Public Works	**Project Manager**	Kevin Meek

Description

This project utilizes Beverage Container Rebate grant funding for the purchase and installation of recycled plastic products, such as picnic tables and benches, in city parks.

Location

Park furniture and fixtures made from recycled materials are installed at various locations throughout the City.

Project Background

As part of the State's larger Integrated Waste Management Program efforts, the Department of Resources Recycling and Recovery (CalRecycle) provides California cities, counties, schools, and other types of local government entities grant funding through the Beverage Container Recycling Grant Program.

CalRecycle funding is to be used for projects that either implement new or enhance existing programs to provide convenient beverage container recycling opportunities. Annual grant awards range from the minimal funding of $5,000, up to a maximum grant award of $250,000.

The City typically receives $5,000 per year from the beverage container recycling grant program, which is used to purchase and install recycled plastic park furniture and fixtures. Funding may be accumulated for several years until replacement furniture and fixtures are needed.

Operating Budget Impacts

Staff time utilized to purchase and install AB 939 recycled park furniture is incorporated into the Operating Budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Ongoing	Prepare project workplan and request bids if work is contracted out
Contract Award	Ongoing	Award purchase order or contract
Estimated Construction Start	Ongoing	Construction begins
Estimated Completion Date	Ongoing	Project is completed

AB8939 BEVERAGE CONTAINER GRANT 9213-001

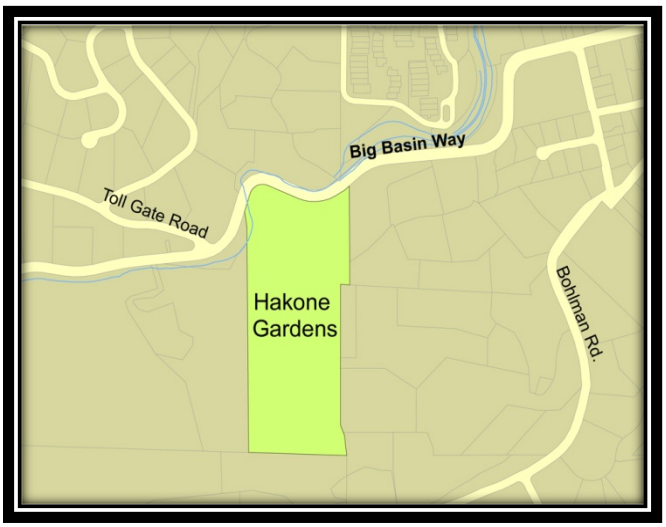
REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
TREE FINE FUND									
AB 8939 Grant	8,422	8,327	16,749	-	-	-	-	-	**16,749**
Transfers In - Other CIP	13,621	-	13,621	-	-	-	-	-	**13,621**
TOTAL REVENUES	**22,043**	**8,327**	**30,370**	**-**	**-**	**-**	**-**	**-**	**30,370**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
TREE FINE FUND									
Materials & Supplies	-	18,357	18,357	-	-	-	-	-	**18,357**
Construction Expenses	-	1,948	1,948	10,065	-	-	-	-	**12,013**
TOTAL EXPENDITURES	**-**	**20,305**	**20,305**	**10,065**	**-**	**-**	**-**	**-**	**30,370**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
TREE FINE FUND									
BEGINNING BALANCE		22,043		10,065	-	-	-	-	
Revenues & T/I	22,043	8,327	30,370	-	-	-	-	-	**30,370**
Expenditures & T/O	-	20,305	20,305	10,065	-	-	-	-	**30,370**
ENDING BALANCE	**22,043**	**10,065**	**10,065**	**-**	**-**	**-**	**-**	**-**	**-**

PARK PROJECTS

PARK PROJECTS



Project Name	Hakone Gardens Master Plan	**Project Number**	9222-001
Department	City Manager's Office	**Project Manager**	City Manager

Description

The Master Plan project involves an agreement between the City of Saratoga and the Hakone Foundation to develop a Retreat Center and Tea Room at Hakone Gardens. The scope of this project changed from a matching contribution project into a Master Plan in Fiscal Year 2013/14.

Location

The Retreat Center and Tea Room will be located at the 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 allocate funds to be used to cover a portion of the cost to construct a new visitor center at Hakone Gardens. In April of 2014, the City agree to change the scope of this project to begin the design phase of the project. The process will start with the City preparing a request for proposal (RFP) for preparation of the Master Plan including preliminary engineering and architectural design of a visitor center. The agreement calls for both the City and the Foundation to deposit $150,000 into a project fund prior to the release of the RFP.

Upon City approval of the Master Plan and completion of the environmental review process, the Foundation will notify the City when it wishes to proceed with final engineering design and construction of the visitor center. Preparation of the visitor center final engineering design and construction will be funded 75% by the Foundation, and 25% by the City, subject to the $250,000 limit.

Funding for this project was provided by accumulated Park-in-Lieu Fees.

Operating Budget Impacts

Staff time for project management and oversight is incorporated into the Operating Budget.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
City Funding Dedicated	August 2006	Council committed matching fund for the Hakone Gardens visitor center.
Matching Funds Raised	Ongoing	Hakone Foundation raises required matching funds to receive City monies for construction of the Hakone Gardens visitor center
Project Scope Change	April, 2014	Council redirects funding to be used for initial design works
Begin Design Phase	July, 2014	Prepare preliminary plans, specifications, and environmental review
Design and Construction	To be determined	Prepare final engineering, design, and construction

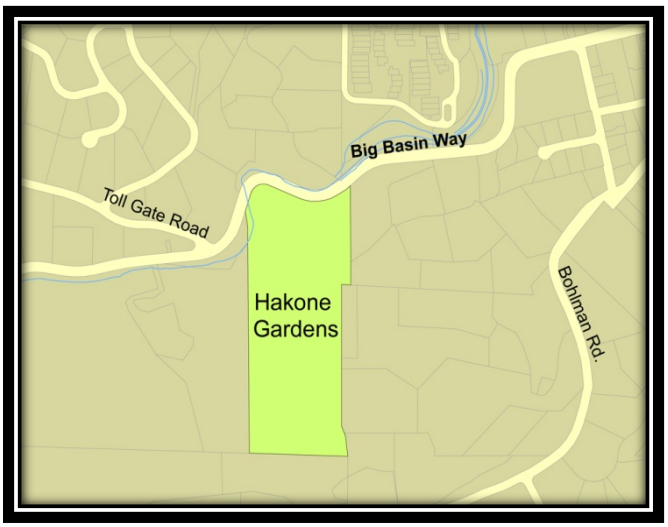
HAKONE GARDEN VISITORS CENTER - MATCHING FUNDS 9222-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	250,000	-	-	-	-	**250,000**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**-**	**-**	**250,000**	**-**	**-**	**-**	**-**	**250,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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 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 Japanese and general Asian 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. Funding for this project came from a $125,000 General Fund contribution.

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	January 2015	Prepare plans and specifications
Begin Bid Process	March 2015	Council approves plans and authorizes bidding the project
Contract Award	December 2015	Council awards contract
Estimated Construction Start	January 2016	Construction project begins
Estimated Completion Date	March 2016	Project is completed

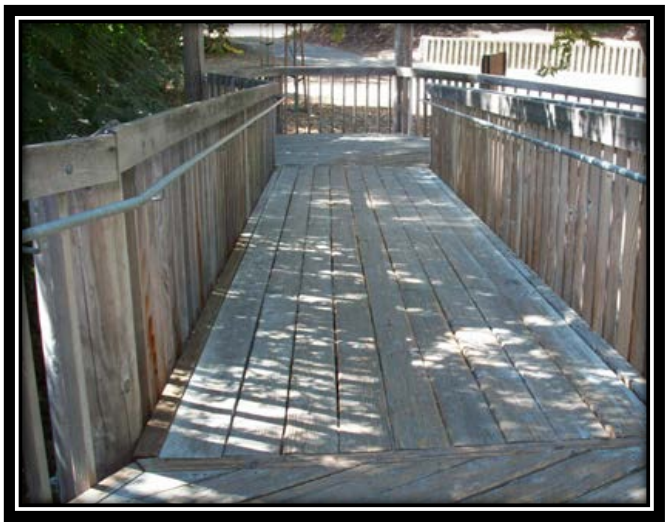
HAKONE GARDENS UPPER MOON HOUSE – FOUNDATION REPAIRS 9222-004

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	125,000	-	-	-	-	**125,000**
Transfers Out	-	-	-	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**-**	**-**	**-**	**125,000**	**-**	**-**	**-**	**-**	**125,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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	Wildwood Park Bridge Rehabilitation	**Project Number**	9225-003
Department	Public Works	**Project Manager**	Kevin Meeks

Description This project will replace the decking and railings on the pedestrian bridge/walkway connecting the parking lot to Wildwood Park and return it to safe standards.

Location This project is located at Wildwood Park.

Project Background The Wildwood Park bridge crosses Saratoga Creek to connect the parking lot to the park grounds. The bridge was constructed in 1992. Over the years, the exposed wood planks have deteriorated and weakened, creating a safety issue. The access steps and support structures remain in good condition and do not need to be addressed with this project.

Funding for this project comes from Park-in-Lieu Fees.

Operating Budget Impacts Staff time associated with project management and maintenance for this project are incorporated into the Operating Budget. The bridge rehabilitation will decrease budget impacts of short term repairs that will no longer be required.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	November 2013	Determine safety standard specifications
Begin Bid Process	December 2013	Distribute project requirements
Contract Award	April 2014	Select vendor
Estimated Construction Start	July 2014	Install new planks
Estimated Completion Date	December 2014	Complete project

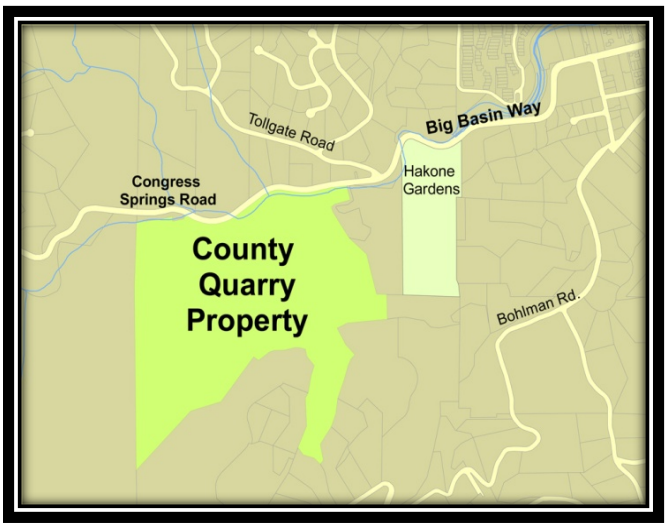
WILDWOOD PARK BRIDGE REHABILITATION REPAIRS 9225-003

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP PARK FUND									
Park In Lieu Fees	-	125,000	**125,000**	-	-	-	-	-	**125,000**
Transfers In - General Fund	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	**-**	**125,000**	**125,000**	**-**	**-**	**-**	**-**	**-**	**125,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Consultant/Contract Svs		7,162	**7,162**	-	-	-	-	-	**7,162**
Materials & Supplies		2,054	**2,054**	-	-	-	-	-	**2,054**
Construction Expenses	-	55,285	**55,285**	60,499	-	-	-	-	**115,784**
TOTAL EXPENDITURES	**-**	**64,501**	**64,501**	**60,499**	**-**	**-**	**-**	**-**	**125,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	-		60,499	-	-	-	-	
Revenues & T/I	-	125,000	**125,000**	-	-	-	-	-	**125,000**
Expenditures & T/O	-	64,501	**64,501**	60,499	-	-	-	-	**125,000**
ENDING BALANCE	**-**	**60,499**	**60,499**	**-**	**-**	**-**	**-**	**-**	**-**

PARK PROJECTS



Project Name	Quarry Park Master Plan Implementation – Phase 1	**Project Number**	9226-001
Department	Public Works	**Project Manager**	Iveta Harvancik

Description

This project will make initial improvements to the Quarry, including upgrading the gravel parking lots, clearing trail paths to connect with mid-level picnic areas, and restricting access to the loading structure.

Location

This project is located at the Saratoga Quarry west of Hakone Gardens off of Highway 9.

Project Background

In 2011, the City of Saratoga purchased the 64 acre Quarry Property located on Highway 9 near the Historic Saratoga Village and Hakone Gardens. The City of Saratoga has been working with the community and other interested parties via the Parks and Recreation Commission's community workshops to develop the Quarry Park Master Plan, which will guide the development of the new Saratoga Quarry Park.

The City is working closely with community members to develop a park that will promote public access and recreation, encourage resource protection, and develop important local and regional trail connections. This project provides funding to implement the initial park improvements.

This project is funded by Park-in-Lieu fees and a General Fund transfer.

Operating Budget Impacts

This project is expected to impact the Operating Budget by utilizing staff time and increasing maintenance and equipment costs. The level of staff time for maintenance duties is expected to increase in future years after initial improvements are made. Staff time for project management and oversight is also incorporated into the Operating Budget.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Contract Award	To be determined	Select consultant
Estimated Design Phase	To be determined	Begin Master Plan design and community workshops
Estimated Completion Date	To be determined	Present Master Plan to Council for approval

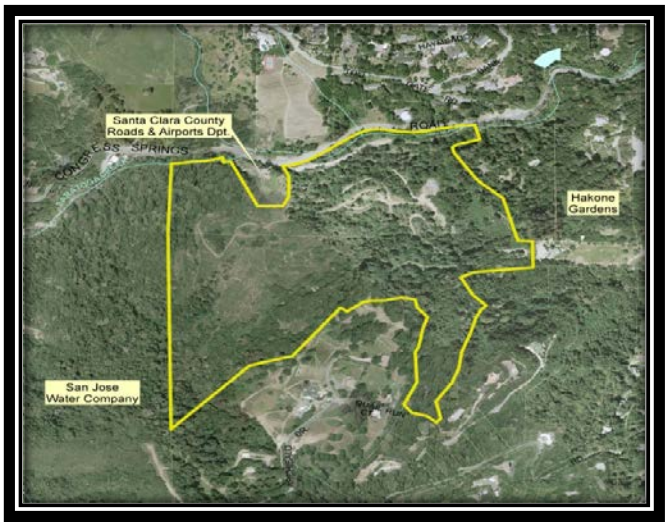
QUARRY PARK MASTER PLAN IMPLEMENTATION – PHASE 1 9226-001

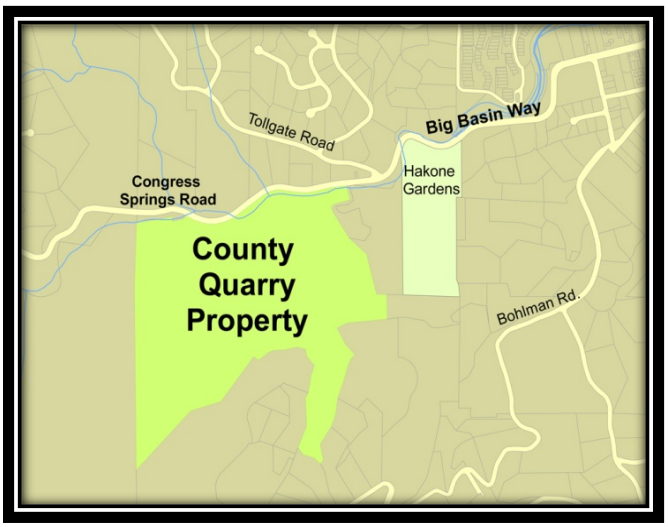
REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	-	-	-	293,445	-	-	-	-	**293,445**
TOTAL CIP FUND	**-**	**-**	**-**	**293,445**	**-**	**-**	**-**	**-**	**293,445**
PARK IN-LIEU FEES FUND									
Transfers In - Other CIP	-	-	-	280,631	-	-	-	-	**280,631**
TOTAL PARK IN-LIEU FEES FU	**-**	**-**	**-**	**280,631**	**-**	**-**	**-**	**-**	**280,631**
TOTAL REVENUES	**-**	**-**	**-**	**574,076**	**-**	**-**	**-**	**-**	**574,076**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	293,445	-	-	-	-	**293,445**
TOTAL CIP FUND	**-**	**-**	**-**	**293,445**	**-**	**-**	**-**	**-**	**293,445**
PARK IN-LIEU FEES FUND									
Construction Expenses	-	-	-	280,631	-	-	-	-	**280,631**
TOTAL PARK IN-LIEU FESS FU	**-**	**-**	**-**	**280,631**	**-**	**-**	**-**	**-**	**280,631**
TOTAL EXPENDITURES	**-**	**-**	**-**	**574,076**	**-**	**-**	**-**	**-**	**574,076**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	-		-	-	-	-	-	
Revenues & T/I	-	-	-	574,076	-	-	-	-	**574,076**
Expenditures & T/O	-	-	-	574,076	-	-	-	-	**574,076**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

PARK PROJECTS





Project Name	Quarry Park Right-of-Way Acquisitions	**Project Number**	9226-002
Department	Public Works	**Project Manager**	John Cherbone

Description
This project will contribute funding toward the acquisition of additional properties or trail easements to complete the Saratoga-to-Sea Plan.

Location
The Saratoga Quarry is located west of Hakone Gardens off of Highway 9.

Project Background
In order to expand the Quarry Park and create additional trails, especially the Saratoga-to-Sea Trail, additional parcels or easements adjacent to the Quarry Park must be purchased. The property is bordered by two private parcels on its east side, private developed parcels on its south side and a large open space parcel owned by San Jose Water Company on its west side. Saratoga Creek runs along portions of the north property line.

This project is funded by a General Fund transfer.

Operating Budget Impacts
Staff time for project management is incorporated into the Operating Budget.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	To be determined.	
Begin Bid Process	To be determined.	
Contract Award	To be determined.	
Estimated Construction Start	To be determined.	
Estimated Completion Date	To be determined.	

QUARRY PARK RIGHT OF WAY ACQUISITION 9226-002

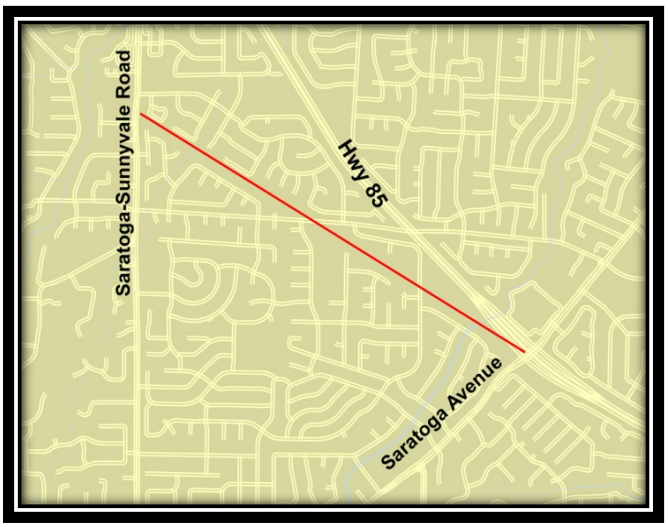
REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP PARK FUND									
Park In Lieu Fees	-	-	-	-	-	-	-	-	-
Transfers In - General Fund	-	-	-	100,000	-	-	-	-	**100,000**
TOTAL REVENUES	-	-	-	**100,000**	-	-	-	-	**100,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	100,000	-	-	-	-	**100,000**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	**100,000**	-	-	-	-	**100,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	-		-	-	-	-	-	
Revenues & T/I	-	-	-	100,000	-	-	-	-	**100,000**
Expenditures & T/O	-	-	-	100,000	-	-	-	-	**100,000**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

TRAIL PROJECTS

TRAIL PROJECTS



Project Name	Joe's Trail at Saratoga De Anza	**Project Number**	9274-001
Department	Public Works	**Project Manager**	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 currently 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 is 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 a 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 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 De Anza" in 2007.
- Construction of Joe's Trail is 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. Project oversight costs are incorporated into the Operating Budget.

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	March 2015	Project is completed and the City is awaiting final reimbursements

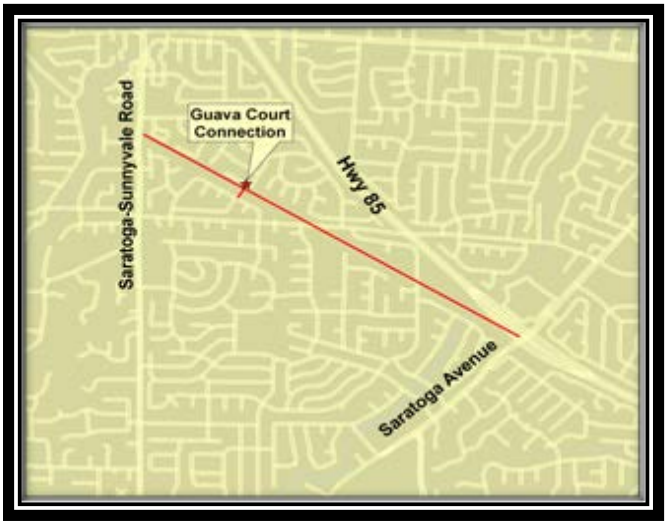
JOE'S TRAIL AT SARATOGA DE ANZA 9274-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP PARK FUND									
Transfers In - Other CIP	-	33,997	**33,997**	-	-	-	-	-	**33,997**
TOTAL	**-**	**33,997**	**33,997**	**-**	**-**	**-**	**-**	**-**	**33,997**
GRANT FUND									
Federal - CMAQ to VTA	1,008,825	354,518	**1,363,343**	36,657	-	-	-	-	**1,400,000**
Local - VTA Measure B	379,988	-	**379,988**	-	-	-	-	-	**379,988**
Private - SV Foundation	224,414	56,227	**280,641**	119,359	-	-	-	-	**400,000**
TOTAL REVENUES	**1,613,228**	**410,744**	**2,023,972**	**156,016**	**-**	**-**	**-**	**-**	**2,179,988**
TOTAL REVENUES	**1,613,228**	**444,741**	**2,057,969**	**156,016**	**-**	**-**	**-**	**-**	**2,213,985**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	33,997	-	-	-	-	**33,997**
TOTAL STREET FUND	**-**	**-**	**-**	**33,997**	**-**	**-**	**-**	**-**	**33,997**
GRANT FUND									
Salary & Benefits	81,129	235	81,364	-	-	-	-	-	**81,364**
Site Acquisition & Prep	612,066	-	612,066	-	-	-	-	-	**612,066**
Materials & Supplies	1,035	-	1,035	-	-	-	-	-	**1,035**
Fees & Expenses	20,679	-	20,679	-	-	-	-	-	**20,679**
Consultant/Contract Svs	136,546	(768)	135,778	-	-	-	-	-	**135,778**
Construction Expenses	944,923	215,318	1,160,241	168,825	-	-	-	-	**1,329,065**
TOTAL GRANT FUND	**1,796,378**	**214,785**	**2,011,163**	**168,825**	**-**	**-**	**-**	**-**	**2,179,988**
TOTAL EXPENDITURES		**214,785**	**2,011,163**	**202,822**	**-**	**-**	**-**	**-**	**2,213,985**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP PARK FUND									
BEGINNING FUND BAL	-	-		33,997	-	-	-	-	
Revenues & T/I	-	33,997	**33,997**	-	-	-	-	-	**33,997**
Expenditures & T/O	-	-	-	33,997	-	-	-	-	**33,997**
ENDING FUND BALANCE	**-**	**33,997**	**33,997**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
BEGINNING BALANCE	-	(183,150)		12,809	-	-	-	-	
Revenues & Transfers In	1,613,228	410,744	2,023,972	156,016	-	-	-	-	**2,179,988**
Expenditures & Transfers Out	1,796,378	214,785	2,011,163	168,825	-	-	-	-	**2,179,988**
ENDING BALANCE	**(183,150)**	**12,809**	**12,809**	**-**	**-**	**-**	**-**	**-**	**-**

TRAIL PROJECTS



Project Name	Guava Ct/Fredericksburg Entrance	**Project Number**	9274-002
Department	Public Works	**Project Manager**	John Cherbone

Description

Remove Guava Court barrier and allow access from Guava Court to Fredericksburg Drive (Access) near Joe's Trail.

Location

This project is located at Guava Court near Fredericksburg Access at Joe's Trail.

Project Background

In 2007, the pedestrian crossings connecting Fredericksburg Drive and Guava Court were declared unsafe by the California Public Utilities Commission (CPUC) and were consequently closed. Since that time, the City of Saratoga has developed Joe's Trail at Saratoga De Anza.

In September 2012, residents living near the Fredericksburg and Guava Court access points expressed interest in having the crossing reopened. After making improvements to resolve safety issues cited by the CPUC, the City reopened the Fredericksburg entrance to connect up to Joe's Trail. The Guava Court entrance on the other side of the railroad tracks was not reopened as it requires an easement as well as pathway and safety improvements.

Residents believe that reopening the access point at Guava Court would allow children and adults living in the area to travel more safely on foot and by bike between the two neighborhoods by eliminating the need to travel along an arterial street. Opening the Guava Court entrance would provide a pathway to connect the Fredericksburg Drive neighborhood with Blue Hills Elementary School and also allow for more community engagement with families in the area. Extensive discussion will need to take place between the City and the California Public Utilities Commission (CPUC) for this to be accomplished.

If the easement purchase is allowed, and the CPUC gives permission to start the process of reopening the Guava Court access, the City must also make improvements to the ramp at the opening so that it becomes ADA compliant.

Staff recently secured a Transportation Fund for Clean Air (TFCA) grant totaling $300,000. The City is providing a match amount of $45,880.

Operating Budget Impacts

Staff time associated with project management and maintenance for this project are incorporated in the Operating Budget. City staff estimates the added trail entrance would require $3,000 per year for maintenance.

TRAIL PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Apply for Grant Funding	Complete	Grant Awarded March 2014.
Begin Design Phase	August 2014	Prepare plans and specifications
Begin Bid Process	December 2014	Council approves plans and authorizes bidding the project
Contract Award	January 2015	Council awards contract
Estimated Construction Start	March 2015	Construction project begins
Estimated Completion Date	June 2015	Project is completed

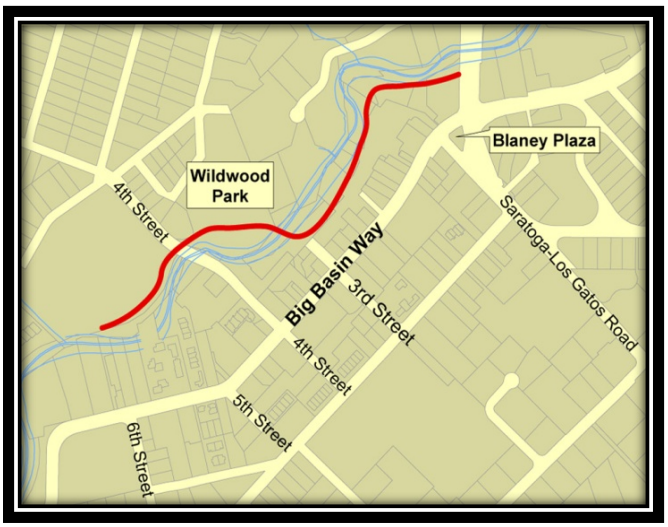
GUAVA COURT/FREDERICKSBURG ENTRANCE 9274-002

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	-	45,880	**45,880**	-	-	-	-	-	**45,880**
Transfers In - Other CIP	-	-	-	-	-	-	-	-	-
TOTAL CIP FUND	-	**45,880**	**45,880**	-	-	-	-	-	**45,880**
GRANT FUND									
TFCA Grant	-	-	-	300,000	-	-	-	-	**300,000**
TOTAL GRANT FUND	-	-	-	**300,000**	-	-	-	-	**300,000**
TOTAL REVENUES	-	**45,880**	**45,880**	**300,000**	-	-	-	-	**345,880**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	45,880	-	-	-	-	**45,880**
TOTAL STREET FUND	-	-	-	**45,880**	-	-	-	-	**45,880**
GRANT FUND									
Construction Expenses	-	-	-	300,000					**300,000**
TOTAL GRANT FUND	-	-	-	**300,000**	-	-	-	-	**300,000**
TOTAL EXPENDITURES	-	-	-	**345,880**	-	-	-	-	**345,880**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP PARK FUND									
BEGINNING FUND BAL	-	-		45,880	-	-	-	-	**45,880**
Revenues & T/I	-	45,880	**45,880**	-	-	-	-	-	**45,880**
Expenditures & T/O	-	-	-	45,880	-	-	-	-	**45,880**
ENDING FUND BALANCE	-	**45,880**	**45,880**	-	-	-	-	-	**45,880**
GRANT FUND									
BEGINNING BALANCE	-	-		-	-	-	-	-	-
Revenues & Transfers In	-	-	-	300,000	-	-	-	-	**300,000**
Expenditures & Transfers Out	-	-	-	300,000	-	-	-	-	**300,000**
ENDING BALANCE	-	-	-	-	-	-	-	-	-

TRAIL PROJECTS



Project Name	Saratoga 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 This project is located 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 as 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, and over to the Pacific Ocean.

While this project is still in its initial phases and no formal conceptual plan has been developed, the creek trail is expected to be .45 miles long with two pedestrian bridges, include replacement of non-native invasive plant species with native plants, and the removal of creek blockages that interfere with fish migration in the creek.

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

Operating Budget Impacts Staff time 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	July 2014	Environmental review and documentation begins
Environmental Review Ends	October 2014	Environmental review and documents filed with County
Estimated Design Start	January 2015	Design for the Village Creek Trail begins
Estimated Design Completion	March 2015	Design for the Village Creek Trail is completed
Council Approval	April 2015	Final conceptual design presented to the Saratoga City Council and Water District Board of Directors for approval

VILLAGE CREEK TRAIL DESIGN 9277-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
GRANT FUND									
Local - SCVWD Grant	5,000	-	**5,000**	34,000	-	-	-	-	**39,000**
TOTAL	**5,000**		**5,000**	**34,000**	-	-	-	-	**39,000**
TOTAL REVENUES	**5,000**	-	**5,000**	**34,000**	-	-	-	-	**39,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
GRANT FUND									
Fees & Expenses	5,000	-	**5,000**	-	-	-	-	-	**5,000**
Construction Expenses	-	-	-	34,000	-	-	-	-	**34,000**
TOTAL	**5,000**	-	**5,000**	**34,000**	-	-	-	-	**39,000**
TOTAL EXPENDITURES	**5,000**	-	**5,000**	**34,000**	-	-	-	-	**39,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
GRANT FUND									
Beginning Grant Balance	-	-		-	-	-	-	-	
Revenues & T/I	5,000	-	**5,000**	34,000	-	-	-	-	**39,000**
Expenditures & T/O	5,000	-	**5,000**	34,000	-	-	-	-	**39,000**
ENDING BALANCE	-	-	-	**34,000**	-	-	-	-	-

TRAIL PROJECTS

Project Name	Saratoga Village Creek Overlook - Construction	**Project Number**	9277-002
Department	Public Works	**Project Manager**	Iveta Harvancik

Description

This project funds the 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.

Project Background

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. It will be approximately 150 feet long and 4 feet wide with two switchbacks. The trail surface will be comprised of decomposed granite and educational signage about 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. Staff time associated with grant oversight, community outreach, and project management are included in the Operating Budget.

TRAIL PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Environmental Review Begins	July 2014	Environmental review and documentation begins
Environmental Review Ends	October 2014	Environmental review and documents filed with County
Estimated Design Start	January 2015	Design for the Outlook begins
Estimated Design Completion	March 2015	Design completed
Council Approval	April 2015	Final conceptual design presented to the Saratoga City Council and Water District Board of Directors for approval

SARATOGA VILLAGE CREEK OVERLOOK 9277-002

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
GRANT FUND									
Local - SCVWD Grant	480	-	**480**	26,520	-	-	-	-	**27,000**
TOTAL	**480**	**-**	**480**	**26,520**	**-**	**-**	**-**	**-**	**27,000**
TOTAL REVENUES	**480**	**-**	**480**	**26,520**	**-**	**-**	**-**	**-**	**27,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
GRANT FUND									
Consultant/Contract Svs	480	-	**480**	-	-	-	-	-	**480**
Construction Expenses	-	-	**-**	26,520	-	-	-	-	**26,520**
TOTAL	**480**	**-**	**480**	**26,520**	**-**	**-**	**-**	**-**	**27,000**
TOTAL EXPENDITURES	**480**	**-**	**480**	**26,520**	**-**	**-**	**-**	**-**	**27,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
GRANT FUND									
Beginning Grant Balance		-		-	-	-	-	-	
Revenues & T/I	480	-	**480**	26,520	-	-	-	-	**27,000**
Expenditures & T/O	480	-	**480**	26,520	-	-	-	-	**27,000**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

TRAIL PROJECTS

Project Name	Village Creek Trail – Construction	**Project Number**	9277-003
Department	Public Works	**Project Manager**	Iveta Harvancik

Description

This project will fund construction of a pedestrian trail starting at Saratoga-Sunnyvale Rd along Saratoga Creek to Wildwood Park.

Location

The proposed trail would be constructed along the portion of Saratoga Creek running the length of the Village in Saratoga's downtown area.

Project Background

The Village Creek Trail will pass through Saratoga 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 as 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, and over to the Pacific Ocean.

While this project is still in its initial phases and no formal conceptual plan has been developed, the creek trail is expected to be .45 miles long with two pedestrian bridges, include replacement of non-native invasive plant species with native plants, and the removal of creek blockages that interfere with fish migration in the creek.

Initial funding for this project will come from Park-in-Lieu Fees. The City expects to receive additional grant funding from the SCVWD for the construction of the trial. The City's contribution will include staff time and noticing expenses. Designing the trail may also require the City negotiate a joint use agreement for use of District property where the proposed trail would be located.

Operating Budget Impacts

Staff time for project oversight and engineering development is included in the Operating Budget. Upon completion of the Village Creek Trail, occasional maintenance and repair will impact the operating budget, however this cost has not yet been determined as there may be shared costs with the Water District.

TRAIL PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Environmental Review Begins	July 2014	Awaiting Grant Opportunities
Estimated Design Start	To be determined	
Estimated Design Completion	To be determined	
Council Approval	To be determined	

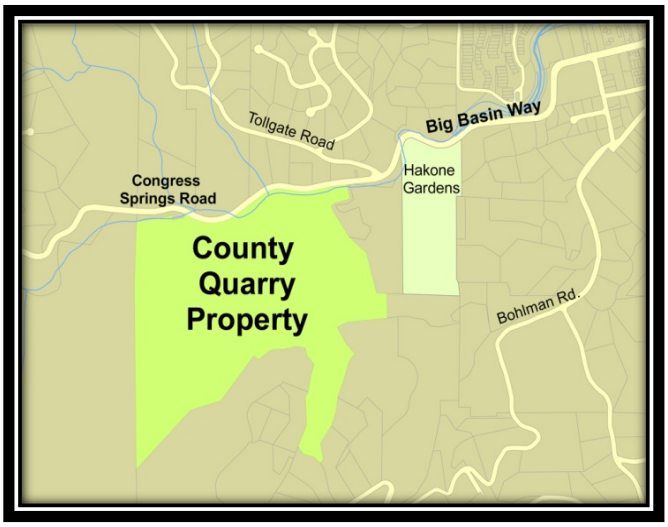
VILLAGE CREEK TRAIL - CONSTRUCTION 9277-003

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
PARK IN-LIEU FEES FUND									
Transfers In - Other CIP			-	50,000					**50,000**
TOTAL	-		-	**50,000**	-	-	-	-	**50,000**
TOTAL REVENUES	-	-	-	**50,000**	-	-	-	-	**50,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
PARK IN-LIEU FEES FUND									
Construction Expenses	-	-	-	50,000	-	-	-	-	**50,000**
TOTAL	-		-	**50,000**	-	-	-	-	**50,000**
TOTAL EXPENDITURES	-	-	-	**50,000**	-	-	-	-	**50,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
PARK IN-LIEU FEES FUND									
Beginning CIP Parks Balance	-			-	-	-	-	-	
Revenues & T/I	-	-	-	50,000	-	-	-	-	**50,000**
Expenditures & T/O	-	-	-	50,000	-	-	-	-	**50,000**
Ending Park In-Lieu Fees Balanc	-		-	-	-	-	-	-	-
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 former 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
- Implementation 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 itself will require minimal staff maintenance cost. However, maintenance costs, staff time, and the potential for liability claims are expected to increase with the 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 THE SEA MASTER PLAN IMPLEMENTATION 9281-002

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	300,000	-	300,000	-	-	-	-	-	**300,000**
TOTAL REVENUES	**300,000**	**-**	**300,000**	**-**	**-**	**-**	**-**	**-**	**300,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP PARK FUND									
Site Acquisition & Prep	1,775	4,138	**5,914**	-	-	-	-	-	**5,914**
Materials & Supplies	1,146	215	**1,361**	-	-	-	-	-	**1,361**
Consultant/Contract Svs	25,849	216,643	**242,492**	-	-	-	-	-	**242,492**
Construction Expenses	26,361	-	**26,361**	23,872	-	-	-	-	**50,233**
TOTAL EXPENDITURES	**55,132**	**220,996**	**276,128**	**23,872**	**-**	**-**	**-**	**-**	**300,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	244,868		23,872	-	-	-	-	
Revenues & T/I	300,000	-	**300,000**	-	-	-	-	-	**300,000**
Expenditures & T/O	55,132	220,996	**276,128**	23,872	-	-	-	-	**300,000**
ENDING BALANCE	**244,868**	**23,872**	**23,872**	**-**	**-**	**-**	**-**	**-**	**-**

FACILITY IMPROVEMENTS

FACILITY IMPROVEMENT PROGRAM

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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. 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
- Community Center
- Corporation Yard
- Saratoga-Prospect Center
- Village Historical Buildings
- Library Building

Civic Center – located at 13777 Fruitvale Avenue, this site classification includes the Administration Building, Development /Engineering Building, Theater/Chamber Building, and the Warner Hutton House.

Community Center – located at 19655 Allendale Avenue, includes the Senior Center, the Adult Care Center, the Recreation Center, and the associated portables.

Corporation Yard – located at 19700 Allendale Avenue, includes the Corporation Yard Offices, the associated open bays, and the entire fenced in parking lot complex.

Saratoga Prospect Center – located at 19848 Prospect Avenue, is comprised of the Grace Building and the Friendship Hall. This sub-classification also includes grounds work associated with the site.

Village Historical Park – located at 20450 Saratoga- Los Gatos Road, represents the collection of City owned historical buildings located downtown in the village. 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 – located at 13650 Saratoga Avenue, near the corner of Saratoga Avenue and Fruitvale Avenue, and 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		Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expenditures
City Wide Projects										
9311-001	Annual Facility Improvements	-	46,718	46,718	139,761	-	-	-	-	186,479
9312-002	Electronic Door Lock System - Phase II	63,123	2,904	66,028	82,096	-	-	-	-	148,123
9314-002	Emergency Power Backup - Phase II	33,975	34,010	67,985	53,445	-	-	-	-	121,430
9314-004	ADA Compliant - Public Counter	47,440	24,763	72,203	*closed*	-	-	-	-	72,203
9314-005	ADA Auto Doors/Ramps/Handrails	-	66,695	66,695	*closed*	-	-	-	-	66,695
9314-006	Emergency Evacuation Plans	3,713	788	4,500	*closed*	-	-	-	-	4,500
9321-012	Wainscoating Rehabilitation	5,113	4,050	9,163	*closed*	-	-	-	-	9,163
9321-013	Drainage Improvements	-	4,617	4,617	*closed*	-	-	-	-	4,617
Civic Center Improvements										
9321-014	Master Switch Gear - Electrical Panel	-	-	-	140,000	-	-	-	-	140,000
9322-001	Theater Improvements	180,121	13,952	194,073	66,061	35,000	35,000	35,000	35,000	400,133
9322-007	Civic Theater Master Plan	-	60,000	60,000	*closed*	-	-	-	-	60,000
9322-008	Theater Projection System	-	15,149	15,149	*closed*	-	-	-	-	15,149
9322-009	LOOP Hearing System	-	12,766	12,766	*closed*	-	-	-	-	12,766
9322-010	Civic Theater Master Plan Improvement	-	-	-	250,000	-	-	-	-	250,000
Warner Hutton House										
9323-002	Furniture and Equipment	1,942	-	1,942	*closed*	-	-	-	-	1,942
Community Center										
9331-002	Community Center Cool Roofs	-	-	-	90,000	-	-	-	-	90,000
9334-003	Preschool Play Structure	-	-	-	40,000					40,000
Village Historical Buildings										
9364-001	McWilliams House Improvements	6,297	-	6,297	3,703	-	-	-	-	10,000
Library Buildings										
9372-001	Library Exterior Maintenance Projects	29,030	-	29,030	10,970	5,000	5,000	5,000	5,000	60,000
Total Project Expenditures		368,811	286,412	657,164	876,036	40,000	40,000	40,000	40,000	1,953,200

There are four new facility projects added for FY 2014/15; they are:

- Master Gear Switch – Electrical Panel
- Theater Master Plan Improvements
- Community Center Cool Roofs
- Preschool Play Structure

Three Council approved projects were completed in FY 2013/14, including:

- ADA Compliant Public Counter
- ADA Auto Doors/Ramps/Handrails
- Civic Theater Master Plan

A number of small projects funded from the Annual Facility Improvements project were also completed in FY 2013/14. This project serves as a clearinghouse for ongoing annual funding for multiple minor facility improvements and repairs. During Fiscal Year 2013/14 funding was spent on the following minor projects:

- Corp Yard Ladies Rest Room Remodel
- Recycling/Trash Containers
- Theater Electrical Work
- Theater Projection System
- Front Door Hardware
- Emergency Evacuation Plans
- Wainscoting Rehabilitation
- Drainage Improvements
- Theater Projection System
- LOOP Hearing System

Of the nineteen separate projects listed, nine were completed in FY 2013/14 leaving ten active projects.

FACILITY IMPROVEMENTS FUNDING SUMMARY

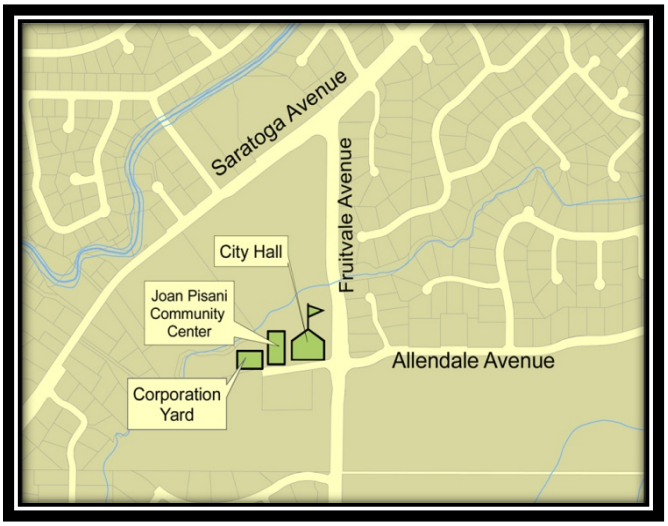
REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Program Funding
CIP FACILITIES FUND									
Theater Ticket Surcharge	225,001	35,132	260,133	35,000	35,000	35,000	35,000	35,000	435,133
SCC Maintenance Reimb	30,000	5,000	35,000	5,000	5,000	5,000	5,000	5,000	60,000
CIP Project Contributions	-	-	-	115,000	-	-	-	-	115,000
Transfers In - General Fund	250,348	66,131	316,479	439,900	-	-	-	-	756,379
Transfers In - Annual Facilities	42,391	33,869	76,260	-	-	-	-	-	76,260
Transfer In - Admin Projects	36,430	-	36,430	40,000	-	-	-	-	76,430
CIP GRANT FUND									
CDBG Grant	47,440	91,458	138,898	70,100	-	-	-	-	208,998
TOTAL REVENUES	**631,610**	**231,590**	**863,200**	**705,000**	**40,000**	**40,000**	**40,000**	**40,000**	**1,728,200**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Program Expended
CIP FACILITIES FUND									
Materials & Supplies	13,312	-	13,312	3,703	-	-	-	-	17,016
Consultant/Contract Svs	15,404	788	16,192	230,000	-	-	-	-	246,192
Construction Expenses	294,596	194,167	488,763	572,232	40,000	40,000	40,000	40,000	1,220,995
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL CIP FUND EXP	**323,313**	**194,954**	**518,267**	**805,936**	**40,000**	**40,000**	**40,000**	**40,000**	**1,484,202**
CIP GRANT FUND									
Consultant/Contract Svs	2,029	-	2,029	-	-	-	-	-	2,029
Construction Expenses	45,411	91,458	136,869	70,100	-	-	-	-	206,969
TOTAL GRANT FUND EXP	**47,440**	**91,458**	**138,898**	**70,100**	**-**	**-**	**-**	**-**	**208,998**
TOTAL EXPENDITURES	**370,753**	**286,412**	**657,165**	**876,036**	**40,000**	**40,000**	**40,000**	**40,000**	**1,693,200**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Program Activity
CIP FACILITIES FUND									
Beginning Balance		260,858		206,036	35,000	35,000	35,000	35,000	
Revenues & T/I	584,170	140,132	724,302	634,900	40,000	40,000	40,000	40,000	**1,519,202**
Expenditures & T/O	323,313	194,954	518,267	805,936	40,000	40,000	40,000	40,000	**1,484,202**
Ending Balance	**260,858**	**206,036**	**206,036**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**
GRANT FUND									
Beginning Balance		-		-					
Revenues & T/I	47,440	91,458	138,898	70,100	-	-	-	-	**208,998**
Expenditures & T/O	47,440	91,458	138,898	70,100	-	-	-	-	**208,998**
Ending Balance	-	-	-	-	-	-	-	-	-
ENDING BALANCE	**260,858**	**206,036**	**206,036**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**

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 minor facility improvement and repair projects. 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. Minor project 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 restrooms remodeled
- ADA compliant ramp for preschool portable
- Copy and Break Room flooring replacement
- Repair of damaged HVAC duct work

Larger or more complicated projects are typically done by contractors. Smaller projects can be carried out by staff. All projects are managed by staff. The most currently completed projects are listed in the following funding schedule.

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 incorporated in the operating budget on an ongoing basis.

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

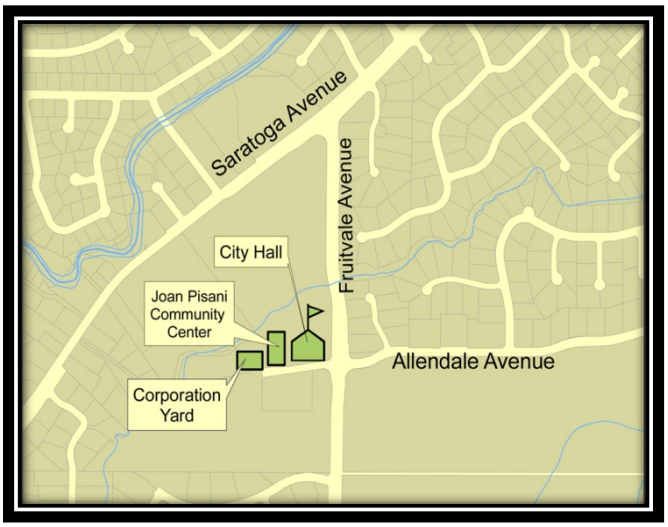
ANNUAL FACILITY IMPROVEMENTS 9311-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	20,348	66,131	**86,479**	100,000	-	-	-	-	**186,479**
TOTAL REVENUES	**20,348**	**66,131**	**86,479**	**100,000**	**-**	**-**	**-**	**-**	**186,479**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses		46,718	**46,718**	139,761	-	-	-	-	**186,479**
TOTAL EXPENDITURES	**-**	**46,718**	**46,718**	**139,761**	**-**	**-**	**-**	**-**	**186,479**

	Prior Year Activity	FY 2013/14 Actuals	Totals	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL		20,348		39,761	-	-	-	-	**-**
Revenues & T/I	20,348	66,131	86,479	100,000	-	-	-	-	**186,479**
Expenditures & T/O	-	46,718	46,718	139,761	-	-	-	-	**186,479**
ENDING FUND BALANCE	**20,348**	**39,761**	**39,761**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS



Project Name	Electronic 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 Prospect Center's exterior doors 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 Streets 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 Streets 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	June 2013	Council approves plans and authorizes bidding the project
Contract Award	June 2013	Council awards contract
Estimated Construction Start	July 2013	Construction project begins
Estimated Completion Date	December 2014	Project is completed

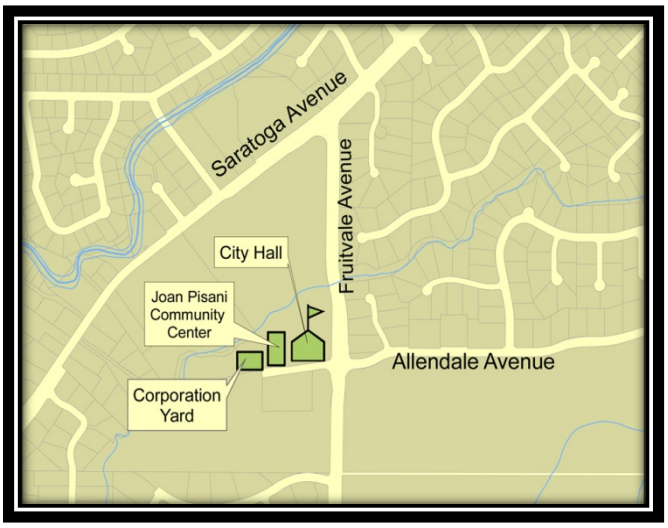
ELECTRONIC DOOR LOCKING SYSTEM 9312-002

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP FACILITIES FUND									
Transfers In - Other CIP	3,123	-	**3,123**	-	-	-	-	-	**3,123**
Transfers In - General Fund	100,000	-	**100,000**	45,000	-	-	-	-	**145,000**
TOTAL REVENUES	**103,123**	**-**	**103,123**	**45,000**	**-**	**-**	**-**	**-**	**148,123**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	63,123	2,904	**66,028**	82,096	-	-	-	-	**148,123**
TOTAL EXPENDITURES	**63,123**	**2,904**	**66,028**	**82,096**	**-**	**-**	**-**	**-**	**148,123**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	40,000		37,096	-	-	-	-	-
Revenues & T/I	103,123	-	103,123	45,000	-	-	-	-	148,123
Expenditures & T/O	63,123	2,904	66,028	82,096	-	-	-	-	148,123
ENDING FUND BALANCE	**40,000**	**37,096**	**37,096**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS



Project Name	Emergency Power Backup System	**Project Number**	9314-002
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project provides 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 manually hooked up and plugged into the City's power supply. The generator 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's capacity is limited to restoring only 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; while 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 2012	Prepare plans and specifications
Begin Bid Process	January 2013	Plans approved and distributed
Contract Award	June 2013	Contractor selected
Estimated Construction Start	July 2013	Construction project begins
Estimated Completion Date	June 2015	Project completed

EMERGENCY POWER BACKUP SYSTEM 9314-002

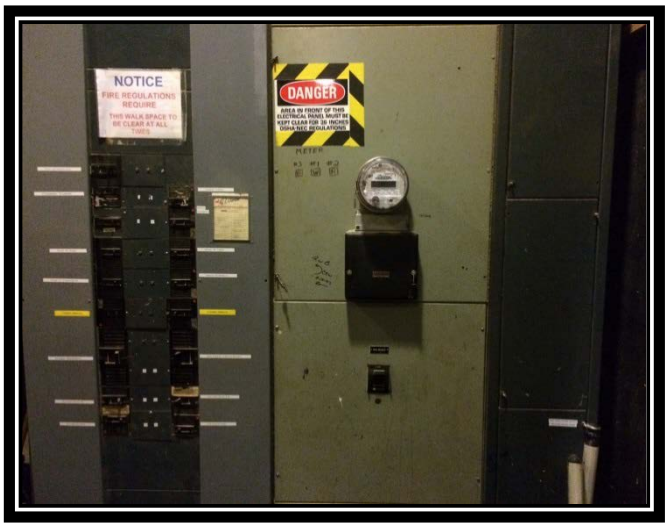
REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	60,000	-	**60,000**	-	-	-	-	-	**60,000**
Transfers In - Other CIP	25,000	-	**25,000**	-	-	-	-	-	**25,000**
Transfers In - Admin Projects	36,430	-	**36,430**	-	-	-	-	-	**36,430**
TOTAL REVENUES	**121,430**	**-**	**121,430**	**-**	**-**	**-**	**-**	**-**	**121,430**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP FACILITIES FUND									
Consultant/Contract Svs	9,750	-	**9,750**	-	-	-	-	-	**9,750**
Construction Expenses	24,225	34,010	**58,235**	53,445	-	-	-	-	**111,680**
Transfers Out	-	-	**-**	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**33,975**	**34,010**	**67,985**	**53,445**	**-**	**-**	**-**	**-**	**121,430**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL		87,455	**-**	53,445	-	-	-	-	**-**
Revenues & T/I	121,430	-	121,430	-	-	-	-	-	**121,430**
Expenditures & T/O	33,975	34,010	67,985	53,445	-	-	-	-	**121,430**
ENDING FUND BALANCE	**87,455**	**53,445**	**53,445**	**-**	**-**	**-**	**-**	**-**	**-**

CIVIC CENTER IMPROVEMENT PROJECTS

CIVIC CENTER IMPROVEMENTS



Project Name	Master Switch Gear – Electrical Panel	**Project Number**	9321-014
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project will replace the main electrical switchgear in the back of the Civic Center.

Location

This project is located at the Civic Theater at Saratoga City Hall campus.

Project Background

The original 500-amp switchgear (master electrical panel) was installed when the Civic Theater was built in 1964. In 1969, the City constructed more office space and the main breaker was changed from 500 amps to 1,000 amps in an attempt to accommodate more power usage. Although the breaker was upgraded, the switchgear remained at a 500-amp capacity.

The issue was discovered in 2013 while other work was being completed as part of the City's Emergency Power Back Up Generator project. The City was informed that the switchgear was non-certifiable and unusable due to its age.

This development put a halt to the Emergency Power Backup project as the generator project requires the Theater and Civic Center Administration Buildings (including the City Manager's Office, Public Works, and Community Development Department) be connected to one master electrical panel, thereby allowing a generator to supply power to all connections on the main switchgear.

With funding from this project, a new 1,000-amp switchgear and breaker will be installed, simultaneously upgrading the electrical system and allowing the City to move forward with its Emergency Power Back Up Generator project.

Operating Budget Impacts

Staff time required for oversight of this project is incorporated into the operating budget.

CIVIC CENTER IMPROVEMENTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	April 2013	Prepare plans and specifications
Begin Bid Process	July 2014	Council approves plan and authorizes bidding the project
Contract Award	July 2014	Council awards contract
Estimated Construction Start	September 2014	Construction project begins
Estimated Completion Date	October 2014	Project completed

MASTER SWITCH GEAR – ELECTRICAL BOARD 9321-014

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	-	-	140,000	-	-	-	-	**140,000**
TOTAL REVENUES	**-**	**-**	**-**	**140,000**	**-**	**-**	**-**	**-**	**140,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP FACILITIES FUND									
Consultant/Contract Svs	-	-	-	140,000	-	-	-	-	**140,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**140,000**	**-**	**-**	**-**	**-**	**140,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	140,000	-	-	-	-	**140,000**
Expenditures & T/O	-	-	-	140,000	-	-	-	-	**140,000**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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 the 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 2014/15 fiscal year will include:

- New concession area in Lobby
- Electrical and lighting system upgrades
- Counter weight pulley track repair
- Stage floor repainting
- Scaffold platform parts

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. Most theater improvements are performed by contractors and supervised by staff.

Operating Budget Impacts

Ongoing improvements prevent high costs associated with deferred maintenance. Staff time to oversee improvements to the theater is included in the operating budget.

CIVIC CENTER IMPROVEMENTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	Ongoing	Prepare plans and specifications
Begin Bid Process	Ongoing	Council approves plans and authorizes bidding the project
Contract Award	Ongoing	Council awards contract
Estimated Construction Start	Ongoing	Construction project begins
Estimated Completion Date	Ongoing	Project is completed

THEATER IMPROVEMENTS 9322-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP FACILITIES FUND									
Theater Ticket Surcharge	225,001	35,132	**260,133**	35,000	35,000	35,000	35,000	35,000	**435,133**
TOTAL REVENUES	**225,001**	**35,132**	**260,133**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**435,133**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP FACILITIES FUND									
Materials & Supplies	7,016	-	**7,016**	-	-	-	-	-	**7,016**
Construction Expenses	173,105	13,952	**187,057**	66,061	35,000	35,000	35,000	35,000	**393,118**
TOTAL EXPENDITURES	**180,121**	**13,952**	**194,073**	**66,061**	**35,000**	**35,000**	**35,000**	**35,000**	**400,133**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	44,881		66,061	35,000	35,000	35,000	35,000	-
Revenues & T/I	225,001	35,132	260,133	35,000	35,000	35,000	35,000	35,000	435,133
Expenditures & T/O	180,121	13,952	194,073	66,061	35,000	35,000	35,000	35,000	400,133
ENDING FUND BALANCE	**44,881**	**66,061**	**66,061**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**

CIVIC CENTER IMPROVEMENTS

Project Name	Theater Master Plan Improvements	**Project Number**	9322-010
Department	Recreation & Facilities	**Project Manager**	Michael Taylor

Description

This project will improve, update, and increase efficiencies in the Civic Theater. The project would include renovations to the existing restrooms to increase the number of facilities and comply with current codes. The existing KSAR control booth would be moved to an ADA-accessible location. An extension to the rear of the building would incorporate ADA restrooms and dressing rooms, allowing the removal of the modular building. The enhancements will improve access to, and within, the facility.

Location

This project is located in the Civic Theater at the Saratoga City Hall campus.

Project Background

The Civic Theater was built in 1964 at a cost of $168,000. The 7,436-square-foot building seats 299 people and is used on alternating Wednesdays for City Council and Planning Commission meetings. The primary users of the facility are the South Bay Musical Theater Company and West Valley Light Opera, two theater performance groups that rent the facility approximately 160 days per year for rehearsals and weekend performances.

The Theater has received numerous upgrades and improvements over the years, including a new assisted-listening loop system, new doors, new counter-weight systems on the stage, new sound system, new lighting system, electrical upgrades, renovated seating, and stage flooring.

The City contracted with Anderson Brule Architects to complete a Master Plan for the Civic Theater. They prepared three different options for upgrades. Council directed staff to come back with a modified five-year improvement plan. At the December 18, 2013 City Council meeting, the Council chose a few smaller projects to complete using the Annual Facilities Fund. The projects include the new high-definition projector and screen, an orchestra area expansion, and the construction of an awning between the portable dressing room and the main building.

Operating Budget Impacts

Staff time required for oversight of this project is incorporated into the operating budget.

CIVIC CENTER IMPROVEMENTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Council Approval	January 2015	Prepare plans and specifications
Bid Process	May 2015	Council approves plans and authorizes bidding
Contract Award	August 2015	Council awards contract
Estimated Project Start Date	December 2015	Construction project begins
Estimated Completion Date	December 2016	Project completed

THEATER MASTER PLAN IMPROVEMENTS 9322-010

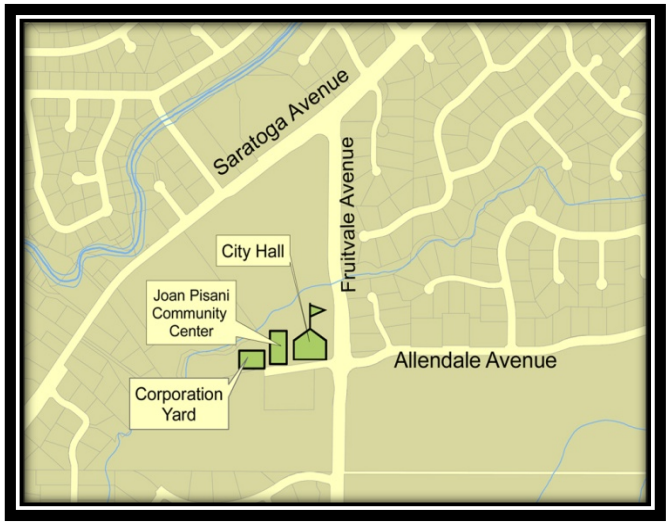
REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP FACILITIES FUND									
CIP Project Contributions	-	-	-	115,000	-	-	-	-	**115,000**
CDBG Funding	-	-	-	70,100	-	-	-	-	**70,100**
Transfers In - General Fund	-	-	-	64,900	-	-	-	-	**64,900**
TOTAL REVENUES	**-**	**-**	**-**	**250,000**	**-**	**-**	**-**	**-**	**115,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	-	-	-	250,000	-	-	-	-	**250,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**250,000**	**-**	**-**	**-**	**-**	**250,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	250,000	-	-	-	-	**250,000**
Expenditures & T/O	-	-	-	250,000	-	-	-	-	**250,000**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

COMMUNITY CENTER

COMMUNITY CENTER



Project Name	Community Center Cool Roof Replacement	**Project Number**	9331-002
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description	Installation of a new $90,000 cool roof at Joan Pisani Community Center.
Location	This project is located at the Joan Pisani Community Center Building.
Project Background	This project will replace the 25 plus year old roof at the Joan Pisani Community Center building (which includes the Saratoga Senior Center) with a spray-on cool roof system. The cool roof reflects and emits the sun's energy back to the sky instead of allowing it to enter the building below as heat. This is expected to cool the roof by an average of 20 to 30 degrees. The new roof will come with a 10-year warranty that will cover issues such as leaking. Preventative maintenance will continue to be included as part of regular staff duties.
Operating Budget Impacts	This project will reduce the need for costly air conditioning, which will result in approximately 5 - 7% energy savings during the summer months. Annual cleaning to maintain the roof's effectiveness will likely increase the operating budget by $2,000 in roofing contract services per year.

COMMUNITY CENTER

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Council Approval	July 2014	Council approves plans and authorizes bidding the project
Contract Award	August 2014	Council awards contract
Estimated Project Start Date	September 2014	Construction project begins
Estimated Completion Date	October 2014	Project completed

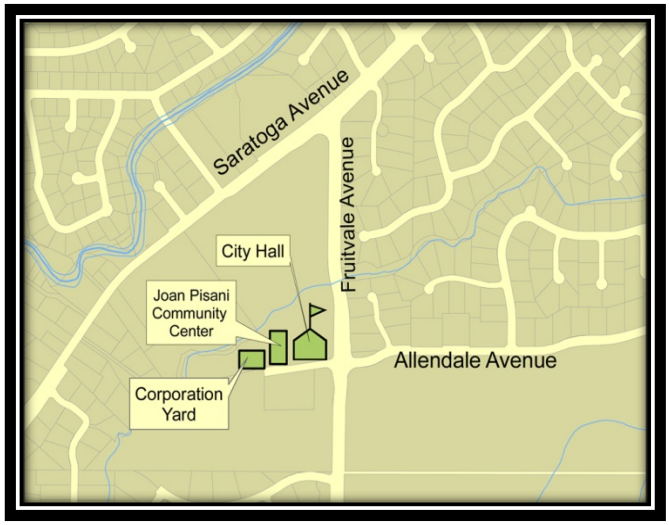
COMMUNITY CENTER COOL ROOF REPLACEMENT 9331-002

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	-	-	90,000	-	-	-	-	**90,000**
TOTAL REVENUES	**-**	**-**	**-**	**90,000**	**-**	**-**	**-**	**-**	**90,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP FACILITIES FUND									
Consultant/Contract Svs	-	-	-	90,000		-	-	-	**90,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**90,000**	**-**	**-**	**-**	**-**	**90,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	-		-	-	-	-	-	-
Revenues & T/I	-	-	-	90,000	-	-	-	-	**90,000**
Expenditures & T/O	-	-	-	90,000	-	-	-	-	**90,000**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

COMMUNITY CENTER



Project Name	Preschool Play Structure	**Project Number**	9334-003
Department	Public Works	**Project Manager**	Kevin Meek

Description	Remove Preschool's aging, wooden play structure and replace it with a powder coated steel structure.
Location	This project is located on the Preschool grounds at the Saratoga Civic Center.
Project Background	This would be the last of the wooden play structures—originally constructed in the City's parks—to be replaced with powder coated steel structures. The new play structure will provide a safer environment for users and be compliant with modern playground safety standards. A new powder coated steel structure should last 15 to 20 years with relatively little deterioration, compared with the weathering and splintering of wooden materials.
Operating Budget Impacts	Staff time required for oversight of this project is incorporated into the operating budget.

COMMUNITY CENTER

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Council Approval	July 1, 2014	Have designer and pre-school representative meet and discuss options for ideal design.
Contract Award	January 1, 2015	Finalize paperwork to give installer ample time to accrue all materials for construction during 2015 summer break
Estimated Project Start Date	June 2015	Construction during summer break while school is closed
Estimated Completion Date	September 2015	Completed before school opens after summer break

PRE-SCHOOL PLAY STRUCTURE 9334-003

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP FACILITIES FUND									
Transfers In - Admin Projects	-	-	-	40,000	-	-	-	-	**40,000**
TOTAL REVENUES	**-**	**-**	**-**	**40,000**	**-**	**-**	**-**	**-**	**40,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	-	-	-	40,000	-	-	-	-	**40,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**40,000**	**-**	**-**	**-**	**-**	**40,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	40,000	-	-	-	-	**40,000**
Expenditures & T/O	-	-	-	40,000	-	-	-	-	**40,000**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

VILLAGE HISTORICAL BUILDING PROJECTS

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

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 2014	Saratoga Historical Foundation completes improvements.

MCWILLIAMS HOUSE IMPROVEMENTS – PHASE II 9364-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP FACILITIES FUND									
Transfers In - Annual Facilities	-	-	-	-	-	-	-	-	-
Transfers In - General Fund	10,000	-	**10,000**	-	-	-	-	-	**10,000**
TOTAL REVENUES	**10,000**	**-**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	6,297	-	**6,297**	3,703	-	-	-	-	**10,000**
TOTAL EXPENDITURES	**6,297**	**-**	**6,297**	**3,703**	**-**	**-**	**-**	**-**	**10,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	3,703		3,703	-	-	-	-	-
Revenues & T/I	10,000	-	10,000	-	-	-	-	-	**10,000**
Expenditures & T/O	6,297	-	6,297	3,703	-	-	-	-	**10,000**
ENDING FUND BALANCE	**3,703**	**3,703**	**3,703**	**-**	**-**	**-**	**-**	**-**	**-**

LIBRARY BUILDING PROJECTS

LIBRARY BUILDING PROJECTS

Project Name	Library Building Exterior Maintenance	**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 Saratoga Library building is 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. However, the County agreed to pay the City $5,000 on an annual basis to oversee and perform certain maintenance work to ensure the building's exterior is maintained in accordance with City standards. Typically, several years of payments are accumulated before proceeding with a maintenance project. 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, and in 2012/13 the entire exterior was re-stained. The City has not budgeted for maintenance work in FY 2014/15. The exterior maintenance 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 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 9372-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP FACILITIES FUND									
SCC Maintenance Reimb	30,000	5,000	**35,000**	5,000	5,000	5,000	5,000	5,000	**60,000**
TOTAL REVENUES	**30,000**	**5,000**	**35,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**60,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	29,030	-	**29,030**	10,970	5,000	5,000	5,000	5,000	**60,000**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**29,030**	**-**	**29,030**	**10,970**	**5,000**	**5,000**	**5,000**	**5,000**	**60,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	970	-	5,970	-	-	-	-	-
Revenues & T/I	30,000	5,000	35,000	5,000	5,000	5,000	5,000	5,000	**60,000**
Expenditures & T/O	29,030	-	29,030	10,970	5,000	5,000	5,000	5,000	**60,000**
ENDING FUND BALANCE	**970**	**5,970**	**5,970**	**-**	**-**	**-**	**-**	**-**	**-**

ADMINISTRATIVE & TECHNOLOGY PROJECTS

ADMINISTRATIVE & TECHNOLOGY IMPROVEMENTS

PROGRAM DIRECTORY

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ADMINISTRATIVE & TECHNOLOGY IMPROVEMENTS PROGRAM SUMMARY

The Capital Improvement Plan's Administrative & Technology Improvements Program provides for major capital expenditures to improve or enhance administrative, technological, and operational systems, processes, or functions. At this point, with few projects active at one time, the Administrative & Technology Improvement Program is limited to four categories:

- Information Technology Projects
- Community Enhancement Programs
- City Development Projects & Programs
- Administrative Projects

In the future, Administrative & Technology Improvements projects may also include projects for operational assessments, community surveys, or emergency operations projects. Currently, all projects and programs fall within the following category descriptions:

Information Technology Projects – are 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 – include projects which acquire or upgrade communication infrastructure. No projects are planned currently.

Community Enhancement Programs – consist of projects that fund infrastructure or policy updates that have long-term impacts. This category includes the Secondhand Smoke Prevention Program.

City Development Projects & Programs – for projects and programs which provide funding for quality of life enhancements, business incentives, and beautification efforts.

Administrative Projects & Programs – for projects and programs which improve administrative operations or act as a funding placeholder and are not appropriately placed in a different category.

The schedules on the following two pages list the Administrative & Technology Improvements Program's capital projects and 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

ADMINISTRATIVE & TECHNOLOLGY IMPROVEMENT PROJECTS	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expenditures
Information Technology Projects							
9411-001 Financial System Upgrade	67,200	3,534	-	-	-	-	70,734
9412-001 Document Imaging - Public Works	98,546	*closed*	-	-	-	-	98,546
9412-002 Document Imaging - Development	60,000	*closed*	-	-	-	-	60,000
9412-003 Document Imaging - City Mgr Office	38,887	*closed*	-	-	-	-	38,887
9412-004 Document Imaging - Combined	-	78,673	-	-	-	-	78,673
9415-001 CDD Technology Management	-	30,000	-	-	-	-	30,000
Community Enhancement Programs							
9442-001 LLD Initiation Match	-	50,000	-	-	-	-	50,000
Development Projects & Programs							
9451-001 General Plan Safety Element	162,683	*closed*	-	-	-	-	162,683
9451-002 General Plan Update CIP	-	100,000	-	-	-	-	100,000
9452-001 Village Façade Program	17,157	23,821	-	-	-	-	40,978
9452-002 Business Development Program	23,400	1,600	-	-	-	-	25,000
Administrative Projects & Programs							-
9461-001 Community Wildfire Protection Plan	-	25,000	-	-	-	-	25,000
9491-001 Risk Management Mitigation Project	45,808	104,192	-	-	-	-	150,000
Total Project Expenditures	513,681	416,819	-	-	-	-	930,501
Interfund Transfers	78,673	-	-	-	-	-	78,673
Total Expenditures & Transfers	592,354	416,819	-	-	-	-	1,009,173

In FY 2013/14, four projects were closed. The three separate Document Imaging projects were rolled into one citywide project to utilize duplicative funding more efficiently. The General Plan Safety Element project was also completed and closed.

For FY 2014/15, the one combined Document Imaging project, along with three new projects were added. The three new projects include;

- CDD Technology Management Project
- LLD Initiation Match program
- General Plan Update CIP project.

The remaining projects continue to be active and ongoing.

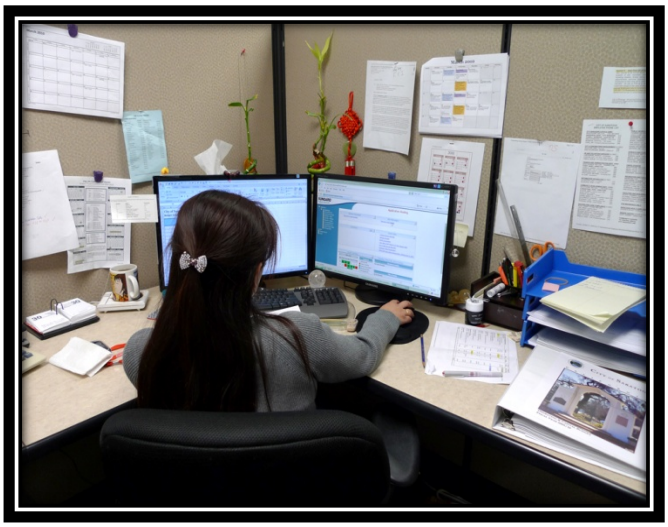
ADMINISTRATIVE & TECHNOLOGY IMPROVEMENT PROGRAM FUNDING SUMMARY

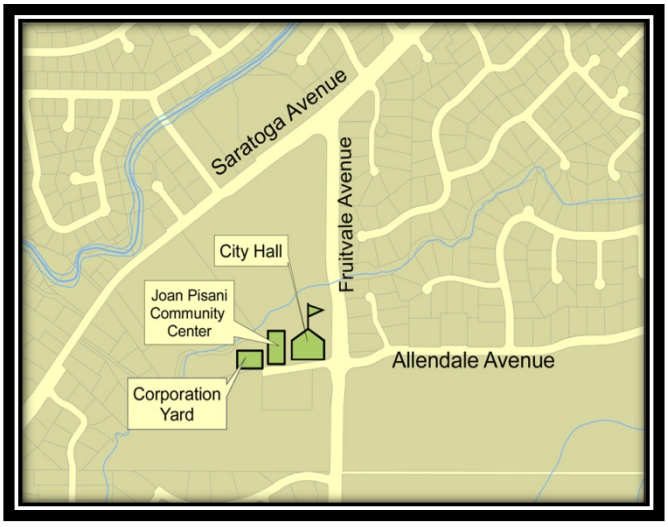
REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Program Funding
CIP ADMINISTRATIVE FUND									
Technology Fee	-	-	-	30,000	-	-	-	-	**30,000**
Transfers In - General Fund	324,280	85,000	409,280	220,000	-	-	-	-	629,280
Transfers In - Other Projects	29,865	78,673	108,538	-	-	-	-	-	108,538
TOTAL CIP REVENUES	**354,145**	**163,673**	**517,818**	**250,000**	**-**	**-**	**-**	**-**	**767,818**
CIP GRANT FUND									
Grant Revenues	162,683	-	162,683	-	-	-	-	-	162,683
TOTAL GRANT REVENUES	**162,683**	**-**	**162,683**	**-**	**-**	**-**	**-**	**-**	**162,683**
TOTAL ADMIN REVENUES	**516,828**	**163,673**	**680,500**	**250,000**	**-**	**-**	**-**	**-**	**930,500**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Program Expended
CIP ADMINISTRATIVE FUND									
Salary & Benefits	20,031	-	20,031	-	-	-	-	-	20,031
Materials & Supplies	-	4,308	4,308	-	-	-	-	-	4,308
Fees & Expenses	3,400	20,000	23,400	1,600	-	-	-	-	25,000
Consultant/Contract Svs	127,518	39,912	167,429	301,399	-	-	-	-	468,828
Construction Expenses	12,157	5,000	17,157	23,821	-	-	-	-	40,978
Transfers Out	-	118,673	118,673	90,000	-	-	-	-	208,673
TOTAL CIP FUND EXP	**163,106**	**187,892**	**350,998**	**416,819**	**-**	**-**	**-**	**-**	**767,818**
CIP GRANT FUND									
Consultant/Contract Srvcs	162,683	-	162,683	-	-	-	-	-	162,683
TOTAL GRANT FUND EXP	**162,683**	**-**	**162,683**	**-**	**-**	**-**	**-**	**-**	**162,683**
TOTAL ADMIN EXPENSES	**325,789**	**187,892**	**513,681**	**416,819**	**-**	**-**	**-**	**-**	**930,501**

	Prior Year Activity	FY 2013/14 Actuals	Totals To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Program Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	191,039		166,819	-	-	-	-	-
Revenues & T/I	354,145	163,673	517,818	250,000	-	-	-	-	**767,818**
Expenditures & T/O	163,106	187,892	350,998	416,819	-	-	-	-	**767,818**
ENDING FUND BALANCE	**191,039**	**166,819**	**166,819**	**-**	**-**	**-**	**-**	**-**	**-**
CIP GRANT FUND									
BEGINNING FUND BAL		-		-	-	-	-	-	-
Revenues & T/I	162,683	-	162,683	-	-	-	-	-	**162,683**
Expenditures & T/O	162,683	-	162,683	-	-	-	-	-	**162,683**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL ENDING BALANCE	**191,039**	**166,819**	**166,819**	**-**	**-**	**-**	**-**	**-**	**-**

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, 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, the City's Finance and IT staff worked with SunGard 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 training for the Personnel Budgeting module was completed in late 2012. A system update for further enhancements is currently under consideration, 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 comes from a General Fund transfer.

Operating Budget Impacts

SunGard Pentamation is an ASP solution, which means the system is hosted and maintained by SunGard, for which 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 to protect the integrity of the Cities financial data.

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 2015	Pentamation eFinancePLUS 5.0 Version Update

FINANCIAL SYSTEM UPGRADE 9411-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP ADMINISTRATIVE FUND									
Salary & Benefits	-	-	-	-	-	-	-	-	-
Site Acquisition & Prep	-	-	-	-	-	-	-	-	-
Materials & Supplies			-	-	-	-	-	-	-
Fees & Expenses			-	-	-	-	-	-	-
Consultant/Contract Svs	67,200	-	67,200	3,534	-	-	-	-	**70,734**
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**67,200**	**-**	**67,200**	**3,534**	**-**	**-**	**-**	**-**	**70,734**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	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	**Project Number**	9412-004
Department	City Manager's, Community Development, Public Works	**Project Managers**	Debbie Bretschneider, Shaheen Sarwari, 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 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 City documents helps to ensure records are maintained permanently, allows for more efficient and effective document searches, and enables staff to more promptly reply to public records requests.

Since 1999, current documents are scanned or saved into Laserfiche. However, with almost 50 years of paper documents and microfilm history to be converted to digital format, staff utilizes an outside vendor for scanning. In 2005, the City Council approved funding for Public Works documents that date back to the 1950's, including a large quantity of oversized records, maps, and blueprints. In 2008, the City Council approved additional funding to convert older Community Development records and microfilm records to electronic format. This included approximately 30 years of building permit records and 40 years of planning application records on microfilm that required conversion. The City Manager's Office received funding on a year-to-year basis or scanned records in-house.

As a significant amount of staff time is required to prepare the assortment of documents for scanning, conduct quality assessments of the scanned records, and then input them into the City's document management system, funding is used only as staff time permits. Quality control is an essential component of this project; hence the project proceeds at a slow pace and is expected to encompass numerous years to complete. Therefore, as each department is performing the same function, has the same goal, and uses the same contract vendor, the three separately funded document imaging projects will be combined into one project effective FY 2014/15 to allow the available funding to be shared and thereby increase processing flexibility between the three departments. Additional project funding will be requested as needed, after the current combined funding is exhausted.

Operating Budget Impacts Staff time for implementation of this project is included in the operating budget. Over the long term, with the implementation of this project there will be significant staff time savings and increased transparency as documents will be permanently preserved, categorized, and readily accessible.

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	Various dates	Vendor document imaging process begins
Estimated Project Completion	June, 2018	Vendor document imaging process completed

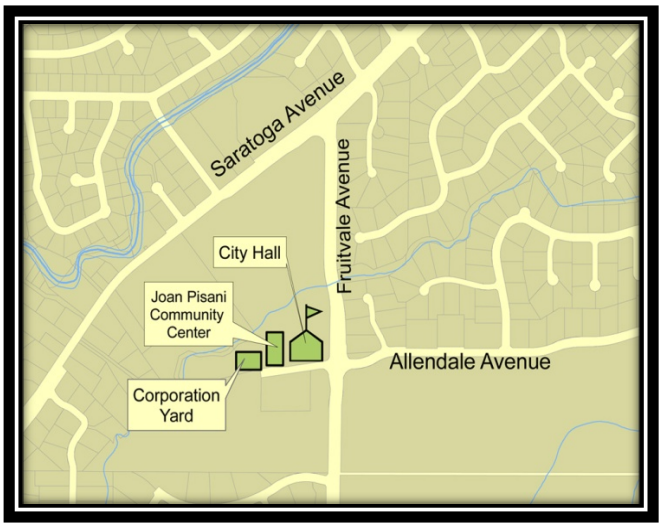
DOCUMENT IMAGING PROJECT 9412-004

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	-	-	-	-	-	-	-	-	-
Transfers In - Other CIP	-	78,673	**78,673**	-	-	-	-	-	**78,673**
TOTAL REVENUES	**-**	**78,673**	**78,673**	**-**	**-**	**-**	**-**	**-**	**78,673**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP ADMINISTRATIVE FUND									
Salary & Benefits	-	-	-	-	-	-	-	-	-
Site Acquisition & Prep	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	-		-	-	-	-	-	-
Fees & Expenses	-	-		-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	78,673	-	-	-	-	**78,673**
Project Equip & Fixtures	-	-		-	-	-	-	-	-
Construction Expenses	-	-		-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**-**	**-**	**78,673**	**-**	**-**	**-**	**-**	**78,673**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	-	78,673	-	-	-	-	-
Revenues & T/I	-	78,673	78,673	-	-	-	-	-	**78,673**
Expenditures & T/O	-	-	-	78,673	-	-	-	-	**78,673**
ENDING FUND BALANCE	**-**	**78,673**	**78,673**	**-**	**-**	**-**	**-**	**-**	**-**

INFORMATION TECHNOLOGY PROJECTS



Project Name	Development Technology	**Project Number**	9415-001
Department	Community Development Management	**Project Manager**	CDD Director

Description

This project accounts for technology fee revenues and expenditures in support of converting, managing, and maintaining development documents.

Location

The project is implemented primarily at City Hall. Some technology services are performed offsite at contract service locations.

Project Background

In 2008, the Community Development Department initiated a Document Scanning Fee to offset costs associated with converting development documents into a digitized format and maintaining them in perpetuity, with the assistance of software and document management systems. As this effort developed over time, it became clear that technology fees and expenses should be more clearly identified and tracked to ensure proper funding is assessed.

For that purpose, the current fee and expenditure structure shifted from the operating budget to the capital budget to isolate the functions, clarify the nexus, and track dedicated revenues for multi-year operational expenses. Revenues include the current Document Technology Fee, while expenditures include vendor provided document conversion costs, geographic information system support services, annual Trak-It development software license fees, and software training and support services. After further study, additional related expenditures may also be accounted for in this project.

Operating Budget Impacts

Revenues collected to support project expenditures are accounted for directly in this project, as are hard costs associated with the technology project. Staff time for support and oversight of project work is incorporated within the operating budget.

INFORMATION TECHNOLOGY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Complete	Identified scanning, software, and GIS service functions
RFP & Bid Process	Complete	Council approved contract services
Contract Award	Complete	Council awarded contract services contracts
Estimated Project Start	July 2008	Technology fee structure implemented
Estimated Project Completion	Ongoing	Development technology services provided in perpetuity

DEVELOPMENT TECHNOLOGY MANAGEMENT 9415-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP ADMINISTRATIVE FUND									
Technology Fee	-	-	-	30,000	-	-	-	-	**30,000**
TOTAL REVENUES	**-**	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**30,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP ADMINISTRATIVE FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	30,000	-	-	-	-	**30,000**
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**30,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	-	-	-	-	-	-	-
Revenues & T/I	-	-	-	30,000	-	-	-	-	**30,000**
Expenditures & T/O	-	-	-	30,000	-	-	-	-	**30,000**
ENDING FUND BALANCE	-	-	-	-	-	-	-	-	-

COMMUNITY PROGRAMS

COMMUNITY PROGRAMS

Project Name	Citywide LLD Initiation Match Program	**Project Number**	9442-001
Department	Public Works	**Project Manager**	John Cherbone

Description

This project provides matching funds for initial landscaping improvements to encourage neighborhood associations to enter into a Landscape and Lighting District arrangement with the City.

Location

The LLD Initiation Match Program is available for new districts formed within the City of Saratoga.

Project Background

This project represents an initial $50,000 contribution of City match funding to be provided to new Landscape and Lighting Districts on a 50/50 match basis. The program is intended to encourage residents to form a neighborhood assessment district by matching the district's initial contribution with funds from the City, thereby enabling the quick implementation of landscape and/or lighting improvements within a newly formed district.

Improvements are typically made along City arterials leading into a neighborhood, thereby providing a beautiful gateway entrance. District assessments will fund the subsequent upkeep of the improvements, including water, lighting, and landscape maintenance costs.

Grant funding matches of up to a maximum of $25,000 per district initiation will be transferred to a new LLD upon district agreement and receipt of contributions. LLD expenditures will not be accounted for directly in this project.

Operating Budget Impacts

Staff time associated with the support and management of this project is incorporated within the operating budget.

COMMUNITY PROGRAMS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	July 2014	Program parameters established and funded
Estimated Project Start	July, 2014	Capital budget funding available for new districts
District Formation	Various	New Districts formed with award of grant funding
Project Implementation	Various	Funding distributions utilized for district improvements
Estimated Project Completion	June, 2017	Program funding fully disbursed

CITYWIDE LLD INITIATION MATCH PROGRAM 9442-001

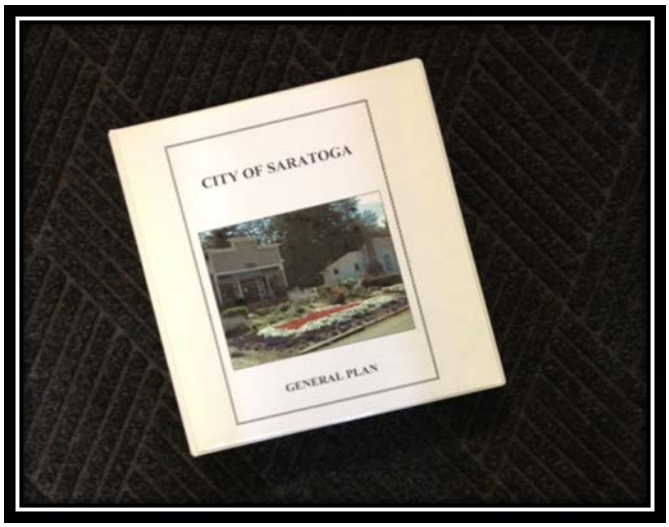
REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfer In - General Fund	-	-	-	50,000	-	-	-	-	**50,000**
TOTAL REVENUES	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**50,000**

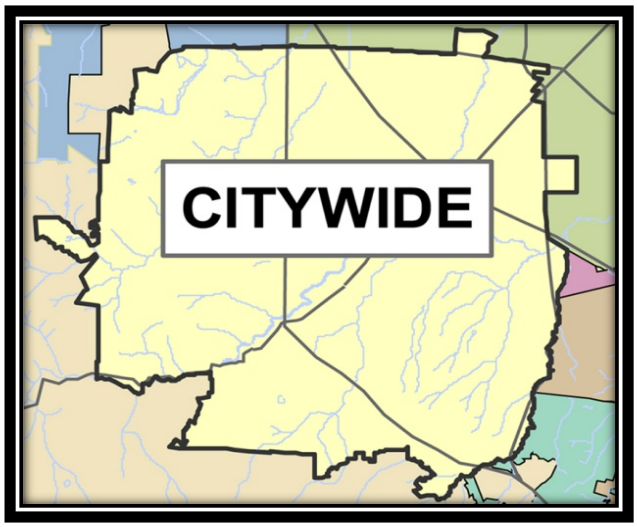
EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP ADMINISTRATIVE FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	-	-	-	-	-	-
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	50,000	-	-	-	-	**50,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**50,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	-	-	-	-	-	-	-
Revenues & T/I	-	-	-	50,000	-	-	-	-	**50,000**
Expenditures & T/O	-	-	-	50,000	-	-	-	-	**50,000**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

DEVELOPMENT IMPROVEMENT PROJECTS

DEVELOPMENT IMPROVEMENT PROJECTS





Project Name	General Plan Update - CIP	**Project Number**	9451-002
Department	Community Development	**Project Manager**	CDD Director

Description

This project collects funding to hire consultants for updates to the City's General Plan document over multi-year contract periods.

Location

The General Plan's update work will primarily be performed offsite at consultant locations, but will have citywide impact with its implementation.

Project Background

The General Plan is a document containing approved policy of acceptable land uses for the city. Each city adopts and updates their General Plan to guide the growth and land development of their community. The General Plan is the foundation for establishing goals, purpose, zoning and activities to ensure compatibility and continuity throughout the city. It provides the blueprint for development, and is the vehicle which balances competing interests and needs.

As the legislature requires a city's zoning and subdivision approvals be consistent with their adopted General Plan, updates to the General Plan must be made in conjunction with development related code changes. Development fees are collected to provide the funding needed to meet this requirement as a result of changing land uses in the community. Fees are initially collected in the operating budget. A transfer from the General Fund is made on an annual basis to the General Plan Update project.

Government code dictates that the General Plan contain seven mandatory elements: land use, circulation, housing, conservation, open space, noise, and safety. As each of these elements require technical expertise, consultants and attorneys are retained to assist with the updates. This project is intended to retain funding to update the general plan elements on a rotating basis, as directed by Council, and update funding as available.

Operating Budget Impacts

Staff time for General Plan Update functions and oversight of consultants is accounted for in the Operating Budget. This project represents funding for consultant services only.

DEVELOPMENT IMPROVEMENT PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	Ongoing	General plan updates determined by Council
Contract Award	Ongoing	City Council awards contract
Planning Commission Review	Ongoing	Draft update reviewed by Planning Commission
City Council Review	Ongoing	Revised draft update reviewed by Council
Final Acceptance of Work	Ongoing	Consultant work complete
Project complete	Ongoing	Finalize General Plan Update

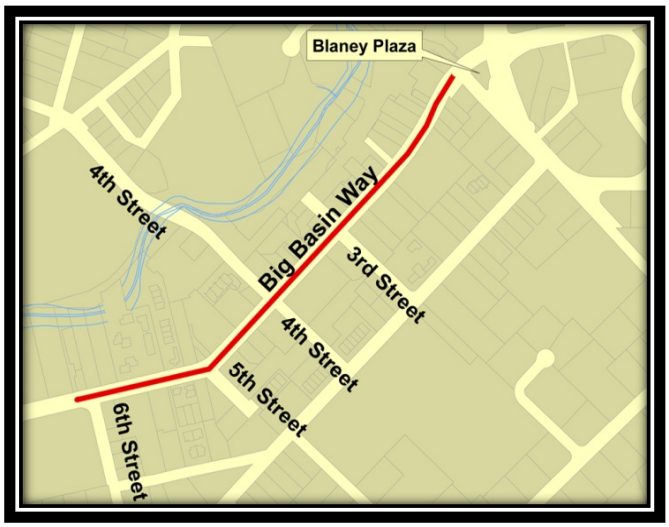
GENERAL PLAN UPDATE CIP 9451-002

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfer In - General Fund	-	-	-	100,000	-	-	-	-	**100,000**
TOTAL REVENUES	**-**	**-**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP ADMINISTRATIVE FUND									
Salary & Benefits	-	-	-	-	-	-	-	-	-
Site Acquisition & Prep	-	-	-	-	-	-	-	-	-
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	100,000	-	-	-	-	**100,000**
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**-**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**

	Prior Year Activity	FY 2013/14 Actuals	Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	-	-	-	-	-	-	-
Revenues & T/I	-	-	-	100,000	-	-	-	-	**100,000**
Expenditures & T/O	-	-	-	100,000	-	-	-	-	**100,000**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

DEVELOPMENT IMPROVEMENT PROJECTS



Project Name	Village Façade Program	**Project Number**	9452-001
Department	Community Development	**Project Manager**	Chris Riordan

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, maximum award of $5,000, for the cost of making improvements to the façade of their buildings.

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, and again in 2014.

Operating Budget Impacts

This project enhances the beauty of Saratoga Village, the City's downtown area, and consequently increases retail, restaurant, and hotel business activity thereby resulting in higher sales tax and TOT revenues for the City. Staff time spent overseeing the program is incorporated in the operating budget

DEVELOPMENT IMPROVEMENT PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Program Funding	Ongoing	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

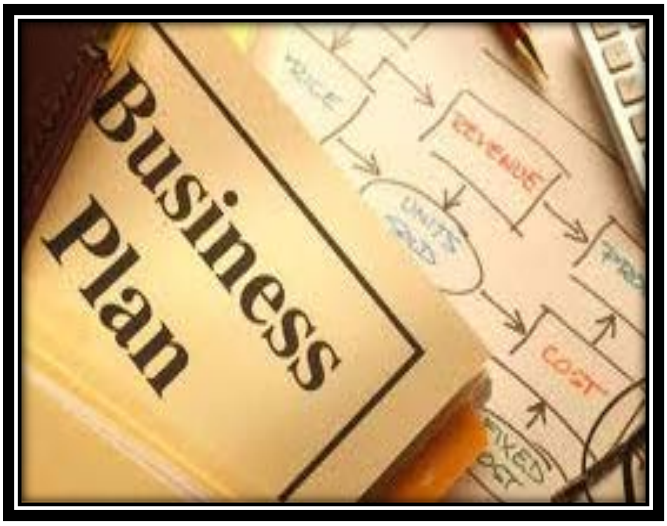
VILLAGE FAÇADE PROGRAM 9452-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	-	-	-	20,000	-	-	-	-	**20,000**
Transfers In - Other CIP	20,978	-	**20,978**	-	-	-	-	-	**20,978**
TOTAL REVENUES	**20,978**	**-**	**20,978**	**20,000**	**-**	**-**	**-**	**-**	**40,978**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP ADMINISTRATIVE FUND									
Salary & Benefits			-	-	-	-	-	-	-
Site Acquisition & Prep			-	-	-	-	-	-	-
Materials & Supplies			-	-	-	-	-	-	-
Fees & Expenses			-	-	-	-	-	-	-
Consultant & Contract Services	12,157	5,000	17,157	-	-	-	-	-	**17,157**
Project Equip & Fixtures			-	-	-	-	-	-	-
Construction Expenses			-	23,821	-	-	-	-	**23,821**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**12,157**	**5,000**	**17,157**	**23,821**	**-**	**-**	**-**	**-**	**40,978**

	Prior Year Activity	FY 2013/14 Actuals	Estimated Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	8,821	-	3,821	-	-	-	-	-
Revenues & T/I	20,978	-	20,978	20,000	-	-	-	-	**40,978**
Expenditures & T/O	12,157	5,000	17,157	23,821	-	-	-	-	**40,978**
ENDING FUND BALANCE	**8,821**	**3,821**	**3,821**	**-**	**-**	**-**	**-**	**-**	**-**

DEVELOPMENT IMPROVEMENT PROJECTS



Project Name	Business Development Program	**Project Number**	9452-002
Department	Community Development Department	**Project Manager**	James Lindsay

Description Funding program to initiate and 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 that was started in 2009 to attract 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 are 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 locally generated tax revenues. Staff time spent overseeing the program is incorporated into the operating budget.

DEVELOPMENT IMPROVEMENT PROJECTS

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 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	25,000	-	**25,000**	-	-	-	-	-	**25,000**
TOTAL REVENUES	**25,000**	**-**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP ADMINISTRATIVE FUND									
Salary & Benefits			-	-	-	-	-	-	-
Site Acquisition & Prep			-	-	-	-	-	-	-
Materials & Supplies			-	-	-	-	-	-	-
Fees & Expenses	3,400	20,000	23,400	1,600	-	-	-	-	**25,000**
Consultant/Contract Svs			-	-	-	-	-	-	-
Project Equip & Fixtures			-	-	-	-	-	-	-
Construction Expenses			-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**3,400**	**20,000**	**23,400**	**1,600**	**-**	**-**	**-**	**-**	**25,000**

	Prior Year Activity	FY 2013/14 Actuals	Estimated Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	21,600	-	1,600	-	-	-	-	-
Revenues & T/I	25,000	-	25,000	-	-	-	-	-	**25,000**
Expenditures & T/O	3,400	20,000	23,400	1,600	-	-	-	-	**25,000**
ENDING FUND BALANCE	**21,600**	**1,600**	**1,600**	**-**	**-**	**-**	**-**	**-**	**-**

SAFETY IMPROVEMENT PROJECTS

SAFETY IMPROVEMENT PROJECTS

Project Name	Community Wildfire Protection Plan	**Project Number**	9461-001
Department	Public Safety	**Project Manager**	Crystal Bothelio

Description

This project develops a Wildfire Protection Plan to identify wildfire risks in the Wildland-Urban Interface areas and provide recommendations to prevent and reduce the threat of wildfire.

Location

This project is located in any Wildland-Urban areas, located along the City's borders.

Project Background

Portions of Saratoga lie along the foothills of the Santa Cruz Mountains. These more rural areas are characterized by large lots and acreage on hillsides containing open expanses of grassland, brush, and forestry vegetation. This zone of transition between unoccupied land and human development is known as the Wildland-Urban Interface, and is prone to wildfire.

In collaboration with SCC FireSafe Council, SCC Fire Department, and other interested agencies, this project will fund a scientific analysis of wildfire related hazards and risks in Saratoga's Wildland-Urban Interface areas and establish recommended action to mitigate these threats.

The SCC FireSafe Council received a grant from the Bureau of Land Management in 2006 to develop Community Wildfire Protection Plans and has since prepared plans for the East Foothills, Croy Fire Area, and Lexington Hills communities. Creation of a Community Wildfire Protection Plan would satisfy Implementation Measure SAF-4.2a of the General Plan Safety Element.

It is anticipated that the SCC FireSafe Council will oversee the development of this plan in coordination with neighboring cities, with Saratoga funding an allocated portion expected to cost $25,000. Additional components of the plan, including evacuation planning, evacuation signage, and public education would result in additional costs; each of the 3 additional components is expected to cost roughly $25,000.

Operating Budget Impacts

Staff time associated with the support of this project is incorporated in the operating budget. Future updates would be required and would consequently have minimal operating budget impacts as a result of staff time spent on updates.

SAFETY IMPROVEMENT PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Program Initiation	July 2013	Council approved funding for Wildfire Protection Plan – Phase 1
Plan Development	June 2015	Countywide development of plan's 1st phase
Implementation and completion	June 2017	Completion and implementation of plan's 1st phase

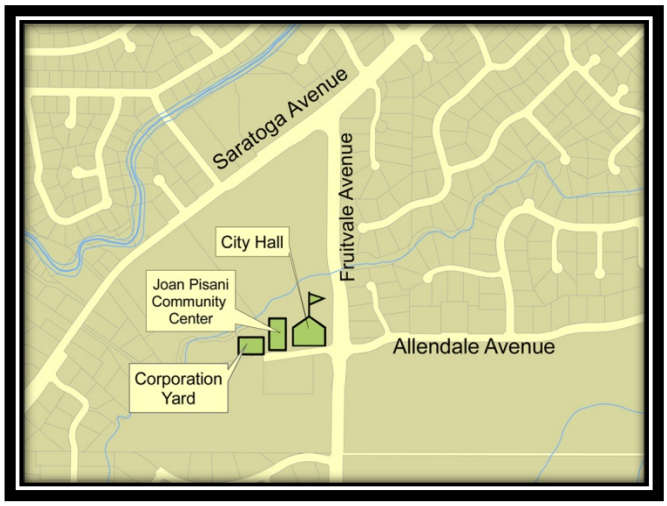
COMMUNITY WILDFIRE PROTECTION PLAN 9461-001

REVENUES	Prior Year Funded	FY 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	-	25,000	**25,000**	-	-	-	-	-	**25,000**
TOTAL REVENUES	**-**	**25,000**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP ADMINISTRATIVE FUND									
Materials & Supplies	-	-	-	-	-	-	-	-	-
Fees & Expenses	-	-	-	-	-	-	-	-	-
Consultant/Contract Svs	-	-	-	25,000	-	-	-	-	**25,000**
Project Equip & Fixtures	-	-	-	-	-	-	-	-	-
Construction Expenses	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**-**	**-**	**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**

	Prior Year Activity	FY 2013/14 Actuals	Estimated Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	-	25,000	-	-	-	-	-
Revenues & T/I	-	25,000	25,000	-	-	-	-	-	**25,000**
Expenditures & T/O	-	-	-	25,000	-	-	-	-	**25,000**
ENDING FUND BALANCE	**-**	**25,000**	**25,000**	**-**	**-**	**-**	**-**	**-**	**-**

SAFETY IMPROVEMENT PROJECTS



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, hazard mitigation, and liability issues and projects on a priority basis.

Location

While many ADA mitigation and potential liability projects are located on the City Hall Campus, 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 and to mitigate risk identified issues, the City will allocate $50,000 toward addressing loss exposures related to the lack of compliance with ADA requirements and other potential liabilities. Funding will be used to address issues identified in the July 2009 and May 2014 Update 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 and liability issues within a reasonable amount of time.

Projects City-wide include all customer service counter heights, alignments and counts of Citywide owned parking lots, 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, automatic doors, etc. City facilities requiring updates include the Civic Center buildings, restrooms, Civic Theater, Book-Go-Round, Saratoga-Prospect Center buildings, Corp Yard building and restrooms, play structures, and various cross walks.

Operating Budget Impacts

This project will reduce the potential for ADA compliance and liability lawsuits by demonstrating the City's intent to comply with ADA regulations and potential liabilities within a reasonable amount of time, as funding is available. Staff time associated with oversight of this project is incorporated into the operating budget.

SAFETY IMPROVEMENT PROJECTS

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 2013/14 Actuals	Funding To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	50,000	50,000	**100,000**	50,000	-	-	-	-	**150,000**
TOTAL REVENUES	**50,000**	**50,000**	**100,000**	**50,000**	**-**	**-**	**-**	**-**	**150,000**

EXPENDITURES	Prior Year Expended	FY 2013/14 Actuals	Expended To Date	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Expended
CIP ADMINISTRATIVE FUND									
Salary & Benefits	-	-	-	-	-	-	-	-	**-**
Site Acquisition & Prep	-	-	-	-	-	-	-	-	**-**
Materials & Supplies	-	4,308	4,308	-	-	-	-	-	**4,308**
Fees & Expenses	-	-	-	-	-	-	-	-	**-**
Consultant/Contract Svs	-	1,500	1,500	64,192	-	-	-	-	**65,692**
Project Equip & Fixtures	-	-	-	-	-	-	-	-	**-**
Construction Expenses	-	-	-	-	-	-	-	-	**-**
Transfers Out	-	40,000	40,000	40,000	-	-	-	-	**80,000**
TOTAL EXPENDITURES	**-**	**45,808**	**45,808**	**104,192**	**-**	**-**	**-**	**-**	**150,000**

	Prior Year Activity	FY 2013/14 Actuals	Estimated Total	Budgeted for Fiscal Year 2014/15	2015/16	2016/17	2017/18	2018/19	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	50,000	-	54,192	-	-	-	-	**-**
Revenues & T/I	50,000	50,000	100,000	50,000	-	-	-	-	**150,000**
Expenditures & T/O	-	45,808	45,808	104,192	-	-	-	-	**150,000**
ENDING FUND BALANCE	**50,000**	**54,192**	**54,192**	**-**	**-**	**-**	**-**	**-**	**-**

REFERENCE SECTION

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 26 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.

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 Funds*** – 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 functions as a 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 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 fund types, however KSAR funds were returned to the non-profit, and Library Capital Project funds were used for capital projects as intended, so both agency funds are now closed.

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LIST OF FUNDS

GENERAL FUND 111

SPECIAL REVENUE FUNDS
Landscape & Lighting Assessment District Funds (multiple) 2xx

INTERNAL SERVICE FUNDS
Risk Management / Liability Fund 611
Workers Compensation Fund 612
Office Support Services Fund 621
Information Technology Services Fund 622
Vehicle & Equipment Maintenance Fund 623
Building Maintenance Fund 624
Equipment Replacement Fund 631
IT Equipment Replacement Fund 632

DEBT SERVICE FUNDS
2011 Series G.O. Bonds
..... 311
.....

TRUST AND AGENCY FUNDS
None currently .....

CAPITAL PROJECT FUNDS
Capital Improvement Fund – Streets Projects 411
Capital Improvement Fund – Park and Trail Projects 412
Capital Improvement Fund – Facility Improvement Projects 413
Capital Improvement Fund – Administrative & Tech Projects 414
Tree Fund 421
Park-in-Lieu Fund 422
Streets Grant Fund 431
Park & Trail Grant Fund 432
Facility Improvements Grant Fund 433
Administrative & Tech Grant Fund 434
Gas Tax Fund 481

LIST OF PROGRAMS

GENERAL FUND

Council & Commissions

City Council 1101
Commissions 1201

City Manager's Departments

City Manager's Office 2101
City Clerk's Office 2201

Administrative Services Department

Finance 3101
Human Resources 3301
Administrative Services 3401

Community Development Department

Development Services 4101
Advanced Planning 4102
Code Compliance 4103
Building & Inspection Services 4201

Public Works Department

General Engineering 5101
Development Engineering 5102
Environmental Services 5103
Streets & Storm Drains 5201
Parks & Landscape Maintenance 5301

Recreation & Facilities Department

Recreation Services 6101
Teen Services 6102
Facility Rentals 6201

Public Safety

Public Safety Services 7101
Emergency Preparedness 7102

Non Departmental

General Administration 8101
Legal Services 8202
Community Grants 8301
Community Events 8302

INTERNAL SERVICE FUND PROGRAMS

Administrative Services Department

Office Support Fund 3102
Information Technology Services Fund 3201
IT Equipment Replacement Fund 3202

Public Works

Vehicle & Equipment Maintenance Fund 5202
Vehicle & Equipment Replacement Fund 5203

Recreation & Facilities Department

Building Maintenance Fund 6202

Non-Departmental

Risk Management / Liability Fund 8401
Workers Compensation Fund 8501

SPECIAL REVENUE FUNDS

Public Works

Landscape & Lighting Assessment District Funds 5302

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

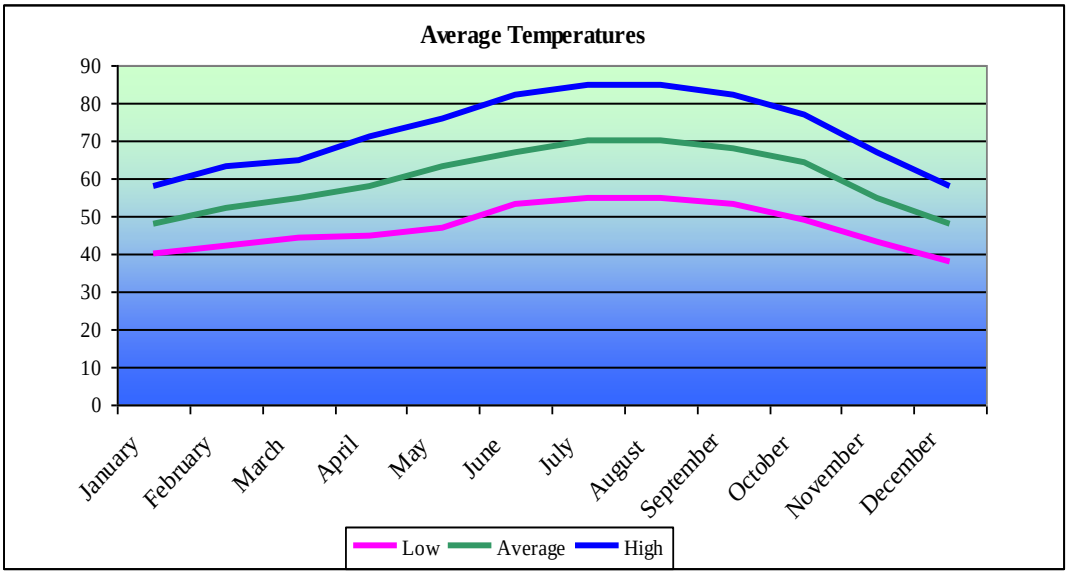
CITY DEMOGRAPHICS

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:	19,440
Form of Government:	Council/Manager
City Employee/Citizen Ratio:	1: 552

COMMUNITY FACILITIES

87 acres of parklands
14 neighborhood and specialty parks
317 acres of designated open space
Joan Pisani Community Center
Saratoga Community Theater
Saratoga Prospect Center
Saratoga Public Library
Friends of the Library 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



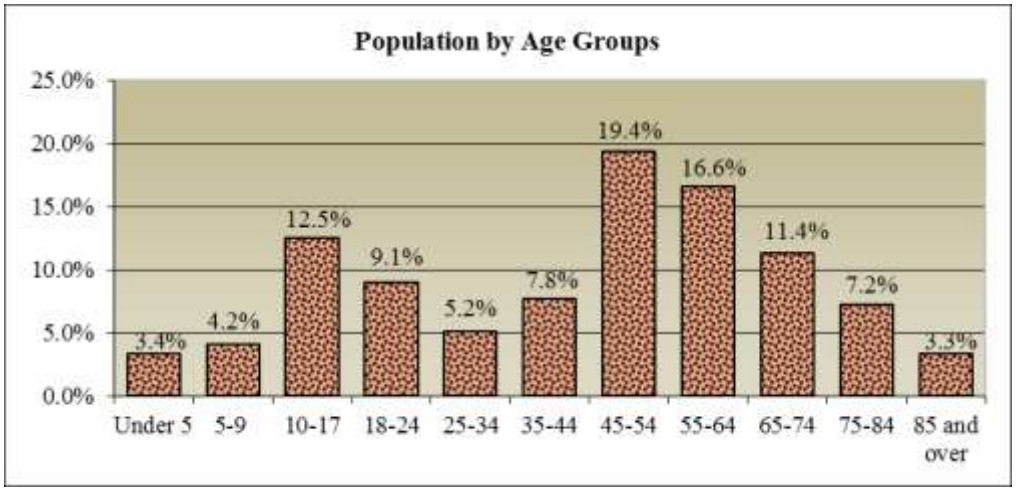
Average temperature from May to October	50 – 86 degrees Fahrenheit
Average temperature from November to April	40 – 65 degrees Fahrenheit

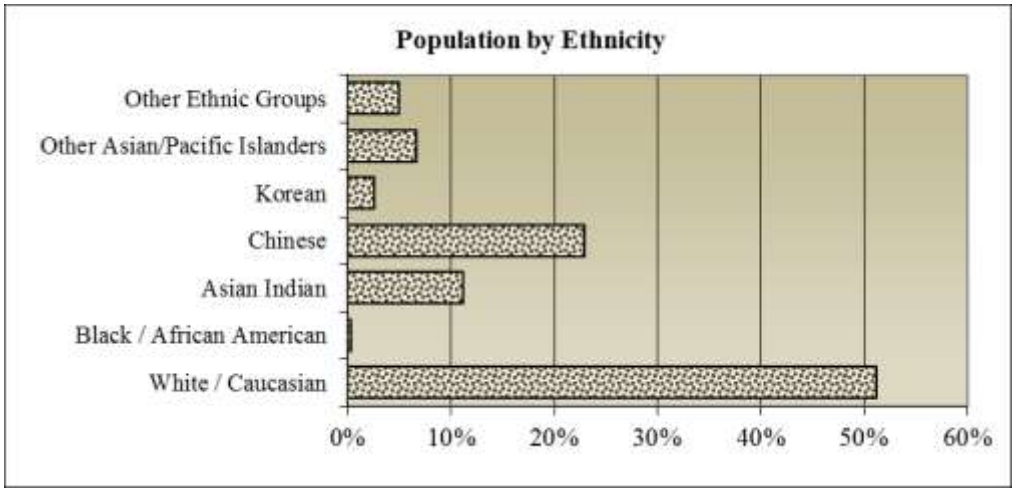
Source: City of Saratoga

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, 2014 estimate	30,887
State ranking in population:	233 of 482 cities

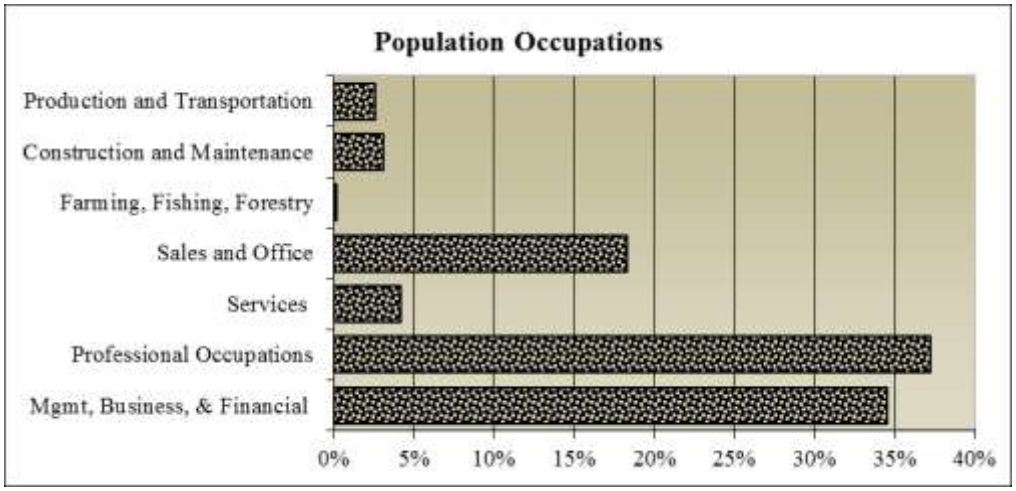
POPULATION DEMOGRAPHICS
Data from Nielsen Reports

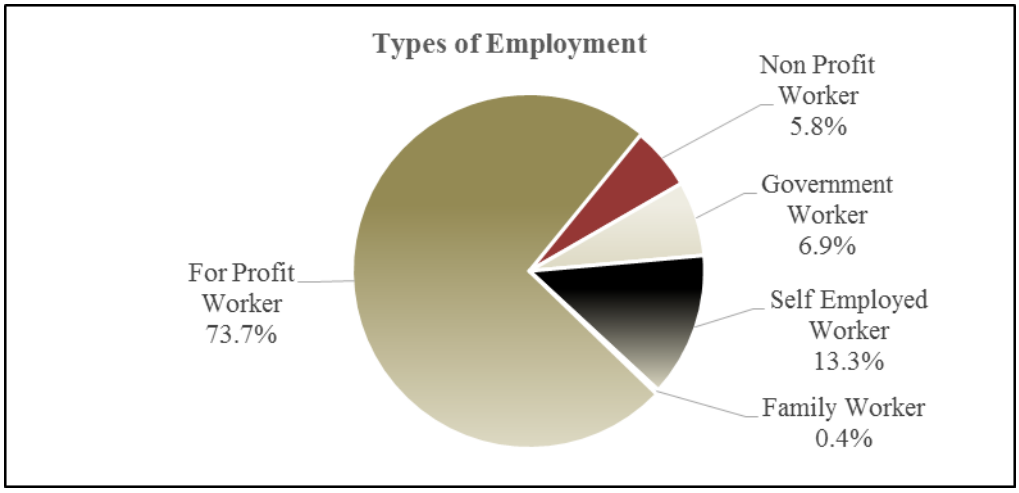


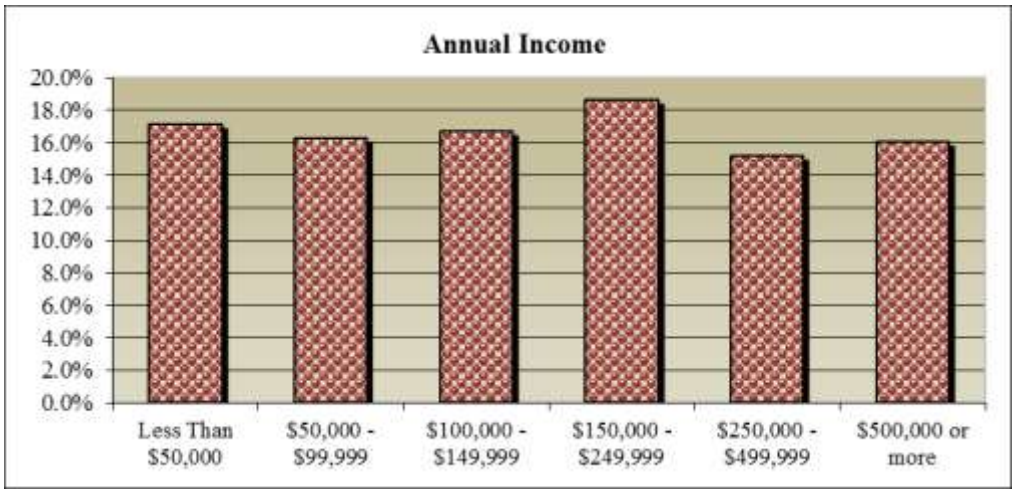


POPULATION DEMOGRAPHICS

Data from Nielsen Reports

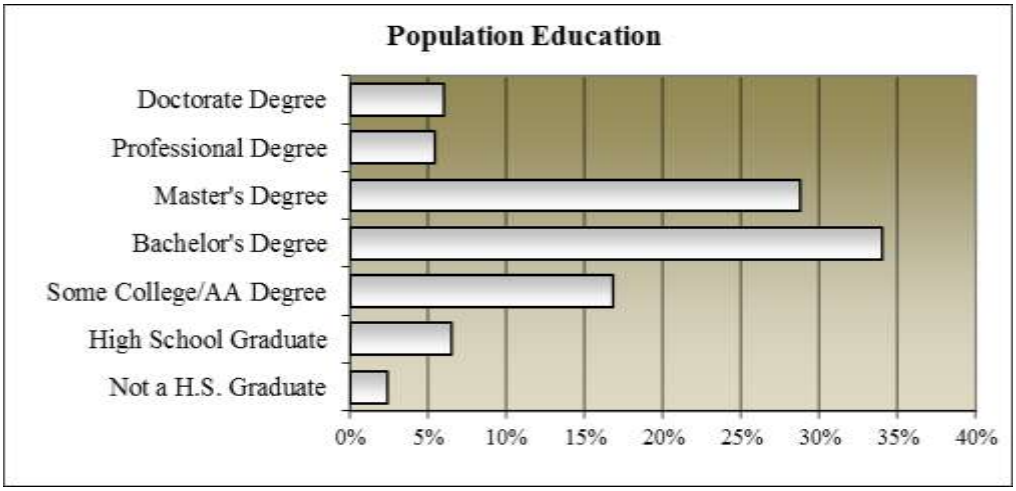


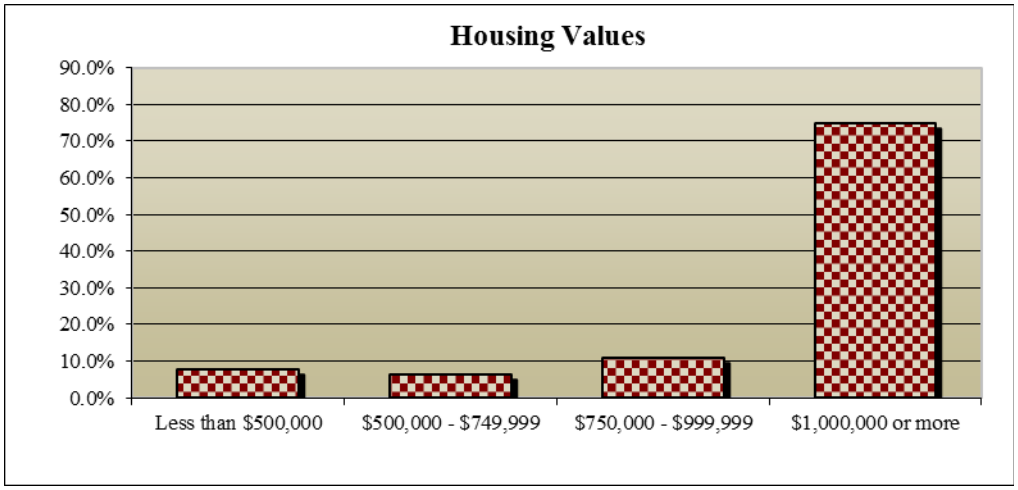


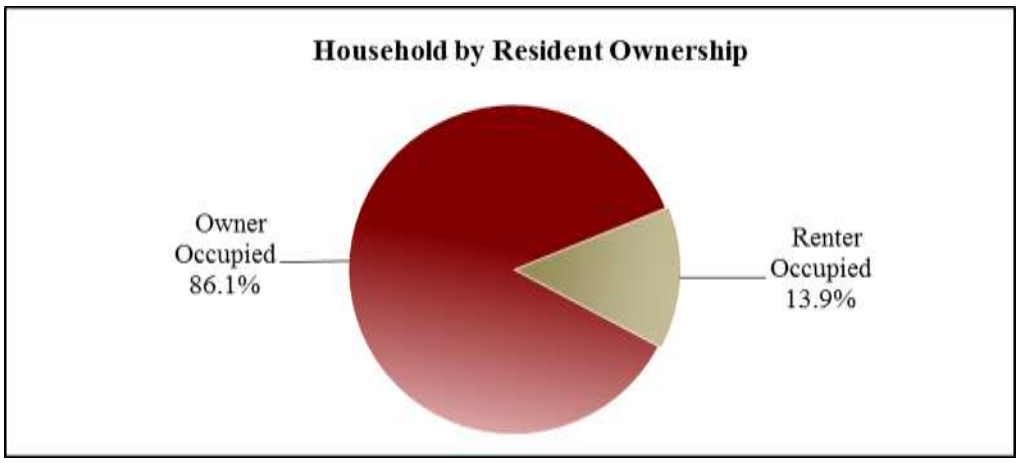


POPULATION & HOUSING DEMOGRAPHICS

Data from Nielsen Reports







POPULATION & HOUSING DEMOGRAPHICS

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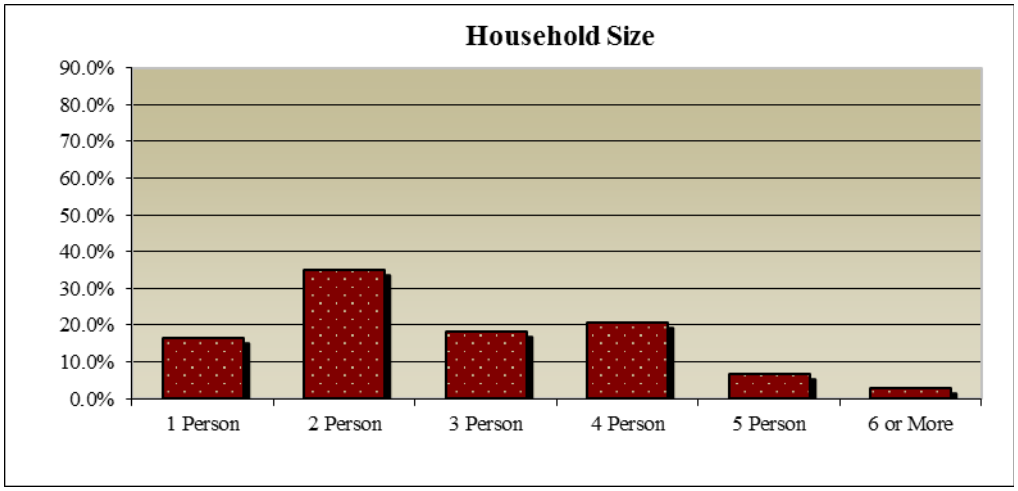
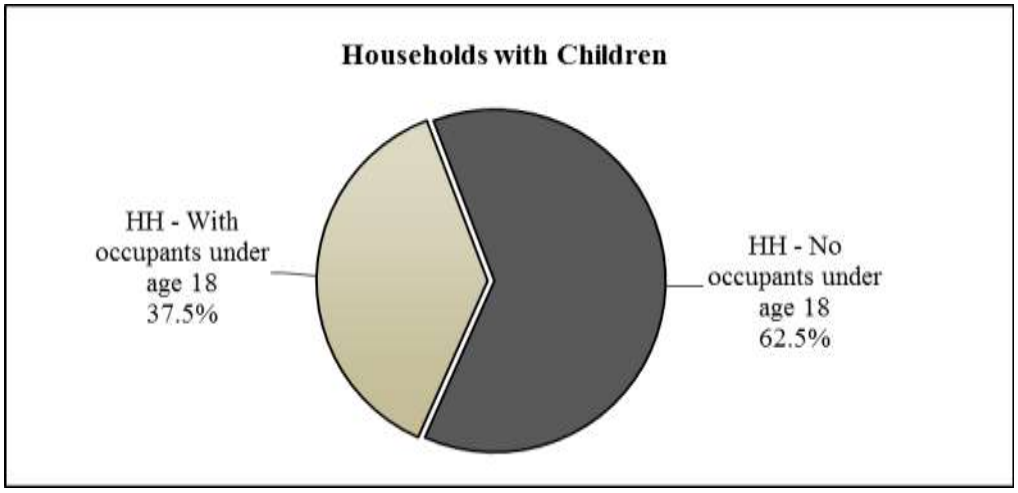
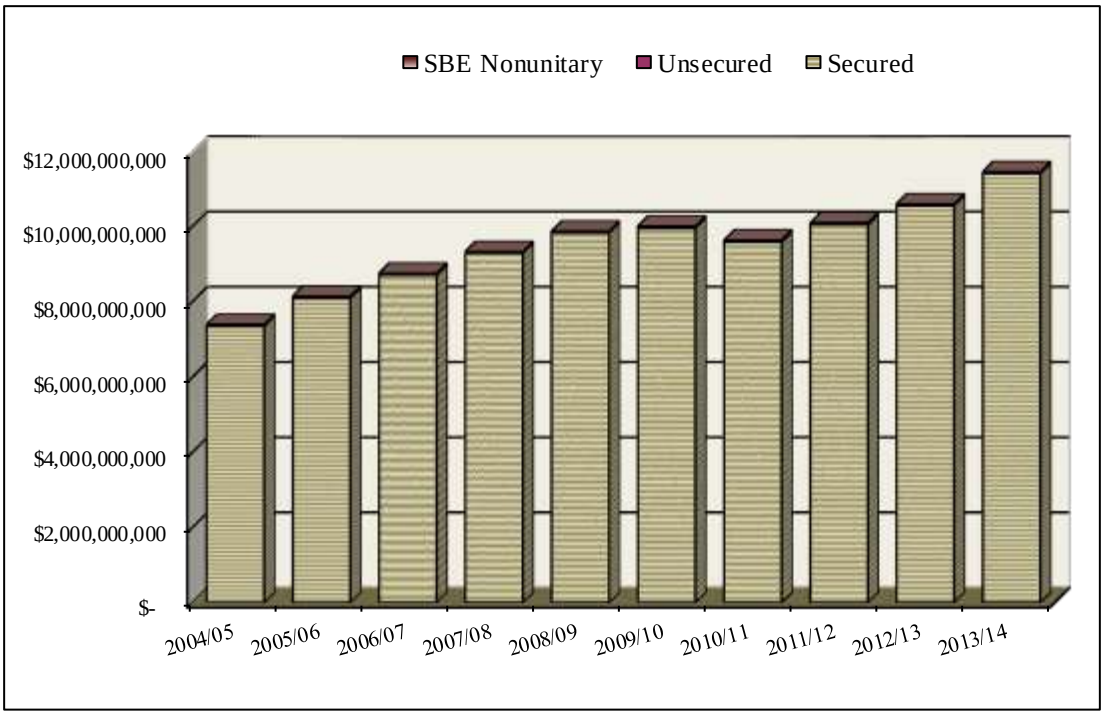




ECONOMIC FACTORS
Sources: Santa Clara County Tax Rates & Information and MuniServices Reports

Net Taxable Assessed Value History
2004/05 - 2013/14 Taxable Property Values

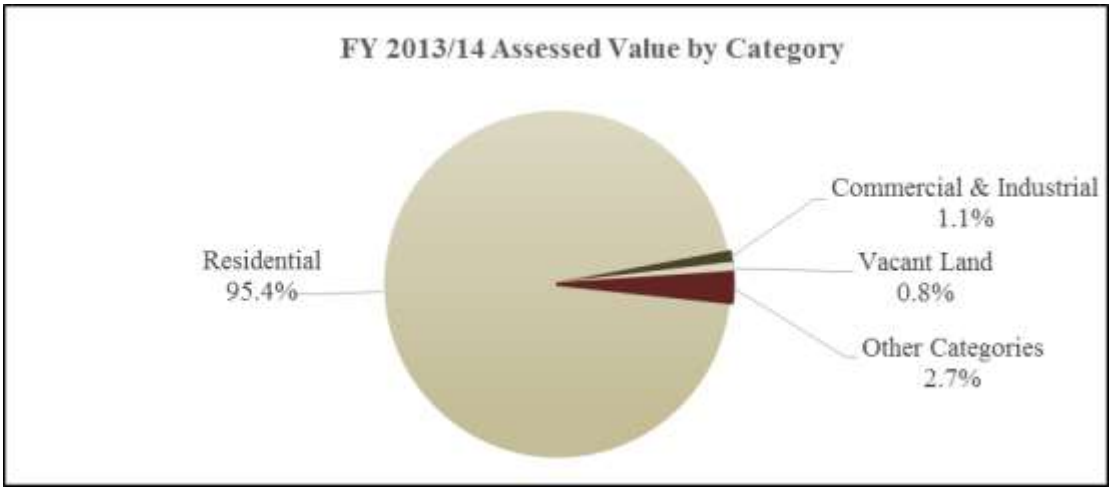
Lien Year	Secured	Unsecured	Non Unitary	Net Total AV	%Change
2004/05	7,353,900,797	39,781,926	175,015	7,393,857,738	6.33%
2005/06	8,100,857,149	43,433,397	163,247	8,144,453,793	10.15%
2006/07	8,660,695,237	38,112,166	134,221	8,698,941,624	6.81%
2007/08	9,238,663,265	34,102,900	-	9,272,766,165	6.60%
2008/09	9,836,487,936	40,892,307	-	9,877,380,243	6.52%
2009/10	9,956,550,298	54,542,896	-	10,067,591,594	1.93%
2010/11	9,588,363,440	51,896,057	-	9,640,259,497	-2.40%
2011/12	10,052,304,933	51,032,996	-	10,103,337,929	2.29%
2012/13	10,552,562,183	48,612,721	-	10,601,174,904	7.33%
2013/14	11,411,742,545	46,463,171	-	11,458,205,716	13.81%



ASSESSED VALUES

Data from MuniServices Report

Assessed Values by Category	
Agriculture	16,571,011
Commercial	113,914,667
Forestry	16,730,776
Industrial	11,684,252
Institutional	29,608,651
Public	2,773,447
Professional	119,096,502
Recreational	19,415,623
Residential	11,158,775,419
Social	35,784,647
Vacant	94,159,844
Transportation	18,689,575
Unsecured	59,684,420
Less: Exemptions	(238,683,118)
Gross Secured Value	11,458,205,716



ASSESSED VALUES
Data from MuniServices Report

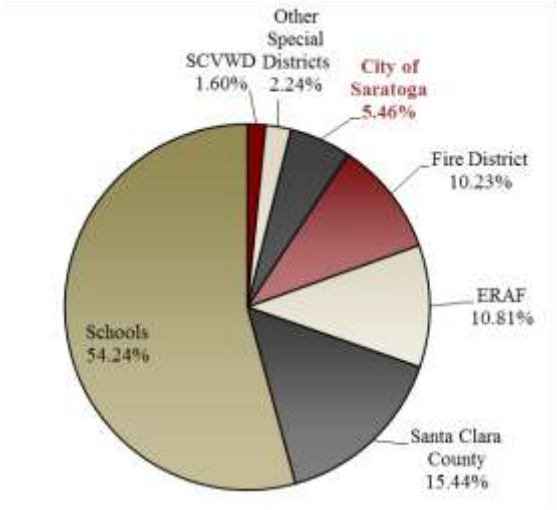
Top Property Taxpayers
FY 2013/14

Owner	Parcels	Assessed Value
Cupertino Villages Association LLC	1	36,485,515
Quito Village Associates LLC	1	20,807,998
San Jose Water Works	31	18,661,366
Keller Family Living Trust	2	14,932,232
Gregpenn Properties LLC	1	13,553,900
Argonaut Associates LLC	6	13,194,037
Stormin Norman LLC	1	12,600,000
Balakrishnan Balu And Mohini	1	10,288,472
Public Storage Inc	1	9,877,056
Morrison Terri E	1	9,142,957

PROPERTY TAX DISTRIBUTION

Source: Santa Clara County and HdL, Coren & Cone Reports

FY 2013/14



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

Note - Property Tax distributions vary slightly by tax assessment district

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)

LIST OF ACRONYMS

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 govern 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.

City Code – The City's listing of City Council approved ordinances currently in effect. The code defines City policy with respect to areas such as planning and land use regulations, business regulations, etc.

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.

GLOSSARY

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.)

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 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 City 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.

GLOSSARY

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 City's system of streets.

General Fund **-** In governmental accounting, fund used to account for all assets and liabilities of a non-profit entity, except those particularly assigned for other purposes in another more specialized fund. It is the primary operating fund of the City.

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 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.

GLOSSARY

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.

Landscape and Lighting Fund – The City has formed landscape and lighting district funds established by majority consent of the property owners owning all of the property within the boundaries of the district.

Levy – To impose taxes, special assessments or service charges for the support of governmental activities. The total amount of taxes, special assessments or service charges imposed by Santa Clara County levying property taxes.

Licenses and Permits – Revenues earned by the issuance of licenses or permits levied in accordance with the benefits conferred by the license or permit.

Limited Obligation Bond - A bond sold by a municipality to finance projects which are secured by the revenue generated by those projects.

Line-Item Budget – A budget that lists detailed expenditure categories (salaries & benefits, office supplies, travel, dues, rents, etc.) separately, along with the amount budgeted for each specified category. The Summary Budget reflects the program rather than line item budgets. The Detail Budget reflects the line-item detail.

Management Information Services Fund – The Information Technology Services Fund is used to account for costs associated with the City's centralized computer system and to distribute these costs to departments using the system on a pro rata basis. Included are costs for hardware and software maintenance and development, computer training and staff support.

Modified Accrual Basis – Under this accounting method, revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures for the most part are recognized when the related fund liability is incurred except for prepayments, accumulated employee leave and long-term debt. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

Motor Vehicle in Lieu Fee – A State fee charged for the privilege of operating a vehicle on public streets. A VLF is levied annually against the market value of a motor vehicle and is imposed by the State "in lieu" of local property taxes.

Non-Departmental – This program has the sole purpose of accounting for all expenditures that the City cannot specifically designate to any operating department within the General Fund.

Objective - A statement of specific direction, purpose, or intent based on the needs of the community and the goals established for a specific program or service level.

Ordinance - A formal legislative enactment by the City Council. It has the full force and effect of law within City 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 City's municipal code.

Operating Budget - The operating budget is the primary means by which most of the financing of acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is required by law.

GLOSSARY

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

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, service charges and fees, permits, rental and lease income, interest income, and other financing sources such as the proceeds derived from the sale of fixed assets.

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.

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.

VLF – See MVLF.

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