City of Saratoga California

Transforming an Old Quarry

into a New Public Park

FY 2015/16
Operating & Capital Budget

SARATOGA, CALIFORNIA

Operating & Capital
Summary Budget

for

Fiscal Year July 1, 2015 to June 30, 2016

City Council

Howard Miller ..... Mayor
Manny Cappello ..... Vice Mayor
Emily Lo ..... Council Member
Mary-Lynne Bernald ..... Council Member
Rishi Kumar ..... Council Member

Prepared under the direction of:

James Lindsay ..... City Manager
Mary Furey ..... Administrative Services Director

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

TABLE OF CONTENTS

INTRODUCTION

City Manager's Budget Message 11
FY 2014/15 Accomplishments 14
FY 2015/16 Initiatives 15
Notable Operational Changes 15
Financial Overview 17
Capital Budget Highlights 24
Government Finance Officers Association Budget Award 27
History & Culture of Saratoga 28
City Commissions 33
Strategic Goals & Objectives 35
Budget Process Overview 40
Budget Calendar 42
Fiscal Management Policy Statements 45
Fund Balance Reserve Policies 51
CIP Project Process Policy 61
Gann Appropriation Limit 66
Gann Limit Resolution 68
Annual Budget Resolution 69

FINANCIAL SUMMARIES & SUPPLEMENTAL INFORMATION

FINANCIAL SUMMARIES

Total Revenues and Expenditures

Total Fund Activity Summary 75
Total Revenues – by Fund 76
Total Expenditures – by Fund 78
Total Revenues – by Category 80
Total Expenditure – by Category 81

General Fund Revenues and Expenditures

General Fund Revenues – by Department 82
General Fund Expenditures – by Department 83
General Fund Revenues – by Category 84
General Fund Expenditures – by Category 85
General Fund Tax Revenues per Capita – Cities of Santa Clara County 86
General Fund Tax Revenues – 10 Year History of Key Tax Revenues 87
General Fund – Fund Balance Activity 88

Operating Transfers

Schedule of Interfund Transfers 89

Fund Balance
Total Fund Balance Activity Summary - by Fund 90
Fund Balance - 5 Year Comparative Balances 92

Departmental Budgets
Department Revenues – by Program 94
Department Expenditures – by Program 96

SUPPLEMENTAL INFORMATION
Employee Information
Summary of Employee Salary & Benefits 100
Total Funded Positions by Department 104
Staffing by Department – Five Year History 106
Staffing by Fund – Five Year History 107

Major Revenue Information
General Fund Revenues 110
Non-General Fund Revenues 116
Capital Revenues 117

Long Range Financial Planning
General Fund Five Year Forecast 120

DEPARTMENTAL BUDGETS

OVERVIEW
Department / Program List 125
Organization Chart 128

COUNCIL & COMMISSIONS
Council & Commissions Overview 129
City Council 133
City Commissions 137

CITY MANAGER'S DEPARTMENT
City Manager's Department Overview 141
City Manager's Office 147
City Clerk 151

ADMINISTRATIVE SERVICES DEPARTMENT
Administrative Services Department Overview 155
Finance 159
Human Resources 163
Administrative Services 167
Office Support Services 171
Information Technology Services 173
IT Equipment Replacement 177

COMMUNITY DEVELOPMENT DEPARTMENT

Community Development Department Overview 181
Development Services 186
Advanced Planning 189
Code Compliance 193
Building & Inspection Services 197

PUBLIC WORKS DEPARTMENT

Public Works Department Overview 201
General Engineering 205
Development Engineering 209
Environmental Services 213
Streets & Storm Drains 217
Parks & Landscape Maintenance 221
Vehicle & Equipment Maintenance 225
Vehicle & Equipment Replacement 229
Landscape & Lighting Districts 233

RECREATION & FACILITIES DEPARTMENT

Recreation & Facilities Department Overview 237
Recreation Services 241
Teen Services 245
Facility Rentals 249
Facility Maintenance 253
Facility Furniture, Fixtures & Equipment (FFE) Replacement 257

PUBLIC SAFETY DEPARTMENT

Public Safety Department Overview 259
Public Safety Services 263
Emergency Preparedness 269

NON-DEPARTMENTAL

Non-Departmental Overview 273
General Administration 277
Legal Services 279
Community Grants 283
Community Events 285
Risk Management/Liability Insurance 289
Workers Compensation Insurance 293
General Obligation Bond Debt Service 297

Table of Contents page – 4 –

CAPITAL IMPROVEMENT PLAN

Capital Improvement Plan Overview 301
Streets Program 309
Parks & Trails Program 401
Facility Improvements Program 457
Administrative & Technology Improvements Program 507

REFERENCE SECTION

Fund Descriptions 550
Fund Structure 553
List of Funds 554
List of Programs 555
City Statistics 557
List of Acronyms 568
Glossary 570

INTRODUCTION SECTION

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

May 20, 2015

Honorable Mayor and Council Members,

It is my privilege to present to you and the Saratoga community the Proposed Operating and Capital Budgets for Fiscal Year (FY) 2015/16. The preparation of these documents is a team effort and I want to acknowledge and thank our dedicated City staff for a job well done. The FY 2015/16 Proposed Budget reflects a common theme that rose out of the City Council's Annual Retreat: "Invest Today for a Better Tomorrow."

SARATOGA'S ECONOMIC CLIMATE

Saratoga was founded on the philosophy that City government should be small, efficient, and unobtrusive, yet meet the essential needs of its residents, such as ensuring public safety, maintaining the City's roads and infrastructure, and overseeing development. These values have held firm during good and bad economic cycles that have affected the region. There was a focus on short-term survival strategies to balance the budget during the Great Recession when the City experienced significant reductions in property tax and interest revenue—two of Saratoga's largest categories of funding at the time. The local economy began to improve in 2012 and continues to strengthen as Silicon Valley's housing demand continues to outperform much of the nation. Improving economic conditions are now allowing the City the luxury of addressing long-term liabilities and infrastructure needs.

The City's financial performance in the 2014/15 fiscal year is projected to be better than expected. Operating expenses were anticipated to be $750,000 less than Adjusted Budget before the Santa Clara County Board of Supervisors approved a retroactive pay increase for the Deputy Sheriff Association. After accounting for that unexpected cost, the City's total operating expenses are projected to be $620,000 (3%) less than the Adjusted Budget. Revenues are projected to exceed the Adjusted Budget by $390,000 (2%) due primarily to the increase in property tax revenue from continued growth in assessed valuation of residential property. While the property tax rate is governed by the State and stays relatively constant, increases in property tax revenue in Saratoga result from home remodeling/rebuilding activity, real estate sales, and construction of a small number of new homes.

BUDGET PRIORITIES

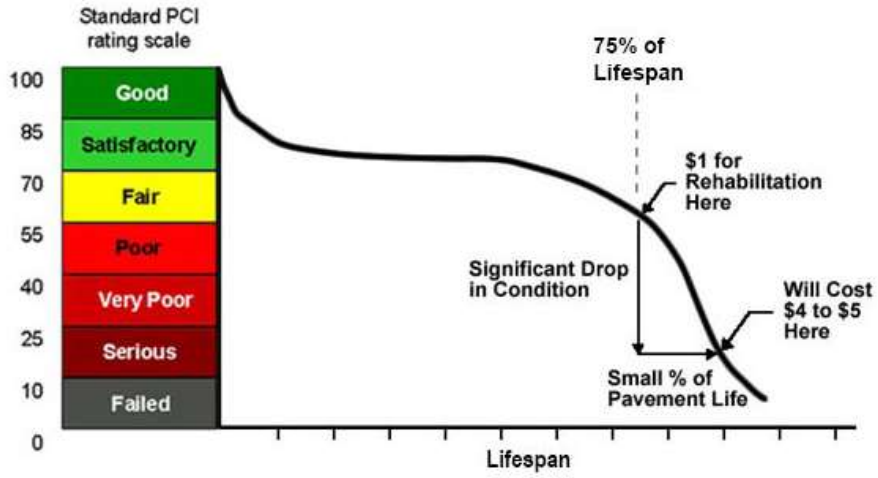
With the strength of the economy improving and Saratoga's growing financial stability, the City is in a position to take steps now to invest in the City's future success and fiscal solvency. This is best illustrated by the following priorities of the FY 2015/16 Budget:

- **Improve Local Roads**
- **Address Financial Liabilities**
- **Enhance Community Engagement**

Improve Local Roads

One of the survival strategies many cities, including Saratoga, used during the recession was to defer maintenance of infrastructure, such as paving of local roads. The pavement condition of roads is measured by a Pavement Condition Index (PCI). The average PCI of Saratoga roads dropped below the 70 (Fair) rating for the first time in many years.

The following graph shows the deterioration of a typical road. Deterioration occurs at a moderate rate for the majority of a road's lifespan. There is a significant drop in pavement condition after the road hits 75% of its expected lifespan. The cost for resurfacing or restoration of a road increases by four to five times once it passes that point. During the recession expenditures for traffic light repairs, striping, signage, along with curb and gutter repairs reduced budgeted funding for street resurfacing/restoration. The reduced budget for these activities resulted in the drop in PCI during the recession.



Pavement Condition Deterioration Curve

For FY 2015/16, dedicated funding for street resurfacing/restoration will increase by $375,000 for a total budget of $1.3 million. The goal of the budget increase is to stabilize the overall condition of the City's roads and to steadily increase the overall PCI above 70. This will help ensure the integrity of the roads for a longer period of time, thereby saving the City on costly upgrades in the future.

Address Financial Liabilities

The vast majority of cities in California provide retirement benefits for their employees through the California Public Employee's Retirement System (CalPERS), which administers benefits for its 1.6 million members. The CalPERS retirement plan is structured as a defined benefit plan, which means the plan provides benefits that are calculated using a formula, rather than accounting for individual member's contributions and earnings in a savings plan, such as occurs with a 401k. During the recession, CalPERS investment assets decreased substantially and actuarial methods and economic and demographic assumptions were adjusted, significantly decreasing asset valuations. Together, the investment decline and actuarial changes created a gap between pension assets and liabilities. This gap is known as an "Unfunded Accrued Liability" (UAL).

In 2014, CalPERS separated the UAL from the normal annual service cost in the annual valuation report. Saratoga's UAL was expected to grow to $7.7 million by the end of FY 2014/15. While substantial for Saratoga, other cities that provide enhanced pensions are facing a UAL many times this amount. Consistent with the commitment to limiting the cost of services, Saratoga chose not to incur the long-term liability of larger pension payouts or providing post-retirement benefits.

The City Council again demonstrated unprecedented fiscal stewardship in FY 2014/15 by directing staff to pay down the UAL by $3.3 million. This decision saved the City $3.6 million in future interest payments. Also with Council direction, the City plans on paying $500,000 a year for the next 15 years toward the remaining $4.3 million UAL instead of following CalPERS suggested 30-year payment plan. This accelerated payment plan will save another $3 to $4 million in interest payments.

The City has maintained a relatively small staff, averaging 56 full-time employees over the past 10 years, which works diligently to provide services to Saratoga's residents. Even with a lean work force, employees' salaries and benefits make up the largest portion of the FY 2015/16 General Fund expense at approximately $7 million, or 38% of the Proposed General Fund Budget. Employee costs have increased by almost $1 million in just five years, part of which can be attributed to rising medical benefit costs.

The Memoranda of Understanding for the three employee organizations expires on June 30, 2015. The agreements that have been mutually approved include provisions whereby the City and employees have agreed to share the cost

for the growing cost of medical benefits. This change is a big step in addressing a long term liability and will help the City continue delivering a high quality of service to residents into the future.

Enhance Community Engagement

The City continues to support the strong sense of community that exists here in Saratoga. The City treasures the core group of volunteers who faithfully organize popular and time-honored events such as the Memorial Day Parade, the Independence Day Celebration, and the Blossom Festival. This year's budget reflects the City's commitment to building community with over $44,000 allocated to events scheduled in FY 2015/16.

One of the community events planned to take place in FY 2015/16 is a ceremony to officially open the City's 64-acre Quarry Park in fall 2015. Implementation of the Quarry Park Master Plan began last fiscal year and includes the construction of new trails, picnic area, restrooms, and on-site parking. The Master Plan was formed following numerous public meetings and many hours of input contributed by members of the community.

City staff is continually evaluating how to improve communication with the community and increase public participation in civic affairs. In FY 2014/2015, the City initiated a communications assessment to evaluate the methods Saratoga currently uses and help identify new ones. The FY 2015/16 Capital Improvement Program includes funding to overhaul the City's website to be more user-friendly for mobile devices and allow users easier access to information.

LAW ENFORCEMENT SERVICES

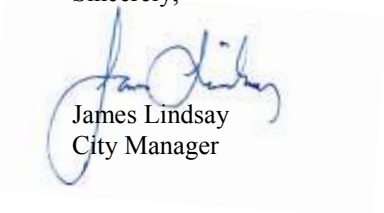
Another impact on the FY 2015/16 Proposed Budget is the City's contract with the Santa Clara County Sheriff's Office. Saratoga has contracted with the Santa Clara County Sheriff's Office for law enforcement services since Saratoga's incorporation in 1956. This partnership has been rewarding for the City due to the Sheriff's Office flexibility in staffing, responsiveness to community needs, and quality of services. As a result, Saratoga was named the "Safest City in California" in 2013 and the 12th "Safest City in the United States" in 2014.

At $4.98 million, the Sheriff's contract is 27% of the FY 2015/16 Proposed General Fund Budget, which is the City's second largest General Fund expenditure. The cost of law enforcement services increased by $498,000 last fiscal year due to both added hours requested by the City, and retroactive wage increases approved by the County Board of Supervisors. Service costs are expected to increase another $250,000 in FY 2015/16 as the wage increases continue to be phased in. Public safety continues to be vitally important to residents, City Council Members, and the Sheriff's Office. We will continue working closely with the Sheriff's Office to identify options to limit the cost without impacting service levels. Despite these increases, the overall cost per Saratoga resident is still lower than neighboring cities in-house law enforcement service costs.

CONCLUSION

As the City continues to regain its financial footing, we are taking this opportunity to address long-term liabilities and look into new avenues for engaging the community. While infrastructure maintenance, law enforcement, pension liabilities, and service costs are expected to increase at a faster rate than the City's revenue growth, maintaining a strong commitment to fiscal stewardship will help to ensure that these costs do not become uncontainable burdens. The City is careful and thoughtful in its budget development, and this practice will continue to ensure financial stability in future years.

Sincerely,



James Lindsay
City Manager

Notable Accomplishments in FY 2014/15

Unfunded Accrued Liability
The City paid $3.3 million toward its $7.7 million pension liability. The decision will save the City $3.6 million in future interest payments. The City also established a plan to pay $500,000 a year for the next 15 years toward the remaining $4.4 million UAL instead of following CalPERS suggested 30-year payment plan. This accelerated payment plan will save the City another $3 to $4 million in interest payments.

City Manager Recruitment
The recruitment to find a new City Manager began in March 2014 and ended in July 2014. The public was invited to provide input on the ideal City Manager candidate by providing input through an online survey. The survey provided the public with the opportunity to rate aspects of the ideal candidate profile created by the City Council and share general comments on the recruitment of the next City Manager.

The City Council selected former Saratoga Community Development Director James Lindsay who started his new position of City Manager on July 24, 2014. He took the positon of retired City Manager Dave Anderson, who served as City Manager for 14 years.

Community Development Director
Erwin Ordoñez was hired as the City of Saratoga's new Community Development Director and started his new position on January 20, 2015. As the City's Community Development Director, Ordoñez oversees City planning, building permits and inspections, code enforcement, and arborist services. He was a Senior Planner with the Town of Los Gatos before starting with the City of Saratoga.

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. Multiple community workshops and study sessions were held to ensure a transparent process that gave residents the chance to be heard. The 2015-2023 Housing Element Update was adopted by the City Council in November 2014.

Wi-Fi at Blaney Plaza
The City completed the installation of Wi-Fi service at Blaney Plaza. The free Wi-Fi service, along with the beautiful landscaping, benches and other amenities, further solidifies Blaney Plaza's place as a community gathering spot in Downtown Saratoga.

City of Saratoga Personnel Rules and Policies
The City completed multiple policy revisions approved and adopted by the City Council in November 2014, including establishing a new policy in response to the Healthy Workplaces, Healthy Families Act of 2014.

Labor Negotiations
The City negotiated new contracts with the Northern California Carpenters Regional Council, Carpenters Forty Six Northern California Counties Conference Board and Their Affiliated Local Unions (UNION) in March 2015 and Saratoga Employees Association (SEA) in May 2015. The new contracts are effective July 1, 2015 until June 30, 2019. Effective January 1, 2016, all UNION and SEA employees, regardless of date of hire, will contribute towards health care premiums (dependent on the individuals selected plan). Throughout bargaining, the City emphasized its guiding principles of comparability and "market" average in the establishment and maintenance of salary and benefits and economic viability of the City as the priority over the short- and long-term for the benefit of the City, the community, and its employees. The City is still negotiating a new contract with Saratoga Management Organization (SMO) and updating the Unrepresented Employee Resolution.

New Initiatives for FY 2015/16

Quarry Park Opening
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 developing the Quarry Park Master Plan in 2013 and completed it in June, 2014. Phase 1 implementation of the Quarry Park Master Plan began in FY 2014/15 and includes the construction of new trails, picnic area, restrooms, and on-site parking. The City plans to host a ceremony to officially open the City's 64-acre Quarry Park in fall 2015.

Village Visioning
The City will begin documenting a community-wide vision for the Saratoga Village. The City will also record any follow-up actions related to necessary updates of the City Code and land use policies and documents. This project is expected to be a multi-year effort that could extend into FY 2016/17.

Network Security Assessment
The City will continue implementing ongoing best practices for network security. To further enhance security for unforeseen and potential threats, the City will be conducting a network security assessment on the City's data network.

Emergency Power Backup System
A new backup generator will be installed at City Hall to provide uninterrupted emergency backup power. The generator will allow mission critical systems to remain operational during power outages and allow onsite emergency operations.

Santa Clara County Tax Equity Allocation
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, city tax rates were frozen, and annual property tax increases were restricted to no more than 2% per year. Cities with very low or no property tax rates at the time were therefore locked into those rates. 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 other no/low tax cities, and receive their fair share of the minimum 7% property tax collected in their respective cities. Past efforts partially restored the takeaway, but the City plans to continue to work with County and State representatives to fully restore the property tax rate for the four cities.

Notable Operational Changes for FY 2015/16

Recreation and Facilities
The Recreation and Facilities Department took advantage of the resignation of a facility maintenance worker during FY 2014/15 and froze the position, contracting those duties to a janitorial service. The result will be a significant reduction in salaries and benefits for Fiscal Year 2015/16. The position will be reviewed for possible reinstatement in the future.

Recreation will also realize a reduction in salaries and benefits due to reduced hours for the Recreation Supervisor and Recreation Coordinator positions. Each position will be evaluated and reviewed on an ongoing basis for possible increase back to fulltime. Recreation duties are being backfilled by temporary staff.

Facility Furniture, Fixture, and Equipment Replacement Fund
A Facility Furniture, Fixture, and Equipment (FFE) Replacement Internal Service Fund has been added this fiscal year to fund and replace the City's facility infrastructure on an ongoing basis. This program will eliminate unforeseen

funding requirements by accumulating required funds each year, similar to asset depreciation, based on the asset's cost and lifespan to replace facility furniture, fixtures, and equipment as needed.

Interactive Voice Response and Online Permit Payments

The City will implement a voice-activated permit system that will allow citizens/contractors to schedule, cancel or retrieve inspection information 24 hours a day by calling a phone number that connects to the City's permit program. The City will also provide public access to secure online payments for permits issued by software from CRW Systems.

Financial Overview

GENERAL FUND NET OPERATIONS

FY 2015/16 General Fund revenue is expected to be fairly constant with prior year revenues. Property Tax revenues, which typically provide a majority of annual revenue growth, reflects only a modest increase next year rather than the expected 4+% increase. This budget decrease is due to the elimination of a one-time $279,340 excess ERAF revenue payment received in FY 2014/15. While there is a possibility the City will receive another excess ERAF payment in FY 2015/16, it is unknown at this time and therefore unbudgeted.

The remainder of General Fund revenues reflect modest increases. While budgeted hotel tax (TOT) revenue growth is small (about $25,000), it is noteworthy to mention that TOT is expected to increase to record levels next year due to the Super Bowl and other full-capacity events to be held at Santa Clara's Levi Stadium. FY 2014/15 TOT revenues to date already show a significant increase due to the added hotel traffic. Unfortunately, Saratoga only has two small inns, so the impact from the various events will be limited.

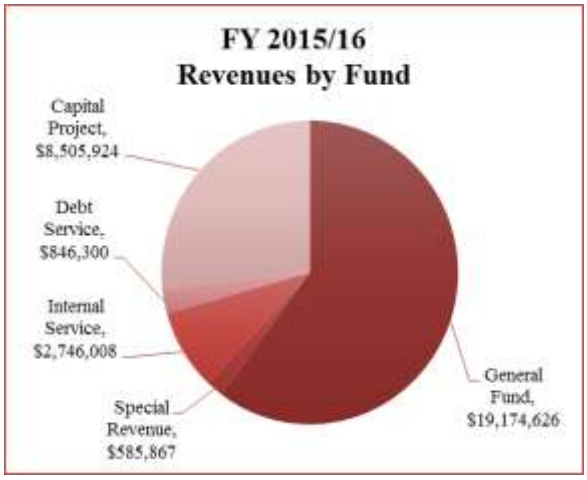
GENERAL FUND	
Total Revenues	19,174,626
Transfers In	-
Total Revenues and Transfers In	19,174,626
Use of Fund Balance	
Enviornmental Reserve	50,000
Development Reserve	60,000
Capital Project & Efficiency Reserve	1,777,896
Fiscal Stabilization Reserve	(250,000)
Total Funding Sources	$ 20,812,522
Expenditues	18,597,647
Transfers Out	
CIP Reserve Transfer Out	1,777,896
Development Reserve	60,000
GF Transfer Out	64,760
Total Funding Uses	$ 20,500,303
NET OPERATIONS	**$ 312,219**

Expenditures, exclusive of the Unfunded Accrued Liability payments made in FY 2014/15 and 2015/16, will increase by almost $500,000 from the prior year budget. Retroactive and current year wage increase for Sheriff Deputies in the Santa Clara County Public Safety contract comprises $373,000 of this increase. Staff's salary and benefits rose by $46,000, Consultant and Contract Services by $147,000, and Internal Service Charges grew by $129,000 – whereas Fees and Charges decreased by $177,000. This reduction primarily comes from a $65,000 decrease in Election costs and the remainder is from the City Council Discretionary Fund carryover not included in the proposed budget.

The General Fund budget has a proposed Net Operations of $330,816. This amount is expected to change with last minute additions or subtractions prior to budget adoption. This Net Operation amount includes the $250,000 loan repayment to the Fiscal Stabilization Fund, the additional $500,000 contribution to the CalPERS Unfunded Liability, the addition of a new Facility FFE Replacement Fund, and almost $2 million dollars directed to Capital Projects. This speaks to both the healthy economy, and the success of the City's fiscal sustainability efforts to date.

REVENUES

Total Revenues - General Fund revenues include property, sales, business, hotel, and franchise fee taxes, service charges, licenses, permits, and fees. Special Revenues are comprised of dedicated assessments – such as for Landscape and Lighting District revenues. Revenues in support of General Obligations debt service payments are contained in Debt Service Funds. Capital Improvement Program (CIP) Funds represent dedicated revenues such as gas tax and road impact fees, as well as grants and Fund Balance Reserve Transfers-In. A large percentage of the CIP grant funds may or may not be received in the budgeted year. Grant projects may take many years to complete, and reimbursements may then take many years to receive in total. The chart on the right shows a breakdown of budgeted revenue by fund.



General Fund Revenues - as the name implies, this fund category accounts for the majority of the City's government primary functions and services. Because of this, the Financial Overview section focuses on the General Fund. Property tax is the largest General Fund revenue source, followed by 2) Franchise Fee tax, 3) Charge for Services, 4) Fees, Licenses & Permits, and then 5) Sales Tax. These top five revenue sources comprise 89% of the General Fund Revenue. Other revenue categories, such as rental income, transient occupancy tax, business license and construction tax, are also important, but fluctuations in these revenues do not individually impact the City's fiscal sustainability.

The schedule below provides a high-level summary of General Fund Revenues and Transfers into the General Fund. The FY 2015/16 Adopted Operating Budget revenues are displayed in the far right column, the FY 2014/15 current year Adjusted and Actual revenues are the two columns to the immediate left, and actual revenues for the three prior fiscal years are in the first, second, and third columns.

General Fund Revenues and Transfers In

General Fund Revenues	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted
Property Tax	$ 8,279,947	$ 8,966,396	$ 9,526,189	$ 10,223,750	$ 10,436,621	$ 10,475,350
Sales Tax	1,100,489	1,051,121	941,350	1,085,000	1,224,427	1,060,000
Transient Occupancy Tax	205,421	228,199	257,010	245,000	309,618	310,000
Business & Other Taxes	477,963	541,158	565,261	540,000	556,654	575,000
Franchise Fee Tax	1,852,390	2,083,704	2,112,596	2,105,954	2,234,068	2,186,638
Intergovernmental	274,848	416,486	466,424	433,500	586,596	446,500
Fees, Licenses & Permits	1,236,460	1,591,517	1,524,041	1,366,450	1,409,199	1,465,900
Charge for Services	1,732,889	1,744,112	1,942,388	1,887,153	1,789,649	1,845,234
Interest	44,731	28,670	40,003	25,000	45,229	43,000
Rental Income	508,647	465,460	440,287	465,508	474,750	485,602
Other Sources	516,848	519,164	452,817	294,902	452,734	281,402
Total General Fund Revenues	**$16,230,633**	**$17,635,987**	**$18,268,366**	**$18,672,217**	**$19,519,545**	**$19,174,626**
Fund Transfers In	205,222	106,000	167,050	-	-	-
Total Revenues & Transfers	**$16,435,855**	**$17,741,987**	**$18,435,416**	**$18,672,217**	**$19,519,545**	**$19,174,626**

The end of the recession was signaled by the rapid growth in Property Tax. Most of the other revenues have increased at a moderate pace, while some continue to vacillate. Interest however, remains at a critically reduced level - $600,000 per year lower than pre-recession. The City has adjusted its budget assumptions to match the new trends that have emerged since the recession, yet remain cautious in future growth projections. These varying growth patterns are visible from the annual totals across the schedule.

In comparing next fiscal year's 'Proposed' budget column to the prior (current) year, it is useful to understand the "Estimated" column provides a more recent projection for current year actuals, and that next fiscal year's proposed budget utilizes these estimates as a base for proposed amounts.

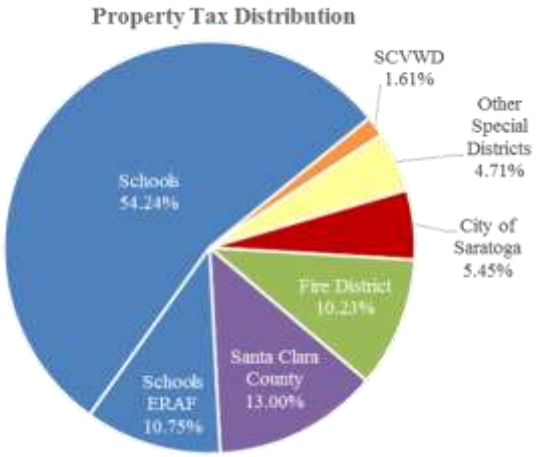
Revenue Drivers

Property Tax - Saratoga is a bedroom community with just over 30,000 residents. Saratoga residents enjoy their quiet neighborhoods nestled along the Santa Cruz Mountain foothills, and their nearby commute to the Silicon Valley companies where many are employed. The City is well known for its safety, beautiful homes and neighborhoods, quiet residential streets, richly landscaped roadways, finely manicured parks, and spectacular hiking trails. The quaint and historic downtown Village provides fine dining establishments and unique stores, and is the gateway to historic gardens, wineries, and the Santa Cruz Mountains. The City is well known for its highly ranked schools and diverse culture. The combination of these positive characteristics makes Saratoga a highly desirable place to live, which is reflected in Saratoga's housing prices.

Not surprisingly, the City's largest single General Fund revenue source comes from property taxes. As Property Tax accounts for more than 50% of the General Fund's Revenue, increases in assessed values from both remodeling and

housing turnover is a significant revenue growth source. While assessed values increase up to 2% each year per state law, it is the change in tax base and the document transfer tax that are the true property tax revenue drivers.

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. The City receives approximately 5.45% of the distribution — less than other California municipalities. Saratoga's school systems, in comparison, receive approximately 65.0% of the property tax allocation.



When Proposition 13 was passed in 1978, the legislation held cities to the tax rates that were in place in the prior year, 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 minimum property tax rate of 7%. However, the legislation provided an exception that allowed Counties to retain the increase in property tax allocations if they choose to forego Trial Court funding. Because Santa Clara County would receive more funding by retaining Property Tax from the four no/low tax cities, than from Trial Court funding, they chose to retain the property tax, thereby limiting the amount of property taxes these four cities were to receive.

Throughout the years, the cities 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 the minimum 7% of the property tax collected in the respective cities. Efforts were in part successful as a portion of the Property Tax was restored, but additional work was needed to restore the four cities to the full allocation. Fortunately, strong property tax revenue growth in the last few years has helped to reinstate the City revenue budget to pre-recession levels, thereby lessening the impact of the tax allocation shortage. Subsequent to the City's budget adoption, the State passed legislation with the FY 2015/16 State Budget to provide the four cities their full allocation. Over the next five-year period, the allocation takeaway will be reduced by 20%. At today's assessment value, this means an additional $650,000 of property tax revenue to the City each year when fully eliminated. A heartily welcomed turn of events!

Development Revenues- With the turnover in housing stock, many homeowners are undertaking remodeling projects and upgrades. This heightened level of activity has resulted in increased revenues through development applications, plan checks, and building inspections. On occasion, there are new houses and parcel divisions that require grading, geology, and subdivision review work. This new home development activity increases both the Community Development and Public Works' development program revenues. During FY 2014/15, development activity seems to have leveled off. While workload is expected to remain fairly steady into the near future, growth is expected to be minimal. A small bump in permit revenue is expected next fiscal year due to a large church facility upgrade project.

New Funding Sources

Solid Waste Road Impact Fees - An updated road impact study was undertaken in FY 2014/15 by the Solid Waste Authority. A previous study had initially recognized the solid waste trucks were causing roadway damage and assessed the hauler with annual impact fees which, for Saratoga, totaled approximately $62,989. This new study revealed a significant increase in the roadway damage caused by Solid Waste vehicles during trash and recyclable collection. The Authority recommended the garbage rate assessment for road impacts be increased to reimburse cities for street resurfacing repairs. The Authority Board voted to phase the increase in over two years. The additional $144,156 of road impact fees and a study reimbursement of $11,500 will bring a total of $218,645 of funding directly to the CIP Street Resurfacing Project in FY 2015/16. An additional $288,311 of road impact fees, for a total road impact fee of $351,300, will be received in the following years.

A thorough review of major revenue categories is included in the Financial Summaries section on pages 109-118.

EXPENDITURES

The City's General Fund expenditure schedule below provides a high-level summary of General Fund Expenditures and Transfers-Out. The General Fund for the FY 2015/16 proposed budget in the far right column, the FY 2014/15 current year budgeted and estimated expenditures are the two columns to the immediate left, and the actual expenditures for the three prior fiscal years are in the first three columns.

In the FY 2015/16 adopted budget column, salaries and benefits account for 37.7% of the budgeted expenditures. The Sheriff's contract follows with 26.7% of the budget. The internal service charges account for 13.2% of the budget and represent the City's reimbursement for support services and fixed asset and infrastructure replacement costs to itself. This ranges from Workers Compensation to Vehicle & Equipment replacement allocations, to Facility Maintenance charges. These expenditures are reflected as revenues in the Internal Service Funds. Consultant and Contract Services comprise 12.0%, and is the compilation of many separate contract services, from attorney to engineering, to janitorial services.

General Fund Expenditures and Transfers Out

General Fund Expenditures	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted
Salary & Benefits	$ 6,074,360	$ 6,409,105	$ 6,408,421	$ 6,937,142	$ 6,484,653	7,014,983
UAL Payment	-	-	-	3,380,000	3,294,619	500,000
Materials & Supplies	163,990	188,965	236,925	301,011	195,949	285,420
Fees & Charges	708,175	738,596	759,799	934,513	732,387	787,336
Consultant & Contract Services	1,638,896	1,883,085	2,054,371	2,085,876	1,966,367	2,237,588
Sheriff Services	4,060,306	4,153,654	4,225,024	4,600,540	4,611,024	4,973,080
Meetings, Events & Training	37,783	38,946	80,468	97,400	73,668	126,800
Community Grants & Events	116,203	122,007	169,725	210,576	162,516	216,685
Fixed Assets	11,336	-	-	35,000	35,343	-
Internal Services Charges	1,899,748	2,033,577	2,202,844	2,325,826	2,325,823	2,455,755
Total Expenditures	**$14,710,798**	**$15,567,935**	**$16,137,576**	**$20,907,884**	**$19,882,349**	**$18,597,647**
CIP Reserve Transfers Out	$ 180,000	$ 1,084,500	$ 280,880	$ 1,633,345	$ 1,566,098	$ 1,777,896
Devlpmnt Reserve Transfer Out	-	-	-	-	-	60,000
GF Operations Transfer Out	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 64,760
Total Transfers Out	280,000	1,184,500	380,880	1,733,345	1,666,098	1,902,656
Total Expenditures & Transfers	**$14,990,798**	**$16,752,435**	**$16,518,456**	**$22,641,229**	**$21,548,447**	**$20,500,303**
Net Operations	**1,557,736**	**$ 2,516,697**	**$ 2,104,220**	**263,305**	**1,703,415**	**$ 312,219**

In comparing the adopted budget to prior years, it is useful to understand the budget, as originally proposed, is based on the best guess for the prior year's year-end actuals and estimated growth or decline into the next fiscal year.

The prior year's adjusted budget (adopted budget plus Council approved changes) provides the expenditure plan – and in total, represents the spending authority. In certain areas, such as Salary & Benefits, the comparison is typically against the budget year as actuals may differ significantly if there are vacancies. Additionally, a $200,000 contingent lump sum termination or vacation pay-out amount is included in the budgeted number, which may or may not be utilized. This contingency results in a higher budgeted salary and benefits than actuals, and adds to year end net operations.

Overall, General Fund adopted expenditures decreased 11.0% from the prior year budget. This is primarily due to the $3.3 million Unfunded Accrued Liability (UAL) payment paid to CalPERS in FY 2014/15 versus the $500,000 UAL payment scheduled to be paid in FY 2015/16. Excluding the UAL payments from the expenditure totals reveals that the General Fund's Proposed Expenditure Budget increased by almost $570,000, or about 3.25%.

Salary & Benefits
For Salary and Benefits, the proposed budget amount provides a more accurate comparison than using the current year's estimates due to vacancy factors and the budgeted $200,000 of annual contingency funding for retirements, terminations, and paid-time-off payouts.

FTE Changes **-** Proposed FY 2015/16 FTE changes were limited to the Recreation and Facilities Department. With a vacancy of a Facility Maintenance Worker position during FY 2014/15, the department chose to generate cost savings by outsourcing a majority of the duties to a janitorial contract service firm. This outsourcing trial will be continued for the next fiscal year rather than filling the position. In addition, a Recreation Supervisor was reduced to .90 FTE, and a Recreation Coordinator was reduced to .85 FTE with duties backfilled by temporary staff. All of these reductions will result in cost savings, but will continually be reassessed to ensure service levels are maintained.

Unfunded Accrued Liabilities - CalPERS' October 2014 Actuarial Report presented a modification in the way CalPERS assesses the employer's portion of the pension benefit contribution. CalPERS separated the normal cost (the actual cost attributable to the pension cost under current assumptions) from the unfunded liability created from prior years accumulated investment gains, losses, and assumption changes. They identified the employer's unfunded accrued liability portion as a dollar amount, and continued to assess the normal cost as a percentage rate of salary. CalPERS also established a plan for employers to fund the liability – each new UAL base would have a 30 year refunding period, with payments that would increase for the first five years, stay level for twenty years, and then decrease in the final five years.

Because it is a debt the City owes to CalPERS, the unfunded liabilities are scheduled to annually increase by the 7.5% assumed discount rate, and decrease by the amount of payments made, similar to a mortgage that charges interest. With this discount rate assumption, the long term principal payments would more than double the cost of the liability.

The City Council decided to partially pay off the CalPERS Employers Unfunded Accrued Liability and reduce the amount of liability outstanding. This decision saved the City about $3.6 million in discount rate interest. In addition, the City Council replaced the 30 year payment schedule with a plan to pay $500,000 per year toward the outstanding UAL in addition to the employer's normal cost expense. This will reduce the liability faster, possibly eliminating the unfunded liability in fourteen or fifteen years and saving $4 to $5 million in interest costs over the long term.

Employee Memorandum of Understanding – With new Memorandum of Understanding (MOU) agreements between the City and employee groups effective July 1, 2015, the City is striving to provide equitable medical benefits for employees regardless of hire date. This change increases the medical benefit currently provided for newer employees, and limits the medical benefit cost for existing employees. The City's overall medical benefit costs will be reduced in the long term. The New MOUs also provide an increased tuition reimbursement benefit. With educational degrees critical to career advancement, and the cost of education far higher than when the tuition benefit was initially negotiated, Council agreed to increase the benefit from $1,000 per year to $2,500 under the new agreements.

Fortunately, Saratoga is able to keep its salary expenditures low as its minimal services structure incorporates contracting out many of its services. Contracting out 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 costs increase over time – which collectively can be significant. The City works diligently to manage costs and service levels, thereby controlling financial impacts.

Operational Expenditures
Budgeted FY 2015/16 operational expenditures are fairly status quo. Expenditure variations are explained in detail in the individual department and program sections in the Departmental Budgets section beginning on page 123.

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. Even with an 8.1% cost increase from the prior year – due to retroactive and current year wage increases under a new MOU, the Sheriff Contract accounts for just 26.7% 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 has received an immense 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 2015/16, the Sheriff's Office contract will provide 20,060 general law enforcement service hours, 4,195 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 also remain low compared with surrounding municipalities. This is due to being part of a broader law enforcement organization. Deputies are aware of criminal activity occurring throughout the county, not just Saratoga. This broader communication alerts deputies and crime analysts to targeted areas, criminal patterns, and crime activity connections and suspects. In fact, our city was recognized for its low crime rate in November 2013 when SafeWise.com named Saratoga "The Safest City in California".

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.

Fixed Assets
There are no fixed assets scheduled for purchase in the General Fund FY 2015/16 budget. Only new fixed assets are funded through a department's operating budget. Once purchased, replacement costs are charged to the "owners" to accumulate funding for future replacement. The replacements are purchased through Internal Service Funds.

Internal Service Funds
The City utilizes Internal Service Funds 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 Facility Maintenance Funds, and three Equipment Replacement funds: the Vehicle & Equipment Replacement Fund, the Office Technology Equipment Replacement Fund, and beginning with FY 2015/16, the Facility FF&E (Furniture, Fixture, & Equipment) Replacement Fund.

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 in line with reserve policies.

In FY 2015/16, additional service charge funding will be required for the IT Replacement Fund. A more comprehensive review identified the departmental software programs were not included in the replacement funding schedule. In past years these were considered Capital projects that the Council would decide on. The Finance Committee directed staff to include these types of ongoing costs as replacements so operational costs are captured and funding is accumulated properly – thereby increasing the IT Replacement funding needs.

The new Facility FFE Internal Service Fund is structured to accumulate funding over an asset's lifespan for the replacement of furniture – such as tables, chairs, and cubicle partitions; for fixtures - such as kitchen appliances, sound equipment, lighting, for equipment - such as HVAC units, boilers, and generators; and for facility infrastructure – such as roof, door, window, and floor/carpeting replacement. Buildings themselves are not covered in this fund.

Funding is established at $200,000 per year, which is charged back as Internal Service Fund charges to the Facility Rental program, the Facility Maintenance program, and the Non-Departmental program. The Facility Maintenance program then reallocates charges back to operating departments through their service charges. Replacements are included as expenses in the annual operating budget in the Internal Service Fund. This first year, scheduled replacements total $169,000.

The establishment of this new replacement fund eliminated the annual $100,000 General Fund Operating Budget transfer to the CIP for Facility projects. This structural change also supported a budgeted $25,000 increase in the Facility Maintenance budget for use in emergency repairs, as needed.

General Fund Transfers Out

General Fund Transfers are limited to moving money from the General Fund into the Capital Improvement Program. In FY 2015/16, almost $1.8 million of Capital Improvement Project Reserve funds will move to the CIP, the Development Reserve will provide another $60,000, and the Operating Budget will provide up to another $64,760 to the Street Resurfacing CIP project – contingent upon the amount of Gas Tax revenues the City receives. Gas Tax revenues are in flux due to Senate Bill 321's potential legislation to modify the funding formula. Transfer funding is limited to the actual shortfall, up to the maximum Council approval.

Capital Budget Highlights

STREETS PROGRAM

Roadway Maintenance and Repairs
This project represents an initial $375,000 commitment to address maintenance issues on the City's collector and residential streets. Since Fiscal Year 2008/09, the City has budgeted at least $1,000,000 annually for street resurfacing. In past years, the funding was also used for traffic light repairs, striping and signage, curb and gutter repairs, asphalt patches and equipment, or transferred to other street projects instead of strictly for street resurfacing. As a result, streets deteriorated significantly. This project funds these related street maintenance costs separately.

Residential Street Reconstruction
Last year, $300,000 was committed separately towards a residential street reconstruction project for streets that have deteriorated past the point where resurfacing would provide sufficient maintenance. This project is being funded for another year at $300,000.

PARKS AND TRAILS PROGRAM

Park Pathways Maintenance and Repairs
This project represents an initial $50,000 commitment to fund maintenance and repairs on the pathways located at City parks and trails. These pathways need regular maintenance and repairs to ensure safety, reduce liability and mitigate any maintenance issues to increase longevity of these resources so that residents can enjoy the recreational benefits that the City parks and trails have to offer.

Sustainable Landscape Project
In light of Governor Jerry Brown's recent directive to reduce water consumption by 35% of 2013 usage levels, this project represents a $25,000 commitment to continue implementing water conservation methods the City has undertaken over the past several years. Past projects have included turf reduction at both Kevin Moran and Beauchamps Parks. Turf reduction projects remove turf in underutilized areas of parks and replace it with drought tolerant landscaping. The end result is cost savings due to reduced water usage and maintenance costs.

Quarry Park Restrooms
In 2011, the City purchased the 64 acre Quarry property off of Highway 9 and is currently implementing Phase I of the Master Plan. Additional funding was provided to upgrade the park's restrooms to modular flushable lavatories, at an estimated cost of $90,000.

FACILITY IMPROVEMENT PROGRAM

Civic Theater Boiler Replacement
This $90,000 project will replace the aging boiler located in the Civic Theater. The current boiler is approximately 30 years old and repairs are needed on an increasing basis. Given the age of the boiler, replacement parts are becoming more difficult to locate. A new modern, energy efficient boiler would provide significant energy savings and reduce the City's carbon footprint.

Civic Theater Roof Top Duct Work
This $90,000 project would replace the aging duct work on the roof of the Civic Theater. The duct work is approximately 50 years old. There are leaks and gaps in the metal requiring increased service. Failures in connection fittings and exit points lead to leaking roofs and loss of air throughout the heating and cooling system. Replacing the duct work with new advanced technologies in air conditioning ducts will lead to increased energy savings and reduced maintenance costs.

ADMINISTRATIVE & TECHNOLOGY IMPROVEMENT PROGRAM

Saratoga Village Specific Plan
This $100,000 project will fund a community engagement effort that could lead to an update of the Village Specific Plan adopted in 1988. The process to update the plan will follow three phases: 1) community outreach; 2) update the plan based on the results of community outreach; and 3) update supporting documents.

Goals to be considered in the update process could include, but are not limited to: 1) establishing gathering places for people to dine and socialize building a sense of community and; 2) encourage alternative modes of transportation such as walking and biking to promote a healthier lifestyle.

City Website/Intranet Redesign
This $75,000 project will update the City website incorporating evolving advancements in technology and design since the current website was launched in 2009. The improved design, structure and mobile access will make it easier for the public to navigate the City's website and access important information. The project also includes development of an internal intranet site to improve the communication and use of internal information among staff in a more consistent manner.

TRAK-iT ***Software and LandTRAK Database Upgrade***
This $30,000 project will update the TRAK-iT software and LandTRAK database currently used by the City's Community Development Department with an Interactive Voice Response (IVR) system to enhance customer service to residents. Updates to LandTRAK will allow connection between the City's database and the County Assessor's office database to maintain property updates on a continuing basis. The upgrades will allow payment of fees on-line, thereby enhancing customer service, increasing functionality, promoting transparency and maintaining up-to-date property records.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Saratoga

California

For the Fiscal Year Beginning

July 1, 2014

Executive Director

HISTORY AND CULTURE OF SARATOGA

Located in the foothills of the Santa Cruz Mountains, approximately 26 miles east of the Pacific Coast, 10 miles southwest of San Jose, and 50 miles south of San Francisco, the City of Saratoga runs along the western edge of Santa Clara County. The City of Saratoga is an attractive, affluent residential community with a small-town vibe in the midst of the world famous Silicon Valley. The Village, Saratoga's historic downtown district, is filled with unique shops and fine dining establishments. It is the gateway to several distinctive destinations:

- Hakone Gardens, the oldest Japanese-style residential gardens in the Western Hemisphere.
- Villa Montalvo, former home of Senator James Duval Phelan is host to an art gallery, an artist-in-residence program, concert series, and 175 acres of park grounds and hiking trails.
- The Mountain Winery, a popular winery and event venue that is host to weddings, wine tastings, and world class concerts in the spring and summer.

It began with a sawmill

Although the incorporated City of Saratoga dates back only to 1956, the town had its beginning more than a century earlier when William Campbell began building a sawmill operation here in 1847 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.

William Campbell's sawmill operation 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, a young Irishman named 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, counties would take them over and maintain them as public thoroughfares. In McCarty's case, although the tollgate was only used for 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 settlement situated on a stream and an abundance of lumber products, a furniture factory, a tannery where harness and leather goods were manufactured, and paper mills were all built along the stream. And, with Santa Clara Valley's growing wheat production, several flour mills were also built. Due to the collection of mills, the settlement was known for a short time as Bank Mills.

During the 1850's local mineral springs with a chemical content similar to that of Congress Spring at Saratoga Springs, New York was discovered below where the sawmill was located, in a small canyon off what is now known as Saratoga Creek. The property was owned by a group of financiers headed by Darius Ogden Mills, and eventually a resort was built in the grand manner of the famous eastern spa.

The elaborate resort hotel Pacific Congress Springs flourished for almost forty years until it was destroyed by fire in 1903. The mountain setting and mild climate had made Saratoga a popular resort area, and the resort image lingered through succeeding years, even as agriculture became the dominant industry in Saratoga and the Santa Clara Valley. And while Campbell's Gap, Tollgate, McCartysville, and Bank Mills were at various times used as settlement names, the community eventually settled on 'Saratoga' in 1865.

In the latter part of the 1800's, the area's fertile soil and available land developed into another industry - agriculture. Apricots, cherries and French prunes were particularly well-suited to Saratoga's soil and climate. Starting in the late 1860's, the planting of deciduous fruit trees increased until it became the chief means of livelihood for the whole region.

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.

Over time, Saratoga had developed into a pleasant village and became the trading center for the surrounding vineyards and fruit-growing farms. 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 vineyards and 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 30,799 (January 1, 2015) 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 beautiful and palatial former home of Senator James Duval Phelan which now hosts an art gallery, an artist in residence program, concert performances, park trails and grounds. It serves as a desirable wedding venue, and reservations must be made a year in advance. 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 is known for its stunning open-air backdrop and both hillside and valley views. 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, Japanese culture, and peaceful, contemplative walks as one strolls through the finely manicured gardens.

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.

City departments are structured by function, and include Public Works – which oversees 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 & COMMITTEES

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.

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

With both a general management philosophy and Council goal 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 fiscal stability.

The following general fiscal management policy statements provide an overview of financial, operational, and budgetary management and act as 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 development and adoption of 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 utilizes long-range planning as a decision-making tool, and annually adopts a structurally balanced financial 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.
- The Operating Budget is primarily funded with current year revenues. Dedicated fund balance reserves, such as the Carryforward Reserve or the Fiscal Stabilization Reserve may be used with Council approval to fund current operational expenses that extend beyond the annual fiscal year, or were funds collected and dedicated for longer term use. Council may also approve the use of long-term debt for operational liabilities if fiscally prudent.
- City policy is to fund the Capital Budget with surplus and dedicated capital funding resources. Dedicated funding sources include Gas Tax (HUTA) revenues, road impact assessment revenues; grants; community benefit assessments; and federal, state, local, and private grants.
- 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.
- Generally, recurring expenditures are funded with recurring revenues or revenues specifically designated for operational use. One time expenditures may be funded with one-time revenues or fund balances reserves. Fund balance reserves are to be used for non-recurring one-time expenditures and capital projects.
- The City Council has established a $50,000 annual 'Council Contingency' appropriation for Council approved unplanned expenditures. Unexpended appropriations are carried forward into the following fiscal year.
- The Recreation Department cost recovery goal of 65% was established to match the California Parks & Recreation Society's (CPRS) average cost recovery rate for all California recreation departments at the time the policy was set.
- 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 a community enrichment function.
- The Street Resurfacing/Pavement Management CIP project has an established minimum annual funding goal of $1,000,000, with dedicated funding from Gas Tax Revenue, the Solid Waste services contract assessed Vehicle 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.
- Additional financial reports issued by the Auditor's may include: Singe Audit Report (annual report of federal grant expenditures if in excess of the federal single audit limit is expended in a fiscal year), a Transportation Development Act (TDA) report (annual report of TDA fund expenditures), an Appropriations Limit review report (to establish tax revenue appropriation limit), and a Management report on the City's Internal Controls.
- A State required Annual Cities Report, and Annual Streets Report are also completed in conjunction with the year-end close.

  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 year-end recap is to be provided after the City's annual financial audit is completed. At mid-year, a budget status report is presented at the City Council retreat with a more comprehensive financial overview and includes proposed budget adjustments as appropriate.

Development Related Financial Policies

- The Development Reserve was established to provide stability for multi-year development related services. The reserve is funded by Community Development Department revenues in excess of 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 for operational support is limited to a maximum of 1/3 of the reserve balance in any given fiscal year; with any budgeted use of the reserve automatically rescinded up to the amount development revenues are sufficient to cover General Fund net operations. The reserve may also be utilized for other development related uses, such as funding development software upgrades or special projects, per Council direction. Additional information on this Development Reserve is located in the Fund Balance Reserve Policies section.
- 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, agreement, contract policy and public contract code, state or federal law, or any other applicable guidelines or regulations.
- 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, or service reductions.

- 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 that 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, supplies, and fixed asset purchases exceeding $25,000 must be authorized by the City Council, unless purchase is specifically called out in the adopted budget (such as vehicle and equipment replacements) or 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, and through Internal Service Fund programs to both maintain and replace City building infrastructure, fixtures, and equipment, vehicles, and public works and technology equipment on an ongoing basis
- 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.
- Vehicles, Equipment, and Building asset replacement and maintenance types of Internal Service Funds are structured to provide a consistent level of funding for asset and equipment replacement, and to ensure sufficient funding is available for the regular maintenance, repair, and replacement of the City's vehicles, equipment, and building fixtures 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 assets and projects, and to appropriately distribute support and maintenance costs to departments.
- The Liability and Workers Compensation Insurance Internal Service Funds shall 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

- 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.
- Long-term Financing Debt is typically incurred for capital improvements or special projects that cannot be financed from current or dedicated revenues, or for large liabilities resulting in significant financial impacts. In principal, long-term debt 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, or extend beyond functionally appropriate payment terms.

Revenues

- The City will encourage a stable revenue system to offset short-run fluctuations in any one revenue source, in part through balancing revenue fluctuations to related operational fluctuations –such as Community Development's multi-year service revenues and contract services fluctuate with service needs.
- 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. Dedicated 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.
- Donations may be accepted in accordance with the City of Saratoga Donation Policy most recently approved by the City Council. Under the current policy, unrestricted donations of $5,000 or less may be accepted or declined by the City Manager. Restricted donations of $500 or less may be accepted or declined by the City Manager. Unrestricted donations of more than $5,000 and restricted donations of more than $500 must be brought to the City Council for consideration. The City Manager may choose to request City Council consideration of any donation, regardless of value.

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 by 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 Replacement Reserve
- Capital Improvement Plan Funds: Capital Improvement Project Fund Balance Reserve

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 & 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 and emergency funding at all times, the collective total of the General Fund's Assigned and Unassigned Reserves shall be sustained at a minimum of 20% of General Fund expenditure appropriations, net of transfers out.

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/usage of 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 & 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, in conjunction with the Fiscal Stabilization Reserve, a minimum reserve of 60 days of the following year's General Fund budgeted expenditures net of internal service charges and transfers out, and up to a maximum reserve amount equal to 90 days of the following year's General Fund budgeted expenditures, net of internal service charges and transfers out. 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, for the purpose of increasing the reserve balance amount in proportion to Operating Budget increases.

In 2014, accumulated interest earnings of $930,184 were utilized to pay off a portion of the City's Unfunded Accrued Liability, bringing the Working Capital Reserve back to the initial $2,000,000 funding level.

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 decrease 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, County or CalPERS 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 excess planning and building net operation funds from years when development revenues exceeded development expenditures. The reserve funds are 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 for operational support 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. The reserve may also be utilized for other development related uses, such as for development software upgrades or special projects, per Council direction.

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 majority 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
The '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 Project 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 three Equipment Replacement funds: the Vehicle & Equipment Replacement Fund, the Office Technology Equipment Replacement Fund, and the Building FF&E (Furniture, Fixture, & 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, 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.

Facility Furniture, Fixtures & Equipment (FFE) Replacement Fund
The Facility FF&E Fund accumulates funding over an asset's lifespan to be used for the replacement of furniture – such as tables, chairs, and cubicle partitions; for fixtures - such as kitchen appliances, sound equipment, lighting, for equipment - such as HVAC units, boilers, and generators; and for facility infrastructure – such as roof, door, window, and floor/carpeting replacement.

Initial purchases for new assets may be paid for through the Operating Budget or through the Capital Budget. Annual replacement charges are charged-back to the supported department programs with full replacement funding to be accumulated over the asset's estimated lifetime. 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 intended to be maintained at a level sufficient to provide replacement funding in accordance with replacement schedules.

Requests for use of the accumulated reserve funding are approved by Council through budget adoption, or if an unplanned situation occurs, by a Council approved budget adjustment resolution during the fiscal year. The reserve is replenished by replacement charge allocations 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 2015/16. The following schedule reflects historical appropriations for the prior ten years, and the calculation for the next 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
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	1.27%
2016	36,243,974	1.0113	1.0000	1.0382	38,053,696	4.99%

The City of Saratoga's appropriation limit for fiscal year 2015/16 is calculated as follows:

FY 2015/16 Calculation

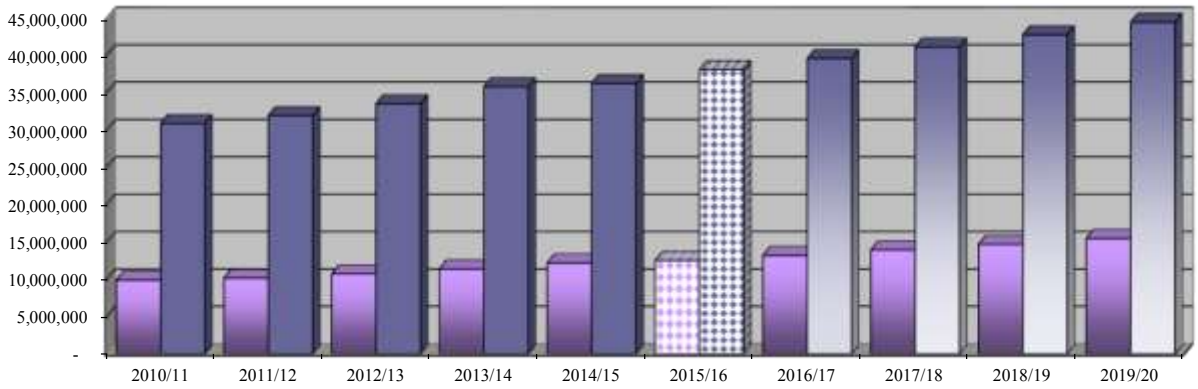
% Increase in County Population		California Per Capita Income Δ		Appropriation Factor		2014/15 Appropriation Limit		2015/16 Appropriation Limit
1.0113	X	1.0382	=	1.0499	X	$ 36,243,974	=	$ 38,053,695

As illustrated above, the total amount of tax revenues appropriated to the City in FY 2015/16 is not to exceed $38,053,695. The FY 2015/16 budget anticipates $12,520,350 in Gann designated tax revenues which equates to $25,533,345 less than, or approximately 33% 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 2010/11	Actuals 2011/12	Actuals 2012/13	Actuals 2013/14	Estimated 2014/15	Budgeted 2015/16	Projected 2016/17	Projected 2017/18	Projected 2018/19	Projected 2019/20
Tax Revenues	9,873,525	10,163,343	10,716,987	11,408,601	12,198,750	12,520,350	13,203,015	13,922,903	14,682,041	15,482,572
Appropriation Limit	30,851,813	31,907,666	33,521,156	35,790,667	36,243,974	38,053,696	39,553,691	41,112,813	42,733,392	44,417,850
Revenue to Limit %	34%	32%	32%	32%	34%	33%	33%	34%	34%	35%

APPROPRIATION LIMIT ADOPTION

The resolution to revise the appropriation limit to $38,053,695 for FY 2015/16 will be brought to Council for approval on June 3, 2015.

GANN APPROPRIATION LIMIT RESOLUTION

RESOLUTION NO. 15-033

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SARATOGA ESTABLISHING THE FISCAL YEAR 2015/16 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 2015/16 Appropriation Limit, which includes:

- County population adjustments for the year ended December 31, 2014 equal to 1.13%, and
- City population adjustment for the year ended December 31, 2014 equal to 0.00%, and
- Change in California per capita cost of living for fiscal year 2015/16 equal to 3.82%

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 2015/16 Appropriation Limit for the City of Saratoga at: $38,053,695

The above and foregoing resolution was passed and adopted at a regular meeting of the Saratoga City Council held on the 3rd day of June 2015 by the following vote:

AYES: Mayor Howard A. Miller, Vice Mayor Manny Cappello, Council Member Emily Lo, Mary-Lynne Bernald, Rishi Kumar

NOES:

ABSENT:

ABSTAIN:

Howard A. Miller, Mayor

ATTEST:

Crystal Bothelio, City Clerk

DATE: 6/4/2015

ANNUAL BUDGET RESOLUTION

or from further City Council consensus direction received on June 3, 2015 be incorporated within the final Fiscal Year 2015/16 Operating & Capital Budgets;

AND BE IT FURTHER RESOLVED, that the 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 3rd day of June 2015 by the following vote:

AYES: Mayor Howard A. Miller, Vice Mayor Manny Cappello, Council Member Emily Lo, Mary-Lynne Bernald, Rishi Kumar

NOES:

ABSENT:

ABSTAIN:

Howard A. Miller, Mayor

ATTEST:

Crystal Bothello, City Clerk

DATE: 6/4/2015

Page 2 of

RESOLUTION NO. 15-034

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SARATOGA TO ADOPT THE FISCAL YEAR 2015/16 OPERATING & CAPITAL BUDGET

WHEREAS, the City Council held a public hearing on the Proposed Operating & Capital Budget for Fiscal Year 2015/16 on May 20, 2015;

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

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

WHEREAS, the City Manager has submitted a proposed Operating and Capital budget for FY 2015/16 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, staff will incorporate any noted modifications into the final Fiscal Year 2015/16 Operating and Capital budgets;

NOW THEREFORE, BE IT RESOLVED, that the City Council of the City of Saratoga hereby adopts the Fiscal Year 2015/16 Operating & Capital Budget as shown in the *Total Fund Activity Summary* schedule in the budget adoption report;

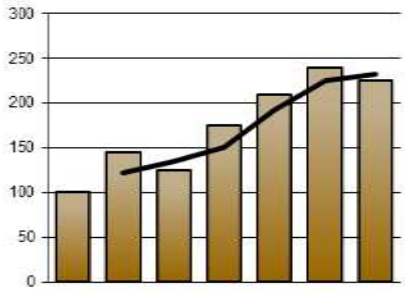
AND BE IT FURTHER RESOLVED, that the final adopted budget shall include adjustments, and revisions for carry-forward appropriations for prior year capital projects, identified funding for specified expenditures, grants, and pass-through balances; and that there be carried forward from the prior year within each fund an amount sufficient to cover approved outstanding encumbrances as of June 30, 2015;

AND BE IT FURTHER RESOLVED, that the City Council hereby finds that the projects included in the FY 2015/16 Capital Improvement Plan Update will not have an adverse impact on the environment and are Categorically Exempt from the California Environmental Quality Act. These projects involve maintenance, repair, or minor alterations or additions to existing facilities (§15301 - Class 1), replacement or reconstruction of existing structures or facilities (§15302 - Class 2), new structures of small size and are identified by CEQA as not having a significant effect on the environment (§15303 - Class 3), minor alterations to land (§15304 - Class 4), and information gathering purposes (§15306 - Class 6);

AND BE IT FURTHER RESOLVED, that the City Council hereby directs staff that any changes or impacts resulting from: Council approval of any meet and confer processes or management compensation plan; from classification adjustments or miscellaneous corrections; from changes due to more refined estimates, grant approvals, claim reimbursements, budget carryforwards, or added revenue and expenditures; from development fee based pass-through budget appropriations;

Page 1 of 2

FINANCIAL SUMMARIES
&
SUPPLEMENTAL INFORMATION



FINANCIAL SUMMARIES

TOTAL FUND REVENUES AND EXPENDITURES

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

Total Fund Activity Summary 75
Total Revenues – by Fund 76
Total Expenditures – by Fund 78
Total Revenues – by Category 80
Total Expenditures – by Category 81

GENERAL FUND REVENUES AND EXPENDITURES

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

General Fund Revenues – by Department 82
General Fund Expenditures – by Department 83
General Fund Revenues – by Category 84
General Fund Expenditures – by Category 85
General Fund Tax Revenues per Capita – Cities of Santa Clara County 86
General Fund Tax Revenues – 10 Year History of Key Tax Revenues 87
General Fund – Fund Balance Reserve Activity 88

TRANSFERS

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

Schedule of Interfund Transfers 89

FUND BALANCE

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

Total Fund Balance Activity Summary – by Fund 90
Fund Balance Reserve – 5 Year Comparative History 92

DEPARTMENTAL BUDGETS

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

Department Revenues – by Program 94
Department Expenditures – by Program 96

SUPPLEMENTAL INFORMATION

EMPLOYEE INFORMATION

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

Summary of Employee Salary & Benefits 100
Positions by Department 104
Staffing by Department 106
Staffing by Fund 107

MAJOR REVENUE INFORMATION

Descriptions and schedules which provide a five year historical view of the City's major revenue sources, and the forces which impact these revenues.

General Fund Revenues 110
Non-General Fund Revenues 116
Capital Revenues 117

LONG-RANGE FINANCIAL FORECAST

Summary level schedule of projected General Fund revenues and expenditures forecasted over the next five years – consistent with current assumptions and organizational structure.

General Fund Five Year Financial Projection 120

TOTAL FUND BUDGET ACTIVITY SUMMARY
FY 2015/16

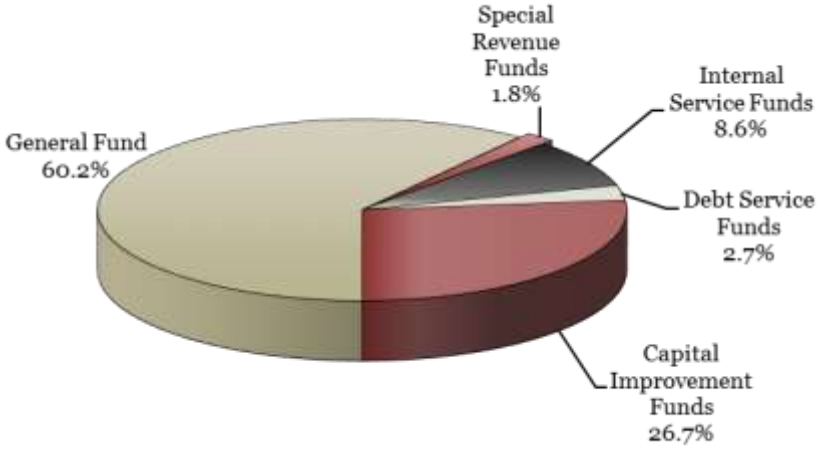
Fund Category	Estimated Fund Balance July 1, 2015	Revenues & Transfers In	Expenditures & Transfers Out	Source (Use) of Fund Balance	Estimated Fund Balance June 30, 2016
Operating Funds					
General Fund Reserves					
Environmental Services	$ 363,182	$ -	$ -	$ (50,000)	$ 313,182
Hillside Stability	1,000,000	-	-	-	1,000,000
Capital Projects	1,777,896	-	-	(1,777,896)	-
Facility Reserve	900,000	-	-	300,000	1,200,000
Carryforwards	176,560	-	-	-	176,560
Working Capital	2,007,545	-	-	-	2,007,545
Fiscal Stabilization	1,000,000	-	-	250,000	1,250,000
Development Services	713,891	-	-	(60,000)	653,891
Compensated Absences	208,167	-	-	-	208,167
Other Unassigned	1,659,491	19,174,626	(20,500,303)	1,337,896	1,671,710
Total General Fund Reserves	**9,806,732**	**19,174,626**	**(20,500,303)**	**-**	**8,481,055**
Special Revenue Funds					
Landscape & Lighting Districts	867,643	585,867	(650,800)	-	802,709
Total Special Revenue Reserves	**867,643**	**585,867**	**(650,800)**	**-**	**802,709**
Internal Service Funds					
Liability/Risk Management	386,018	394,008	(393,913)	-	386,113
Workers Compensation	314,525	185,000	(214,555)	-	284,970
Office Support Services	75,075	62,000	(73,250)	-	63,825
IT Services	260,322	480,000	(530,065)	-	210,257
Vehicle & Equipment Maintenance	115,564	275,000	(256,346)	-	134,218
Facility Maintenance	268,326	900,000	(879,629)	-	288,697
Vehicle & Equipment Replacement	649,498	125,000	(204,500)	-	569,998
IT Equipment Replacement	194,101	125,000	(108,400)	-	210,701
Building FFE Replacement	-	200,000	(169,000)	-	31,000
Total Internal Service Fund Reserves	**2,263,429**	**2,746,008**	**(2,829,658)**	**-**	**2,179,779**
Total Operating Funds	**$ 12,937,804**	**$ 22,506,501**	**$ (23,980,761)**	**$ -**	**$ 11,463,544**
Debt Service					
2001 Series GO Bonds	906,600	846,300	(885,085)	-	867,815
Total Debt Service Funds	**906,600**	**846,300**	**(885,085)**	**-**	**867,815**
TOTAL OPERATING BUDGET	**$ 13,844,404**	**$ 23,352,801**	**$ (24,865,846)**	**$ -**	**$ 12,331,359**
Capital Funds					
Street Projects	1,904,297	8,897,591	(10,801,888)	-	-
Park & Trail Projects	1,238,992	1,132,372	(2,267,499)	-	103,865
Facility Projects	347,619	352,332	(664,950)	-	35,000
Administrative Projects	367,869	415,000	(782,869)	-	-
Total Capital Funds	**3,858,777**	**10,797,294**	**(14,517,206)**	**-**	**138,865**
TOTAL ALL FUNDS	**$ 17,703,182**	**$ 34,150,095**	**$ (39,383,052)**	**$ -**	**$ 12,470,224**

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

Revenues by Fund	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted
General Fund						
General Fund	$ 16,230,633	$ 17,635,987	$ 18,268,366	$ 18,672,217	$ 19,519,545	$ 19,174,626
Total General Fund	**16,230,633**	**17,635,987**	**18,268,366**	**18,672,217**	**19,519,545**	**19,174,626**
Special Revenue Funds						
Landscape & Lighting Districts	491,241	483,087	521,302	527,376	566,483	585,867
Total Special Revenue Funds	**491,241**	**483,087**	**521,302**	**527,376**	**566,483**	**585,867**
Internal Service Funds						
Liability / Risk Management Ins	352,455	403,399	389,809	439,560	399,482	394,008
Workers Compensation Ins	219,287	244,453	217,433	210,000	217,567	185,000
Office Support Services	50,626	67,086	65,028	65,000	68,183	62,000
Information Technology Services	400,000	400,257	403,488	425,000	430,803	480,000
Vehicle & Equipment Maintenance	200,000	215,000	250,000	300,000	300,000	275,000
Building Maintenance	725,000	755,857	832,474	875,000	882,299	900,000
Vehicle & Equipment Replacement	115,715	100,000	207,050	200,000	206,393	125,000
IT Equipment Replacement	50,000	46,236	55,000	65,000	65,000	125,000
Facility FFE Replacement	-	-	-	-	-	200,000
Total Internal Service Funds	**2,113,083**	**2,232,288**	**2,420,282**	**2,579,560**	**2,569,728**	**2,746,008**
Debt Service Funds						
2001 Series GO Bond	13,387,316	892,253	901,539	851,300	898,774	846,300
Total Debt Service Funds	**13,387,316**	**892,253**	**901,539**	**851,300**	**898,774**	**846,300**
Capital Improvement Program Funds						
Street Projects	3,455,125	2,558,053	1,489,006	8,345,275	1,771,339	7,774,953
Park & Trail Projects	647,874	(57,245)	967,061	666,536	311,143	482,536
Facility Projects	39,219	113,410	131,590	265,100	38,580	118,436
Administrative Projects	5,736	162,683	-	30,000	163,928	130,000
Total Capital Improvement Program	**4,147,954**	**2,776,901**	**2,587,657**	**9,306,911**	**2,284,991**	**8,505,924**
Total Revenues	**$ 36,370,226**	**$ 24,020,516**	**$ 24,699,145**	**$ 31,937,364**	**$ 25,839,521**	**$ 31,858,725**
Operating Transfers In						
General Fund	205,222	106,000	167,050	-	-	-
Street Capital Project Funds	400,308	661,818	234,487	788,396	731,010	1,122,638
Park & Trail Capital Project Funds	25	593,852	119,877	443,445	443,445	649,836
Facility Capital Project Fund	264,659	324,500	100,000	439,900	472,653	233,896
Admin Capital Project Fund	55,941	85,000	163,673	220,000	120,000	285,000
Total Transfers In	**$ 926,155**	**$ 1,771,170**	**$ 785,087**	**$ 1,891,741**	**$ 1,767,108**	**$ 2,291,370**
Total Revenues & Transfers In	**$ 37,296,381**	**$ 25,791,686**	**$ 25,484,232**	**$ 33,829,105**	**$ 27,606,629**	**$ 34,150,095**

TOTAL REVENUES & TRANSFERS IN
BY FUND TYPE



FY 2015/16
TOTAL REVENUES BY FUND

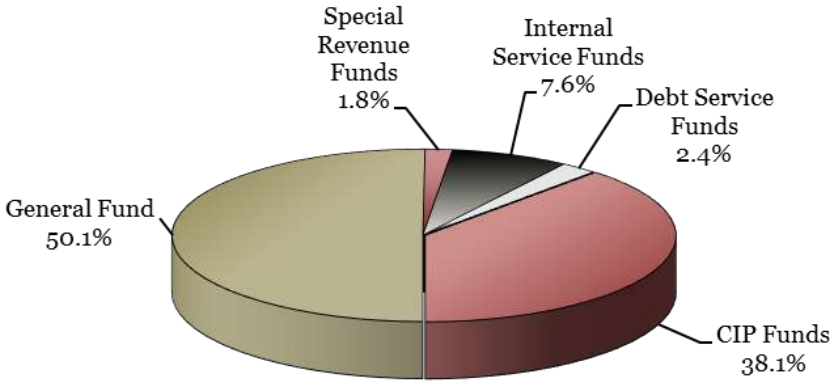
Fund	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted	% of Total
General Fund	$ 16,230,633	$ 17,635,987	$ 18,268,366	$ 18,672,217	$ 19,519,545	$ 19,174,626	60.2%
Special Revenue Funds	491,241	483,087	521,302	527,376	566,483	585,867	1.8%
Internal Service Funds	2,113,083	2,232,288	2,420,282	2,579,560	2,569,728	2,746,008	8.6%
Debt Service Funds	13,387,316	892,253	901,539	851,300	898,774	846,300	2.7%
Capital Improvement Funds	4,147,954	2,776,901	2,587,657	9,306,911	2,284,991	8,505,924	26.7%
Total Revenues by Fund	**$ 36,370,226**	**$ 24,020,516**	**$ 24,699,145**	**$ 31,937,364**	**$ 25,839,521**	**$ 31,858,725**	**100.0%**
Operating Fund Transfers	205,222	106,000	167,050	-	-	-	
CIP Fund Transfers	720,933	1,665,170	618,037	1,891,741	1,767,108	2,291,370	
Total Revenues & Transfers In	**$ 37,296,381**	**$ 25,791,686**	**$ 25,484,232**	**$ 33,829,105**	**$ 27,606,629**	**$ 34,150,095**	

Note: *Capital Project revenue and expenditure 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 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted
General Fund						
General Fund	$ 14,710,798	$ 15,567,935	$ 16,137,576	$ 20,907,884	$ 19,882,349	$ 18,597,647
Total General Fund	**14,710,798**	**15,567,935**	**16,137,576**	**20,907,884**	**19,882,349**	**18,597,647**
Special Revenue Funds						
Landscape & Lighting Districts	432,862	423,644	409,418	611,514	432,671	650,800
Total Special Revenue Funds	**432,862**	**423,644**	**409,418**	**611,514**	**432,671**	**650,800**
Internal Service Funds						
Liability / Risk Management Ins	352,603	308,096	336,743	463,117	296,590	393,913
Workers Compensation Ins	211,425	182,700	229,510	267,272	184,683	214,555
Office Support Services	55,236	54,285	35,928	73,750	46,229	73,250
Information Technology Services	374,362	375,674	422,703	475,725	432,550	530,065
Vehicle & Equipment Maintenance	219,786	227,604	224,078	244,177	220,785	256,346
Building Maintenance	732,592	771,882	817,506	855,198	813,842	879,629
Vehicle & Equipment Replacement	10,000	95,000	140,258	66,543	65,775	204,500
IT Equipment Replacement	53,844	46,678	58,530	68,200	23,687	108,400
Facility FFE Replacement	-	-	-	-	-	169,000
Total Internal Service Funds	**2,009,848**	**2,061,919**	**2,265,256**	**2,513,982**	**2,084,142**	**2,829,658**
Debt Service Funds						
2001 Series GO Bond	13,375,558	868,910	889,510	889,985	889,960	885,085
Total Debt Service Funds	**13,375,558**	**868,910**	**889,510**	**889,985**	**889,960**	**885,085**
Capital Project Funds						
Street Projects	3,693,733	2,832,190	1,853,714	10,858,248	2,322,630	10,768,010
Park & Trail Projects	948,802	290,278	886,168	2,097,456	544,470	1,912,663
Facility Projects	492,379	670,761	286,412	876,036	369,650	664,950
Administrative Projects	43,986	186,044	69,220	326,819	42,878	782,869
Total Capital Project Funds	**5,178,900**	**3,979,272**	**3,095,514**	**14,158,558**	**3,279,628**	**14,128,492**
Total Expenditures	**$ 35,707,967**	**$ 22,901,680**	**$ 22,797,274**	**$ 39,081,924**	**$ 26,568,750**	**$ 37,091,682**
Operating Transfers Out						
General Fund	280,000	1,184,500	380,880	1,733,345	1,666,098	1,902,656
IT Equip Replacement to CIP	24,963	-	-	-	-	-
Street Capital Project Funds	324,896	572,818	225,698	-	-	33,878
Park & Trail Capital Project Funds	25	13,852	59,837	-	-	354,836
Facility Capital Projects Fund	259,841	-	-	-	-	-
Admin Capital Projects Fund	36,430	-	118,672	90,000	40,000	-
Total Operating Transfers Out	**$ 926,156**	**$ 1,771,170**	**$ 785,087**	**$ 1,823,345**	**$ 1,706,098**	**$ 2,291,370**
Total Expenditures & Transfers Out	**$ 36,634,122**	**$ 24,672,850**	**$ 23,582,362**	**$ 40,905,269**	**$ 28,274,848**	**$ 39,383,052**

TOTAL EXPENDITURES & TRANSFERS OUT
BY FUND TYPE

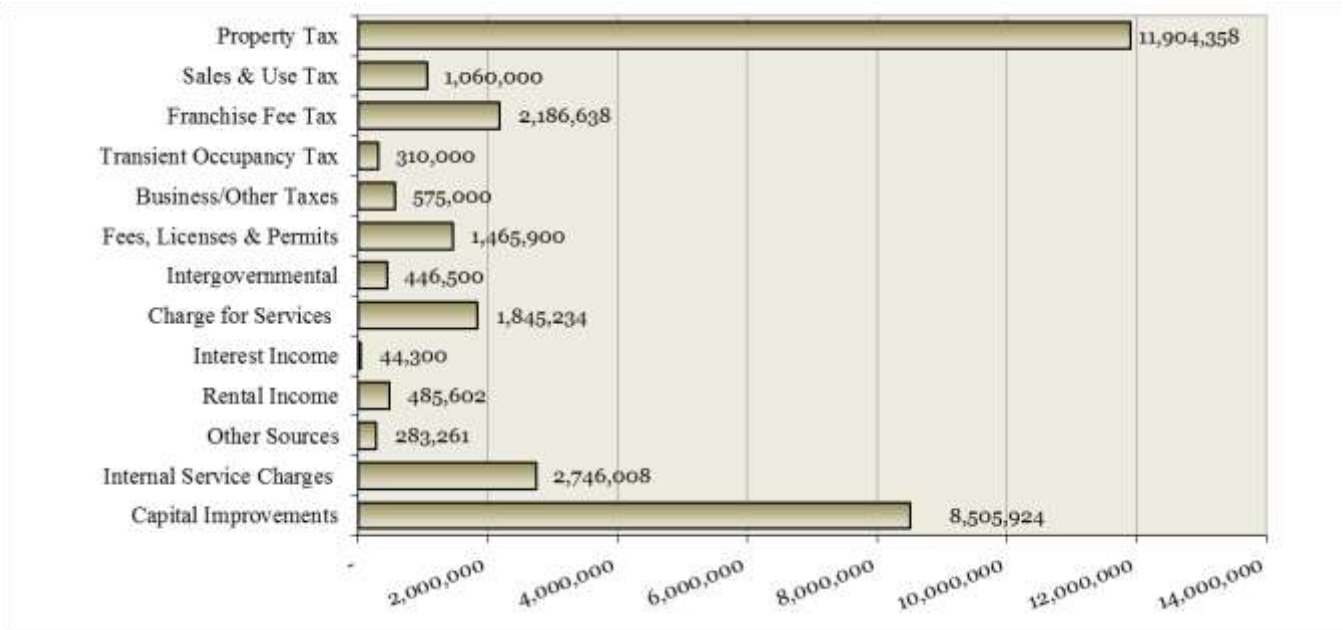


FY 2015/16
TOTAL EXPENDITURES BY FUND

Expenditures by Fund	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted	% of Total
General Fund	$ 14,710,798	$ 15,567,935	$ 16,137,576	$ 20,907,884	$ 19,882,349	$ 18,597,647	50.1%
Special Revenue Funds	432,862	423,644	409,418	611,514	432,671	650,800	1.8%
Internal Service Funds	2,009,848	2,061,919	2,265,256	2,513,982	2,084,142	2,829,658	7.6%
Debt Service Funds	920,820	868,910	889,510	889,985	889,960	885,085	2.4%
Capital Project Funds	5,178,900	3,979,272	3,095,514	14,158,558	3,279,628	14,128,492	38.1%
Total Expenditures by Fund	**$ 23,253,229**	**$ 22,901,680**	**$ 22,797,274**	**$ 39,081,924**	**$ 26,568,750**	**$ 37,091,682**	**100.0%**
Operating Fund Transfers	304,963	1,184,500	380,880	1,733,345	1,666,098	1,902,656	
CIP Fund Transfers	621,193	586,670	404,207	90,000	40,000	388,714	
Total Expenditure & Transfers	**$ 24,179,384**	**$ 24,672,850**	**$ 23,582,362**	**$ 40,905,269**	**$ 28,274,848**	**$ 39,383,052**	
Bond Refunding Expenditures	$ 12,454,738	$ -	$ -	$ -	$ -	$ -	
Total Funding Uses	**$ 36,634,122**	**$ 24,672,850**	**$ 23,582,362**	**$ 40,905,269**	**$ 28,274,848**	**$ 39,383,052**	

Note: *Capital Project revenue and expenditure 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.*

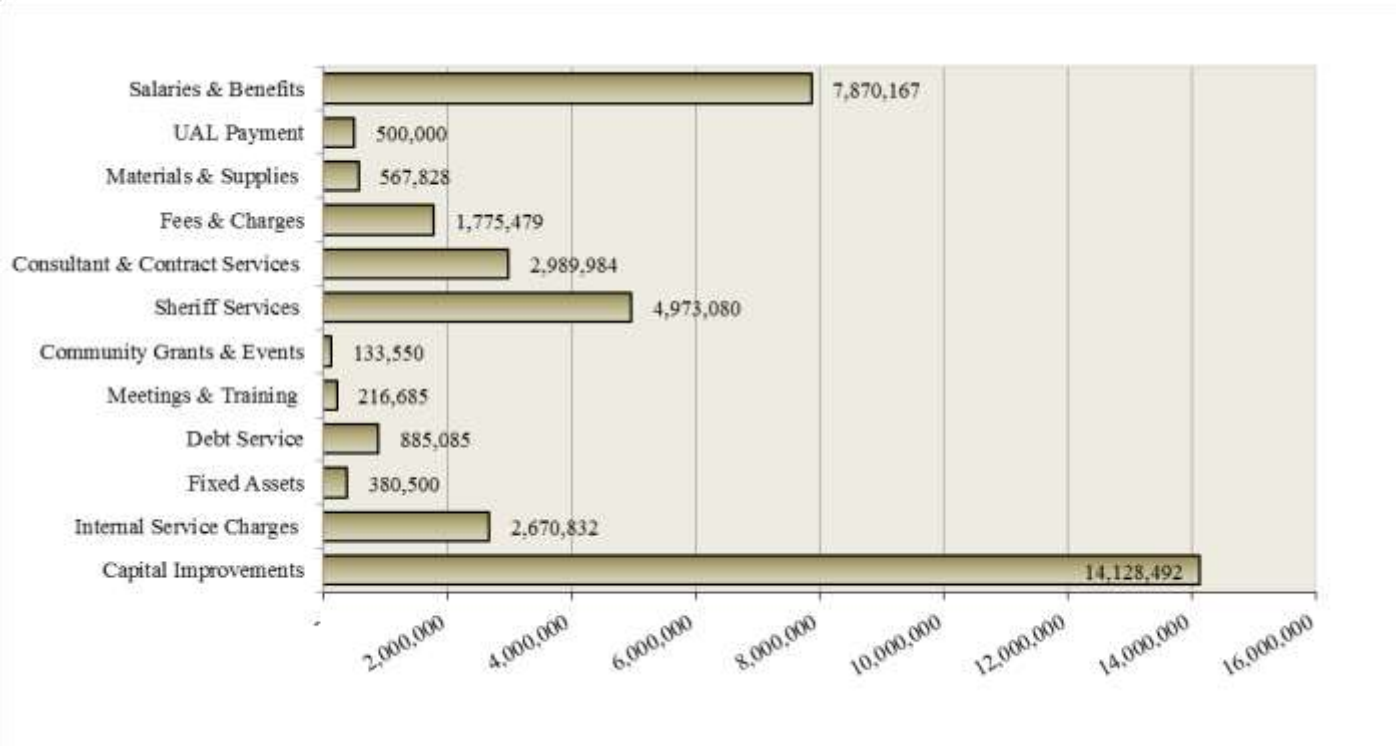
TOTAL REVENUES & TRANSFERS IN BY CATEGORY



FY 2015/16
TOTAL REVENUES BY CATEGORY

Revenues by Category	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted	% of Total
Property Tax	$ 9,699,503	$ 10,337,920	$ 10,944,060	$ 11,599,392	$ 11,889,552	$ 11,904,358	37.4%
Sales Tax	1,100,489	1,051,121	941,350	1,085,000	1,224,427	1,060,000	3.3%
Franchise Fee Tax	1,852,390	2,083,704	2,112,596	2,105,954	2,234,068	2,186,638	6.9%
Transient Occupancy Tax	205,421	228,199	257,010	245,000	309,618	310,000	1.0%
Business/Other Taxes	477,962	541,158	565,261	540,000	556,654	575,000	1.8%
Fees, Licenses & Permits	1,236,460	1,591,517	1,524,041	1,366,450	1,409,199	1,465,900	4.6%
Intergovernmental	313,453	447,502	466,424	433,500	586,596	446,500	1.4%
Charge for Services	1,743,515	1,756,198	1,942,388	1,887,153	1,789,649	1,845,234	5.8%
Interest Income	48,994	32,486	41,524	26,300	46,762	44,300	0.1%
Rental Income	508,647	463,696	442,207	465,508	474,750	485,602	1.5%
Other Sources	550,699	530,644	454,345	296,636	470,826	283,261	0.9%
Operational Revenues	**$ 17,737,534**	**$ 19,062,379**	**$ 19,691,206**	**$ 20,050,893**	**$ 20,992,101**	**$ 20,606,793**	**64.7%**
Internal Service Funds	2,030,000	2,181,235	2,420,282	2,579,560	2,562,429	2,746,008	8.6%
Capital Improvements	4,147,954	2,776,901	2,587,657	9,306,911	2,284,991	8,505,924	26.7%
Total Revenues	**$ 23,915,488**	**$ 24,020,515**	**$ 24,699,145**	**$ 31,937,364**	**$ 25,839,521**	**$ 31,858,725**	**100.0%**
Fund Transfers In	926,155	1,771,170	785,087	1,891,741	1,767,108	2,291,370	
Total Revenues & Transfers	**$ 24,841,643**	**$ 25,791,686**	**$ 25,484,232**	**$ 33,829,105**	**$ 27,606,629**	**$ 34,150,095**	
Bond Refunding Proceeds	12,454,738	-	-	-	-	-	
Total Funding Sources	**$ 37,296,381**	**$ 25,791,686**	**$ 25,484,232**	**$ 33,829,105**	**$ 27,606,629**	**$ 34,150,095**	

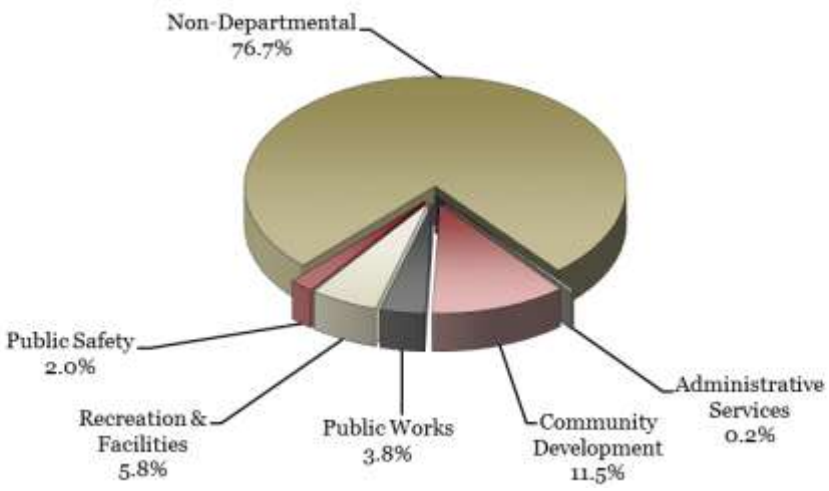
TOTAL EXPENDITURES & TRANSFERS OUT BY CATEGORY



FY 2015/16
TOTAL EXPENDITURES BY CATEGORY

Expenditure Category	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted	% of Total
Salaries & Benefits	$ 6,850,735	$ 7,217,090	$ 7,295,206	$ 7,845,049	$ 7,377,313	$ 7,870,167	21.2%
UAL Payments	-	-	-	3,380,000	3,294,619	500,000	1.3%
Materials & Supplies	382,800	395,618	447,068	546,738	357,664	567,828	1.5%
Fees & Charges	1,616,183	1,578,292	1,655,610	2,022,893	1,569,019	1,775,479	4.8%
Consultant & Contract Services	2,037,669	2,267,655	2,448,555	2,721,890	2,360,528	2,989,984	8.1%
Sheriff Services	4,060,306	4,153,654	4,225,024	4,600,540	4,611,024	4,973,080	13.4%
Meetings & Training	38,277	43,636	81,926	101,650	77,093	133,550	0.4%
Community Grants & Events	116,203	121,318	169,725	210,576	162,516	216,685	0.6%
Debt Service	920,820	868,910	889,510	889,985	889,960	885,085	2.4%
Fixed Assets	21,336	95,000	129,138	109,043	94,386	380,500	1.0%
Operating Expenditures	**16,044,329**	**16,741,173**	**17,341,760**	**22,428,364**	**20,794,122**	**20,292,358**	**54.7%**
Internal Service Charges	2,030,000	2,181,235	2,360,000	2,495,001	2,495,000	2,670,832	7.2%
Capital Improvements	5,178,900	3,979,272	3,095,514	14,158,558	3,279,628	14,128,492	38.1%
Total Expenditures	**$ 23,253,229**	**$ 22,901,680**	**$ 22,797,274**	**$ 39,081,924**	**$ 26,568,750**	**$ 37,091,682**	**100.0%**
Operating Transfers Out	304,963	1,184,500	380,880	1,733,345	1,666,098	1,902,656	
CIP Fund Transfers Out	621,193	586,670	404,207	90,000	40,000	388,714	
Total Expenditures & Transfers	**$ 926,156**	**$ 1,771,170**	**$ 785,087**	**$ 1,823,345**	**$ 1,706,098**	**$ 2,291,370**	
Bond Refunding Expenditure	12,454,738	-	-	-	-	-	
Total Funding Uses	**$ 36,634,123**	**$ 24,672,850**	**$ 23,582,362**	**$ 40,905,269**	**$ 28,274,848**	**$ 39,383,052**	

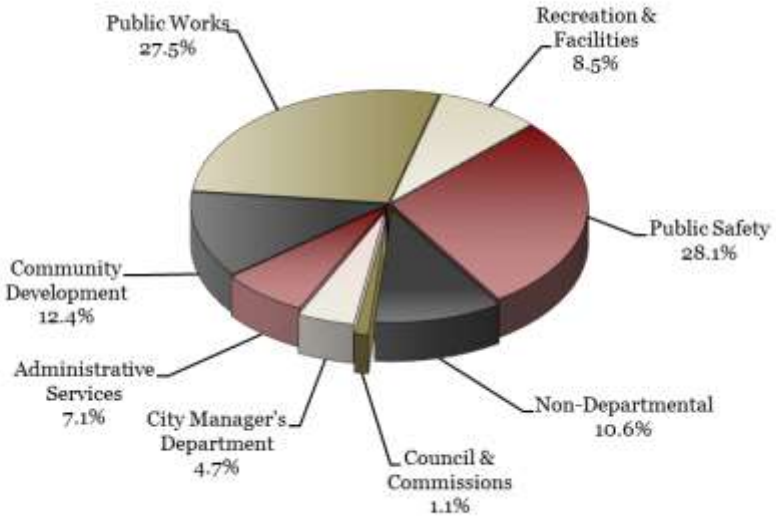
GENERAL FUND REVENUES BY DEPARTMENT



FY 2015/16
GENERAL FUND REVENUES BY DEPARTMENT

Departments	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted	% of Total
Council & Commissions	$ 2,400	$ 1,200	$ 1,200	$ -	$ 3,600	$ 600	0.0%
City Manager's Department	20,412	2,236	625	1,400	934	400	0.0%
Administrative Services	49,758	51,985	47,609	45,000	56,581	46,800	0.2%
Community Development	1,922,649	2,183,782	2,219,935	2,130,100	2,095,113	2,201,650	11.5%
Public Works	587,480	967,747	1,014,993	831,960	991,143	727,522	3.8%
Recreation & Facilities	852,736	875,765	910,597	993,150	905,638	1,105,900	5.8%
Public Safety	694,129	682,552	447,024	405,525	460,596	386,025	2.0%
Non-Departmental	12,101,067	12,870,720	13,626,382	14,265,082	15,005,940	14,705,729	76.7%
Total General Fund Revenues	**$ 16,230,633**	**$ 17,635,987**	**$ 18,268,366**	**$ 18,672,217**	**$ 19,519,545**	**$ 19,174,626**	**100.0%**
Fund Transfers In	205,222	106,000	167,050	-	-	-	
GF Revenues & Transfers In	**$ 16,435,855**	**$ 17,741,987**	**$ 18,435,416**	**$ 18,672,217**	**$ 19,519,545**	**$ 19,174,626**	
Use of Fund Balance Reserves:							
Carryforward Reserve	31,900	247,200	73,101	118,788	118,788	-	
Development Reserve	-	-	-	-	-	60,000	
Environmental Reserve	-	50,000	50,000	50,000	50,000	50,000	
CIP Reserve	80,779	1,504,944	280,880	1,633,345	1,633,345	1,777,896	
CY CIP Reserve (UAL Pymt)	-	-	-	500,000	500,000	-	
Hillside Reserve	-	(75,000)	(216,721)	-	-	-	
Compensated Absences	-	(200,000)	-	-	-	-	
Fiscal Stability Reserve	-	-	-	1,000,000	1,000,000	-	
Fiscal Stability - Repayment	-	-	-	-	(500,000)	(250,000)	
Working Capital Reserve	-	-	-	930,184	930,184	-	
Total General Fund Sources	**$ 16,548,534**	**$ 19,269,131**	**$ 18,622,676**	**$ 22,904,534**	**$ 23,251,862**	**$ 20,812,522**	

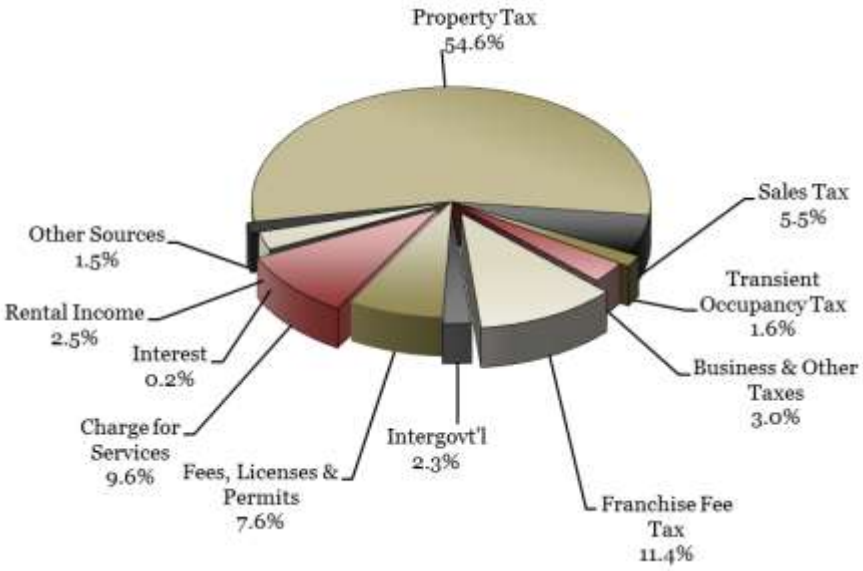
GENERAL FUND EXPENDITURES BY DEPARTMENT



FY 2015/16
GENERAL FUND EXPENDITURES BY DEPARTMENT

Departments	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted	% of Total
Council & Commissions	$ 152,149	$ 134,016	$ 154,129	$ 317,301	$ 160,023	$ 211,203	1.1%
City Manager's Department	798,582	821,984	804,146	990,454	940,226	870,858	4.7%
Administrative Services	1,166,825	1,168,605	1,236,490	1,342,403	1,290,046	1,328,506	7.1%
Community Development	1,887,796	2,046,853	2,181,710	2,288,037	2,086,680	2,300,506	12.4%
Public Works	4,318,432	4,542,221	4,833,962	5,102,067	4,948,538	5,107,113	27.5%
Recreation & Facilities	1,269,497	1,318,493	1,383,277	1,506,278	1,363,426	1,586,948	8.5%
Public Safety	4,310,113	4,391,844	4,491,384	4,886,602	4,859,379	5,230,431	28.1%
Non-Departmental	807,403	1,143,919	1,052,480	4,474,742	4,234,030	1,962,083	10.6%
Total General Fund Exp	**$ 14,710,798**	**$ 15,567,935**	**$ 16,137,576**	**$ 20,907,884**	**$ 19,882,349**	**$ 18,597,647**	**100.0%**
Fund Transfers Out	280,000	1,184,500	380,880	1,733,345	1,666,098	1,902,656	
GF Expenditures & Transfers	**$ 14,990,798**	**$ 16,752,435**	**$ 16,518,456**	**$ 22,641,229**	**$ 21,548,447**	**$ 20,500,303**	

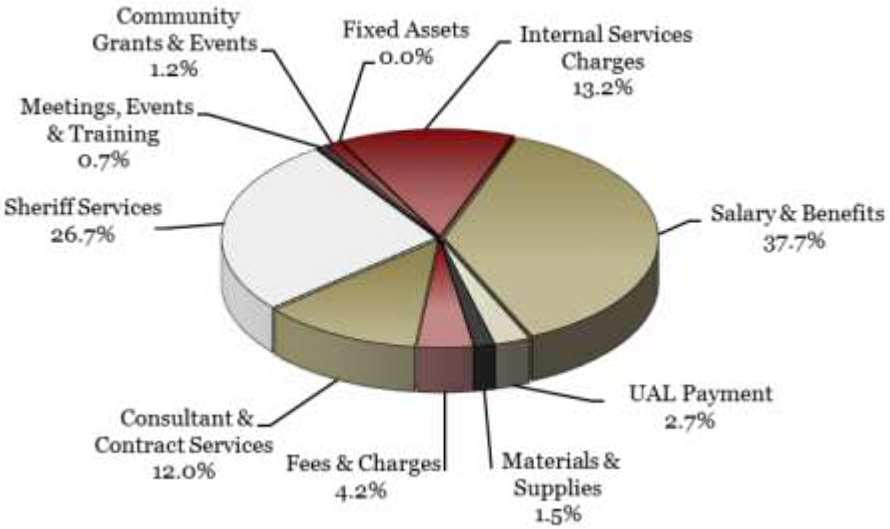
GENERAL FUND REVENUES
BY CATEGORY



FY 2015/16
GENERAL FUND REVENUES BY CATEGORY

Revenue Category	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted	% of Total
Property Tax	$ 8,279,947	$ 8,966,396	$ 9,526,189	$ 10,223,750	$ 10,436,621	$ 10,475,350	54.6%
Sales Tax	1,100,489	1,051,121	941,350	1,085,000	1,224,427	1,060,000	5.5%
Transient Occupancy Tax	205,421	228,199	257,010	245,000	309,618	310,000	1.6%
Business & Other Taxes	477,963	541,158	565,261	540,000	556,654	575,000	3.0%
Franchise Fee Tax	1,852,390	2,083,704	2,112,596	2,105,954	2,234,068	2,186,638	11.4%
Intergovernmental	274,848	416,486	466,424	433,500	586,596	446,500	2.3%
Fees, Licenses & Permits	1,236,460	1,591,517	1,524,041	1,366,450	1,409,199	1,465,900	7.6%
Charge for Services	1,732,889	1,744,112	1,942,388	1,887,153	1,789,649	1,845,234	9.6%
Interest	44,731	28,670	40,003	25,000	45,229	43,000	0.2%
Rental Income	508,647	465,460	440,287	465,508	474,750	485,602	2.5%
Other Sources	516,848	519,164	452,817	294,902	452,734	281,402	1.5%
Total Revenues	**$ 16,230,633**	**$ 17,635,987**	**$ 18,268,366**	**$ 18,672,217**	**$ 19,519,545**	**$ 19,174,626**	100.0%
Fund Transfers In	205,222	106,000	167,050	-	-	-	
Total Revenues & Transfers	**$ 16,435,855**	**$ 17,741,987**	**$ 18,435,416**	**$ 18,672,217**	**$ 19,519,545**	**$ 19,174,626**	
Use of Fund Balance Reserves:							
Carryforward Reserve	31,900	247,200	73,101	118,788	118,788	-	
Development Reserve	-	-	-	-	-	60,000	
Environmental Reserve	-	50,000	50,000	50,000	50,000	50,000	
CIP Reserve	80,779	1,504,944	280,880	1,633,345	1,633,345	1,777,896	
CY CIP Reserve	-	-	-	500,000	500,000	-	
Hillside Reserve	-	(75,000)	-	-	-	-	
Compensated Absences	-	(200,000)	-	-	-	-	
Fiscal Stability Loan	-	-	-	1,000,000	1,000,000	-	
(Repayment)	-	-	-	-	(500,000)	(250,000)	
Working Capital	-	-	-	930,184	930,184	-	
Total Operating Sources	**16,548,534**	**19,269,131**	**18,839,397**	**22,904,534**	**23,251,862**	**20,812,522**	

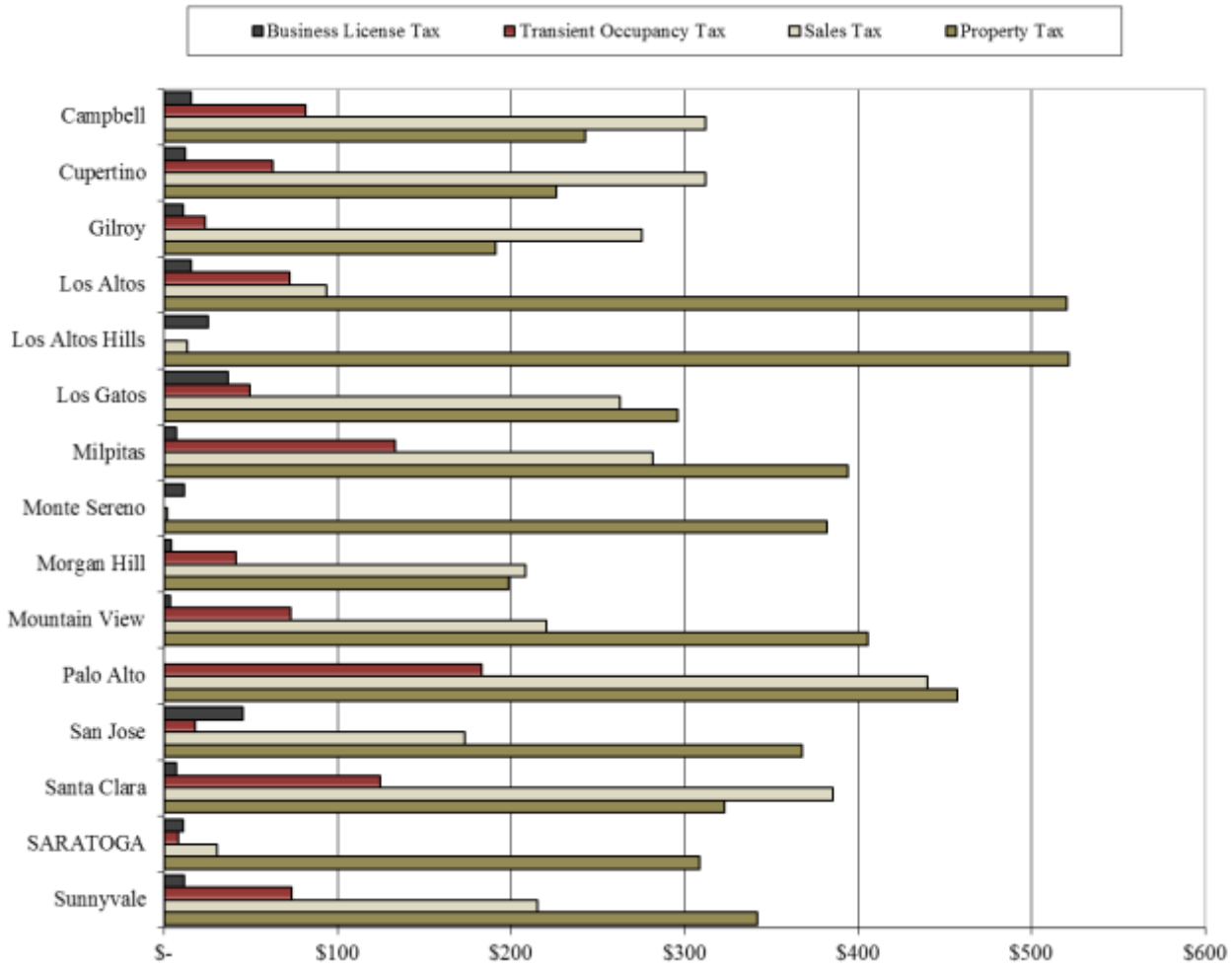
GENERAL FUND EXPENDITURES BY CATEGORY



FY 2015/16
GENERAL FUND EXPENDITURES BY CATEGORY

Expenditure Category	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted	% of Total
Salary & Benefits	$ 6,074,360	$ 6,409,105	$ 6,408,421	$ 6,937,142	$ 6,484,653	7,014,983	37.7%
CalPERS UAL Payment	-	-	-	3,380,000	3,294,619	500,000	2.7%
Materials & Supplies	163,990	188,965	236,925	301,011	195,949	285,420	1.5%
Fees & Charges	708,175	738,596	759,799	934,513	732,387	787,336	4.2%
Consultant & Contract Services	1,638,896	1,883,085	2,054,371	2,085,876	1,966,367	2,237,588	12.0%
Sheriff Services	4,060,306	4,153,654	4,225,024	4,600,540	4,611,024	4,973,080	26.7%
Meetings, Events & Training	37,783	38,946	80,468	97,400	73,668	126,800	0.7%
Community Grants & Events	116,203	122,007	169,725	210,576	162,516	216,685	1.2%
Fixed Assets	11,336	-	-	35,000	35,343	-	0.0%
Internal Services Charges	1,899,748	2,033,577	2,202,844	2,325,826	2,325,823	2,455,755	13.2%
Total Expenditures	**$ 14,710,798**	**$ 15,567,935**	**$ 16,137,576**	**$ 20,907,884**	**$ 19,882,349**	**$ 18,597,647**	**100.0%**
Fund Transfers Out	280,000	1,184,500	380,880	1,733,345	1,666,098	1,902,656	
Total Expenditures & Transfers	**$ 14,990,798**	**$ 16,752,435**	**$ 16,518,456**	**$ 22,641,229**	**$ 21,548,447**	**$ 20,500,303**	

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

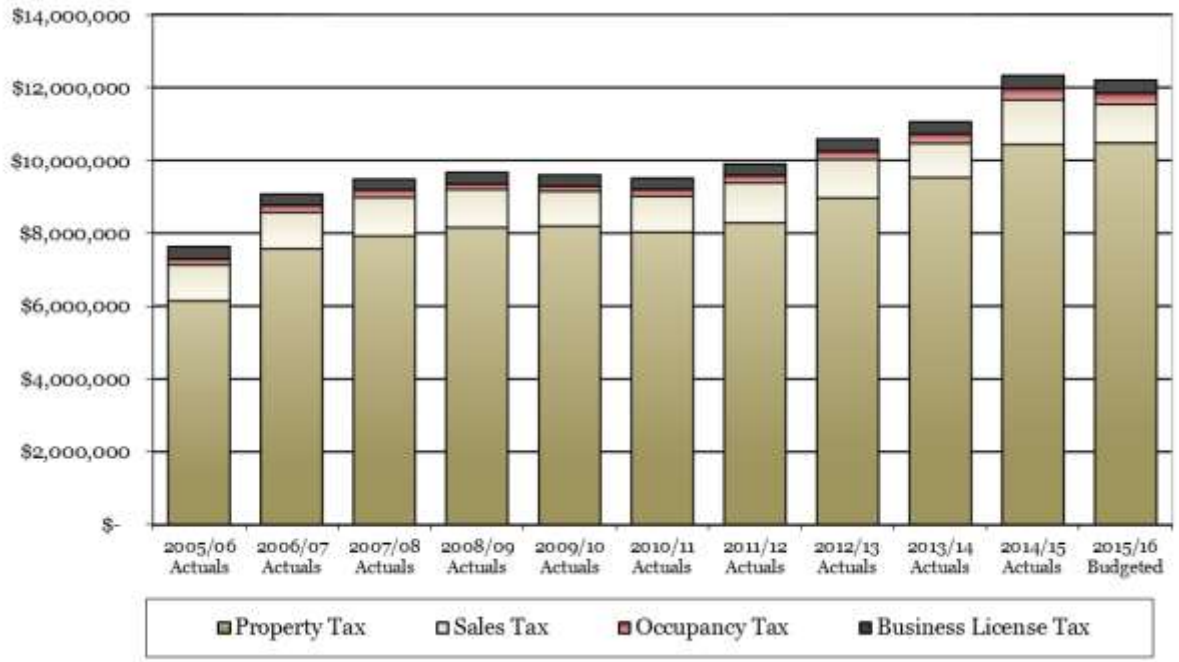


City	Population	Property Tax		Sales Tax		Transient Occupancy		Business License	
		Amount	Per capita	Amount	Per capita	Amount	Per capita	Amount	Per capita
Campbell	41,993	10,195,501	243	13,115,263	312	3,417,412	81	647,873	15
Cupertino	59,946	13,565,465	226	18,721,193	312	3,768,504	63	748,040	12
Gilroy	52,413	10,019,181	191	14,423,130	275	1,234,798	24	576,470	11
Los Altos	29,969	15,586,328	520	2,809,490	94	2,168,556	72	475,298	16
Los Altos Hills	8,354	4,356,583	521	110,474	13	-	-	211,137	25
Los Gatos	30,532	9,031,871	296	8,029,571	263	1,512,846	50	1,130,020	37
Milpitas	70,092	27,607,559	394	19,766,138	282	9,336,309	133	482,125	7
Monte Sereno	3,450	1,318,167	382	7,576	2	-	-	40,595	12
Morgan Hill	41,197	8,183,076	199	8,594,986	209	1,714,492	42	179,848	4
Mountain View	76,781	31,120,500	405	16,935,700	221	5,594,900	73	267,700	3
Palo Alto	66,861	30,587,000	457	29,424,000	440	12,255,000	183	-	-
San Jose	1,000,536	368,233,000	368	173,412,000	173	17,812,000	18	45,501,000	45
Santa Clara	121,229	39,187,491	323	46,735,959	386	15,140,910	125	874,135	7
SARATOGA	30,887	9,526,189	308	941,350	30	257,010	8	336,911	11
Sunnyvale	147,055	50,293,384	342	31,675,532	215	10,858,671	74	1,742,401	12
Average	118,753	41,920,753	353	25,646,824	216	5,671,427	73	3,547,570	30

Most recent information available from neighboring cities

GENERAL FUND REVENUES
10 YEAR HISTORY AND PROJECTED KEY TAX REVENUES

GENERAL FUND TAX REVENUE CHART



Fiscal Year		Property Tax	Sales Tax	Occupancy Tax	Business License Tax	Summary of Tax Revenues	Change from Prior Year
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	$ 336,298	10,582,014	6.9%
2013/14	Actuals	$ 9,526,189	$ 941,350	$ 257,010	$ 336,911	11,061,459	11.7%
2014/15	Actuals	$ 10,436,621	$ 1,224,427	$ 309,618	$ 357,597	12,328,263	24.5%
2015/16	Budgeted	$ 10,475,350	$ 1,060,000	$ 310,000	$ 355,000	12,200,350	15.3%

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 Reserves:	Estimated 7/1/2015 Balance	Revenues	Plus Transfers In	Expenditures	Less Transfers Out	Sources (Uses) of Fund Balance	Estimated 6/30/2016 Balance
Restricted							
Environmental Services	363,182	-	-	-	-	(50,000)	313,182
Committed							
Hillside Stability	1,000,000	-	-	-	-	-	1,000,000
Assigned							
Capital & Efficiency Reserve	1,777,896	-	-	-	-	(1,777,896)	-
Facility Reserve	900,000	-	-	-	-	300,000	1,200,000
Carryforwards	176,560	-	-	-	-	(176,560)	(0)
Unassigned							
Working Capital Reserve	2,007,545	-	-	-	-	10,000	2,017,545
Fiscal Stability Reserve	1,000,000	-	-	-	-	250,000	1,250,000
Development Services	713,891	-	-	-	-	(60,000)	653,891
Compensated Absences	208,167	-	-	-	-	-	208,167
Other Unassigned	1,659,491	19,174,626	-	18,597,647	1,902,656	1,504,456	1,838,270
Total Fund Balance Reserves	**$ 9,806,732**	**$ 19,174,626**	**$ -**	**$ 18,597,647**	**$ 1,902,656**	**$ -**	**$ 8,481,055**

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 reflect the City's intended use of funds*

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.

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

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

Capital Project & Efficiency Reserve *reflects funding designated to fund capital and efficiency projects in the current or future fiscal years as of budget adoption.*

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/or 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.*

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.*

Fiscal Stability Reserve *of $1,500,000 is to be used to maintain fiscal stability. Upon approval from the City Council, this reserve may provide funding relief for such matters as State takeaways, unanticipated revenue shortfalls, unexpected expenses or natural disasters. This reserve is not adjusted for interest earnings.*

Development Services Reserve *reflects accumulated funding to offset revenue and expense timing for multi-year development service obligations and for other development related expenses as directed by Council.*

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	Actuals 2014/15 Transfers In	Actuals 2014/15 Transfers Out	Budgeted 2015/16 Transfers In	Budgeted 2015/16 Transfers Out
General Funds				
General Fund	-	1,666,098	-	1,902,656
Special Revenue Funds				
Landscape & Lighting Districts	-	-	-	-
Capital Project Funds				
Street Projects	731,010	61,010	1,122,638	33,878
Parks & Trail Projects	443,445	-	649,836	354,836
Facility Projects	472,653	-	233,896	-
Administrative Projects	120,000	40,000	285,000	-
Total Interfund Transfers	**$ 1,767,108**	**$ 1,767,108**	**$ 2,291,370**	**$ 2,291,370**

FY 2015/16 Interfund Transfers In

Capital Project Funds Transfer In of $2,291,370 is comprised of :

1. *$1,088,760 from GF CIP Reserve to CIP Street projects*
2. *$295,000 from GF CIP Reserve to CIP Parks projects*
3. *$233,896 from GF CIP Reserve to CIP Facilities projects*
4. *$285,000 from GF CIP Reserves to CIP Administrative & Technology projects*
5. *$33,878 from CIP Street Projects to other CIP Street Projects*
6. *$354,836 from CIP Park Projects to other CIP Park Projects*

FY 2015/16 Interfund Transfers Out

General Fund Transfer Out of $1,948,034 is comprised of:

1. *$1,134,138 CIP Reserve transfer to CIP Streets projects*
2. *$295,000 CIP Reserve transfer to CIP Parks projects*
3. *$233,896 CIP Reserve transfer to CIP Facilities projects*
4. *$285,000 CIP Reserve transfer to CIP Administrative & Technology projects*

FY 2014/15 Interfund Transfers In

Capital Project Funds Transfer In of $2,173,345 is comprised of :

1. *$670,000 from GF CIP Reserve to CIP Street projects, $60,010 from CIP project closeouts or transfers*
2. *$403,445 from GF CIP Reserve to CIP Parks projects, $40,000 from CIP Risk Mgmt Funding project to CIP Park Project*
3. *$479,900 from GF CIP Reserve to CIP Facilities projects, with $6,347 back to General Fund*
4. *$120,000 from GF CIP Reserves to CIP Administrattive & Technology projects*

FY 2014/15 Interfund Transfers Out

General Fund Transfer Out of $1,666,098 is comprised of:

1. *$100,000 operating transfer to the CIP Facilities Fund for projects*
2. *$670,010 CIP Reserve transfer to CIP Streets projects,*
3. *$403,445 CIP Reserve transfer to CIP Parks projects*
4. *$472,653 CIP Reserve transfer to CIP Facilities projects*
5. *$120,000 CIP Reserve transfer to CIP Administrative & Technology projects*
6. *$61,010 CIP Administrative Transfer Out to other CIP projects*
7. *$40,000 CIP Administrative Transfer Out to Play Structure CIP*

TOTAL FUND BALANCE ACTIVITY
FY 2015/16

	7/1/2015 Estimated Balance	Plus Revenues & Carryfwds	Plus Transfers In	Less Exp & Carryfwds	Less Transfers Out	Sources (Uses) of Fund Bal	6/30/2016 Estimated Balance
General Fund							
Restricted							
Environmental Services	363,182	-	-	-	-	(50,000)	313,182
Committed							
Hillside Stability	1,000,000	-	-	-	-	-	1,000,000
Assigned							
Capital & Efficiency Reserve	1,777,896	-	-	-	-	(1,777,896)	-
Facility Reserve	900,000	-	-	-	-	300,000	1,200,000
Carryforwards	176,560	-	-	-	-	(176,560)	-
Unassigned							
Working Capital Reserve	2,007,545	-	-	-	-	10,000	2,017,545
Fiscal Stabilization Reserve	1,000,000	-	-	-	-	250,000	1,250,000
Development Services	713,891	-	-	-	-	(60,000)	653,891
Compensated Absences	208,167	-	-	-	-	-	208,167
Other Unassigned	1,659,491	19,174,626	-	18,597,647	1,902,656	1,504,456	1,838,270
Total General Fund	**$ 9,806,732**	**$ 19,174,626**	**$ -**	**$ 18,597,647**	**$ 1,902,656**	**$ -**	**$ 8,481,055**

Other Unassigned Fund Balance Reserves reflect 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	867,643	585,867	-	650,800	-	-	802,710
Total Special Revenue Funds	**$ 867,643**	**$ 585,867**	**$ -**	**$ 650,800**	**$ -**	**$ -**	**$ 802,710**

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	386,018	394,008	-	393,913	-	-	386,113
Workers Compensation	314,525	185,000	-	214,555	-	-	284,970
Office Support Fund	75,075	62,000	-	73,250	-	-	63,825
IT Services	260,322	480,000	-	530,065	-	-	210,257
Vehicle & Equip Maintenance	115,564	275,000	-	256,346	-	-	134,218
Facility Maintenance	268,326	900,000	-	879,629	-	-	288,697
Vehicle & Equip Replacement	649,498	125,000	-	204,500	-	-	569,998
IT Equipment Replacement	194,101	125,000	-	108,400	-	-	210,701
Facility FFE Replacement	-	200,000		169,000	-	-	31,000
Total Internal Service Funds	**$ 2,263,429**	**$ 2,746,008**	**$ -**	**$ 2,829,658**	**$ -**	**$ -**	**$ 2,179,779**

Internal Service Funds accounts 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	906,600	846,300	-	885,085	-	-	867,815
Total Debt Service Funds	**$ 906,600**	**$ 846,300**	**$ -**	**$ 885,085**	**$ -**	**$ -**	**$ 867,815**

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.

TOTAL FUND BALANCE ACTIVITY
FY 2015/16

	7/1/2015 Estimated Balance	Plus Revenues & Carryforwards	Plus Transfers In	Less Expenditures & Carryforwards	Less Transfers Out	Source & (Use) of Fund Bal	6/30/2016 Estimated Balance
Capital Improvement Plan Funds							
Street Projects	1,904,297	7,774,953	1,122,638	10,768,010	33,878	-	-
Parks & Trails Projects	1,238,992	482,536	649,836	1,912,663	354,836	-	103,865
Facility Projects	347,619	118,436	233,896	664,950	-	-	35,000
Administrative Projects	367,870	130,000	285,000	782,870	-	-	-
Total Capital Improvement Funds	**$ 3,858,778**	**$ 8,505,924**	**$ 2,291,370**	**$ 14,128,492**	**$ 388,714**	**$ -**	**$ 138,865**

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	**$ 17,703,182**	**$ 31,858,725**	**$ 2,291,370**	**$ 37,091,682**	**$ 2,291,370**	**$ -**	**$ 12,470,224**

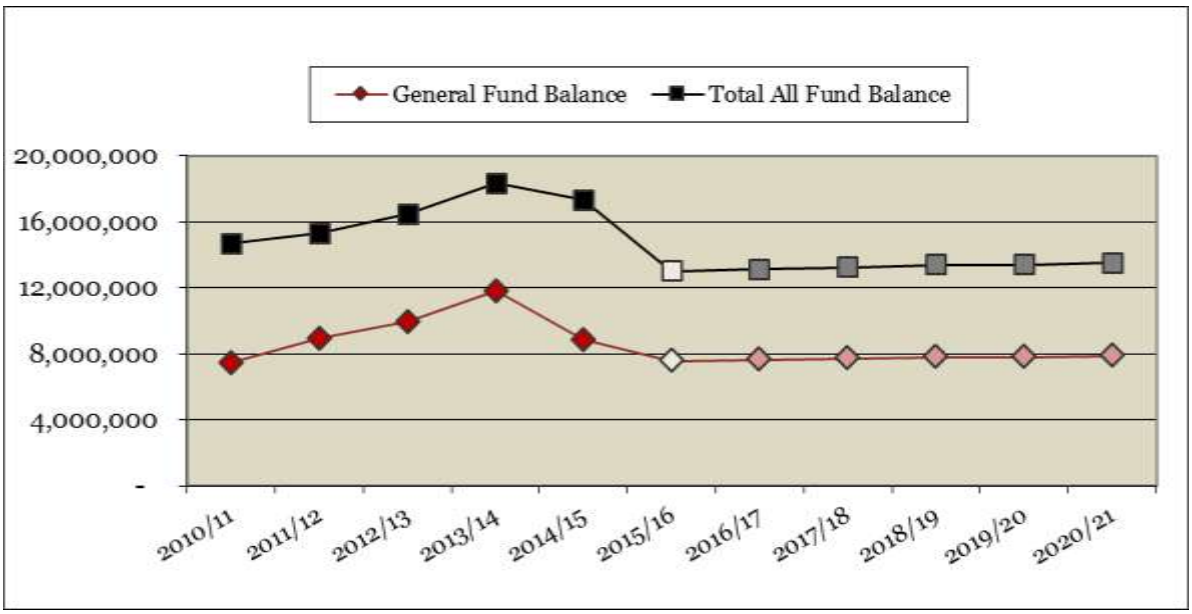
FUND BALANCE RESERVES
5 YEAR COMPARATIVE HISTORY

Fund Balance Reserves	6/30/2012 Actual YE Balance	6/30/2013 Actual YE Balance	6/30/2014 Actual YE Balance	6/30/2015 Actual YE Balance	6/30/2016 Budgeted YE Balance
General Fund					
Restricted					
Environmental Services	513,182	463,182	413,182	363,182	313,182
Committed					
Hillside Stability	600,000	675,000	992,934	1,000,000	1,000,000
Assigned					
Capital & Efficiency Reserve	1,923,658	418,714	1,928,915	1,777,896	-
Facility Reserve	-	300,000	600,000	900,000	1,200,000
Carryforwards	247,201	73,101	118,788	176,560	-
Unassigned					
Working Capital Reserve	2,914,426	2,923,096	2,930,184	2,007,545	2,017,545
Fiscal Stabilization Reserve	1,500,000	1,500,000	1,500,000	1,000,000	1,250,000
Development Services	667,233	667,233	705,459	713,891	653,891
Compensated Absences	-	207,268	223,846	208,167	208,167
Uncollected Deposits	44,791	-	-	-	-
Other Unassigned	518,631	2,691,081	2,422,326	1,659,491	1,838,270
Total General Fund Reserves	**8,929,122**	**9,918,675**	**11,835,634**	**9,806,732**	**8,481,055**
Special Revenue Funds					
Landscape & Lighting Districts	562,504	621,947	733,831	867,643	802,710
Total Special Revenue Funds	**562,504**	**621,947**	**733,831**	**867,643**	**802,710**
Internal Service					
Liability / Risk Management	134,757	230,059	297,825	386,018	386,113
Workers Compensation	231,966	293,720	281,642	314,525	284,970
Office Support Services	11,220	24,021	53,121	75,075	63,825
IT Services	256,701	281,284	262,069	260,322	210,257
Vehicle & Equipment Maintenance	23,031	10,427	36,349	115,564	134,218
Facility Maintenance	200,926	184,901	199,869	268,326	288,697
Vehicle & Equipment Replacement	437,089	442,089	508,880	649,498	569,998
IT Equipment Replacement	156,760	156,318	152,788	194,101	210,701
Facility FFE Replacment	-	-	-	-	31,000
Total Internal Service Reserves	**1,452,449**	**1,622,818**	**1,792,543**	**2,263,429**	**2,148,779**
Debt Service					
2001 Series Library GO Bonds	862,414	885,757	897,786	906,600	867,815
Total Debt Service	**862,414**	**885,757**	**897,786**	**906,600**	**867,815**
OPERATING BUDGET RESERVES	**$ 11,806,490**	**$ 13,049,197**	**$ 15,259,794**	**$ 13,844,404**	**$ 12,300,359**

FUND BALANCE RESERVES
5 YEAR COMPARATIVE HISTORY

Fund Balance Reserves	6/30/2012 Actual YE Balance	6/30/2013 Actual YE Balance	6/30/2014 Actual YE Balance	6/30/2015 Actual YE Balance	6/30/2016 Budgeted YE Balance
Capital Project Funds					
Street Project Funds	2,265,634	2,080,497	1,724,577	1,904,297	-
Park & Trail Project Funds	655,461	887,941	1,028,874	1,238,992	103,865
Facility Improvement Funds	493,708	260,858	206,036	347,619	35,000
Administrative Project Funds	129,401	191,039	166,820	367,870	-
Total Capital Projects Funds	**3,544,204**	**3,420,335**	**3,126,307**	**3,858,778**	**138,865**
TOTAL RESERVES	**$ 15,350,694**	**$ 16,469,532**	**$ 18,386,101**	**$ 17,703,182**	**$ 12,439,224**

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 2015/16 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 full expenditure is not expected to 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 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted
Council & Commissions						
General Fund Program:						
City Council	$ 2,400	$ 1,200	$ 1,200	$ -	$ 3,600	$ 600
City Commissions	-	-	-	-	-	-
Total Council & Commissions	**$ 2,400**	**$ 1,200**	**$ 1,200**	**$ -**	**$ 3,600**	**$ 600**
City Manager's Department						
General Fund Program:						
City Manager's Office	-	200	600	800	800	400
City Clerk	20,412	2,036	25	600	134	-
Total City Manager's Department	**$ 20,412**	**$ 2,236**	**$ 625**	**1,400**	**934**	**400**
Finance & Administrative Services Department						
General Fund Program:						
Finance	49,758	51,985	47,609	45,000	56,581	46,800
Human Resources	-	-	-	-	-	-
Administrative Services	-	-	-	-	-	-
Internal Service Funds:						
Office Support Services	50,626	67,086	65,028	65,000	68,183	62,000
Information Technology Services	400,000	400,257	403,488	425,000	430,803	480,000
IT Equipment Replacement	50,000	46,236	55,000	65,000	65,000	125,000
Total Finance & Admin Services	**$ 550,384**	**$ 565,564**	**$ 571,125**	**600,000**	**620,567**	**713,800**
Community Development						
General Fund Program:						
Development Services	591,958	524,709	560,730	534,500	533,310	525,800
Advanced Planning	169,574	226,973	228,523	150,000	156,165	150,000
Code Compliance	9,600	6,155	7,650	5,500	10,725	5,750
Building & Inspection Services	1,151,517	1,425,946	1,423,032	1,440,100	1,394,913	1,520,100
Total Community Development	**$ 1,922,649**	**$ 2,183,782**	**$ 2,219,935**	**2,130,100**	**2,095,113**	**2,201,650**
Public Works Department						
General Fund Program:						
General Engineering	102,822	151,388	117,702	90,250	218,070	90,250
Development Engineering	107,099	144,232	169,014	73,100	139,654	74,000
Environmental Services	23,571	203,203	190,487	185,954	191,790	188,638
Streets & Storm Drains	2,912	170,231	245,811	190,000	186,633	200,000
Parks & Landscape Maintenance	351,076	298,692	291,980	292,656	254,995	174,634
Internal Service Funds:						
Vehicle & Equipment Maintenance	200,000	215,000	250,000	300,000	300,000	275,000
Vehicle & Equipment Replacement	115,715	100,000	207,050	200,000	206,393	125,000
Special Revenue Fund:						
Landscape & Lighting Districts	491,241	483,087	521,302	527,376	566,483	585,867
Total Public Works Department	**$ 1,394,436**	**$ 1,765,834**	**$ 1,993,345**	**1,859,336**	**2,064,018**	**1,713,389**

DEPARTMENT REVENUES
BY PROGRAM

	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted
Recreation & Facilities Department						
General Fund Program:						
Recreation Services	$ 614,400	$ 641,904	$ 662,212	$ 718,200	$ 603,570	$ 700,100
Teen Services	2,758	1,626	782	5,000	1,500	3,200
Facility Rentals	235,579	232,236	247,604	269,950	300,567	402,600
Internal Service Funds:						
Facility Maintenance	725,000	755,857	832,474	875,000	882,299	900,000
Facility FFE Replacement	-	-	-	-	-	200,000
Total Recreation Department	**$ 1,577,736**	**$ 1,631,622**	**$ 1,743,071**	**1,868,150**	**1,787,937**	**2,205,900**
Public Safety						
General Fund Program:						
Public Safety Services	684,430	681,706	434,748	393,025	460,576	386,025
Emergency Preparedness	9,700	847	12,276	12,500	20	-
Total Public Safety	**$ 694,129**	**$ 682,552**	**$ 447,024**	**405,525**	**460,596**	**386,025**
Non-Departmental						
General Fund Program:						
General Administration	12,100,422	12,869,472	13,601,382	14,265,082	15,000,920	14,700,729
Legal Services	-	1,248	25,000	-	20	-
Community Grants	-	-	-	-	-	-
Community Events	645	-	-	-	5,000	5,000
Internal Service Funds:						
Risk Management/Liability Ins	352,455	403,399	389,809	439,560	399,482	394,008
Workers Compensation Ins	219,287	244,453	217,433	210,000	217,567	185,000
Debt Service Funds						
2001 Bond Debt Service Fund	13,387,316	892,253	901,539	851,300	898,774	846,300
Total Non-Departmental	**$ 26,060,125**	**$ 14,410,824**	**$ 15,135,163**	**$ 15,765,942**	**$ 16,521,764**	**$ 16,131,037**
Capital Improvement Program						
Capital Improvement Funds						
Street Projects	3,455,125	2,558,053	1,489,006	8,345,275	1,771,339	7,774,953
Park & Trail Projects	647,874	(57,245)	967,061	666,536	311,143	482,536
Facility Projects	39,219	113,410	131,590	265,100	38,580	118,436
Administrative Projects	5,736	162,683	-	30,000	163,928	130,000
Total Capital Improvement Projects	**$ 4,147,954**	**$ 2,776,901**	**$ 2,587,657**	**$ 9,306,911**	**$ 2,284,991**	**$ 8,505,924**
Operating Transfers In						
General Fund	205,222	106,000	167,050	-	-	-
L&L Funds	-	-	-	-	-	-
Capital Projects - Streets	400,308	661,818	234,487	788,396	731,010	1,122,638
Capital Projects - Parks & Trails	25	593,852	119,877	443,445	443,445	649,836
Capital Projects - Facilities	264,659	324,500	100,000	439,900	472,653	233,896
Capital Projects - Administrative	55,941	85,000	163,673	220,000	120,000	285,000
Total Operating Transfers In	**$ 926,155**	**$ 1,771,170**	**$ 785,087**	**$ 1,891,741**	**$ 1,767,108**	**$ 2,291,370**
Total Revenues and Transfers In	**$ 37,296,381**	**$ 25,791,686**	**$ 25,484,232**	**$ 33,829,105**	**$ 27,606,629**	**$ 34,150,095**

DEPARTMENT EXPENDITURES BY PROGRAM

	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted
Council & Commissions						
General Fund Programs:						
City Council	$ 126,832	$ 104,116	$ 124,780	$ 274,649	$ 129,132	$ 166,198
City Commissions	25,317	29,900	29,349	42,652	30,891	45,006
Total Council & Commissions	**$ 152,149**	**$ 134,016**	**$ 154,129**	**$ 317,301**	**$ 160,023**	**$ 211,203**
City Manager's Department						
General Fund Programs:						
City Manager's Office	508,150	498,730	500,476	583,729	569,824	516,266
City Clerk	290,432	323,254	303,670	406,725	370,402	354,591
Total City Manager's Department	**$ 798,582**	**$ 821,984**	**$ 804,146**	**$ 990,454**	**$ 940,226**	**$ 870,858**
Administrative Services Department						
General Fund Programs:						
Finance Services	800,562	839,510	899,080	795,460	778,447	789,676
Human Resources	366,263	329,095	337,410	346,491	325,218	331,075
Administrative Services	-	-	-	200,452	186,382	207,755
Internal Service Funds:						
Office Support Services	55,236	54,285	35,928	73,750	46,229	73,250
Information Technology Service	374,362	375,674	422,703	475,725	432,550	530,065
IT Equipment Replacement	53,844	46,678	58,530	68,200	23,687	108,400
Total Administrative Services	**$ 1,650,268**	**$ 1,645,242**	**1,753,651**	**1,960,078**	**1,792,513**	**2,040,221**
Community Development						
General Fund Programs:						
Development Services	822,267	925,009	955,477	966,259	909,462	967,242
Advanced Planning	144,716	115,740	254,409	162,300	113,311	173,230
Code Compliance	92,821	104,799	52,643	141,537	127,653	137,906
Building & Inspection Services	827,991	901,305	919,181	1,017,941	936,255	1,022,129
Total Community Development	**$ 1,887,796**	**$ 2,046,853**	**$ 2,181,710**	**$ 2,288,037**	**$ 2,086,680**	**$ 2,300,506**
Public Works Department						
General Fund Programs:						
General Engineering	469,404	476,908	502,680	555,971	532,614	522,076
Development Engineering	191,598	205,693	213,150	196,831	194,320	223,179
Environmental Services	545,492	619,024	643,314	690,581	615,342	760,131
Streets & Storm Drains	1,186,626	1,284,436	1,381,240	1,446,840	1,454,269	1,413,236
Parks & Landscape Maintenance	1,925,312	1,956,160	2,093,578	2,211,844	2,151,993	2,188,490
Internal Service Funds:						
Vehicle & Equip Maintenance	219,786	227,604	224,078	244,177	220,785	256,346
Vehicle & Equip Replacement	10,000	95,000	140,258	66,543	65,775	204,500
Special Revenue Funds:						
Landscape & Lighting Districts	432,862	423,644	409,418	611,514	432,671	650,800
Total Public Works Department	**$ 4,981,080**	**$ 5,288,469**	**$ 5,607,716**	**$ 6,024,301**	**$ 5,667,769**	**$ 6,218,758**

DEPARTMENT EXPENDITURES BY PROGRAM

	FY 2011/12 Actuals	FY 2012/13 Actuals	FY 2013/14 Actuals	FY 2014/15 Adjusted	FY 2014/15 Actuals	FY 2015/16 Adopted
Recreation & Facilities Department						
General Fund Programs:						
Recreation Services	$ 900,930	$ 938,742	$ 961,244	$ 1,055,579	$ 940,097	$ 1,071,231
Teen Services	67,859	67,955	57,836	48,759	47,073	52,915
Facility Rentals	300,708	311,796	364,197	401,940	376,256	462,801
Internal Service Funds:						
Facility Maintenance	732,592	771,882	817,506	855,198	813,842	879,629
Facility FFE Replacement	-	-	-	-	-	169,000
Total Recreation Department	**2,002,090**	**2,090,375**	**2,200,783**	**2,361,476**	**2,177,268**	**2,635,577**
Public Safety						
General Fund Programs:						
Public Safety Services	4,241,260	4,328,818	4,411,156	4,786,304	4,792,104	5,158,994
Emergency Preparedness	68,854	63,026	80,227	100,298	67,275	71,437
Total Public Safety	**4,310,113**	**4,391,844**	**4,491,384**	**4,886,602**	**4,859,379**	**5,230,431**
Non-Departmental						
General Fund Programs:						
General Administration	431,480	721,170	492,236	3,935,157	3,783,847	1,397,598
Legal Services	259,720	300,743	390,518	329,009	287,667	347,800
Community Grants	109,459	103,717	147,506	172,726	135,061	159,890
Community Events	6,744	18,290	22,219	37,850	27,455	56,795
Internal Service Funds:						
Liability / Risk Management	352,603	308,096	336,743	463,117	296,590	393,913
Workers Compensation	211,425	182,700	229,510	267,272	184,683	214,555
Debt Service Fund:						
2001 Bond Debt Service Fund	13,375,558	868,910	889,510	889,985	889,960	885,085
Total Non-Departmental	**14,746,989**	**2,503,626**	**2,508,243**	**6,095,116**	**5,605,263**	**3,455,636**
Capital Improvement Program						
Capital Improvement Funds:						
Street Projects	3,693,733	2,832,190	1,853,714	10,858,248	2,322,630	10,768,010
Park & Trail Projects	948,802	290,278	886,168	2,097,456	544,470	1,912,663
Facility Projects	492,379	670,761	286,412	876,036	369,650	664,950
Administrative Projects	43,986	186,044	69,220	326,819	42,878	782,869
Total Capital Improvement Projects	**5,178,900**	**3,979,272**	**3,095,514**	**14,158,558**	**3,279,628**	**14,128,492**
Operating Transfers Out						
General Fund	280,000	1,184,500	380,880	1,733,345	1,666,098	1,902,656
IT Equip Replacement to CIP	24,963	-	-	-	-	-
Capital Projects - Streets	324,896	572,818	225,698	-	-	33,878
Capital Projects - Parks & Trails	25	13,852	59,837	-	-	354,836
Capital Projects - Facilities	259,841	-	-	-	-	-
Capital Projects - Administrative	36,430	-	118,672	90,000	40,000	-
Total Operating Transfers Out	**926,156**	**1,771,170**	**785,087**	**1,823,345**	**1,706,098**	**2,291,370**
Total Expenditures & Transfers Out	**36,634,122**	**24,672,850**	**23,582,362**	**40,905,269**	**28,274,848**	**39,383,052**

STAFFING INFORMATION

SUMMARY OF EMPLOYEE SALARY & BENEFITS

The City of Saratoga's total salary and benefit expenditures are budgeted at $7.87 million dollars in FY 2015/16, representing approximately 21.0% of total budgeted expenditures. Approximately $7.01 million or 89.0% of labor costs reside in the General Fund and represent 37.7% of the General Fund's budgeted expenditures. Annual labor increases from cost-of-living-adjustments (COLA), employee step increases, pension cost increases, and insurance premium increases were offset in part by a reduction in employees, known as Full-Time-Equivalents (FTE's) for this fiscal year: budgeted salary and benefit amounts increased just $25,118 from the prior year as the result of a 1.25 FTE reduction in benefited staff.

Organizational Changes
Staffing reductions in the Recreation and Facilities Department account for the 1.25 FTE decrease. A Facility Maintenance Worker vacancy was left unfunded this fiscal year as the functions were backfilled by a janitorial service contract. In addition, the Recreation Supervisor decreased from a 1.0 FTE to a .90 FTE, and a Recreation Coordinator decreased from a 1.0 FTE to a .85 FTE. Temporary staff is being utilized to backfill some workload duties.

The remaining staff positions remained stable. With ever-increasing labor costs, City services are expected to remain at current levels, with staff levels managed closely to ensure operations remain sustainable.

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 utilized for landscape maintenance services, recreation and facility services, development services, and attorney services. The City finds that the contract services arrangement with the Santa Clara County Sheriff's Office provides a much higher level of police service, and with a cost-effective service structure, than could be attained in-house with City resources. Dedicated Sheriff Officers and staff are assigned to the City, although personnel and services easily adjust as circumstances warrant. This beneficial arrangement provides for a high level of 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 long-term strategies. While neighboring cities raised employee benefits to an enhanced 2.5% or 2.7% @ 55 pension plan during the economic bubble, the City's employee benefit structure remained at a sustainable 2% @55 pension plan. This lower benefit plan has and will continue to provide significant labor costs savings to the City in future years. In other cities, the enhanced plan costs will increase in cost to almost double 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. While there were a number of employee layoffs and furlough days, they were minimal in comparison to some other cities, and residents were provided a mostly consistent level of services throughout FYs 2009/10 – 2012/13. The added benefit of employee retention throughout these three difficult years added to institutional knowledge and efficient operations.

Employee Compensation and Benefits
The City's salary and benefit expenditure growth will continue to be constrained in the years to come by employee turnover and retirements. The 2011 MOU negotiations established reduced pension benefits for employees, and lower medical benefits for new employees. And subsequent State legislation known as PEPRA reduced retirement benefits for future employees not yet a member of the CalPERS pension plan system.

New City employees fall under reduced pension plan benefits. 'Classic' CalPERS members hired on or after May 12, 2012, go into a second tier CalPERS retirement package of 2% @60. New CalPERS members (members post January 1, 2013) fall into a 2% @62 pension plan third tier. The annual savings equals the difference between the pool-specific rates times the respective second and third tier payroll. Annual saving from implementing these new tiers will be small at first, although savings are expected to increase by $200,000 to $300,000 per year in about 10 years.

The 2015 MOU negotiations focused on reducing long-term employee medical benefits and increasing new employee medical benefits, to come to a standardized level of medical benefits for all employees. Medical benefits provide a cost sharing arrangement so that employees pay for 50% of the medical insurance premium growth in the future.

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 most positions require temporary backfill or a quick recruitment process 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 during the fiscal year, and to fund terminations, turnover or disability backfill, PTO buyouts, excess overtime, and 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, City Clerk, Human Resources Manager, HR Technician, Finance Manager, the Streets Division and Parks Division Public Works Managers, and hourly (un-benefited) staff are not represented by associations. Two of the three bargaining units entered into a four year MOU agreement effective through June 30, 2019, with one bargaining unit still in negotiations. The City Manager has a negotiated contract, and unrepresented employees fall under a separate un-negotiated contract.

Wages
Salaries are adjusted as defined by the MOUs and typically 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. Effective with the 2011 MOUs, employees pay the full 7% CalPERS employee contribution from their wages.

Employee Benefits
The City provides limited benefit coverage for medical insurance, and full benefit coverage for dental, life, and long-term disability insurance to its benefitted employees. The City pays the Employers share of the CalPERS pension plan benefits on behalf of its eligible employees.

The City contracts for health insurance through CalPERS, offering employees a choice of all CalPERS offered medical plans. Although CalPERS has substantial negotiating powers, health insurance premiums continue to increase each year. The 2015 MOU negotiations changed the medical insurance benefits to provide an $800 base contribution for Single employees, $1600 for Employee + One plans, and $2,080 for Employee + 2 plans, beginning calendar year 2016. Per the MOU, the City's base will increase by 50% of the average medical premium increase in future years, and employees must pay the remainder of the insurance premium.

The City contracts with Ameritas for its dental insurance provider, and Principal for Life and Disability (AD&D) Insurance. Dental insurance premiums and Life and AD&D premiums are paid 100% by the City. Employees may elect to enhance their AD&D coverage through the group plan.

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.

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 pool. Public safety services are contracted through Santa Clara County Sheriff's Office and their personnel belong to the County. Council Members have the option to join the City's 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, 2015, the plan breakdown is: 44 in Tier 1 (74.6%), 8 in Tier 2 (13.5%), and 7 in Tier 3 (11.9%). This ratio will change 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 Employee 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%. This rate increased just slightly to 6.730% for FY 2015/16.

A history of recent Saratoga's Employer Contribution Rates for the various risk pools are shown in the table below. A couple of items of note:

1. FY 2012/13 shows two rates – the second rate line shows a decrease of approximately 2% due to the payoff of the side fund liability in mid-FY 2012/13.
2. FY 2015/16's 2% @55 rates reflect a significant decrease from the prior year as the Unfunded Accrued Liability (UAL) funding costs are now separate from the normal pension charges. Beginning in FY 2015/16, UAL payments are assessed a flat dollar amount rather than a percentage of payroll.

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	9.353%	7.510%	6.730%

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, and 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) had

averaged slightly higher than the 7.75% target – until the economic downturn began in 2008. Since then, with returns heavily diminished, CalPERS staff has 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 impacted Miscellaneous Employer Contribution Rates by increases of around 1%, and up to 2%, while most Public Safety Plan's Employer Contribution Rate increased by 3%. This rate increase began in FY 2013/14, with Saratoga's rate increasing by only .6% due to being on the lower benefit plan. CalPERS staff believe this IRR rate decrease was insufficient, and continues to ask for a further decrease down to 7.25%

Rate Smoothing Policies – The severity of the economic downturn negatively impacted the CalPERS portfolio's actuarial value of assets, 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. Along with this actuarial modification, CalPERS decided to separate pension costs for current year liabilities from costs related to actuarial assumption changes for prior year liabilities, known as the UAL. This change will provide better rate stability, and payment option for Cities.

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 policies and ever-changing actuarial assumptions, Saratoga's pension costs will continue to increase in the upcoming years. Because the City has taken measures by paying down the Unfunded Liability and standardizing the annual UAL payment at an accelerated payment level, the UAL will be paid off sooner, and the susceptibility to rate volatility will be decreased in future years. This proactive fiscally responsible approach will allow the City to address economic impacts during inevitable future economic downturns.

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 $122 for calendar year 2015, and $125 for calendar year 2016. The City includes this amount in the budget as an ongoing retiree cost, which currently amounts to approximately $27,000 per year for an estimated 18 participating retirees.

TOTAL FUNDED POSITIONS BY DEPARTMENT

Full Time Equivalents (FTE)	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
City Manager's Department					
City Manager	1.00	1.00	1.00	1.00	1.00
Exec Assistant to CM / Deputy City Clerk	0.90	1.00	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00	1.00
Administrative Analyst I/II	1.00	1.00	1.00	1.00	1.00
TOTAL FTE's	**3.90**	**4.00**	**4.00**	**4.00**	**4.00**
Administrative Services Department					
Administrative Services Director	1.00	1.00	1.00	1.00	1.00
Finance Manager	-	-	1.00	1.00	1.00
Accountant I/II	0.90	0.90	0.90	0.90	0.90
Accounting Technicians	3.00	3.00	3.00	3.00	3.00
Human Resources Manager	1.00	1.00	1.00	1.00	1.00
Human Resources Technician	-	-	0.75	0.75	0.75
Information Technology Administrator	1.00	1.00	1.00	1.00	1.00
Information Technology Technician	-	-	1.00	1.00	1.00
TOTAL FTE's	**6.90**	**6.90**	**9.65**	**9.65**	**9.65**
Community Development Department					
Community Development Director	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00
Planner I/II	2.00	2.00	2.00	2.00	2.00
Plan Check Engineer	1.00	1.00	1.00	1.00	1.00
Senior Arborist	1.00	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	-	-	-
Sr. Building Inspector/Plan Checker	-	-	1.00	1.00	1.00
Building Inspector	2.00	2.00	2.00	2.00	2.00
Permit Technician	-	-	1.00	1.00	1.00
Office Specialist III	2.00	2.00	2.00	2.00	2.00
Code Compliance Specialist	1.00	-	-	-	-
TOTAL FTE's	**12.00**	**11.00**	**12.00**	**12.00**	**12.00**
Public Works Department					
Public Works Director	1.00	1.00	1.00	1.00	1.00
Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00
Assistant/Associate Engineer	1.00	1.00	1.00	1.00	1.00
Administrative Analyst I/II	0.90	0.90	1.00	0.90	0.90
Office Specialist II/III	1.75	1.75	1.75	1.75	1.75
Parks Maintenance Manager	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Lead	1.00	1.00	1.00	1.00	2.00
Parks Maintenance Specialist	1.00	-	-	-	-
Parks Maintenance Worker I/II/III	5.90	6.00	6.00	6.00	5.00
Street Maintenance Manager	1.00	1.00	1.00	1.00	1.00
Street Maintenance Lead	1.00	1.00	2.00	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	4.00
TOTAL FTE's	**21.55**	**20.65**	**20.75**	**20.65**	**20.65**

TOTAL FUNDED POSITIONS BY DEPARTMENT

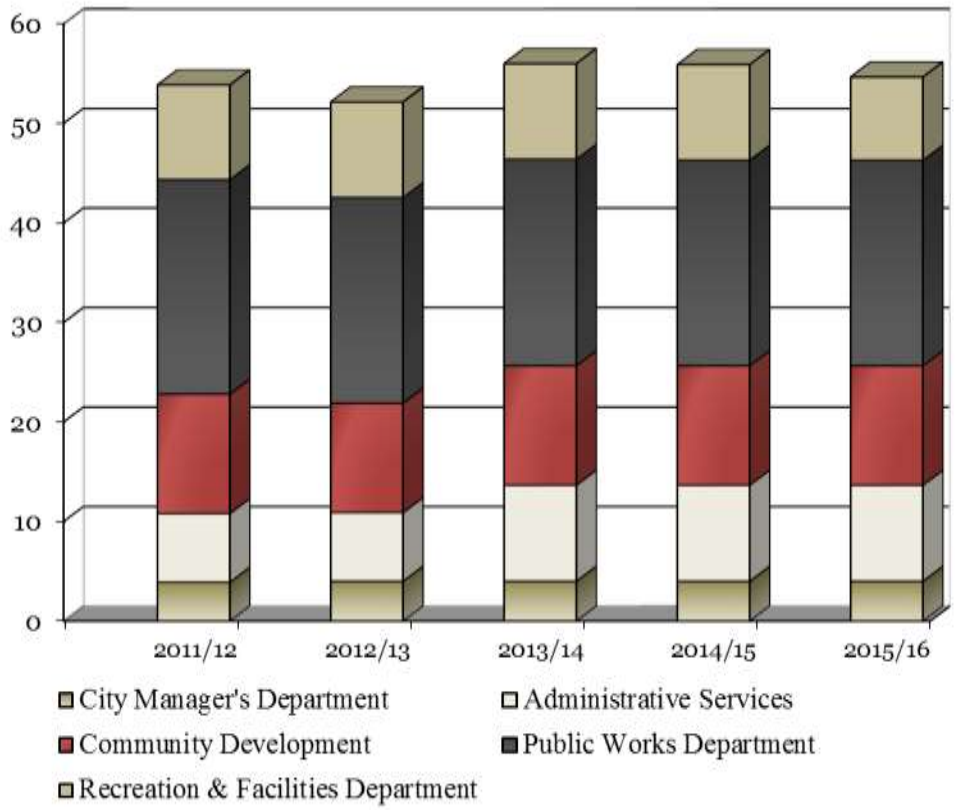
	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Recreation & Facilities Department					
Recreation & Facilities Director	1.00	1.00	1.00	1.00	1.00
Senior Recreation Supervisor	1.00	-	-	-	-
Recreation Supervisor	1.00	1.00	1.00	1.00	0.90
Recreation Coordinator	-	2.00	2.00	2.00	1.85
Facility Coordinator	0.60	0.60	0.60	0.60	0.60
Office Specialist II/III	1.90	1.00	1.00	1.00	1.00
Facility Maintenance Manager	1.00	1.00	1.00	1.00	1.00
Facility Maintenance Lead	1.00	1.00	1.00	1.00	1.00
Facility Maintenance Worker I/II/III	2.00	2.00	2.00	2.00	1.00
TOTAL FTE's	**9.50**	**9.60**	**9.60**	**9.60**	**8.35**
TOTAL STAFF FTEs	**53.85**	**52.15**	**56.00**	**55.90**	**54.65**

FUNDED HOURLY STAFFING BY DEPARTMENT

	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
City Manager's Department					
Student Intern	-	-	320	320	-
Executive Assistant (backfill)	-	-	120	136	750
Temporary Pool Hours	-	-	940	-	-
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	-
Graphic Design Assistant	-	-	-	-	149
Community Development Department					
Office Specialist III	800	800	800	800	940
Student Intern	940	940	-	320	480
Public Works Department					
Engineering Inspectors	2,760	2,760	2,760	2,760	2,760
Maintenance Worker	2,000	-	-	-	999
Recreation & Facilities Department					
Facility Attendents	1,500	1,500	1,500	1,750	1,900
Recreation Leaders	500	500	3,335	3,300	2,178
Graphic Design Assistant	-	-	-	-	850
Student Intern					480
TOTAL ANNUAL HOURS	**13,468**	**11,268**	**10,295**	**9,706**	**11,486**
Temporary Hours converted to FTEs	6.48	5.42	4.95	4.67	5.52
TOTAL FTE's	**60.33**	**57.57**	**60.95**	**60.57**	**60.17**

STAFFING BY DEPARTMENT

Five Year History



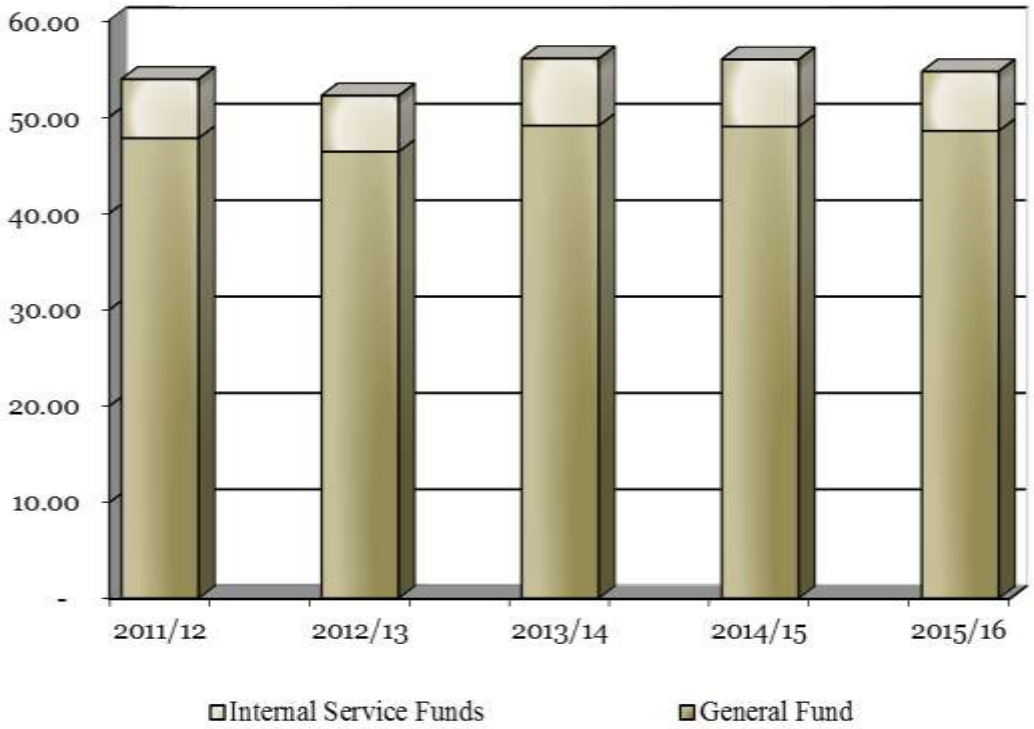
TOTAL STAFF BY DEPARTMENT

Full Time Equivalents (FTE)

	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
City Manager's Department	3.90	4.00	4.00	4.00	4.00
Administrative Services	6.90	6.90	9.65	9.65	9.65
Community Development	12.00	11.00	12.00	12.00	12.00
Public Works Department	21.55	20.65	20.75	20.65	20.65
Recreation & Facilities Department	9.50	9.60	9.60	9.60	8.35
TOTAL STAFF BY DEPARTMENT	**53.85**	**52.15**	**56.00**	**55.90**	**54.65**

STAFFING BY FUND

Five Year History



TOTAL DEPARTMENTAL STAFF BY FUND

Full Time Equivalents (FTE)

	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
General Fund					
City Manager's Department	3.90	4.00	4.00	4.00	4.00
Administrative Services	5.70	5.70	7.35	7.35	7.35
Community Development	12.00	11.00	12.00	12.00	12.00
Public Works	20.85	19.95	20.05	19.95	19.95
Recreation & Facilities Department	5.30	5.70	5.65	5.65	5.20
Total General Fund FTEs	**47.75**	**46.35**	**49.05**	**48.95**	**48.50**
Internal Service Funds					
City Manager's Department	-	-	-	-	-
Administrative Services	1.20	1.20	2.30	2.30	2.30
Public Works	0.70	0.70	0.70	0.70	0.70
Recreation Department	4.20	3.90	3.95	3.95	3.15
Total Internal Service Funds	**6.10**	**5.80**	**6.95**	**6.95**	**6.15**
TOTAL FTE's	**53.85**	**52.15**	**56.00**	**55.90**	**54.65**

MAJOR REVENUE INFORMATION

MAJOR REVENUE SOURCES

The City of Saratoga receives revenues from various funding sources that flow into operations and infrastructure improvements. Primary revenues include property tax, sales tax, building permits, business licenses, and service fees. Other types of revenues the City receives include facility rental fees, revenues from governmental agencies (known as intergovernmental revenues), special district 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, determines the level and types of operational services that a government can provide to their 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 practical expertise and judgment. Together, these factors help to project budgeted revenues for the upcoming fiscal year, and are adjusted throughout the process as new information becomes available.

Overall, for FY 2015/16, the City of Saratoga's Operating Budget revenues are projected to total $23.4 million, of which the majority ($19.2 million) of this revenue flows into the General Fund. Capital Budget Revenues and Transfers-In total $10.8 million, bringing total budgeted revenues to $34.2 million for the fiscal year.

Outside of the General Fund, Operating Budget revenues consist primarily of Internal Service Funds service charges (approximately $2.7 million). As this revenue is derived from internal billings to the City's organization and established for cost recovery accounting purposes and therefore not true revenue, these chargebacks are not included as a revenue category in the following analysis. Other non-General Fund Operating Budget revenues include G.O. Bond Debt Service assessments and Special Revenue property tax assessments from Landscape & Lighting Districts.

Capital Budget revenues include all outstanding grant reimbursements that are formally obligated to Saratoga for capital projects, and which may or may not be received in the current budget year but are included 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, has historically received less property tax than it was entitled to, due to a decision made by Santa Clara County to retain a portion of Saratoga's (as well as Monte Sereno, Cupertino, and Los Altos Hill's) Property Tax revenues for their own purpose.

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 revenue from trial court funding than the additional property tax to be distributed to its four low tax cities (Saratoga, Cupertino, Los Altos Hills, and Monte Sereno), the County chose 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 %.

While AB 117 made the four cities partially whole, the higher ERAF rate meant the four cities continued to be treated differently than the State's other TEA cities. Efforts to pass the new Revenue and Taxation code that would assess the four cities at their own ERAF rates continued, and in September 2015, the cities were finally successful. A FY 2015/16 budget trailer bill includes a 5 year phase-in period that shifts the ERAF assessment from the County's 47.7% rate to each of the city's own ERAF rate at a pace of 20% per year so that by year 5, the cities will receive the full allocation. For Saratoga, the decrease in ERAF to 17.14% equates to approximately $650,000 in FY 2015/16 revenues, so the City's 1st year revenue increase of 20% should be $130,000.

Current Assumptions – During the recent four years of harsh economic conditions, property values decreased, leading most Saratoga 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 resulting in secured property tax revenues to remain fairly 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 revenue increases are offset, in part, by lower property assessments.

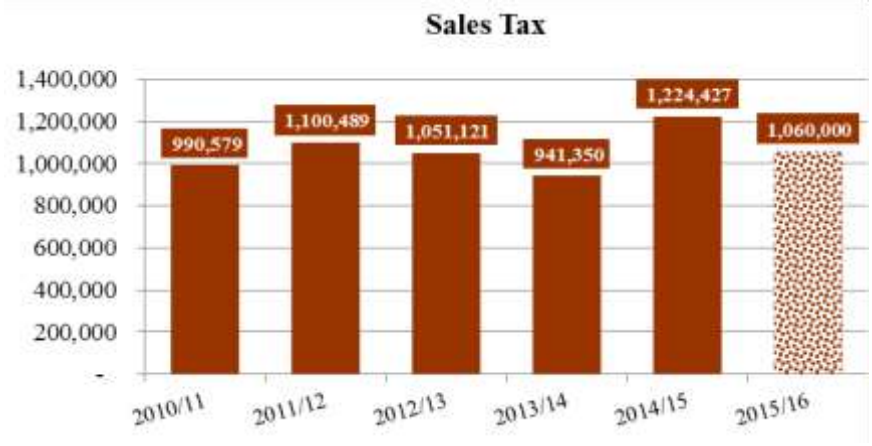
As shown in the chart, revenues continued this upward trend at a significant pace, with FY 2014/15 ending almost 10% higher than the prior year. The pace is expected to taper as the market slows with the rapidly increasing prices therefore FY 2015/16 budgeted revenues remain cautious, just barely over the prior year's revenue.

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, ¼ cent of the Sales Tax was pledged to pay for bonds, so the City's 1 cent share was restructured to be ¾ Sales Tax, and ¼ temporarily received as Property Tax. As the restructuring was temporary, the revenue continued to be classified as Sales Tax. With the bond paid off in FY 2015/16, the Triple Flip will end and an accounting true-up will provide a slight revenue increase.



Saratoga is a largely residential community with limited retail sources, therefore Sales and Use Tax is small in comparison to other cities its size. The City's Sales Tax revenue is derived primarily from stable sources, such as restaurants, grocery and drug stores, and gas stations, and averages approximately $1 million per year. Revenues dropped about 8% in FY 2009/10 due to the economic downturn. With a stabilizing economy, revenues crept back up in FY 2011/12, but FY 2013/14 receipts were reduced to true-up prior estimates. FY 2014/15 reflects a correction of the overstated true-up and an increase in Sales Tax receipts. FY 2015/16 is expected to remain fairly stable, with a slight bump from the Triple Flip closeout. As the tax base is stable, 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% Public Education & Government public television purposes. Currently the City passes this funding through to the organization servicing the City, who have used the funds to update the studio equipment.

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. With the exception of Solid Waste, 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

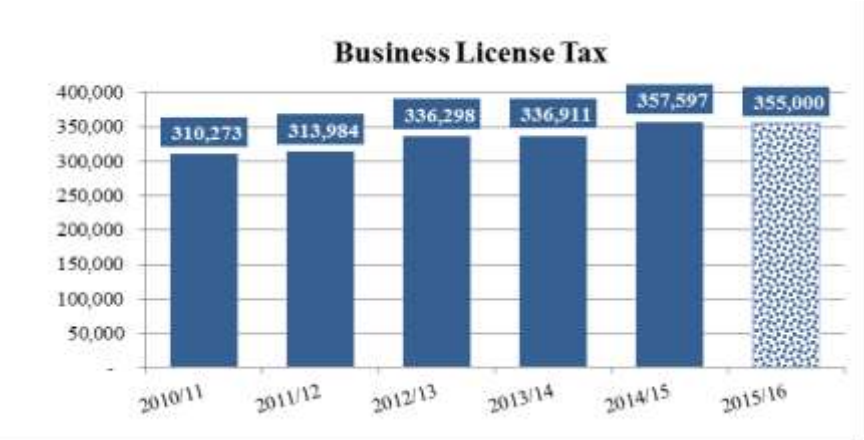
Transient Occupancy Tax (TOT) is levied on short term lodging rental guests who are occupying a rented room for 30 days or less. The City's TOT rate of 10% of the room rental rate is a tax charged to the occupant, not the hotel, motel, or inn. Rental operators are required to collect this tax and submit it to the City on either a monthly or quarterly basis.

The City currently has two inns from which TOT revenue is collected. As the graph illustrates, this local revenue is closely aligned with and very reactive to the overall economy. The economic contraction which began back 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 shows an increase back to the pre-downturn era, and the subsequent years show steadily climbing revenues in line with the booming economy. Although budgeted conservatively, FY 2015/16 is expected to bring strong revenue growth from the Super Bowl and other major events scheduled for nearby Levi Stadium.

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 is 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, additional revenue was generated through assessments of two back years and the current year. This audit began just as the economic downturn was severely impacting development, therefore the additional revenue was offset by decreases in supplemental and Construction Tax. 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 since then has steadily increased revenues, and is expected to remain at this higher level in FY 2015/16.

DEVELOPMENT FEES

Development Fees are charged for services that primarily benefit the requestor, either as the homeowner or a builder. 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. These 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.

In the recession, development fee revenue dropped by more than $700,000 from just two years prior as a result of the credit crunch generated by the economic downturn. In FY 2010/11, even though the economy was still struggling, building permit fees began to increase. This was primarily due to a townhome subdivision project that began construction. In FY 2011/12 a resurgence in construction activity began that continued through FY 2014/15. FY 2015/16 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 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

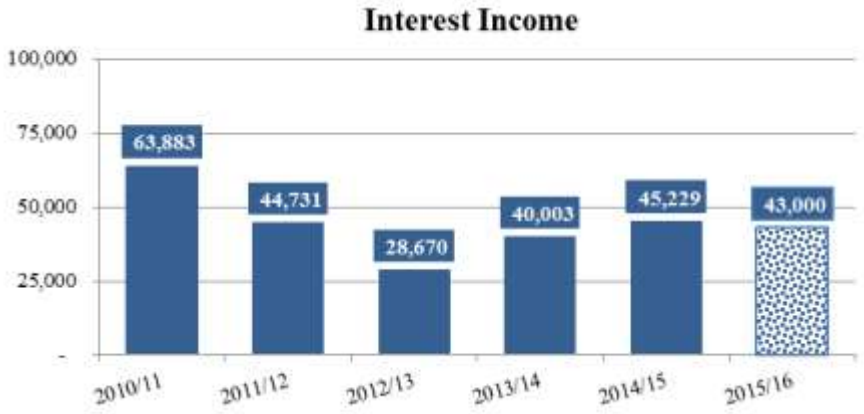
The City maintains numerous indoor and outdoor facilities for use by the public. This includes the Community Center, the Theater Building, the Saratoga-Prospect Center buildings, the Historical Park buildings, the many parks and sport fields in Saratoga, as well as cell tower leases for wireless communication satellite antennas on City owned property. Facility staff oversees the upkeep of the various buildings and manages the facility rentals and hourly park rentals. While the Parks Division oversees the maintenance of parks and sport fields, Facilities manage 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 communication companies, and changes in technology are expected to continue in the future, which could further impact revenues. Sport user groups are also declining and leading to diminishing field rental fees. Room rentals are increasing slightly due to a couple of new rental arrangements.

INTEREST INCOME

The City earns interest on idle funds – meaning 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 conservative and prudently managed investment vehicle.



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

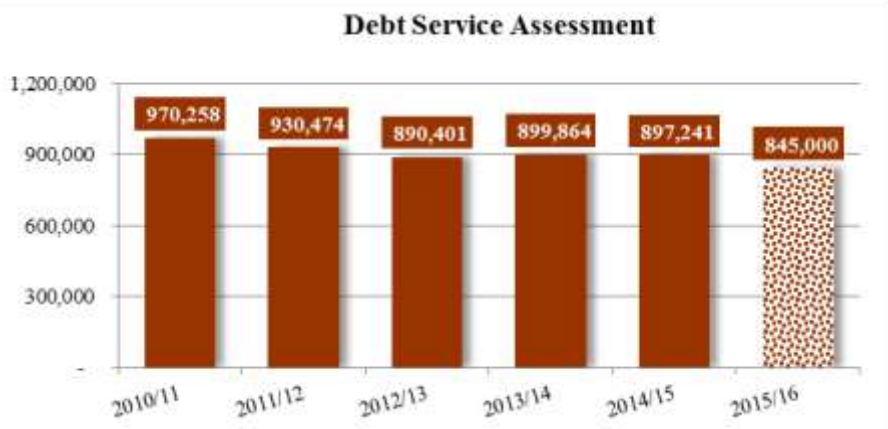
Average cash balance and interest rates are the key factors in projecting budgeted interest income. While revenues have improved and cash balances increased, interest rates have continued at rock-bottom levels, thereby minimal change is projected for FY 2015/16 interest income. Interest rates will return 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.

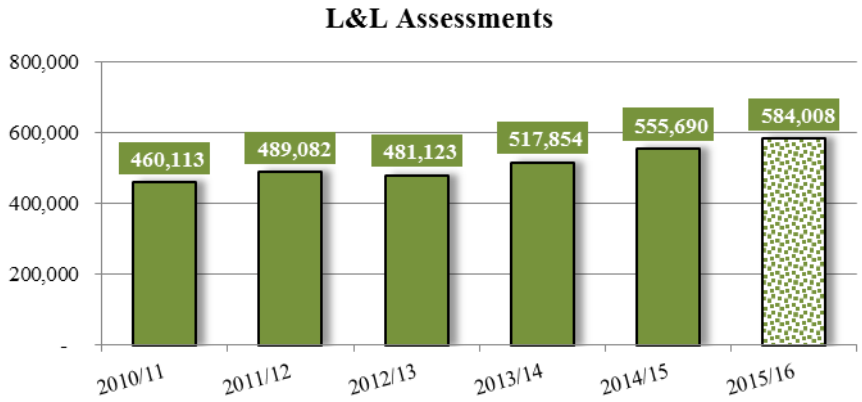
In prior years, the City's tax levy rate was structured to yield a total levy amount approximately equal to the fiscal year's debt service, however with rising property tax growth, receipts surpassed debt service payments each year, and the Debt Fund grew to exceed debt service payment requirements. 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 28 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 more 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.

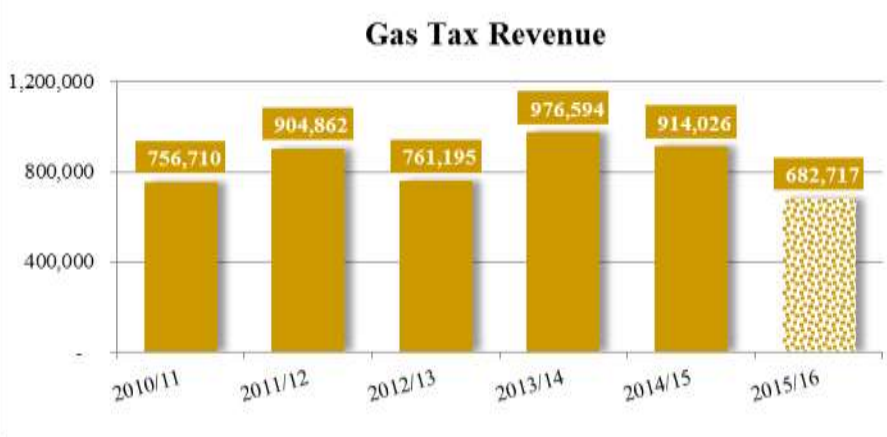
In future years, revenues will continue to grow as assessments rise with utility and maintenance service increases. Further, with Council's LLD Initiation 50/50 Grant Match Program (established in FY 2014/15), the addition of new assessment districts in FY 2014/15 and in future years will increase revenues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

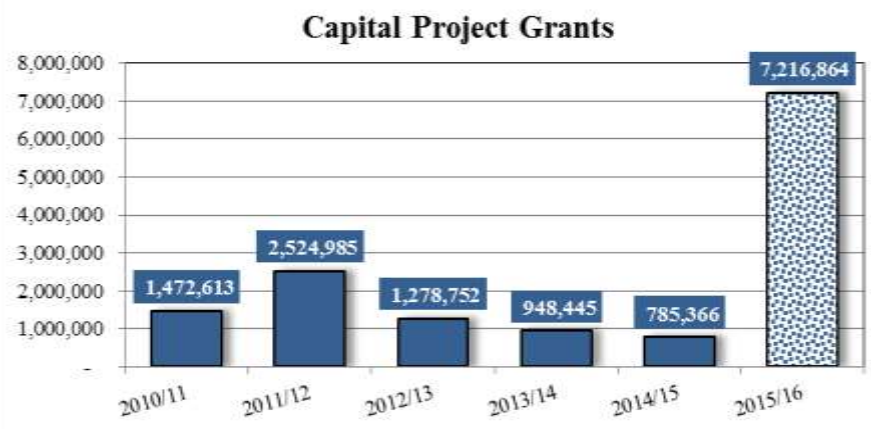


In FY 2010/11, Proposition 53 created a permanent restructuring of gasoline tax allocations to include a separate State transportation funding known as "Prop 42 Traffic Congestion Relief (TCR)" into the Gas Tax revenue structure. FY 2012/13 reflects a State take back for an error in the FY 2011/12 and 2012/13 allocations. FY 2013/14 returned to normal levels, however a shift in the State's allocation formula reduced the City's revenues in FY 2014/15. Due to significant gas price declines, the FY 2015/16 column reflects a sharp decrease in gas tax revenues. With these wild price and usage fluctuations as well as changing technologies, the future of gas tax revenue is a bit uncertain.

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 number of significant grants in the last few years, however construction is not expected to commence for several years. Most significantly, 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 the Village Creek 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, using the FY 2015/16 budget as the base. 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.

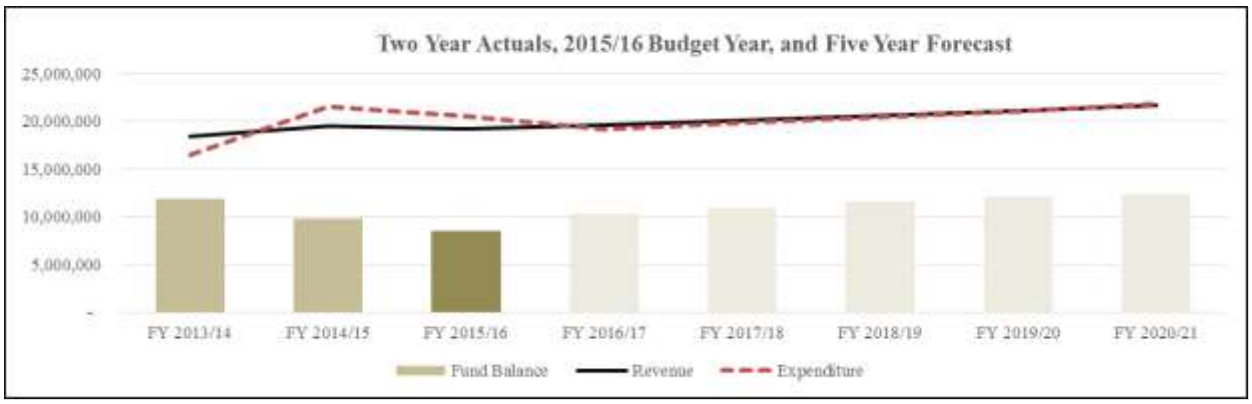
The General Fund serves as the City's chief operating fund. All general tax revenues and other receipts not allocated by law or some other contractual agreement to other funds are accounted for in the General Fund. Expenditures of this fund include the general operating expenses traditionally associated 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 Actuals	FY 2014/15 Actuals	FY 2015/16 Budgeted	FY 2016/17 Forecast	FY 2017/18 Forecast	FY 2018/19 Forecast	FY 2019/20 Forecast	FY 2020/21 Forecast
REVENUES								
Property Tax	9,526,189	10,436,622	10,475,350	10,839,000	11,193,300	11,561,200	11,956,100	12,365,300
Sales Tax	941,350	1,224,427	1,060,000	1,152,500	1,155,000	1,157,600	1,160,200	1,162,800
Franchise Tax	2,112,596	2,234,068	2,186,638	2,294,171	2,337,400	2,381,700	2,426,800	2,472,900
Other Taxes	822,271	866,272	885,000	897,500	910,200	923,100	936,300	949,600
Total Tax Revenues	13,402,406	14,761,388	14,606,988	15,183,171	15,595,900	16,023,600	16,479,400	16,950,600
Fees & Services	3,466,510	3,198,848	3,311,134	3,294,700	3,342,700	3,391,300	3,425,100	3,457,800
Other Operating Revenues	1,399,451	1,559,309	1,256,504	1,141,437	1,162,980	1,186,120	1,210,660	1,237,000
Total Operational Revenues	4,865,960	4,758,157	4,567,638	4,436,137	4,505,680	4,577,420	4,635,760	4,694,800
Transfers In	167,050	-	-	-	-	-	-	-
TOTAL REVENUES	**18,435,416**	**19,519,546**	**19,174,626**	**19,619,308**	**20,101,580**	**20,601,020**	**21,115,160**	**21,645,400**
EXPENDITURES								
Salary & Benefits	6,408,421	9,779,272	7,514,983	7,625,366	7,807,559	7,994,794	8,186,504	8,383,090
Operating Expenditures	7,526,311	7,777,256	8,626,909	9,050,768	9,419,421	9,869,667	10,218,111	10,690,768
Cost Allocation Charges	2,202,844	2,325,823	2,455,755	2,513,361	2,564,410	2,616,990	2,671,160	2,726,960
Total Operational Costs	16,137,576	19,882,351	18,597,647	19,189,495	19,791,390	20,481,452	21,075,775	21,800,818
Transfers Out	380,880	1,666,098	1,902,656	-	-	-	-	-
TOTAL EXPENDITURES	**16,518,456**	**21,548,449**	**20,500,303**	**19,189,495**	**19,791,390**	**20,481,452**	**21,075,775**	**21,800,818**
REVENUES - EXPENDITURES	**1,916,960**	**(2,028,903)**	**(1,325,677)**	**429,813**	**310,190**	**119,568**	**39,385**	**(155,418)**
Use of Fund Balance Reserve	187,260	3,732,317	1,637,896	(200,000)	50,000	50,000	50,000	50,000
NET OPERATIONS	**2,104,220**	**1,703,414**	**312,219**	**229,813**	**360,190**	**169,568**	**89,385**	**(105,418)**

	FY 2013/14 Actuals	FY 2014/15 Actuals	FY 2015/16 Budgeted	FY 2016/17 Forecast	FY 2017/18 Forecast	FY 2018/19 Forecast	FY 2019/20 Forecast	FY 2020/21 Forecast
GENERAL FUND - FUND BALANCE RESERVES								
Other Unassigned	2,422,326	1,779,489	1,838,268	3,151,123	3,711,312	4,080,881	4,370,266	4,464,848
Operational Reserves	3,166,344	2,911,530	967,074	867,074	767,074	667,074	567,074	467,074
Economic Reserves	3,754,030	3,115,712	3,425,712	3,725,712	4,025,712	4,325,712	4,625,712	4,925,712
Emergency Reserves	2,492,934	2,000,000	2,250,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
TOTAL FUND BALANCE	**11,835,634**	**9,806,731**	**8,481,054**	**10,243,908**	**11,004,098**	**11,573,667**	**12,063,052**	**12,357,634**



DEPARTMENTAL BUDGETS

DEPARTMENTAL BUDGETS
BY PROGRAM

COUNCIL & COMMISSIONS
Council & Commissions Overview 129
1101 City Council 133
1201 City Commissions 137

CITY MANAGER'S DEPARTMENT
City Manager's Department Overview 141
2101 City Manager's Office 147
2201 City Clerk 151

ADMINISTRATIVE SERVICES DEPARTMENT
Administrative Services Department Overview 155
3101 Finance Services 159
3301 Human Resources 163
3401 Administrative Services 167

Internal Service Funds
3102 Office Support Fund 171
3201 Information Technology Services 173
3202 IT Equipment Replacement Fund 177

COMMUNITY DEVELOPMENT DEPARTMENT
Community Development Department Overview 181
4101 Development Services 185
4102 Advanced Planning 189
4103 Code Compliance 193
4201 Building & Inspection Services 197

PUBLIC WORKS DEPARTMENT

Public Works Department Overview 201
5101 General Engineering 205
5102 Development Engineering 209
5103 Environmental Services 213
5201 Streets & Storm Drains 217
5301 Parks & Landscape Maintenance 221

Internal Service Funds
5202 Vehicle & Equipment Maintenance 225
5203 Vehicle & Equipment Replacement 229

Special Revenue Funds
5302 Landscape & Lighting Districts 233

RECREATION & FACILITIES DEPARTMENT

Recreation Department Overview 237
6101 Recreation Services 241
6102 Teen Services 245
6201 Facility Rentals 249

Internal Service Funds
6202 Facility Maintenance 253
6203 Facility FFE Replacement 257

PUBLIC SAFETY DEPARTMENT

Public Safety Department Overview 259
7101 Public Safety Services 263
7102 Emergency Preparedness 269

NON-DEPARTMENTAL

Non-Departmental Overview 273
8101 General Administration 277
8201 Legal Services 279
8301 Community Grants 283
8302 Community Events 285

NON-DEPARTMENTAL – CONTINUED

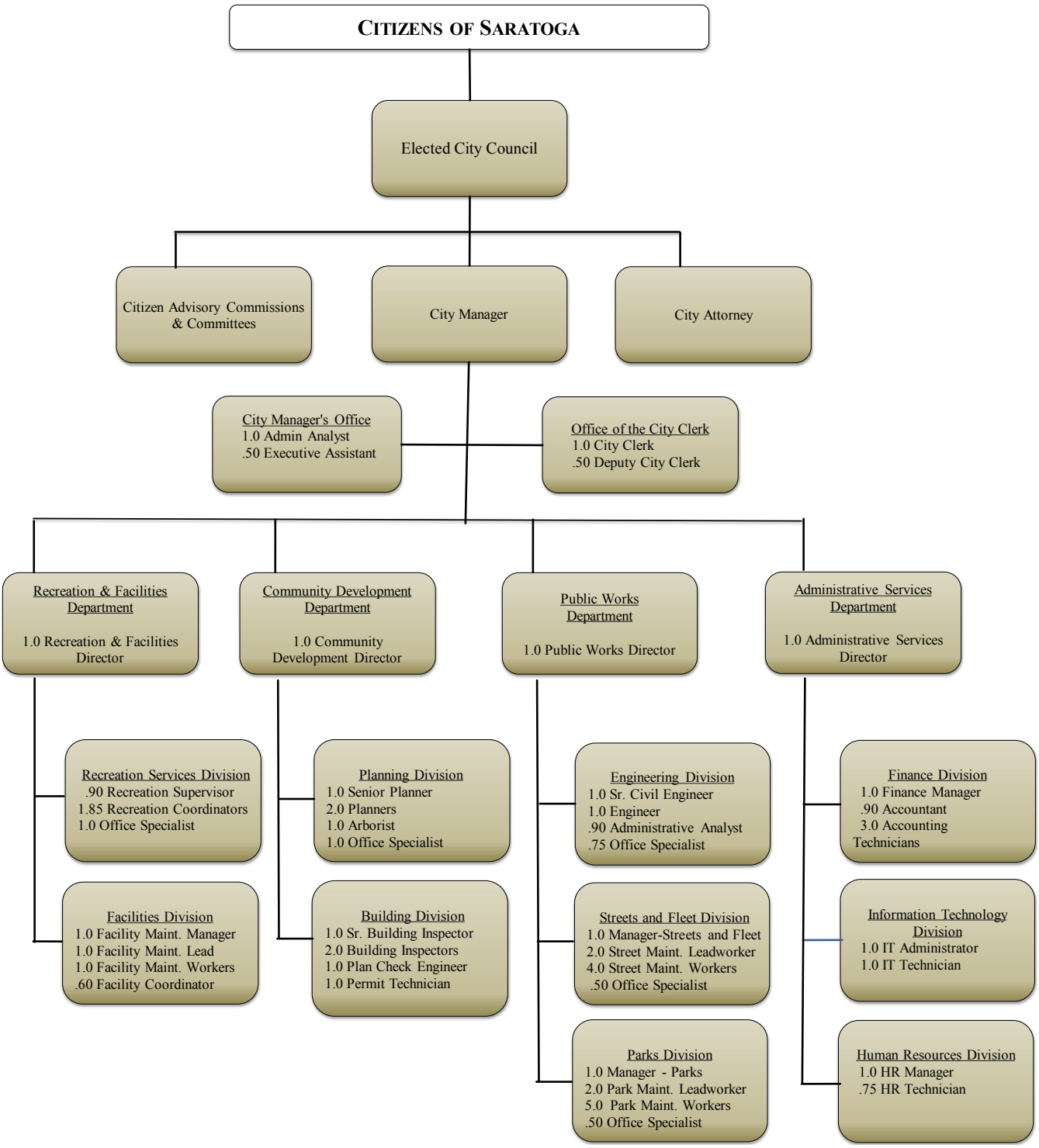
Internal Service Funds

8401 Risk Management/Liability Insurance 289
8501 Workers Compensation Insurance 293

Debt Service Funds

8601 2001 Series GO Bond Debt Service Fund 297

CITY OF SARATOGA ORGANIZATION CHART
FISCAL YEAR 2015/16



FY 2015/16 FTE = 54.65

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 choose to 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 a committee represents a smaller advisory body with more narrowly defined duties. Active Commissions and Committees, effective with the adoption of the FY 2015/16 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, 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 support community-oriented policing and prevent crime through safety awareness 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Fees, Licenses and Permits	2,400	1,200	1,200	-	3,600	600
Charge for Services	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Pass-Through Accounts	-	-	-	-	-	-
TOTAL REVENUES	**$ 2,400**	**$ 1,200**	**$ 1,200**	**$ -**	**$ 3,600**	**$ 600**
EXPENDITURES						
Salaries and Benefits	27,345	27,119	32,419	30,264	29,517	29,916
Operating Expenditures						
Materials & Supplies	6,882	10,444	7,119	20,950	10,484	21,950
Fees & Charges	54,436	26,912	40,919	164,254	27,748	69,080
Consultant & Contract Services	10,010	10,700	7,320	20,000	9,359	-
Meetings, Events, & Training	12,892	13,861	18,879	22,500	23,582	27,500
Total Operating Expenditures	84,220	61,917	74,236	227,704	71,174	118,530
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	40,584	44,980	47,474	59,333	59,333	62,757
TOTAL EXPENDITURES	**$ 152,149**	**$ 134,016**	**$ 154,129**	**$ 317,301**	**$ 160,023**	**$ 211,203**

DEPARTMENTAL EXPENDITURES - by Division

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
GENERAL FUND						
City Council	$ 126,832	$ 104,116	$ 124,780	$ 274,649	$ 129,132	$ 166,198
City Commissions	25,317	29,900	29,349	42,652	30,891	45,006
TOTAL GENERAL FUND	**$ 152,149**	**$ 134,016**	**$ 154,129**	**$ 317,301**	**$ 160,023**	**$ 211,203**
TOTAL EXPENDITURES	**$ 152,149**	**$ 134,016**	**$ 154,129**	**$ 317,301**	**$ 160,023**	**$ 211,203**

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 projects or issues as needed. For example, the City Council formed an Architecture 101 Ad Hoc Committee to plan a joint training session between the City Council, Planning Commission, and Heritage Preservation Commission. Additionally, Council Members are appointed to serve as liaisons to community organizations as well 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 (WVMM) 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

Notable Budget Changes:

- The Council's Discretionary budget funding represents the current year's allocation. Prior year carryover is added after the remaining amount is determined at year end close.
- Legislative Consultant fees are not included in the FY 2015/16 budget.
- Training budget funds were increased to fund additional training courses for new Council Members.

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. 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.

Each year, $50,000 is budgeted for Council discretionary funds to account for unanticipated expenditures that occur during the year. However, for this fiscal year, Council had directed that $9,195 of their discretionary budget be redirected for use in the Community Event Grant program, therefore the annual allocation was reduced by this same amount. Per policy, any remaining Council Discretionary funds at year end is carried over to the following year, after the fiscal year is closed. This carryover will be an adjustment to the adopted 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 California 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. In FY 2014/15, the four cities decided to forego the services of a legislative consultant and attempt a different approach to pursue TEA funds. As a result, the Consultant and Contract Services expenditures decrease will continue into FY 2015/16.

Another notable change to the City Council Program is a modest increase to the City Council's meetings, events, and training budget. The additional funding will allow each member of the City Council to attend at least one conference within the State of California, as well as other specialized or local training opportunities that may come up during the fiscal year.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Fees, Licenses and Permits	2,400	1,200	1,200	-	3,600	600
TOTAL REVENUES	**$ 2,400**	**$ 1,200**	**$ 1,200**	**$ -**	**$ 3,600**	**$ 600**
EXPENDITURES						
Salaries and Benefits	13,818	13,554	18,854	16,700	16,599	16,352
Operating Expenditures						
Materials & Supplies	2,338	2,080	2,411	2,750	2,666	2,750
Fees & Charges	54,436	26,912	40,919	164,254	27,748	69,080
Consultant & Contract Services	10,010	10,700	7,320	20,000	9,359	-
Meetings,Events & Training	8,582	9,792	12,558	15,500	17,314	20,000
Total Operating Expenditures	75,367	49,484	63,207	202,504	57,088	91,830
Internal Service Charges	37,647	41,078	42,719	55,445	55,445	58,016
TOTAL EXPENDITURES	**$ 126,832**	**$ 104,116**	**$ 124,780**	**$ 274,649**	**$ 129,132**	**$ 166,198**

FY 2015/16 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 topics 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 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 long term planning efforts to maintain Saratoga's excellent quality of life and guide the City's future development.

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. Youth Commission are appointed to two-year terms. At least one City staff member is assigned to each Commission to provide support 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 District (SCCLD) staff. The Library building is owned by the City but operated by the SCCLD (a special district). 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 of 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 of 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, and holds additional meetings as needed.

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 during the school year.

Finance Committee – This standing Council Committee comprised of two Council members and 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

Notable Budget Changes:

- Additional Funding was allocated for Youth Commission community event activities, Planning Commission training, and HPC Commission historical surveys.

With the exception of the Youth Commission, 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. On occasion, Youth Commission activities generate a small amount of fees or donations to partially offset costs associated with an event, such as face painting or a dance.

Budgeted expenditures include 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.

Notable FY 2015/16 budget funding includes the continuation of the Historic Preservation Commission (HPC) workplan items that were not completed in the prior fiscal year. The FY 2014/15 HPC budget included $2,000 for commissioner training, and $4,000 to obtain reconnaissance survey level Building, Structure and Object (BSO) records for properties already added to the Heritage Resource Inventory without a survey. 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. The FY 2015/16 funding will include funding for the workplan items not completed in FY 2014/15.

The Youth Commission budget was increased to $3,000 in FY 2015/16 to properly budget for costs associated with activities the Youth Commission is now conducting, such as face painting and candy at the Witchy Walk-a-Bout, award prizes for the Walk One Week program, Hot Chocolate at the Tree Lighting Ceremony, and face painting and arts and craft stations at the Lunar New Year and St. Paddy's Day events. Funding to provide the Youth Commissioners with a t-shirt, vest, or sweatshirt for these events is included, as well as meeting food and attendance at an annual YAC Attack conference.

CITY COMMISSIONS

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Other Sources	-	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES						
Salaries and Benefits	13,527	13,564	13,564	13,564	12,918	13,564
Operating Expenditures						
Materials & Supplies	4,544	8,364	4,709	18,200	7,818	19,200
Meetings, Events & Training	4,310	4,069	6,321	7,000	6,268	7,500
Total Operating Expenditures	8,854	12,433	11,030	25,200	14,086	26,700
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	2,937	3,902	4,755	3,888	3,888	4,742
TOTAL EXPENDITURES	**$ 25,317**	**$ 29,900**	**$ 29,349**	**$ 42,652**	**$ 30,891**	**$ 45,006**

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 liaises with other local agencies that provide services to the City of Saratoga through contract or other means, such as solid waste or recycling, public safety, and emergency preparedness.

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 a highly effective workforce to promote good governance ethics and efficiency
- Support community building by coordinating City events, overseeing the 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 a structurally balanced fiscal plan that is transparent and retains the City's fiscal health, preserves essential services, and implements Council goals
- Foster an 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 promote community policing efforts and thereby decrease 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.

Since the 2013/14 budget, funding for the City Manager's front desk backup has been included in the budget. In FY 2015/16, the funding for front desk backup and temporary contract staff will be increased. The City Clerk will be participating in the Santa Clara County and San Mateo County Management Talent Exchange Program from September to December. During that time, the Deputy City Clerk will serve as Acting City Clerk. The increase in front desk backup and temporary contract staff will be used to backfill the Deputy City Clerk/Executive Assistant to the City Manager position during this time.

Anticipated compensation increases in FY 2015/16 reflect cost of living, step increases, and salary alignments pursuant to the recently adopted Memorandum of Understanding. In future years, medical benefit costs will increase at a slower rate as employees will share cost increases with the City.

The remainder of the department's budget expenditures remains fairly consistent, with the exception of a $65,000 decrease in election fees.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Intergovernmental Revenues	20,023	-	-	-	-	-
Fees, Licenses and Permits	388	736	625	1,400	934	400
Other Sources	-	1,499	-	-	-	-
TOTAL REVENUES	**$ 20,412**	**$ 2,236**	**$ 625**	**$ 1,400**	**$ 934**	**$ 400**
EXPENDITURES						
Salaries and Benefits	659,368	632,409	643,182	716,073	699,518	642,538
Operating Expenditures						
Materials & Supplies	5,395	4,080	6,812	19,050	13,982	13,970
Fees & Charges	9,210	57,277	16,439	93,120	74,350	23,800
Consultant & Contract Services	23,297	26,720	30,266	37,500	31,711	49,820
Meetings, Events & Training	5,184	5,405	8,098	13,350	9,304	16,950
Total Operating Expenditures	43,086	93,481	61,615	163,020	129,348	104,540
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	96,129	96,094	99,349	111,361	111,361	123,780
TOTAL EXPENDITURES	**$ 798,582**	**$ 821,984**	**$ 804,146**	**$ 990,454**	**$ 940,226**	**$ 870,858**

DEPARTMENTAL EXPENDITURES - by Division

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
GENERAL FUND						
City Manager's Office	$ 508,150	$ 498,730	$ 500,476	583,729	569,824	516,266
City Clerk	290,432	323,254	303,670	406,725	370,402	354,591
TOTAL GENERAL FUND	**$ 798,582**	**$ 821,984**	**$ 804,146**	**$ 990,454**	**$ 940,226**	**$ 870,858**
TOTAL DEPT EXPENDITURES	**$ 798,582**	**$ 821,984**	**$ 804,146**	**$ 990,454**	**$ 940,226**	**$ 870,858**

CITY MANAGER'S DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
City Manager	1.00	1.00	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00	1.00
Exec Assistant to CM / Deputy City Clerk	0.90	1.00	1.00	1.00	1.00
Administrative Analyst I/II	1.00	1.00	1.00	1.00	1.00
TOTAL FTE's	**3.90**	**4.00**	**4.00**	**4.00**	**4.00**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Student Intern	-	-	320	320	-
Executive Assistant (backfill)	-	-	120	136	750
Temporary Pool Hours	-	-	940	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**1,380**	**456**	**750**

CITY MANAGER'S DEPARTMENT STAFF - by Division

City Staff by Program	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
City Manager's Office	2.45	2.50	2.50	2.50	2.50
City Clerk	1.45	1.50	1.50	1.50	1.50
TOTALS	**3.90**	**4.00**	**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

Notable Budget Changes:

- Additional funding provided for three month backfill of temporary Executive Assistant/Deputy Clerk position as the Executive Assistant/Deputy City Clerk fills in for the City Clerk
- Office furniture budget reduced with the completion of City Manager Office improvements

The City Manager's Office primarily provides a managerial oversight and coordination role for City operations and City Council support, hence revenue is limited to the issuance fee for Special Event permits.

Duties vary as new initiatives and needs arise. In FY 2013/14, the City Manager's Office added temporary staff funding for backup coverage of the front desk. This expenditure has remained in the City Manager's Office budget and will see some increases in FY 2015/16 to backfill the Executive Assistant position while the Deputy City Clerk is Acting City Clerk. From September to December, the City Clerk will be participating in the Santa Clara County and San Mateo County Management Talent Exchange Program.

Additionally, City Manager's Office budget has increased in certain areas that were reduced during the recession, such as office supplies and training. With the recent and projected growth in the economy, modest increases for promotional materials and equipment were added to enhance community outreach and ensure the ongoing sustainability of City operations.

CITY MANAGER'S OFFICE

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Fees, Licenses and Permits	-	200	600	800	800	400
TOTAL REVENUES	**$ -**	**$ 200**	**$ 600**	**$ 800**	**$ 800**	**$ 400**
EXPENDITURES						
Salaries and Benefits	451,672	444,924	441,537	501,270	492,309	434,114
Operating Expenditures						
Materials & Supplies	4,386	3,510	4,434	16,450	11,055	10,250
Fees & Charges	3,732	3,559	3,909	5,595	4,025	6,195
Consultant & Contract Services	-	-	-	-	-	-
Meetings, Events & Training	3,076	3,494	3,800	6,400	8,422	7,500
Total Operating Expenditures	11,193	10,563	12,142	$ 28,445	$ 23,502	$ 23,945
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	45,285	43,243	46,798	54,014	54,014	58,207
TOTAL EXPENDITURES	**$ 508,150**	**$ 498,730**	**$ 500,476**	**$ 583,729**	**$ 569,824**	**$ 516,266**

FY 2015/16 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. Additionally, funding has been allocated in the capital budget for an update to the City's website to further enhance communications.

Community Events – As part of an effort to encourage events that bring people together and strengthen the City's identity, the City Council instituted a community event grant program to encourage local organizations to hold community events and a median banner program to help promote community events. Both programs are administered by the City Manager's Office. Additionally, the City Manager's office will continue to support event promotion efforts by sharing information about local events on the City website, social media sites, AM radio station, and by other means.

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.

CITY MANAGER'S OFFICE

KEY SERVICES

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

CITY MANAGER'S OFFICE STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
City Manager	1.00	1.00	1.00	1.00	1.00
City Clerk	-	-	-	-	-
Exec Assistant to CM / Deputy City Clerk	0.45	0.50	0.50	0.50	0.50
Administrative Analyst I/II	1.00	1.00	1.00	1.00	1.00
TOTAL	**2.45**	**2.50**	**2.50**	**2.50**	**2.50**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Student Intern	-	-	320	320	-
Executive Assistant (backfill)	-	-	120	136	375
Temporary Pool Hours	-	-	940	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**1,380**	**456**	**375**

CITY MANAGER'S OFFICE

Performance Objectives and Measures	2011/12 Actual	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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	Yes
b. Prepare a weekly newsletter for the City Council:	92%	92%	92%	92%	95%
c. Provide Mayor and Council Members with presentation materials and talking points for special events, media inquiries, and presentations:	Yes	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%	98%
b. Make professional development and leadership training opportunities available to Directors and City staff:	Yes	Yes	Yes	Yes	Yes
c. Professional Association Memberships:	10	8	7	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	4
b. Provide information about City news and activities on the City website, Facebook page, and Nextdoor site:	Yes	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%	95%
d. Produce outreach materials, such as the Budget in Brief, that provide an overview on City operations:	Yes	Yes	Yes	Yes	Yes
e. Prepare and distribute press releases on important City news:	Yes	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	8	10
b. Accept applications for Community Event Grant Program:	*Information not available*	15	23	12	15

Activity and Workload Highlights	2011/12 Actual	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of Council Meetings Per Year:	35	30	30	33	30
2. Number Community Event Grant Programs funded:	6	15	19	11	15
3. Events hosted by City:	10	6	7	9	9
4. City of Saratoga Facebook Page Fans:	13	115	381	650	750
5. Number of Median Banner Program reservations	*Information Not Available*	*Information Not Available*	*Information Not Available*	24	30
6. Number of Banners displayed through Median Banner Program	*Information Not Available*	*Information Not Available*	*Information Not Available*	115	120

CITY CLERK

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

Notable Budget Changes:

- Additional funding provided for three month backfill of temporary Executive Assistant/Deputy Clerk position as the Executive Assistant/Deputy City Clerk fills in for the City Clerk
- Election budget reduced as this is an off-election year

The City Clerk division functions to provide support to the City Council and City Manager, so does not typically generate notable operational revenues. However, in FY 2011/12 a grant was administered by the City Clerk's Office which provided one-time funds of just over $20,000. In election years, the City Clerk will collect $25 Council Candidate Filing Fees from each of the candidates, and on occasion, the public may requests copies of documents which generate a small amount of copy fees. Copy fees are unpredictable and minimal in amount, so are not budgeted.

Budgeted operating expenditures are limited to basic City Clerk functions: office and record keeping supplies, legal public notices, codification contract service charges, e-filing service fees, and agenda packet and video streaming service charges. Every two years, the City conducts a City Council election. In FY 2015/16, the budget for the City Clerk will decrease as there will be no election during the fiscal year. 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.

CITY CLERK

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Intergovernmental Revenues	20,023	-	-	-	-	-
Fees, Licenses and Permits	388	536	25	600	134	-
Charge for Services	-	-	-	-	-	-
Other Sources	-	1,499	-	-	-	-
TOTAL REVENUES	**$ 20,412**	**$ 2,036**	**$ 25**	**$ 600**	**$ 134**	**$ -**
EXPENDITURES						
Salaries and Benefits	207,696	187,485	201,645	214,803	207,209	208,424
Operating Expenditures						
Materials & Supplies	1,010	570	2,378	2,600	2,927	3,720
Fees & Charges	5,478	53,718	12,531	87,525	70,325	17,605
Consultant & Contract Services	23,297	26,720	30,266	37,500	31,711	49,820
Meetings, Events & Training	2,108	1,911	4,298	6,950	882	9,450
Total Operating Expenditures	31,893	82,918	49,473	134,575	105,846	80,595
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	50,843	52,851	52,551	57,347	57,347	65,572
TOTAL EXPENDITURES	**$ 290,432**	**$ 323,254**	**$ 303,670**	**$ 406,725**	**$ 370,402**	**$ 354,591**

FY 2015/16 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. Research opportunities to make certain public records accessible online to the public.

City Contracts – Continue use of contract routing software and research of electronic signature options.

Agenda Workflow and Video Streaming – Launch new agenda workflow program that allows for review and approval of staff reports for City Council and Planning Commission meetings. Continue video streaming of City Council and Planning Commission meetings.

CITY CLERK

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 STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
City Manager	-	-	-	-	-
City Clerk	1.00	1.00	1.00	1.00	1.00
Exec Assistant to CM / Deputy City Clerk	0.45	0.50	0.50	0.50	0.50
Administrative Analyst I/II	-	-	-	-	-
TOTAL FTE's	**1.45**	**1.50**	**1.50**	**1.50**	**1.50**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Student Intern	-	-	-	-	-
Executive Assistant (backfill)	-	-	-	-	375
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**375**

CITY CLERK

Performance Objectives and Measures	2011/12 Actual	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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%	100%
b. Prepare boxes of records for digital scanning:	15	9	8	5	7
c. Provide efficient and effective Records Management by annually reviewing documents for retention and preparation for destruction:	100%	100%	100%	100%	100%
2 *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	13

Activity and Workload Highlights	2011/12 Actual	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1 Number of City Council minutes prepared per year	35	25	29	30	30
2 Number of boxes of City records processed for disposal:	81	34	62	52	54
3 Number of resolutions:	80	71	80	70	70
4 Number of ordinances:	8	14	10	12	10

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 citywide administrative, financial, and legally required comprehensive support, the programs are included within the General Fund. The Information Technology (IT) Services division primarily provides interdepartmental technology support at varying service levels as requested or required by 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 identifiable 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 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 shift toward 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 in recent years 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 move 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 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Taxes	-	-	-	-	-	-
Intergovernmental Revenues	-	-	-	-	-	-
Fees, Licenses and Permits	41,560	41,810	41,618	40,000	45,085	41,800
Charge for Services	-	-	-	-	-	-
Other Sources	8,198	10,175	5,991	5,000	11,496	5,000
Internal Service Charges	-	-	-	-	-	-
TOTAL REVENUES	**$ 49,758**	**$ 51,985**	**$ 47,609**	**$ 45,000**	**$ 56,581**	**$ 46,800**
EXPENDITURES						
Salaries and Benefits	867,053	897,688	952,948	1,064,991	1,045,287	1,047,320
Operating Expenditures						
Materials & Supplies	9,651	10,631	12,610	16,750	9,132	14,450
Fees & Charges	20,701	20,449	21,704	23,715	17,842	24,120
Consultants & Contract Services	120,851	82,262	66,389	66,500	52,824	61,300
Meetings, Events & Training	8,716	11,987	35,678	20,150	14,664	15,900
Total Operating Expenditures	159,919	125,328	136,381	127,115	94,462	115,770
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	139,853	145,589	147,161	150,297	150,297	165,416
TOTAL EXPENDITURES	**$1,166,825**	**$1,168,605**	**$1,236,490**	**$1,342,403**	**$1,290,046**	**$1,328,506**

DEPARTMENTAL EXPENDITURES BY DIVISION / PROGRAM

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
GENERAL FUND						
Financial Services	800,562	839,510	899,080	795,460	778,447	789,676
Human Resources	366,263	329,095	337,410	346,491	325,218	331,075
Administrative Services	-	-	-	200,452	186,382	207,755
TOTAL GENERAL FUND	**$1,166,825**	**$1,168,605**	**$1,236,490**	**$1,342,403**	**$1,290,046**	**$1,328,506**
INTERNAL SERVICE FUNDS						
Office Support Services	55,236	54,285	35,928	73,750	46,229	73,250
Information Technology Services	374,362	375,674	422,703	475,725	432,550	530,065
IT Replacement Fund	53,844	46,678	58,530	68,200	23,687	108,400
TOTAL INTERNAL SERVICES	**$ 483,443**	**$ 476,637**	**$ 517,161**	**$ 617,675**	**$ 502,466**	**$ 711,715**
TOTAL DEPT EXPENDITURES	**$1,650,268**	**$1,645,242**	**$1,753,651**	**$1,960,078**	**$1,792,513**	**$2,040,221**
TRANSFERS OUT						
IT Replacement Fund	24,963	-	-	-	-	-
TOTAL TRANSFERS OUT	**$ 24,963**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL EXP & TRANSFERS OUT	**$1,675,230**	**$1,645,242**	**$1,753,651**	**$1,960,078**	**$1,792,513**	**$2,040,221**

ADMINISTRATIVE SERVICES DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Administrative Services Director	1.00	1.00	1.00	1.00	1.00
Finance Manager	-	-	1.00	1.00	1.00
Accountant I/II	0.90	0.90	0.90	0.90	0.90
Accounting Technicians	3.00	3.00	3.00	3.00	3.00
Human Resources Manager	0.95	0.90	0.90	0.90	0.90
Human Resources Technician	-	-	0.65	0.65	0.65
Information Technology Administrator	1.00	1.00	1.00	1.00	1.00
Information Technology Technician	-	-	1.00	1.00	1.00
TOTAL FTE's	**6.85**	**6.80**	**9.45**	**9.45**	**9.45**

Temporary Staff Hours	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Sr. Accountant	1,200	1,200	200	-	-
IT Technician	2,000	2,000	-	-	-
HR Technician	1,568	1,568	-	-	-
Student Intern	-	-	320	320	-
Graphics Design Assistant	-	-	-	-	149
TOTAL ANNUAL HOURS	**4,768**	**4,768**	**520**	**320**	**149**

ADMINISTRATIVE SERVICES DEPARTMENT STAFF - by Division

City Staff by Program	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Finance	4.70	5.70	5.70	5.00	4.75
Human Resources	1.05	1.75	1.85	1.85	1.85
Administrative Services	-	-	-	0.70	0.95
Information Technology	1.15	2.10	2.10	2.10	2.10
TOTALS	**6.90**	**9.55**	**9.65**	**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 are not reflected in the Department's Division Total, but are reflected in the Total Staff Personnel 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; monitors 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 oversight and support functions, ensuring proper practices are in place, and that fiscal and operational responsibility is upheld.

BUDGET OVERVIEW

Notable Budget Changes:

- A Contract Service increase for the newly required GASB 68 Report Fee from CalPERS actuarial office is absorbed by decreases in materials, fees.
- A .25 FTE shift of an Accounting Technician position to the Administrative Services Division decreased salary costs in the Finance Division

The FY 2015/16 Finance Division budget reflects 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 the majority of unlicensed or delinquent businesses. Unlicensed businesses are assessed late fees to a maximum of the license amount itself, for up to a maximum 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.

Division expenditures reflect continued streamlining of operational expenses, including the elimination of bank courier services, the reduction of the Accountant position from 1.0 FTE to .90 FTE, and limited funding for operating supplies, services, and training to maintain an overall minimal operational cost. Per new Governmental Accounting Standards Board (GASB) requirements, state and local governments are now required to report on net pension liabilities or assets. CalPERS will provide the state and local agencies with actuarial valuations, but at a cost of approximately $1,500 for each plan. $4,500 was added to the fiscal year budget for this purpose. This new cost was offset by decreases in various materials and services. The Division's salary costs were decreased with the shift of .25 FTE to the Administrative Services Division. The funding shift better reflects the position's duties, as part of staff's time is devoted to various administrative duties and operational support of the division's functions. The Finance Division's largest operational expense is the annual financial audit, which is also required by law.

FINANCE DIVISION

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Fees, Licenses and Permits	41,560	41,810	41,618	40,000	45,085	41,800
Charge for Services	-	-	-	-	-	-
Other Sources	8,198	10,175	5,991	5,000	11,496	5,000
TOTAL REVENUES	**$ 49,758**	**$ 51,985**	**$ 47,609**	**$ 45,000**	**$ 56,581**	**$ 46,800**
EXPENDITURES						
Salaries and Benefits	640,944	653,372	702,479	614,736	611,118	601,019
Operating Expenditures						
Materials & Supplies	7,551	6,722	11,221	14,050	7,679	12,000
Fees & Charges	9,924	9,741	9,413	11,620	8,685	11,325
Consultants & Contract Services	29,847	51,469	54,391	43,200	42,016	43,000
Meetings, Events & Training	1,766	2,200	4,595	5,350	2,445	5,500
Total Operating Expenditures	49,088	70,133	79,619	74,220	60,825	71,825
Internal Service Charges	110,530	116,006	116,983	106,504	106,504	116,832
TOTAL EXPENDITURES	**$ 800,562**	**$ 839,510**	**$ 899,080**	**$ 795,460**	**$ 778,447**	**$ 789,676**

FY 2015/16 WORKPLAN PRIORITIES

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

Financial System Training **–** Finance staff will continue to learn how to utilize the system's Report Writer tool to enhance system information productivity.

Credit Card Processing **–** Staff will review credit card processing options to move away from a cost model to a true pass-through processing system, thereby eliminating credit card processing fee impacts.

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

Banking Services – Staff will research banking service options, determine desirable service tools, determine productivity of preparing a banking services RFP, and pursue if there are advantages.

KEY SERVICES

- Monitor the City's revenue and expenditures to ensure compliance with the annual operating and capital budget appropriations– 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 STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Administrative Services Director	0.80	0.80	0.80	0.10	0.10
Finance Manager	-	-	1.00	1.00	1.00
Accountant I/II	0.90	0.90	0.90	0.90	0.90
Accounting Technicians	3.00	3.00	3.00	3.00	2.75
Human Resources Manager	-	-	-	-	-
Human Resources Technician	-	-	-	-	-
Information Technology Administrator	-	-	-	-	-
Information Technology Technician	-	-	-	-	-
TOTAL FTE's	**4.70**	**4.70**	**5.70**	**5.00**	**4.75**

Temporary Staff Hours	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Sr. Accountant	1,200	1,200	200	-	-
TOTAL ANNUAL HOURS	**1,200**	**1,200**	**200**	**-**	**-**

FINANCE DIVISION

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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	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	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*	*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*	*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 45 days of month-end:	100%	100%	100%	100%	100%
b. Percent of State Controller's annual financial reports completed and filed by deadlines:	100%	100%	100%	100%	100%
c. Percent of County annual financial reports completed and filed by deadlines:	100%	100%	100%	100%	100%
d. Percent of time revenue analyses are completed within 30 days of month-end:	100%	100%	100%	100%	100%
4. *Provide financial oversight and administer accounting functions for City funds and accounts.*					
a. Percentage of Accounts Payable invoices processed accurately and on-time:	99.99%	100%	99.99%	100%	100%
b. Percentage of Payroll checks paid accurately and on-time:	100%	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of corrections resulting from annual financial audit:	0	0	0	0	0
2. Number of Cash Receipt batches processed annually:	1,220	1,242	1,230	1,260	1,250
3. Number of Business Licenses issued annually:	2,124	2,234	2,240	2,200	2,250
4. Number of invoices entered into Accounts Payable system:	5,760	7,494	7,320	7,106	7,100
5. Average number of Accounts Payable checks issued weekly:	49	53	50	51	50
6. Number of voided checks - due to processing errors	*Information not available*	0	3	0	0
7. Number of voided checks - due to lost/destroyed checks, printer error, or incorrect invoice information	48	23	26	30	25
8. Number of payroll checks, paycheck vouchers, and stipends issued annually:	1,879	1,899	1,940	1,850	1,850

HUMAN RESOURCES

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

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

BUDGET OVERVIEW

Notable Budget Changes

- Annual Employee Event budget was redirected to the Non-Departmental budget as the expense is a Citywide managed award program with various City staff alternating event duties

The Human Resources program focus is to support citywide personnel related functions with no direct service activities which generate revenues.

Division staffing includes .90 FTE of the Human Resources Manager and .65 FTE of the Human Resources Technician (the remaining .10 FTE for each of these positions is included in the Workers Compensation program under the Non-Departmental Section). The Administrative Services Director allocates .10 FTE to this program for division administration oversight.

Ongoing operational 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; NEOGOV online performance appraisal system annual license and software support; and contract training services. Also included in the FY 2015/16 budget is ongoing 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.

HUMAN RESOURCES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Other Sources	-	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES						
Salaries and Benefits	226,109	244,316	250,470	276,863	262,838	262,507
Operating Expenditures						
Materials & Supplies	2,100	3,908	1,389	1,450	1,244	1,450
Fees & Charges	10,776	10,708	12,291	11,695	9,157	12,195
Consultants & Contract Services	91,004	30,793	11,999	13,000	10,808	13,000
Meetings, Events & Training	6,950	9,787	31,083	13,650	11,337	9,250
Total Operating Expenditures	110,831	55,196	56,762	**$ 39,795**	**$ 32,546**	**$ 35,895**
Internal Service Charges	29,323	29,583	30,178	29,833	29,833	32,673
TOTAL EXPENDITURES	**$ 366,263**	**$ 329,095**	**$ 337,410**	**$ 346,491**	**$ 325,218**	**$ 331,075**

FY 2015/16 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), and coordination of management and supervisory workshops through Leibert Cassidy Whitmore and various training opportunities such as the 2015 Management Talent Exchange and Leadership Academy programs as part of the "Preparing the Next Generation" effort by the City Managers Department of the League of California Cities and the City Managers Association of Santa Clara and San Mateo Counties.

Recruitment and Selection – Conduct recruitment and selection processes in accordance with agreed upon scheduled target dates.

Negotiations/Collective Bargaining Agreements – Implement new Memorandum of Understanding's (MOU's) that become effective July 1, 2015.

Benefits Administration – Prepare request for proposal and implement an updated employee life insurance contract to provide employees with the voluntary option to "buy-up" additional life insurance at 100% cost to the employee.

KEY SERVICES

- Serve as Custodian of Records pursuant to Penal Code section 11102.2(b) requirements 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**	**2015/16 Funded**
Administrative Services Director	0.05	0.10	0.10	0.10	0.10
Finance Manager	-	-	-	-	-
Accountant I/II	-	-	-	-	-
Accounting Technicians	-	-	-	-	-
Human Resources Manager	0.95	0.90	0.90	0.90	0.90
Human Resources Technician	-	-	0.65	0.65	0.65
Information Technology Administrator	-	-	-	-	-
Information Technology Technician	-	-	-	-	-
TOTAL FTE's	**1.00**	**1.00**	**1.65**	**1.65**	**1.65**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 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 Actual	2014/15 Estimated	2015/16 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%	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%	100%
b. Regularly reviewing contracts to ensure that the most cost-effective method of providing required insurances is maintained:	100%	100%	100%	100%	100%
c. Regularly review contracts to ensure that they meet the needs of the organization:	100%	100%	100%	100%	100%
d. Providing contract interpretation, and acting as a liaison between the provider and the customer employee:	100%	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of recruitments conducted for regular, benefited positions.	4	3	8	6	1
2. Number of employment applications received and processed:	500	1,085	2,500	314	100
3. Total number of employees (benefited, non-benefited, and temporary, part-time and full-time):	78	77	81	76	80
4. Number of participants in Volunteer Saratoga program:	160	167	191	150	150
5. Value of volunteer hours:	$59,000	$58,503	$57,577	$50,000	$50,000
6. Number of meet and confer process hours:	1,040	160	160	520	180
7. Number of training hours offered to employees:	36	36	36	52	50

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 mid-FY 2013/14, direct fiscal oversight duties are transferring from the Director to the Manager to allow the Director to focus on departmental leadership and strategic administrative support matters, to improve both departmental and citywide efficiencies. Under the Administrative Services program, efforts will focus on 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.

Activities 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

Notable Budge Changes:

- Operational expenses were decreased to reflect in house staff development work rather than contract services.

In the event of a disaster and cost recovery process, the City's administrative and financial policies would be subject to a highly critical and restrictive review, and would be the foundation upon which cost recovery decisions would be made. Workload priority will initially be placed on developing and revising high priority policies to prepare for this rigorous process should it occur. As cost recovery planning and preparations are extensive, this activity will continue to be a high priority function for many years.

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 allocations.

With the focus on high level analytical, financial, and administrative management, budget activity is limited. Revenues will not be generated by this program and operating expenditures will be minimal, consisting 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Fees, Licenses and Permits	-	-	-	-	-	-
Charge for Services	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES						
Salaries and Benefits	-	-	-	173,392	171,331	183,794
Operating Expenditures						
Materials & Supplies	-	-	-	1,250	209	1,000
Fees & Charges	-	-	-	400	-	600
Consultants & Contract Services	-	-	-	10,300	-	5,300
Meetings, Events & Training	-	-	-	1,150	882	1,150
Total Operating Expenditures	-	-	-	13,100	1,091	8,050
Internal Service Charges	-	-	-	13,960	13,960	15,911
TOTAL EXPENDITURES	**$ -**	**$ -**	**$ -**	**$ 200,452**	**$ 186,382**	**$ 207,755**

FY 2015/16 WORKPLAN PRIORITIES

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, both during, and after, an emergency. The focus will be on researching and preparing emergency policies and forms in conformance with claim reimbursement requirements.

Fiscal and Administrative Policies – Staff will research, document, and ultimately develop a comprehensive set of City-wide fiscal and administrative policies. This project is 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 – The City will implement an internal website data management tool to provide readily accessible administrative information and resources.

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.

Contract Management – Staff will work on the development of a contract database tool to track Citywide contract life cycles for comprehensive data collection and expiration dates.

ADMINISTRATIVE SERVICES

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 STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Administrative Services Director	-	-	-	0.70	0.70
Finance Manager	-	-	-	-	-
Accountant I/II	-	-	-	-	-
Accounting Technicians	-	-	-	-	0.25
Human Resources Manager	-	-	-	-	-
Human Resources Technician	-	-	-	-	-
Information Technology Administrator	-	-	-	-	-
Information Technology Technician	-	-	-	-	-
TOTAL FTE's	**-**	**-**	**-**	**0.70**	**0.95**

Temporary Staff Hours	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Graphics Assistant	-	-	-	-	150
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**150**

ADMINISTRATIVE SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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	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	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%	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	Yes

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Present Mid-year Budget Review at annual Council Retreat:	*See Finance Perf Measure*	*See Finance Perf Measure*	*See Finance Perf Measure*	Yes	Yes
2. Present Five Year forecast at annual Council Retreat:	*See Finance Perf Measure*	*See Finance Perf Measure*	*See Finance Perf Measure*	Yes	Yes
3. Update fiscal and administrative policies:	*See Finance Perf Measure*	*See Finance Perf Measure*	*See Finance Perf Measure*	Yes	Yes
4. Research and inform City Management of notable fiscal or administrative matters:	*See Finance Perf Measure*	*See Finance Perf Measure*	*See Finance Perf Measure*	Yes	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: with higher quality, increased functionality and reliability, and notably faster – while lease and service costs have decreased.

Conversely, the City's postage machine was purchased rather than leased due to a different set of circumstances. Postage machines are more mechanical with less technology than MFDs, and therefore less costly. Hence, they are typically stable and reliable pieces of equipment which do not require constant servicing. The postage machine was purchased in June, 2009, which included free maintenance service (repair services and postage rate upgrades) 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 decision was made to retain the machine and renew the maintenance agreement on an annual basis for as long as practical. 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 2015/16 service chargeback was decreased as fund balance is sufficient, in line with the reserve policy. Operating expenditures are budgeted at last year's level, which includes the contingency funding for the possible postage equipment replacement.

OFFICE SUPPORT SERVICES

SOURCE & USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
SOURCES OF FUNDS						
Beginning Fund Balance						
Unassigned	15,831	11,220	24,021	53,121	53,121	75,075
Total Beginning Fund Balance	**$ 15,831**	**$ 11,220**	**$ 24,021**	**$ 53,121**	**$ 53,121**	**$ 75,075**
Revenues						
Charge for Services	10,626	12,086	10,028	10,000	13,183	12,000
Internal Service Charges	40,000	55,000	55,000	55,000	55,000	50,000
Total Revenues	**$ 50,626**	**$ 67,086**	**$ 65,028**	**$ 65,000**	**$ 68,183**	**$ 62,000**
TOTAL SOURCE OF FUNDS	**$ 66,457**	**$ 78,306**	**$ 89,049**	**$ 118,121**	**$ 121,304**	**$ 137,075**
USE OF FUNDS						
Expenditures						
Salaries and Benefits	-	-	-	-	-	-
Operating Expenditures						
Materials & Supplies	15,991	17,233	18,323	20,000	18,632	19,500
Fees & Charges	37,281	35,951	15,323	35,750	25,473	35,250
Consultants & Contract Services	1,965	1,101	2,282	3,000	2,124	3,500
Meetings, Events & Training	-	-	-	-	-	-
Total Operating Expenditures	**$ 55,236**	**$ 54,285**	**$ 35,928**	**$ 58,750**	**$ 46,229**	**$ 58,250**
Fixed Assets	-	-	-	15,000	-	15,000
Internal Service Charges	-	-	-	-	-	-
Total Expenditures	**$ 55,236**	**$ 54,285**	**$ 35,928**	**$ 73,750**	**$ 46,229**	**$ 73,250**
Operating Transfers						
Transfer Out	-	-	-	-	-	-
Total Operating Transfers	**-**	**-**	**-**	**-**	**-**	**-**
Ending Fund Balance						
Unassigned	11,220	24,021	53,121	44,371	75,075	63,825
Total Ending Fund Balance	**$ 11,220**	**$ 24,021**	**$ 53,121**	**$ 44,371**	**$ 75,075**	**$ 63,825**
TOTAL USE OF FUNDS	**$ 66,457**	**$ 78,306**	**$ 89,049**	**$ 118,121**	**$ 121,304**	**$ 137,075**

KEY SERVICES

- Provide postage and photocopy equipment, as wells as other small office equipment, supplies, and services for citywide use
- 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, 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 overseeing 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

Notable Budget Changes:

- Service Chargebacks were increased by $50,000 to reflect growing technology services and costs.
- Additional funding was budgeted for an IT Security Audit, 5 year phone system support, higher Agenda Manager support costs, and higher internal service charges for IT Equipment/System replacement costs.

The IT Services program is funded solely through service chargebacks for operational support to the City's programs. With the ever increasing advancement in technology services, systems, and security, IT costs continue to increase each year. Support fees to offset operational costs will rise by $50,000, up to $475,000 in FY 2015/16.

Staff pursues operational savings wherever possible, however IT annual licenses and support expenditures increase most years, and additional technology services are added as the City's needs change. 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 and enhanced security. Staff also utilizes multi-year service plans, when savings are provided, to reduce overall costs.

The expansion of the network to Saratoga Prospect Center, free Wi-Fi at Blaney Plaza, EV station software support, and multiple firewall and security systems added to program costs in the last couple of years. Beginning in FY 2014/15, we began to see additional costs as a result of Microsoft's elimination of 2003 operating system support. This change required purchasing new software systems, which brought increased annual support fees. And, in this new intense era of cybersecurity protection requirements, the City plans to undertake an IT Security Audit, and make improvements where needed.

The budget also includes $25,000 of contingent IT support funding due to an ever increasing demand driven by new technology and security needs, which often reveal themselves mid-year. The breadth of knowledge and expertise necessary for implementation and support requires cutting-edge technology consultants who can provide high-level assistance for specialized and emerging technology projects, as well as for emergency operations backup. The City's IT consultant draws upon multiple staff in their firm who have specialized training with advanced skills to assist in the implementation of new or high-level technology. The consultants also support and train the City's IT staff on new technology as needed.

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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
SOURCES OF FUNDS						
Beginning Fund Balance						
Unassigned	231,064	256,702	281,284	262,069	262,069	260,322
Total Beginning Fund Balance	**$ 231,064**	**$ 256,702**	**$ 281,284**	**$ 262,069**	**$ 262,069**	**$ 260,322**
Revenues						
Other Sources	-	257	3,488	-	5,803	5,000
Internal Service Charges	400,000	400,000	400,000	425,000	425,000	475,000
Total Revenues	**$ 400,000**	**$ 400,257**	**$ 403,488**	**$ 425,000**	**$ 430,803**	**$ 480,000**
TOTAL SOURCE OF FUNDS	**$ 631,064**	**$ 656,959**	**$ 684,772**	**$ 687,069**	**$ 692,872**	**$ 740,322**
USE OF FUNDS						
Expenditures						
Salaries and Benefits	206,092	201,378	237,911	237,559	248,221	242,904
Operating Expenditures						
Materials & Supplies	6,369	8,966	9,754	16,450	11,141	11,450
Fees & Charges	10,013	13,607	14,356	27,560	15,376	27,560
Consultants & Contract Services	124,456	116,045	123,217	151,390	115,672	179,070
Meetings, Events & Training	661	2,282	1,160	3,250	2,625	5,750
Total Operating Expenditures	141,501	140,900	148,486	198,650	144,813	223,830
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	26,769	33,395	36,305	39,516	39,516	63,331
Total Expenditures	**$ 374,362**	**$ 375,674**	**$ 422,703**	**$ 475,725**	**$ 432,550**	**$ 530,065**
Ending Fund Balance						
Unassigned	256,702	281,284	262,069	211,344	260,322	210,257
Total Ending Fund Balance	**$ 256,702**	**$ 281,284**	**$ 262,069**	**$ 211,344**	**$ 260,322**	**$ 210,257**
TOTAL USE OF FUNDS	**$ 631,064**	**$ 656,958**	**$ 684,772**	**$ 687,069**	**$ 692,872**	**$ 740,322**

FY 2015/16 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.

Emergency Operations Center (EOC) Site Relocation – With the completion of the Emergency Power Backup System in place, the City's primary EOC currently housed in the Saratoga Fire Station will be relocated to City Hall to improve operational efficiencies. The Fire Station location will remain as a secondary EOC site. Upgrades and renovations to the Administrative Conference Room will be implemented to accommodate necessary EOC requirements.

Network Security Assessment **–** Conduct network security assessment to discover potential security vulnerabilities on City's data network.

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.

Online Permit Payments **–** The City will provide public access to secure online payments for permits issued by the TrakIT development system.

Interactive Voice Response – Deploy IVR system connectivity integration to CDD's TrakIT system which will 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**	**2015/16 Funded**
Administrative Services Director	0.15	0.10	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	1.00
Information Technology Technician	-	-	1.00	1.00	1.00
TOTAL FTE's	**1.15**	**1.10**	**2.10**	**2.10**	**2.10**

Temporary Staff Hours	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
IT Technician	2,000	2,000	-	-	-
TOTAL ANNUAL HOURS	**2,000**	**2,000**	**-**	**-**	**-**

INFORMATION TECHNOLOGY SERVICES

Performance Objectives and Measures	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Estimated	2015/16 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%	99%
b. Percent of time network remains available during normal business hours:	98%	98%	98%	99%	99%
c. Percent of time IT responds/resolves support requests within one working day:	98%	99%	99%	99%	100%
d. Percent of time IT responds to technology system emergency events:	100%	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	6	8
b. Number of new technology sytems or equipment for which oversight and support was provided by IT staff:	5	6	9	7	7

Activity and Workload Highlights	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of users supported:	72	86	88	109	106
2. Number of IT software applications monitored and maintained:	22	26	27	36	36
3. Number of network servers maintained:	16	22	20	24	24
4. Number of desktop systems maintained:	59	57	59	60	59
5. Number of laptop systems maintained:	17	17	17	14	25
Number of tablets maintained:	0	0	6	6	12
6. Number of network copiers, printers, plotters, scanners, fax machines, and postage machines maintained:	25	24	24	21	20
7. Number of landlines serviced and maintained:	70	78	77	75	75
8. Number of cell phones and PDAs serviced and maintained:	33	25	23	22	21

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 is used to calculate the annual funding contribution requirement 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 rapid changes in technology, the cost of replacement equipment could vary considerably from the cost of the original equipment, or else the equipment became obsolete and replaced with different technology. In recent history however, IT equipment costs have remained fairly consistent in price, while the technology continues to advance. As a result, ongoing replacement costs are not expected to increase significantly in future years.

BUDGET OVERVIEW

The FY 2015/16 budget reflects a more comprehensive replacement funding strategy. In past years, software systems were not included in the replacement schedules, in the expectation that due to the cost of most of the software systems, replacements would be managed through the Capital Improvement Plan process. Per Council's direction, the IT replacement fund will now incorporate system replacements into the annual budget allocations. This will more accurately account for all IT related operational costs of services.

As a result of this change, the service chargeback increased significantly – from $65,000 per year to $125,000 per year. Allocation charges to each program are calculated by tracking citywide equipment costs and lifespan, and a weighted average cost determines 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 a program expenditure. The following IT Equipment Replacement Schedule identifies the equipment to be replaced in FY 2015/16. It should be noted that program expenditures will vary year by year as they are based on software and equipment lifespan cycles, and are independent of the annual chargeback amount. Over the years, funding requirements may adjust as replacement needs are revised, projected costs are more firmly determined, and if scheduled replacements are delayed due to continued equipment functionally.

Planned replacements for the budget year total $108,400 and include: $23,000 for desktops, laptops, and tablet computer replacements, $43,000 for network server replacements, $10,400 for network equipment and UPS battery backups, and $32,000 for MS Office Suite, Adobe, and Customer Relationship software.

INFORMATION TECHNOLOGY EQUIPMENT REPLACEMENT FUND

SOURCE & USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
SOURCES OF FUNDS						
Beginning Fund Balance						
Unassigned	185,567	156,760	156,318	152,788	152,788	194,101
Total Beginning Fund Balance	**$ 185,567**	**$ 156,760**	**$ 156,318**	**$ 152,788**	**$ 152,788**	**$ 194,101**
Revenues						
ISF Charge Back Fees	50,000	46,236	55,000	65,000	65,000	125,000
Total Revenues	**$ 50,000**	**$ 46,236**	**$ 55,000**	**$ 65,000**	**$ 65,000**	**$ 125,000**
Operating Transfers						
Transfer In from General Fund	-	-	-	-	-	-
Total Operating Transfers In	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 235,567**	**$ 202,996**	**$ 211,318**	**$ 217,788**	**$ 217,788**	**$ 319,101**
USE OF FUNDS						
Expenditures						
Operating Expenditures						
Materials & Supplies	53,844	46,678	58,530	68,200	23,687	108,400
Fees & Charges	-	-	-	-	-	-
Consultants & Contract Services	-	-	-	-	-	-
Meetings, Events & Training	-	-	-	-	-	-
Total Operating Expenditures	53,844	46,678	58,530	68,200	23,687	108,400
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	-	-	-	-	-	-
Total Expenditures	**$ 53,844**	**$ 46,678**	**$ 58,530**	**$ 68,200**	**$ 23,687**	**$ 108,400**
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	152,788	149,588	194,101	210,701
Total Ending Fund Balance	**$ 156,760**	**$ 156,318**	**$ 152,788**	**$ 149,588**	**$ 194,101**	**$ 210,701**
TOTAL USE OF FUNDS	**$ 235,567**	**$ 202,996**	**$ 211,318**	**$ 217,788**	**$ 217,788**	**$ 319,101**

KEY SERVICES

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

INFORMATION TECHNOLOGY EQUIPMENT REPLACEMENT FUND

IT EQUIPMENT REPLACEMENT SCHEDULE

Computer Systems	**FY 2015/16**
Standard Desktops	13,500
Graphic Desktops	8,000
Monitors	-
Laptops	1,500
Tablets	-
Servers	
Small Server	5,000
Mid-Size Server	14,000
Large Server	20,000
Virtual Server	4,000
Data Storage	
Nimble Storage Array Server	-
Network	
Network switch	6,000
Firewalls	-
Network Cabling	-
Fiber Optic Cabling	-
Telephone System	-
Wireless (Wi-Fi)	-
Printers	
Check printer	-
Permits/Receipts printer	-
Plotter printer	-
UPS Battery Backups	
Desktop battery	1,900
Server battery	2,500
Security Equipment	
Park and Facility Security Cameras	-
Software	
Productivity Software (MS Office Suite, Adobe)	12,000
Department Software	-
Financial software (SunGard)	-
Agenda Management software (Granicus)	-
Recreation software (RecTrac)	-
Community Development software (TrakIT)	-
Electronic Document software (Laserfiche)	-
City Website/Intranet	-
GIS Enterprise Software	-
Customer Relationship Management (CRM) CMO	20,000
Technology Replacements Totals	**108,400**

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.

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:

- 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

Council 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 grow with Santa Clara County experiencing steady job growth and rising real estate values since 2012. With the economy solidifying, the City saw development activity grow by 12% between FY 2012/13 and FY 2011/12. The pace of development activity began to slow in FY 2013/14, with revenue increasing by a modest 1.6% from the year before, and revenues to date show FY 2014/15 receipts will be relatively flat with a 0.5% increase from the prior year. It appears development activity has reached an equilibrium point consistent with pre-recession levels.

Given this short-term trend, FY 2015/16 revenue projections reflect little change in the number of development reviews to be processed and building permits to be issued in the upcoming budget year. The number of planning applications and the level of activity at the public service counter remain steady, therefore projections for future

building permits are also staying constant. As a result, the Development Services budget will remain at approximately the same level of activity with anticipated increases mirroring the market activity in existing home sales.

Despite turnover in the department during FY 2014/15, staffing levels (12 FTE's) in the Community Development Department were maintained with the assistance of temporary contractual services to backfill positions for portions of the fiscal year while the City recruited for the three vacant positions (Community Development Director, Planner, and Senior Building Inspector/Plan Checker). The proposed FY 2015/16 budget maintains this staffing level, and reflects the hiring of the new Community Development Director, Senior Building Inspector/Plan Checker, and Planner. The budget also includes the continued retention of temporary contract planning services to backfill the anticipated leave of a Senior Planner to fulfill a military obligation for approximately 10 months. There is additional funding for a Summer CDD Intern to assist with the preparation of an upgrade to the City's permitting software, geographic information system (GIS), and department website.

The department will continue staff training efforts started in FY 2014/15, necessitated by the addition of new staff members, processes improvements, and upgrades to existing permitting software. These efforts are intended to increase overall efficiency of the department and enhance customer service for City residents and businesses.

Effective FY 2014/15, the Advanced Planning Program budget was restructured to reallocate approximately $100,000 of the Advanced Planning Fee revenue it receives each year to a Capital Improvement Plan (CIP) project for funding contracted consultant work on General Plan Updates. The remainder of the program's fee revenues support the internal staff work and overhead costs related to Advanced Planning work.

A capital project more properly serves and accounts for these multi-year projects as the capital budgeting structure allows revenues to accumulate over several years for the purpose of funding multi-year project contracts, and ensures that accumulated funds are available for General Plan project work as assigned – rather than through an annual budget process that would restrict funding and work levels to a one-year work plan. Consultant contracts for large update projects may cost in the hundreds of thousands of dollars, with work activity flowing over two or three fiscal years.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Fees, Licenses and Permits	1,092,109	1,408,832	1,344,008	1,224,100	1,227,554	1,322,250
Charge for Services	829,356	772,506	875,152	905,000	864,804	878,400
Other Sources	1,184	2,444	776	1,000	2,755	1,000
TOTAL REVENUES	**$1,922,649**	**$2,183,782**	**$2,219,935**	**$2,130,100**	**$ 2,095,113**	**$ 2,201,650**
EXPENDITURES						
Salaries and Benefits	1,447,562	1,551,471	1,638,097	1,807,178	1,523,194	1,754,373
Operating Expenditures						
Materials & Supplies	17,109	20,828	14,995	23,250	20,765	23,950
Fees & Charges	28,622	34,440	19,968	24,030	20,940	24,040
Consultant & Contract Services	56,036	104,081	155,458	41,050	140,169	110,300
Meetings, Events & Training	3,250	2,296	5,158	19,600	8,683	19,600
Total Operating Expenditures	105,017	161,644	195,579	107,930	190,557	177,890
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	335,217	333,738	348,034	372,929	372,929	368,243
TOTAL EXPENDITURES	**$1,887,796**	**$2,046,853**	**$2,181,710**	**$2,288,037**	**$ 2,086,680**	**$ 2,300,506**

TOTAL DEPARTMENTAL EXPENDITURES BY DIVISION / PROGRAM

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
GENERAL FUND						
Development Services	822,267	925,009	955,477	966,259	909,462	967,242
Advanced Planning	144,716	115,740	254,409	162,300	113,311	173,230
Code Compliance	92,821	104,799	52,643	141,537	127,653	137,906
Building Inspection Services	827,991	901,305	919,181	1,017,941	936,255	1,022,129
TOTAL EXPENDITURES	**$1,887,796**	**$2,046,853**	**$2,181,710**	**$2,288,037**	**$ 2,086,680**	**$ 2,300,506**

COMMUNITY DEVELOPMENT DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Community Development Director	1.00	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00	1.00
Planner I/II	2.00	2.00	2.00	2.00	2.00
Senior Arborist	1.00	1.00	1.00	1.00	1.00
Plan Check Engineer	1.00	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	-	-	-
Sr. Building Inspector/Plan Checker	-	-	1.00	1.00	1.00
Building Inspector	2.00	2.00	2.00	2.00	2.00
Permit Technician	-	-	1.00	1.00	1.00
Office Specialist III	2.00	2.00	2.00	2.00	2.00
Code Compliance Specialist	1.00	-	-	-	-
TOTAL FTE's	**12.00**	**11.00**	**12.00**	**12.00**	**12.00**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Student Intern	940	940	-	320	480
Office Specialist III	800	800	800	800	940
TOTAL ANNUAL HOURS	**1,740**	**1,740**	**800**	**1,120**	**1,420**

COMMUNITY DEVELOPMENT STAFF - by Division

City Staff by Program	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Development Services	4.50	4.75	4.85	4.60	4.60
Advanced Planning	0.95	0.50	0.65	0.70	0.70
Code Compliance	1.25	0.60	0.70	0.75	0.75
Building & Inspections	5.30	5.15	5.80	5.95	5.95
TOTALS	**12.00**	**11.00**	**12.00**	**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

Notable Budget Changes

- Additional Contract Services funding was provided to backfill the Sr. Planner position called into active duty service for the majority of the fiscal year.
- New funding was provided for GIS annual license and support to upgrade development services

With the stabilization of development activity, Development Services revenues appear to have hit a plateau over the last several years. 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 permit have stabilized to the average of pre-recession levels. Fees collected for Tree Removal Permits which were declining in past years have also stabilized amidst the on-going drought.

Expenditures also remain fairly constant from last year, with the exception of the program's allocated share of temporary contract staffing costs to backfill for the Senior Planner position and Summer CDD Intern.

In addition to processing development applications, Planning Division staff will continue working on major assignments from the Department's Work Plan, including revision to the City's Story Pole Regulations, Existing Legal Non-Conforming (ELN) Structures Regulations, Annual Code Update, and Village Visioning. The City's economic development programs will continue to be administered through Development Services in FY 2015/16, along with the Village Façade Improvement program, assisting the efforts of the Chamber of Commerce, and Destination Saratoga. Staff will also continue to support the Planning and Heritage Preservation Commissions.

DEVELOPMENT SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Fees, Licenses and Permits	82,399	97,577	72,766	48,500	53,093	46,400
Charge for Services	508,375	425,188	487,187	485,000	477,962	478,400
Other Sources	1,184	1,944	776	1,000	2,255	1,000
TOTAL REVENUES	**$ 591,958**	**$ 524,709**	**$ 560,730**	**$ 534,500**	**$ 533,310**	**$ 525,800**
EXPENDITURES						
Salaries and Benefits	599,786	708,748	741,411	764,016	646,717	704,598
Operating Expenditures						
Materials & Supplies	15,804	14,543	10,454	11,050	13,256	11,750
Fees & Charges	9,402	12,710	8,081	9,690	5,811	9,700
Consultant & Contract Services	35,652	23,450	21,406	11,550	78,448	69,300
Meetings, Events & Training	1,775	2,096	3,425	10,600	5,876	10,600
Total Operating Expenditures	62,633	52,799	43,366	42,890	103,391	101,350
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	159,848	163,462	170,700	159,353	159,353	161,294
TOTAL EXPENDITURES	**$ 822,267**	**$ 925,009**	**$ 955,477**	**$ 966,259**	**$ 909,462**	**$ 967,242**

FY 2015/16 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 (e.g. zoning definitions, dog leash regulations, massage ordinance and application time extensions). Specific code updates discussed at the 2015 City Council Retreat included Story Pole, Short-Term Rental, and Existing Legal Non-Conforming Structures 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.

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	2015/16 Funded
Community Development Director	0.60	0.50	0.50	0.50	0.50
Senior Planner	0.70	0.65	0.65	0.60	0.60
Planner I/II	1.40	1.80	1.80	1.60	1.60
Senior Arborist	0.90	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	0.10
Office Specialist III	0.90	0.90	0.90	0.90	0.90
Code Compliance Specialist	-	-	-	-	-
TOTAL FTE's	**4.50**	**4.75**	**4.85**	**4.60**	**4.60**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Student Intern	940	940	-	320	480
Office Specialist III	800	800	800	800	940
TOTAL ANNUAL HOURS	**1,740**	**1,740**	**800**	**1,120**	**1,420**

DEVELOPMENT SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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%	100%
b. Review all zone clearances from the Building Division within 2 weeks:	95%	95%	96%	98%	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%	98%
b. Return all phone calls within 24 hours from the time received:	95%	96%	98%	98%	98%
c. Percentage of applications continued by Planning Commission:	5%	15%	15%	10%	10%
d. Percentage of applications appealed to the Planning Commission or City Council:	5%	3%	1%	2%	2%
e. Percentage of applications upheld by the City Council:	95%	100%	50%	100%	95%
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	1
b. Funds allocated to capital projects:	$ 78,460	$ 149,088	$ 171,187	$ 70,100	$ 60,000
4. *Enhance community awareness of land use projects.*					
a. Percent of notices sent within 10 days of Planning Commission meetings:	100%	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of planning projects processed:	235	231	275	240	240
2. Number of tree removal permits processed:	308	385	370	360	400
3. Number of Arborist plan reviews:	80	66	80	70	70
4. Number of Planning Commission Hearings:	20	21	20	20	20
5. Number of Plannning Commission Study Sessions:	15	13	15	10	10
6. Number of Heritage Preservation Commission Meetings:	12	12	12	12	12
7. Number of public input meetings for citywide programs:	2	3	5	2	2
8. Number of complex projects (General Plan, amendments/ rezonings, planned developments, environmental review):	8	13	20	10	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

Notable Budget Changes:

- No notable changes

Advanced Planning program revenue provides funding for a combination of in-house staff work and consultant services. With activity levels stabilizing, FY 2015/16 budgeted General Plan Update Fee revenue is projected to remain steady, with an estimated net revenue of approximately $150,000. Revenues are loosely tied to program expenditures through a year-end departmental reconciliation and reserve funding. A more concrete methodology to ensure revenue fluctuations do not impact advanced planning expenditures was implemented in FY 2014/15. Now, the estimated $100,000 difference between General Plan Update Fees and in-house staff and operational expenses is redirected to the General Plan capital budget project to fund consultant services as needed, thereby lowering revenues by approximately $100,000 from prior years. Under this structure, General Plan Update Fees accumulate and are available as needed, over multiple years, for use in funding consultant services for advanced planning projects.

Advanced Planning work involves General Plan, code, and zoning updates, as well as ongoing and anticipated annexations and updates to design guidelines. Staff conducts a portion of the code, zoning, and administrative work in-house, however the specialized technical General Plan Update work is in part conducted by consultants. Typically, staff and/or consultants complete at least one of the City's General Plan Elements each fiscal year, however large project work often crosses over fiscal years.

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

ADVANCED PLANNING

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Fees, Licenses and Permits	169,574	226,973	228,523	150,000	156,165	150,000
Charge for Services	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL REVENUES	**$ 169,574**	**$ 226,973**	**$ 228,523**	**$ 150,000**	**$ 156,165**	**$ 150,000**
EXPENDITURES						
Salaries and Benefits	126,992	95,000	126,746	140,657	93,089	150,593
Operating Expenditures						
Materials & Supplies	285	22	-	500	-	500
Fees & Charges	3,170	2,224	1,624	1,860	1,439	1,860
Consultant & Contract Services	-	2,659	110,286	500	-	500
Meetings, Events & Training	-	-	-	-	-	-
Total Operating Expenditures	3,454	4,905	111,910	2,860	1,439	2,860
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	14,270	15,835	15,753	18,783	18,783	19,777
TOTAL EXPENDITURES	**$ 144,716**	**$ 115,740**	**$ 254,409**	**$ 162,300**	**$ 113,311**	**$ 173,230**

FY 2015/16 WORKPLAN PRIORITIES

Village Visioning – Staff will be working closely with the City Manager's Office on managing the City's efforts to document a community wide vision for Saratoga Village and any necessary follow-up actions related to updating land use policies/documents and or City Codes. This is anticipated to be a multi-year effort that could extend into FY2016/17.

Housing Element Implementation – Staff will begin work on implementing the updated Housing Element and to begin necessary implementation action for identified programs.

ADVANCED PLANNING

ADVANCED PLANNING STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Community Development Director	0.25	0.25	0.30	0.30	0.30
Senior Planner	0.20	0.25	0.25	0.30	0.30
Planner I/II	0.50	-	0.10	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**	**0.70**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 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 Actual	2014/15 Estimated	2015/16 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	Yes
2. *Mandatory General Plan Elements updated within last eight years.*					
a. Housing Element:	No	No	No	Yes	Yes
b. Land Use Element:	No	Yes	Yes	No	No
c. Circulation and Transportation Element:	No	Yes	Yes	Yes	Yes
d. Conservation Element:	No	Yes	Yes	No	No
e. Open Space Element:	No	Yes	Yes	No	No
f. Noise Element:	No	No	Yes	Yes	Yes
g. Safety Element:	No	Yes	Yes	Yes	Yes

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of ordinances completed (multiple section updates):	4	6	9	6	6
2. General Plan Elements updated:	0	2	3	1	1
3. Number of General Plan amendments requested:	1	1	1	1	1
4. Annexation applications in process:	3	1	0	1	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 Sheriff's Office, which handles law enforcement duties for the City.

BUDGET OVERVIEW

Notable Budget Changes:

- Additional funding provided for a Hearing Officer

Code Compliance revenues are mostly limited to fees from the administration of various special activity permits, such as Noise Exception Permits, Massage Permits, and Solicitor Permits. Only rarely does the City issue administrative citations to obtain compliance with City Code.

For those code compliance cases which are not resolved through staff efforts or mediation, and a fine or enforcement action is issued, the City may need to utilize the services of 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. While the City has not had a need for a hearing officer for many years, two Code Enforcement cases required the services of an Administrative Hearing Officer in FY14/15. For FY 2015/16, a contingency for the Hearing Officer services is being increased to $6,000 to reflect anticipated Code Enforcement efforts related to possible short-term rentals.

The Code Compliance program is managed through the Building Division, supervised by the Senior Building Inspector/Plan Checker with assistance from the City Arborist and Planning staff. The cost of this staff time, comprised of salaries, benefits, and internal services charges make up the majority of the expenditures. There is minimal amounts ($780) budgeted for materials, supplies, and postage.

CODE COMPLIANCE

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Fees, Licenses and Permits	9,600	5,655	7,650	5,500	10,225	5,750
Charge for Services	-	-	-	-	-	-
Other Sources	-	500	-	-	500	-
TOTAL REVENUES	**$ 9,600**	**$ 6,155**	**$ 7,650**	**$ 5,500**	**$ 10,725**	**$ 5,750**
EXPENDITURES						
Salaries and Benefits	63,527	95,022	44,234	112,237	93,944	105,442
Operating Expenditures						
Materials & Supplies	-	-	299	500	41	500
Fees & Charges	148	124	72	280	205	280
Consultant & Contract Services	955	-	-	2,000	6,943	6,000
Meetings, Events & Training	-	-	-	-	-	-
Total Operating Expenditures	1,103	124	371	2,780	7,188	6,780
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	28,192	9,653	8,038	26,520	26,520	25,684
TOTAL EXPENDITURES	**$ 92,821**	**$ 104,799**	**$ 52,643**	**$ 141,537**	**$ 127,653**	**$ 137,906**

FY 2015/16 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	2015/16 Funded
Community Development Director	0.10	0.10	0.05	0.05	0.05
Senior Planner	-	-	-	-	-
Planner I/II	-	0.10	-	0.10	0.10
Senior Arborist	0.05	0.05	0.05	0.05	0.05
Plan Check Engineer	-	-	-	-	-
Building Official	-	0.15	-	-	-
Sr. Building Inspector/Plan Checker	-	-	-	0.25	0.25
Building Inspector	-	0.10	0.50	0.20	0.20
Permit Technician	-	-	-	-	-
Office Specialist III	0.10	0.10	0.10	0.10	0.10
Code Compliance Specialist	1.00	-	-	-	-
TOTAL FTE's	**1.25**	**0.60**	**0.70**	**0.75**	**0.75**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Student Intern	-	-	-	-	-
Office Specialist III	-	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**-**

CODE COMPLIANCE

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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%	90%
2. *Ensure compliance with City regulations for permitted activities.*					
a. Annual number of Solicitor Permits issued:	80	40	10	20	20
b. Annual number of Noise Permits issued:	20	30	55	40	40

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Annual number of new code enforcement cases:	80	29	75	70	70
2. Total number of Administrative Citations:	1	5	0	5	8
3. Cases requiring City Attorney review:	2	2	5	5	6

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

Notable Budget Changes:

- A slight increase in revenue is expected due to slightly higher fees and a large remodeling project.

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. Effective FY 2014/15 the technology/document storage fee charged to each permit was re-directed to fund a Development Technology Capital Improvement Project for ongoing development related technology costs. This change facilitates a more effective utilization for ongoing and permanent electronic document management costs. Through the CIP, revenues will accumulate over several fiscal years to provide the funding for system upgrades and perpetual digital document storage.

Ongoing training in current codes, policies and procedures is essential to maintaining quality building and code enforcement activities. Certified building and code enforcement inspectors attest to this higher level of training. 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 positions - Senior Building Inspector/ Plans Examiner and Permit Technician. These positions continue to provide 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 with assistance from the Senior Building Inspector/ Plans Examiner. The Permit Technician position enables the Department to open the public services counter in the afternoons Monday through Thursday where previously counter services were only offered in the morning. The expanded service hours to the community has been very well received.

BUILDING & INSPECTION SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Fees, Licenses and Permits	830,536	1,078,628	1,035,068	1,020,100	1,008,071	1,120,100
Charge for Services	320,981	347,319	387,964	420,000	386,842	400,000
TOTAL REVENUES	**$1,151,517**	**$1,425,946**	**$1,423,032**	**$1,440,100**	**$1,394,913**	**$1,520,100**
EXPENDITURES						
Salaries and Benefits	657,257	652,702	725,706	790,268	689,443	793,740
Operating Expenditures						
Materials & Supplies	1,021	6,262	4,242	11,200	7,468	11,200
Fees & Charges	15,902	19,382	10,191	12,200	13,486	12,200
Consultant & Contract Services	19,429	77,971	23,766	27,000	54,777	34,500
Meetings, Events & Training	1,475	200	1,734	9,000	2,807	9,000
Total Operating Expenditures	37,827	103,815	39,932	59,400	78,539	66,900
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	132,908	144,788	153,543	168,273	168,273	161,489
TOTAL EXPENDITURES	**$ 827,991**	**$ 901,305**	**$ 919,181**	**$1,017,941**	**$ 936,255**	**$1,022,129**

FY 2015/16 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	2015/16 Funded
Community Development Director	0.05	0.15	0.15	0.15	0.15
Senior Planner	0.10	0.10	0.10	0.10	0.10
Planner I/II	0.10	0.10	0.10	0.20	0.20
Senior Arborist	0.05	0.05	0.05	0.05	0.05
Plan Check Engineer	1.00	1.00	1.00	1.00	1.00
Building Official	1.00	0.85	-	-	-
Sr. Building Inspector/Plan Checker	-	-	1.00	0.75	0.75
Building Inspector	2.00	1.90	1.50	1.80	1.80
Permit Technician	-	-	0.90	0.90	0.90
Office Specialist III	1.00	1.00	1.00	1.00	1.00
Code Compliance Specialist	-	-	-	-	-
TOTAL FTE's	**5.30**	**5.15**	**5.80**	**5.95**	**5.95**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Student Intern	-	-	-	-	-
Office Specialist III	-	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**-**

BUILDING & INSPECTION SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. *Ensure property improvements comply with City Building Codes.*					
a. Percentage of inspections delivered within 48 hours of request:	95%	96%	97%	98%	98%
b. Percentage of plan checks completed within 45 days of receipt:	95%	95%	96%	98%	98%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1 Number of Building Division permits issued:	1,400	1,817	1,800	1,700	1,700
2. Number of Over-the-Counter Plan Checks for Remodels:	250	417	475	450	475
3. Number of inspections performed:	4,200	4,330	5,500	5,000	5,000
4. Number of building plan checks completed:	280	262	390	350	400
5. Dollar value of construction permitted (in $Millions):	$50.0	$79.0	$61.0	$60.0	$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 Public Works' FY 2015/16 budget holds most operational revenues and expenditures at prior year service levels. A notable revenue decrease is due to a shift of the Sport User Group Rental contract oversight and fees to the Recreation & Facilities Department. The $40,000 shift for Prospect High Schools Field Rental Fees also were shifted to budgeted expenditures.

Expenditure increases are primarily attributable to staffing costs, Parks & Landscape Maintenance services, street sweeping, and the addition of GIS software and support. While Street's operating expenses will hold fairly stable, Parks & Landscape Maintenance expenses will increase substantially. A total of $66,000 in higher maintenance costs for the Village, Fruitvale medians, street tree maintenance, and increased maintenance at the Saratoga Quarry Park will be partially offset by the $40,000 decrease from the field rental expense shift. The higher costs are driven in part, by the State's new requirements for Public Works contracts.

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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Taxes	-	133,954	163,954	163,954	164,589	166,638
Intergovernmental Revenues	23,571	208,682	203,908	202,000	212,594	212,000
Fees, Licenses and Permits	94,226	130,214	118,792	90,750	122,189	90,750
Charge for Services	275,525	313,553	400,072	251,653	308,605	253,634
Rental Income	177,993	128,447	121,078	116,103	79,791	2,000
Other Sources	16,164	22,896	7,190	7,500	103,375	2,500
TOTAL REVENUES	**$ 587,480**	**$ 937,747**	**$1,014,993**	**$ 831,960**	**$ 991,143**	**$ 727,522**
EXPENDITURES						
Salaries and Benefits	2,395,770	2,340,746	2,448,708	2,536,654	2,485,634	2,584,277
Operating Expenditures						
Materials & Supplies	81,899	76,516	95,011	86,550	87,668	104,600
Fees & Charges	505,901	522,736	565,785	537,175	509,374	528,777
Consultants & Contract Services	627,559	794,639	814,787	957,762	882,646	1,026,104
Meetings, Events & Training	6,330	4,878	8,467	9,800	8,749	9,800
Total Operating Expenditures	1,221,689	1,398,769	1,484,050	1,591,287	1,488,436	1,669,281
Fixed Assets	-	-	-	35,000	35,343	-
Internal Service Charges	700,973	802,705	901,203	939,126	939,125	853,555
TOTAL EXPENDITURES	**$4,318,432**	**$4,542,221**	**$4,833,962**	**$5,102,067**	**$4,948,538**	**$5,107,113**

DEPARTMENTAL EXPENDITURES - by Fund/ Division

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
GENERAL FUND						
General Engineering	$ 469,404	$ 476,908	$ 502,680	$ 555,971	$ 532,614	$ 522,076
Development Engineering	191,598	205,693	213,150	196,831	194,320	223,179
Environmental Services	545,492	619,024	643,314	690,581	615,342	760,131
Streets & Storm Drains	1,186,626	1,284,436	1,381,240	1,446,840	1,454,269	1,413,236
Parks & Landscape Maint	1,925,312	1,956,160	2,093,578	2,211,844	2,151,993	2,188,490
TOTAL GENERAL FUND	**$4,318,432**	**$4,542,221**	**$4,833,962**	**$5,102,067**	**$4,948,538**	**$5,107,113**
INTERNAL SERVICE FUNDS						
Equipment Maintenance	219,786	227,604	224,078	244,177	220,785	256,346
Equipment Replacement	10,000	95,000	140,258	66,543	65,775	204,500
TOTAL INTERNAL SERVICES	**$ 229,786**	**$ 322,604**	**$ 364,336**	**$ 310,720**	**$ 286,560**	**$ 460,846**
SPECIAL REVENUE FUNDS						
Landscape & Lighting Districts	432,862	423,644	409,418	611,514	432,671	650,800
TOTAL SPECIAL REVENUE	**$ 432,862**	**$ 423,644**	**$ 409,418**	**$ 611,514**	**$ 432,671**	**$ 650,800**
TOTAL DEPT EXPENDITURES	**$4,981,080**	**$5,288,469**	**$5,607,716**	**$6,024,301**	**$5,667,769**	**$6,218,758**

PUBLIC WORKS DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Public Works Director	1.00	1.00	1.00	1.00	1.00
Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00
Assistant/Associate Engineer	1.00	1.00	1.00	1.00	1.00
Administrative Analyst I/II	0.90	0.90	1.00	0.90	0.90
Office Specialist II/III	1.75	1.75	1.75	1.75	1.75
Parks Maintenance Manager	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Lead	1.00	1.00	1.00	1.00	2.00
Parks Maintenance Specialist	1.00	-	-	-	-
Parks Maintenance Worker I/II/III	5.90	6.00	6.00	6.00	5.00
Street Maintenance Manager	1.00	1.00	1.00	1.00	1.00
Street Maintenance Lead	1.00	1.00	2.00	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	4.00
TOTAL FTE's	**21.55**	**20.65**	**20.75**	**20.65**	**20.65**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Engineering Inspectors	2,760	2,760	2,760	2,760	2,760
Maintenance Worker	2,000	-	-	-	999
Student Intern	-	-	-	200	-
TOTAL ANNUAL HOURS	**4,760**	**2,760**	**2,760**	**2,960**	**3,759**

PUBLIC WORKS DEPARTMENT STAFF - by Division

City Staff by Program	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
General Engineering	2.05	2.05	2.10	2.05	2.05
Development Engineering	0.95	0.95	0.95	0.95	0.95
Environmental Services	0.95	0.95	1.00	0.95	0.95
Streets & Storm Drains	7.60	7.60	7.60	7.60	7.60
Parks & Landscape	9.30	8.40	8.40	8.40	8.40
Vehicle Equipment Maintenance	0.70	0.70	0.70	0.70	0.70
TOTALS	**21.55**	**20.65**	**20.75**	**20.65**	**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

Notable Budget Changes

- Additional funding is provided for GIS license and support fees
- Temporary staff funding was shifted back to the Development Engineering budget

Planned General Engineering operations for FY 2015/16 are consistent with the prior year's functions and service levels, which focus on providing support for the Capital Improvement Program's infrastructure maintenance and improvement objectives. Revenue in this program 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 2015/16, slightly less than the $100,000 earned in the prior year. After completion of the grant funded CIP projects in FY 2014/15, the current CIP staff time reimbursements are completed with no reimbursements planned for FY 2015/16.

While most of the General Engineering's budgeted operating expenditures remain the same, there is a $15,000 increase for GIS software and support to enhance engineering mapping capabilities Also, with the Traffic Safety Commission providing a forum for citizens to bring traffic concerns to the Commissioner's attention and the increase in patrol officer hours, staff expects the City Traffic Engineer consultant services will be utilized more to determine appropriate solutions, and therefore increased the budget to $50,000 in FY 2014/15. This has continued in FY 2015/16. Other than staff costs and internal services, the program's 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Intergovernmental Revenues	-	-	-	-	-	-
Fees, Licenses and Permits	93,726	131,417	117,702	90,250	120,470	90,250
Charge for Services	-	-	-	-	-	-
Other Sources	9,096	19,971	-	-	97,600	-
TOTAL REVENUES	**$ 102,822**	**$ 151,388**	**$ 117,702**	**$ 90,250**	**$ 218,070**	**$ 90,250**
EXPENDITURES						
Salaries and Benefits	303,421	309,708	326,784	378,357	369,338	326,749
Operating Expenditures						
Materials & Supplies	1,594	1,945	2,183	3,100	3,426	3,100
Fees & Charges	22,784	23,277	23,225	25,030	23,138	25,030
Consultants & Contract Services	47,759	52,145	58,103	67,000	55,986	81,000
Meetings, Events & Training	247	230	1,601	2,100	342	2,100
Total Operating Expenditures	72,384	77,597	85,111	97,230	82,892	111,230
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	93,599	89,603	90,784	80,384	80,384	84,097
TOTAL EXPENDITURES	**$ 469,404**	**$ 476,908**	**$ 502,680**	**$ 555,971**	**$ 532,614**	**$ 522,076**

FY 2015/16 WORKPLAN PRIORITIES

Capital Improvement Program Oversight – Provide plans, specifications, estimates and right-of-way plans, coordinate consultants, and administer contracts. FY 2015/16 CIP Project oversight includes Residential Street Reconstruction, El Camino Grande Storm Drain Pump, Saratoga Hills Storm Drain Improvements, 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 City increased the Sheriff's contract in FY 2014/15 and added approximately 1,800 deputy hours for traffic control services. The Sheriff has been working with the City's schools and the Traffic Safety Committee to improve traffic management, particularly around school activity. Examples of projects that will be implemented in FY2015/16 include more pedestrian warning lights nearby schools and a traffic circle on Beaumont Avenue for traffic calming.

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	2015/16 Funded
Public Works Director	0.35	0.35	0.35	0.35	0.35
Senior Civil Engineer	0.25	0.25	0.25	0.25	0.25
Assistant/Associate Engineer	0.75	0.75	0.75	0.75	0.75
Administrative Analyst I/II	0.45	0.45	0.50	0.45	0.45
Office Specialist II/III	0.25	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**	**2.05**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Engineering Inspectors	2,668	2,668	2,668	2,668	2,668
Maintenance Worker	-	-	-	-	-
Student Intern	-	-	-	200	200
TOTAL ANNUAL HOURS	**2,668**	**2,668**	**2,668**	**2,868**	**2,868**

GENERAL ENGINEERING

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. *Increase Public Safety through Traffic Management.*					
a. Respond to traffic safety concerns from residents:	100%	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%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of traffic concerns investigated and completed:	24	18	18	18	15
2. Number of encroachment permits issued:	144	180	225	200	200
3. Number of bids issued:	10	8	5	5	5
4. Number of contracts executed:	14	15	12	10	15

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

Notable Budget Changes:

- Temporary staff funding was shifted back from the General Engineering program
- Internal Service Fund charges were increased for IT services and IT software and equipment replacement

The Development Engineering process requires applicants to provide a deposit of funds to be used for City managed 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 FYs 2012/13 and 2013/14, a small subdivision brought additional revenue to the City. In FY 2014/15, revenues from private development activity decreased as the subdivision project was completed. Revenue projections for FY 2015/16 continue to be cautiously optimistic as staff is not aware of any pending subdivisions. Revenues are based on basic home remodeling and upgrade projects.

FY 2015/2016 budgeted expenditures remain consistent with prior years, with minimal operational costs other than staff salary and internal service charges. Operational expenses are limited to a small amount of office supplies and civil engineering services.

DEVELOPMENT ENGINEERING

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Intergovernmental Revenues	-	-	-	-	-	-
Fees, Licenses and Permits	500	(1,203)	1,090	500	1,719	500
Charge for Services	106,599	145,435	167,924	72,600	137,936	73,500
Other Sources	-	-	-	-	-	-
TOTAL REVENUES	**$ 107,099**	**$ 144,232**	**$ 169,014**	**$ 73,100**	**$ 139,654**	**$ 74,000**
EXPENDITURES						
Salaries and Benefits	153,390	163,747	168,400	147,394	149,277	172,858
Operating Expenditures						
Materials & Supplies	236	752	50	250	499	300
Fees & Charges	28	288	288	320	240	250
Consultants & Contract Services	1,495	138	1,710	4,700	137	2,700
Meetings, Events & Training	-	-	-	-	-	-
Total Operating Expenditures	1,759	1,178	2,047	5,270	876	3,250
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	36,449	40,769	42,702	44,167	44,167	47,071
TOTAL EXPENDITURES	**$ 191,598**	**$ 205,693**	**$ 213,150**	**$ 196,831**	**$ 194,320**	**$ 223,179**

FY 2015/16 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	2015/16 Funded
Public Works Director	0.10	0.10	0.10	0.10	0.10
Senior Civil Engineer	0.60	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	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**	**0.95**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Engineering Inspectors	92	92	92	92	92
Maintenance Worker	-	-	-	-	-
TOTAL ANNUAL HOURS	**92**	**92**	**92**	**92**	**92**

DEVELOPMENT ENGINEERING

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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%	92%

Activity and Workload Highlights	2011/12 Actual	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of development applications processed:	45	40	35	35	35
2. Number of development applications requiring geologic review:	15	26	12	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. In addition, an annual allocation of $50,000 is utilized from the Environmental Program Fund Balance Reserve to help offset other environmental programs within the function, such as non-point source water runoff/pollution administration costs, or emergency environmental clean-up,

BUDGET OVERVIEW

Notable Budget Changes:

- Budget was increased for street sweeping services due to expected increase under a new contract.
- Additional funding was provided for increased environmental program charges.

The Environmental Services program receives several types of revenue related to solid waste programs for use in funding solid waste related expenses. The City expects to receive $22,000 from the AB 939 Refuse Surcharge program. Additional funding comes from the West Valley Solid Waste Joint Powers Agreement in the form of a franchise fee surcharge charged to customers on their waste management bill. This fee is designated to fund the West Valley Solid Waste Management Authority dues ($34,429), the Household Hazardous Waste (HHW) augmentation ($52,684), and increased street sweeping services ($80,000) – for a total of $167,113 in FY 2015/16.

The HHW augmentation revenue offsets the HHW waste collection program services available to Saratoga residents. In FY 2015/16, revenue and expenditure funding was increased slightly due to an increase in the level of participation in the HHW Program by Saratoga residents. Current program augmentation provides for approximately 6% of Saratoga households to participate in the program.

Additionally, the City receives a vehicle impact fee charged to ratepayers for wear and damage to City roadways caused by hauler vehicles. The vehicle impact fee is applied towards street resurfacing and repairs in the Capital Budget. A recent study of the impact of WVC&R's new vehicles recommended a vehicle impact fee of $351,300. The City currently receives just over $62,000 in vehicle impact fees and the new fee is expected to be phased in over two fiscal years starting in 2015/16. As a result, the City plans to receive just over $175,000 in vehicle impact fees in FY 2015/16.

ENVIRONMENTAL SERVICES

Program expenses are comprised of staff time and costs associated with environmental programs and regulatory requirements. Estimated 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, $52,000 for West Valley Sanitation District's storm drain cleaning, and $184,000 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Franchise Fees	-	133,954	163,954	163,954	164,589	166,638
Intergovernmental Revenues	23,571	39,249	26,533	22,000	27,201	22,000
Fees, Licenses and Permits	-	-	-	-	-	-
Charge for Services	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
TOTAL REVENUES	**$ 23,571**	**$ 173,204**	**$ 190,487**	**$ 185,954**	**$ 191,790**	**$ 188,638**
EXPENDITURES						
Salaries and Benefits	120,500	127,964	139,583	115,707	116,245	134,638
Operating Expenditures						
Materials & Supplies	9,768	-	-	-	6	-
Fees & Charges	223,454	223,509	240,492	259,500	251,248	289,222
Consultants & Contract Services	174,258	243,899	239,263	287,942	220,412	307,184
Meetings, Events & Training	-	-	-	-	-	-
Total Operating Expenditures	407,480	467,408	479,754	547,442	471,667	596,406
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	17,512	23,651	23,977	27,432	27,431	29,087
TOTAL EXPENDITURES	**$ 545,492**	**$ 619,024**	**$ 643,314**	**$ 690,581**	**$ 615,342**	**$ 760,131**

FY 2015/16 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 2013, the Authority approved an agreement with West Valley Collection & Recycling for garbage and recycling services. The new agreement runs from March 1, 2014 to February 2024. The 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**	**2015/16 Funded**
Public Works Director	0.10	0.10	0.10	0.10	0.10
Senior Civil Engineer	0.15	0.15	0.15	0.15	0.15
Assistant/Associate Engineer	-	-	-	-	-
Administrative Analyst I/II	0.45	0.45	0.50	0.45	0.45
Office Specialist II/III	0.25	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**	**0.95**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Engineering Inspectors	-	-	-	-	-
Maintenance Worker	-	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**-**

ENVIRONMENTAL SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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	29,000
b. Tons of solid waste diverted from landfills:	17,175	16,992	16,344	16,900	16,900
c. Meet State requirements for garbage diversion:	Yes	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%	90%
b. Percentage of required reports completed and submitted by deadline:	100%	100%	100%	100%	100%
3 *Protect Saratoga's natural environment throught participation in the West Valley Clean Water Program*					
a. Percentage of regional meetings attended:	90%	90%	100%	90%	100%
b. Respond to reports of illicit and illegal discharges;	100%	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1 Number of Saratoga residents participating in Countywide Household Hazardous Waste Program:	767	563	550	676	951
2 Miles of streets swept per month:	275	550	550	550	550
3 Number of bags of garbage collected at creek clean-up events:	25	16	15	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

Notable Budget Changes:

- Revenues reflect slightly higher VLF Measure B Surcharge fee receipts
- Street and Lot Light Maintenance Service contract oversight and $15,000 of expenditures shifted to Parks & Landscape Maintenance program.
- Tree Maintenance Services budget increase from $20,000 to $30,000
- Internal Service Charges reflect a decrease in vehicle & equipment maintenance and replacement program charges. Liability charges also decreased with a lower premium costs.

Approximately $1.3 million in street resurfacing is planned for FY 2015/16. 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 999 hours of temporary staff funding to provide street resurfacing assistance to the Streets crew will also be funded through the CIP. The remainder of the program's operating budget provides for basic operational expenses such as traffic light repair 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 Vehicle Registration Fee 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 2015/16.

FY 2014/15 tree maintenance expenditures were far higher than the planned budget in part attributable to the drought's effect on trees. Tree maintenance expenditures were increased by $10,000, however the Street & Lot Light $15,000 maintenance expense was shifted to the Parks Program, so the net impact resulted in a budget decrease for the Streets program. The remainder of the expenditure budget is fairly consistent with past years. Overall, the Streets & 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Intergovernmental Revenues	-	169,433	177,375	180,000	185,393	190,000
Fees, Licenses and Permits	-	-	-	-	-	-
Charge for Services	2,912	798	68,436	10,000	1,240	10,000
Other Sources	-	-	-	-	-	-
TOTAL REVENUES	**$ 2,912**	**$ 170,231**	**$ 245,811**	**$ 190,000**	**$ 186,633**	**$ 200,000**
EXPENDITURES						
Salaries and Benefits	842,782	854,558	922,913	956,575	938,074	966,502
Operating Expenditures						
Materials & Supplies	7,724	8,479	10,700	12,900	10,144	14,900
Fees & Charges	21,700	27,771	29,952	22,200	31,721	22,200
Consultants & Contract Services	38,016	60,287	47,945	70,000	88,809	65,000
Meetings, Events & Training	2,905	4,568	4,852	6,200	6,556	6,200
Total Operating Expenditures	70,345	101,105	93,449	111,300	137,230	108,300
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	273,499	328,773	364,878	378,965	378,965	338,434
TOTAL EXPENDITURES	**$1,186,626**	**$1,284,436**	**$1,381,240**	**$1,446,840**	**$1,454,269**	**$1,413,236**

FY 2015/16 WORKPLAN PRIORITIES

Pavement Management – Street Program 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 the $50,000 capital project to manage sidewalk replacement and trip hazard removal program.

Annual Storm Drain Repair – Staff will also 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 Village events, the Blossom Festival, 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**	**2015/16 Funded**
Public Works Director	0.25	0.25	0.25	0.25	0.25
Senior Civil Engineer	-	-	-	-	-
Assistant/Associate Engineer	0.25	0.25	0.25	0.25	0.25
Administrative Analyst I/II	-	-	-	-	-
Office Specialist II/III	0.40	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	0.95
Street Maintenance Lead	1.00	1.00	2.00	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	3.75
TOTAL FTE's	**7.60**	**7.60**	**7.60**	**7.60**	**7.60**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Engineering Inspectors	-	-	-	-	-
Maintenance Worker	-	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**-**

STREETS & STORM DRAINS

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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	69
b. Percentage of potholes repaired within 24 hours of notification:	100%	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	1,300

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of signs installed and replaced:	960	1,150	1,500	1,500	1,500
2. Amount of Grant funding the City received for street resurfacing:	$633,700	$466,800	$0	$0	$0

PARKS & LANDSCAPE MAINTENANCE

The focus of the Parks & Landscape Maintenance program is to provide attractive, well maintained, 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

Notable Budget Changes:

- Revenues $120,000 decrease reflects the Sport User Group Field Rentals contract oversight function and fees shift to the Recreation & Facilities Department's Facility Rentals program
- Numerous operational changes occurred:
  - Field Rental Fee expenditures decreased by $40,000 with the expense shifting to Facility Rentals.
  - $20,000 was added for Park Furnishings and Equipment
  - $16,000 was added for Street & Lot Light Maintenance
  - Quarry Park maintenance costs were increased from $20,000 to $30,000
  - Other park janitorial and maintenance services increased by a total of $16,000
- Fixed Assets budget funding was eliminated.

Budgeted revenues for this program are comprised of the banner rental fees, tree/bench dedication fees, park attendant fees, and administrative fees from Landscape & Lighting Districts for staffing oversight, and for engineering, legal, and maintenance costs. In prior years, the Parks & Landscape Maintenance program also oversaw the Park's Sport Use Agreements and collected this revenue. Those duties were transferred to the Recreation Department in mid-FY 2014/15, and the revenues are shifted to Recreation effective with the FY 2015/16 budget year. The $40,000 field rental cost for Prospect High School fields has also shifted to the Recreation Department's Facility Rentals budget.

The Park & Landscape Maintenance program expenditure budget includes a variety of landscaping materials, supplies, equipment, and services. For FY 2015/16, maintenance costs will increase for median and parks maintenance services due to a physical expansion of both – most notably the $30,000 cost budgeted for Quarry Park maintenance services. Additional increases are seen in the shift of the Street & Lot Light Maintenance services, Park Janitorial services, assorted landscape services, and refuse container cleaning services. In FY 2014/15, the City purchased a utility vehicle and an aerator machine. There are no anticipated purchases of small equipment vehicles in FY 2015/16. The remainder of the expenditure budget is for staffing and internal service charges.

PARKS & LANDSCAPE MAINTENANCE

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Intergovernmental Revenues	-	-	-	-	-	-
Fees, Licenses and Permits	-	-	-	-	-	-
Charge for Services	166,015	167,320	163,712	169,053	169,429	170,134
Other Sources	7,068	2,925	7,190	7,500	5,775	2,500
Rental Income	177,993	128,447	121,078	116,103	79,791	2,000
TOTAL REVENUES	**$ 351,076**	**$ 298,692**	**$ 291,980**	**$ 292,656**	**$ 254,995**	**$ 174,634**
EXPENDITURES						
Salaries and Benefits	975,678	884,769	891,029	938,621	912,701	983,530
Operating Expenditures						
Materials & Supplies	62,577	65,340	82,078	70,300	73,592	86,300
Fees & Charges	237,935	247,891	271,829	230,125	203,027	192,075
Consultants & Contract Services	366,031	438,170	467,766	528,120	517,302	570,220
Meetings, Events & Training	3,177	80	2,014	1,500	1,851	1,500
Total Operating Expenditures	669,721	751,481	823,687	830,045	795,771	850,095
Fixed Assets	-	-	-	35,000	35,343	-
Internal Service Charges	279,914	319,909	378,862	408,178	408,178	354,865
TOTAL EXPENDITURES	**$1,925,312**	**$1,956,160**	**$2,093,578**	**$2,211,844**	**$2,151,993**	**$2,188,490**

FY 2015/16 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 converted over 37,000 square feet of turf to drought tolerant landscaping at Beauchamps Park in FY 2014/15, and will select additional locations to further implement turf reduction by approximately 20,000 square feet in FY 2015/16.

Playground Safety Improvements – Staff continues to oversee the safety and structural integrity of playground equipment at all parks. Improvements include converting sand surfaces to engineered wood fiber material, as mandated by the "Fall Zone/Impact Attenuation Guidelines."

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	2015/16 Funded
Public Works Director	0.20	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	0.50
Parks Maintenance Manager	0.95	0.95	0.95	0.95	0.95
Parks Maintenance Lead	1.00	1.00	1.00	1.00	1.75
Parks Maintenance Specialist	1.00	-	-	-	-
Parks Maintenance Worker I/II/III	5.65	5.75	5.75	5.75	5.00
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**	**8.40**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Engineering Inspectors	-	-	-	-	-
Maintenance Worker	2,000	-	-	-	-
TOTAL ANNUAL HOURS	**2,000**	**-**	**-**	**-**	**-**

PARKS & LANDSCAPE MAINTENANCE

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. *Maintain safety standards in parks and playgrounds.*					
a. Percentage of parks with playground equipment inspected monthly:	100%	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%	100%
b. Percentage of reports of needed trail maintenance receiving response within 48 hours:	100%	100%	100%	100%	100%
3. *Protect the environment through sustainable practices.*					
a. Staff Maintenance workers maintaining pesticide licenses:	100%	100%	100%	100%	100%
b. Improved irrigation controllers installed to increase water efficiency:	2	1	3	1	3
c. Turf removed and converted to landscape or hardscape for water conservation (in square feet):	32,267	10,250	7,000	37,087	20,000

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of sport user group agreements:	12	12	12	13	*Moved to Recreation*
2. Total acres of City parks maintained:	61	125	125	125	125
3. Total number of new trees planted in City parks:	124	70	40	40	15
4. Parks and Recreation Commission Meetings:	6	7	7	6	6

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

Notable Budget Changes:

- No notable changes

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 Internal Service Fund chargeback decreased to $275,000 for FY 2015/16 to more accurately track actual costs.

Repair costs are mitigated due to consistent maintenance practices for vehicles and equipment, and from regular assessments to determine if vehicles or equipment should be replaced. Accidents, though infrequent, are costly when they occur, therefore a contingency is built into the repairs and maintenance budget. And fortunately, a reduction in the cost of fuel has provided some relief to the generally increasing expenditure trajectory. The chargeback is set slightly higher than operating expenditure to increase fund balance reserves in line with Council policy.

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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
SOURCE OF FUNDS						
Beginning Fund Balance						
Unassigned	42,817	23,031	10,427	36,350	36,350	115,565
Total Beginning Fund Balance	**$ 42,817**	**$ 23,031**	**$ 10,427**	**$ 36,350**	**$ 36,350**	**$ 115,565**
Revenues						
Internal Service Charges	200,000	215,000	250,000	300,000	300,000	275,000
TOTAL REVENUES	**$ 200,000**	**$ 215,000**	**$ 250,000**	**$ 300,000**	**$ 300,000**	**$ 275,000**
Operating Transfers In						
Transfer In	-	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 242,817**	**$ 238,031**	**$ 260,427**	**$ 336,350**	**$ 336,350**	**$ 390,565**
USE OF FUNDS						
EXPENDITURES						
Salaries and Benefits	74,689	76,929	79,697	82,267	81,468	88,088
Operating Expenditures						
Materials & Supplies	69,815	63,308	58,215	64,500	43,384	61,500
Fees & Charges	5,361	5,055	5,249	6,000	5,265	6,000
Consultant & Contract Services	31,224	40,587	37,007	45,000	44,258	53,000
Meetings & Training	-	-	-	-	-	-
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	38,697	41,726	43,910	46,410	46,410	47,758
Total Expenditures	**$ 219,786**	**$ 227,604**	**$ 224,078**	**$ 244,177**	**$ 220,785**	**$ 256,346**
Operating Transfers						
Transfers Out	-	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance						
Unassigned	23,031	10,427	36,350	92,173	115,565	134,219
Total Ending Fund Balance	**$ 23,031**	**$ 10,427**	**$ 36,350**	**$ 92,173**	**$ 115,565**	**$ 134,219**
TOTAL USE OF FUNDS	**$ 242,817**	**$ 238,031**	**$ 260,427**	**$ 336,350**	**$ 336,350**	**$ 390,565**

FY 2015/16 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 ensure all City vehicles & equipment are included in replacement schedules.

VEHICLE & EQUIPMENT MAINTENANCE

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	2015/16 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	0.10
Parks Maintenance Manager	0.05	0.05	0.05	0.05	0.05
Parks Maintenance Lead	-	-	-	-	0.25
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	0.05
Street Maintenance Lead	-	-	-	-	-
Street Maintenance Worker I/II/III	0.25	0.25	0.25	0.25	0.25
TOTAL FTE's	**0.70**	**0.70**	**0.70**	**0.70**	**0.70**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Engineering Inspectors	-	-	-	-	-
Maintenance Worker	-	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**-**

VEHICLE & EQUIPMENT MAINTENANCE

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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%	100%
b. Percentage of fleet vehicles receiving annual preventative maintenance:	100%	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%	17%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of vehicles maintained:	27	23	23	23	23
2. Number of oil changes performed per year:	50	46	50	46	46
3. Number of required smog checks performed per year:	13	13	11	13	10

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

Notable Budget Changes:

- After a replacement program review extending 35 years, the Internal Service Fund chargebacks were decreased from $200,000 to $125,000, to reflect actual cash funds needs per the timing requirements.
- Replacement expenditures increased to reflect the scheduled replacement of vehicles and equipment.

After conducting a long term (35 year) funding requirement review of the replacement program, it was determined that the annual chargeback amount should be reduced from $200,000 down to $125,000 for FY 2015/16. Chargebacks should provide for current funding requirements, not accumulate full replacement funding. While chargebacks will need to be adjusted over the years as vehicle cost and life span adjust, it is prudent to calculate a lower but sufficient allocated reimbursement to meet near term funding requirements. The funding review shows that a $125,000 annual charge will be sufficient for the next eight years under current assumptions. A $25,000 annual increase in the chargeback amount will be needed at the end of this period.

Replacement asset scheduled for FY 2015/16 include: three heavy duty dump trucks, a paint sprayer used for graffiti abatement; and a 72 inch mower. Additionally, two leased electric vehicles are scheduled for replacements in FY 2015/16. Two of the City's fleet vehicles were replaced with leased electric vehicles in FY 2013/14, and are paid for through this program as an alternative to purchase and replace. Lease payments total approximately $8,000 per year. 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
SOURCE OF FUNDS						
Beginning Fund Balance						
Unassigned	331,373	437,088	442,088	508,880	508,880	649,497
Total Beginning Fund Balance	**$ 331,373**	**$ 437,088**	**$ 442,088**	**$ 508,880**	**$ 508,880**	**$ 649,497**
Revenues						
Other Sources	15,715	-	7,050	-	6,393	-
Internal Service Charges	100,000	100,000	200,000	200,000	200,000	125,000
Total Revenues	**$ 115,715**	**$ 100,000**	**$ 207,050**	**$ 200,000**	**$ 206,393**	**$ 125,000**
TOTAL SOURCE OF FUNDS	**$ 447,088**	**$ 537,088**	**$ 649,138**	**$ 708,880**	**$ 715,273**	**$ 774,497**
USE OF FUNDS						
EXPENDITURES						
Operating Expenditures						
Materials & Supplies	-	-	-	-	-	-
Fees & Charges	-	-	11,121	7,500	6,733	8,000
Consultant & Contract Services	-	-	-	-	-	-
Meetings, Events & Training	-	-	-	-	-	-
Fixed Assets	10,000	95,000	129,138	59,043	59,043	196,500
Internal Service Charges	-	-	-	-	-	-
Total Expenditures	**$ 10,000**	**$ 95,000**	**$ 140,258**	**$ 66,543**	**$ 65,775**	**$ 204,500**
Operating Transfers						
Transfers Out	-	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance						
Unassigned	437,088	442,088	508,880	642,337	649,497	569,997
Total Ending Fund Balance	**$ 437,088**	**$ 442,088**	**$ 508,880**	**$ 642,337**	**$ 649,497**	**$ 569,997**
TOTAL USE OF FUNDS	**$ 447,088**	**$ 537,088**	**$ 649,138**	**$ 708,880**	**$ 715,273**	**$ 774,497**

FY 2015/16 WORKPLAN PRIORITIES

Vehicle Replacement – Purchase replacement vehicles and equipment in accordance with the FY 2015/16 replacement schedule.

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

2015/16 VEHICLE & EQUIPMENT REPLACEMENT SCHEDULE

Program	Current Asset #	Yr Purch	Current Vehicle / Equipment	Asset Life	Purpose	Estimated Cost
Vehicles						
Parks	105	2003	Chevy 3500 Dump	10	MW Vehicle	55,000
Parks	110	2006	Chevy 3500 Dump/crane	10	MW Vehicle	60,000
Parks	111	2006	Chevy 3500 Dump/crane	10	MW Vehicle	60,000
CDD	127	2014	Chevy Volt	3	Arborist - Leased Vehicle	*
City Hall	128	2014	Chevy Volt	3	Pool Car - Leased Vehicle	*
Equipment						
Streets	E001	1996	Paint Sprayer Graco 3500	20	Graffiti abatement	3,500
Parks	E034	2008	Lawn Mower	8	Lawn Mower	18,000
						$ 196,500

* *Leased vehicles do not have an estimated replacement cost*

LANDSCAPE & LIGHTING DISTRICTS

The City maintains 28 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 twenty-one 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

Notable Budget Changes:

- No notable changes

The Landscape & Lighting District Fund budget schedule presented on the following page is a summary of 28 separate funds. Each of the individual fund budgets include electricity and/or monthly landscaping service costs, and a pro-rated administrative fee for staffing administration and oversight, legal fees, and engineering services. Some of the fund budgets include water, tree maintenance, and repair expenses. The Landscape & Lighting District administrative service fee expense is, in turn, a revenue to the Parks & Landscape Maintenance program.

The separate Fund assessments reflect the continued practice of building fund balance levels to provide sufficient cash flow balances, and/or for use in future year's repairs and projects. An adequate reserve balance creates a level of protection to both ensure the funds have working capital and to prevent the City from paying for unplanned costs up front, and waiting to be repaid in following years.

LANDSCAPE & LIGHTING DISTRICTS

SOURCE AND USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
SOURCE OF FUNDS						
Beginning Fund Balance						
Unassigned	504,125	562,504	621,947	733,836	733,836	867,648
Total Beginning Fund Balance	**$ 504,125**	**$ 562,504**	**$ 621,947**	**$ 733,836**	**$ 733,836**	**$ 867,648**
Revenues						
Property Taxes	184,242	193,634	211,010	199,565	232,659	219,897
L&L Assessments	304,840	287,489	306,844	326,077	323,031	364,111
Other Sources	2,159	1,964	3,453	1,734	10,793	1,859
Total Revenues	**$ 491,241**	**$ 483,087**	**$ 521,307**	**$ 527,376**	**$ 566,483**	**$ 585,867**
Operating Transfers In						
Transfer in from CIP	-	-	-	-	-	$ -
Total Operating Transfers In	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	$ -
TOTAL SOURCE OF FUNDS	**$ 995,366**	**$ 1,045,591**	**$ 1,143,254**	**$ 1,261,212**	**$ 1,300,319**	**$ 1,453,515**
USE OF FUNDS						
Expenditures						
Operating Expenditures						
Materials & Supplies	-	-	-	-	-	-
Fees & Charges	267,278	286,701	265,892	282,990	283,353	294,574
Consultant & Contract Services	165,585	136,943	143,526	328,524	149,318	356,226
Total Operating Expenditures	432,862	423,644	409,418	611,514	432,671	650,800
Total Expenditures	**$ 432,862**	**$ 423,644**	**$ 409,418**	**$ 611,514**	**$ 432,671**	**$ 650,800**
Ending Fund Balance						
Unassigned	562,504	621,947	733,836	649,698	867,648	802,715
Total Ending Fund Balance	**$ 562,504**	**$ 621,947**	**$ 733,831**	**$ 649,698**	**$ 867,648**	**$ 802,715**
TOTAL USE OF FUNDS	**$ 995,366**	**$ 1,045,591**	**$ 1,143,249**	**$ 1,261,212**	**$ 1,300,319**	**$ 1,453,515**

FY 2015/16 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 should proceed with a vote on assessment increases for several of the districts that currently have negative fund balances.

LANDSCAPE & LIGHTING DISTRICT

FY 2015/16
Annual District Assessments

Zone #	Assessment District	Number of Parcels	Parcel Assessment	Total Assessment	Total Property Tax
Lighting Districts					
231	Village Lighting District	781	$ -	$ -	$ 71,966
232	Azule Lighting District	120	$ -	$ -	$ 33,037
233	Sarahills Lighting District	64	$ 82.36	$ 5,271	$ -
Landscape Districts					
241	Arroyo de Saratoga Landscape District	250	$ 107.64	$ 26,911	$ -
242	Bonnet Way Landscape District	41	$ 127.27	$ 5,218	$ -
243	Carnelian Glen	20	$ 208.30	$ 4,166	$ -
244	Cunningham/Glasgow Landscape District	31	$ 295.42	$ 9,158	$ -
245	Fredericksburg Landscape District	85	$ 71.76	$ 6,100	$ 762
246	Greenbriar Landscape District	176	$ 136.57	$ 24,037	$ 6,046
247	Kerwin Ranch Landscape District	16	$ 804.19	$ 12,867	$ -
248	Leutar Court Landscape District	9	$ 436.00	$ 3,924	$ -
249	Manor Drive Landscape District	29	$ 75.66	$ 2,194	$ 4,281
251	McCartysville Landscape District	48	$ 307.19	$ 14,745	$ -
252	Prides Crossing Landscape District	864	$ 69.88	$ 60,373	$ -
253	Saratoga Legends Landscape District	15	$ 625.73	$ 9,386	$ -
254	Sunland Park Landscape District	200	$ 94.68	$ 18,935	$ -
255	Tricia Woods Landscape District	9	$ 286.56	$ 2,579	$ -
256	Allendale Landscape District	43	$ 87.05	$ 3,743	
Landscape & Lighting Districts					
271	Beauchamps Landscape District	55	$ 197.18	$ 10,845	$ -
272	Bellgrove Landscape & Lighting District	94	$ 731.24	$ 68,737	$ -
273	Gateway Landscape & Lighting District	12	$ 817.67	$ 9,812	$ -
274	Horseshoe Landscape & Lighting District	53	$ 246.25	$ 13,051	$ -
275	Quito Lighting District	698	$ -	$ -	$ 64,023
276	Tollgate Landscape & Lighting District	61	$ 100.64	$ 6,139	$ -
277	Village Commercial Landscape District	132	$ -	$ -	$ 39,782
278	Westbrook Landscape & Lighting Dist	92	$ 47.80	$ 4,398	$ -
279	Covina Landscape & Lighting District	192	$ 197.00	$ 37,824	$ -
Storm Drain District					
291	Hill Ave Storm Water District	5	$ 739.60	$ 3,698	$ -
28 Assessment Districts		**4,195**		**$ 364,111**	**$ 219,897**

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 the various City facilities (City Hall offices, Corporation Yard, Theater/Council Chambers, Community Center, Warner Hutton House, Prospect Center Buildings, Saratoga Museum, McWilliams House, Book-Go-Round, and the Saratoga Library).

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 2015/16 General Fund budget reflects further adjustments to operate at a cost recovery rate which meets or exceeds the Park & Recreation departmental statewide industry average of 65% at the time the policy was established. Recreation revenues is expected to grow slightly, with some corresponding expenditure increases for instructor services, with the overall cost recovery percentage expected to be 66%.

The FY 2015/16 staffing levels will continue the prior year FTE reductions of the Recreation Supervisor to 90% and one of the Recreation Coordinator positions to 85%. While departmental staff reductions were offset by an increase in temporary staff support for facility oversight and graphic design work, the FTE reductions have provided salary savings without significant loss of customer service support of any of the department's core functions, including the increasingly successful "in-house" youth camps.

With the City's ongoing focus to implement citywide emergency event readiness, .05 FTE of the Director position will continue to be assigned to the Emergency Preparedness program for this endeavor. In addition, the Director, who also functions as the City's Risk Manager, has .30 FTE assigned to the Liability Program to oversee claims, insurance requirements, and maintain Risk Management best practices.

Building maintenance activities continue to be broken out from the recreation and facility rental services and activities, and are accounted for as an Internal Service Fund program. These functions provide citywide janitorial and building maintenance support that is 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.

The Facility Furniture, Fixture, and Equipment (FFE) Replacement Internal Service Fund was added this fiscal year to fund and maintain the City's facility infrastructure on an ongoing basis. This program will eliminate the surprise funding element by accumulating funds on an ongoing basis, and replace facility FFEs as needed. The ISF structure will also incorporate the cost into the City's operating programs to more fully recognize appropriate overhead, and to maintain fiscal sustainability practices through annual charges.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Fees, Licenses and Permits	5,777	8,725	17,799	10,200	9,837	10,100
Charge for Services	611,321	634,760	645,114	713,000	595,208	693,200
Rental Income	235,579	232,236	247,604	269,950	300,567	402,600
Other Sources	60	45	81	-	25	-
TOTAL REVENUES	**$ 852,736**	**$ 875,765**	**$ 910,597**	**$ 993,150**	**$ 905,638**	**$1,105,900**
EXPENDITURES						
Salaries and Benefits	645,755	647,904	667,895	730,498	662,642	714,793
Operating Expenditures						
Materials & Supplies	14,234	22,596	27,105	35,550	20,619	38,950
Fees & Charges	16,566	20,955	20,404	21,285	22,021	63,885
Consultant & Contract Serv	356,282	382,334	403,490	427,900	370,831	439,900
Meetings, Events & Training	402	379	1,428	5,850	2,119	5,850
Total Operating Expenditures	387,485	426,264	452,427	490,585	415,590	548,585
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	236,258	244,325	262,955	285,195	285,194	323,570
TOTAL EXPENDITURES	**$1,269,497**	**$1,318,493**	**$1,383,277**	**$1,506,278**	**$1,363,426**	**$1,586,948**

DEPARTMENTAL EXPENDITURES - by FUND / DIVISION

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
GENERAL FUND						
Recreation Services	900,930	938,742	961,244	1,055,579	940,097	1,071,231
Teen Services	67,859	67,955	57,836	48,759	47,073	52,915
Facility Rentals	300,708	311,796	364,197	401,940	376,256	462,801
TOTAL GENERAL FUNDS	**$1,269,497**	**$1,318,493**	**$1,383,277**	**$1,506,278**	**$1,363,426**	**$1,586,948**
INTERNAL SERVICES FUNDS						
Building Maintenance	732,592	771,882	817,506	855,198	813,842	879,629
Facility FFE Replacement	-	-	-	-	-	169,000
TOTAL INTERNAL SERVICES	**$ 732,592**	**$ 771,882**	**$ 817,506**	**$ 855,198**	**$ 813,842**	**$1,048,629**
TOTAL EXPENDITURES	**$2,002,090**	**$2,090,375**	**$2,200,783**	**$2,361,476**	**$2,177,268**	**$2,635,577**

RECREATION & FACILITIES DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Recreation & Facilities Director	0.80	0.75	0.70	0.65	0.65
Senior Recreation Supervisor	1.00	-	-	-	-
Recreation Supervisor	1.00	1.00	1.00	1.00	0.90
Recreation Coordinator	-	2.00	2.00	2.00	1.85
Facility Coordinator	0.60	0.60	0.60	0.60	0.60
Office Specialist II/III	1.90	1.00	1.00	1.00	1.00
Facility Maintenance Manager	1.00	1.00	1.00	1.00	1.00
Facility Maintenance Lead	1.00	1.00	1.00	1.00	1.00
Facility Maintenance Worker I/II/III	2.00	2.00	2.00	2.00	1.00
TOTAL FTE's	**9.30**	**9.35**	**9.30**	**9.25**	**8.00**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Facility Attendents	1,500	1,500	1,500	1,750	1,900
Recreation Leaders	500	500	3,335	3,300	2,004
Graphic Design Assistant	-	-	-	-	850
Student Intern	-	-	-	-	480
TOTAL ANNUAL HOURS	**2,000**	**2,000**	**4,835**	**5,050**	**5,234**

RECREATION & FACILITIES STAFF - by Division

City Staff by Program	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Recreation Services	3.65	3.90	3.85	3.85	3.55
Teen Services	0.40	0.30	0.30	0.25	0.30
Facililty Rentals	1.25	1.50	1.50	1.50	1.30
Building Maintenance	4.00	3.65	3.65	3.65	2.85
Total Recreation Staff	**9.30**	**9.35**	**9.30**	**9.25**	**8.00**
Staff allocations in other Department Programs					
Non-Departmental: Risk Management	0.20	0.25	0.30	0.30	0.30
Public Safety: Emergency Preparedness	-	-	-	0.05	0.05
TOTALS	**9.50**	**9.60**	**9.60**	**9.60**	**8.35**

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 1,200 classes and activities per year. This involves managing approximately 54 independent contractors, and offering over 9,000 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

Notable Budget Changes

- Budgeted revenues reflect a significant increase in classes and special program revenues due to the addition of new requested programs, and popular dance and yoga classes, with new instructors bringing new clientele.
- Salaries & Benefits decreased slightly with a .10 FTE decrease in the Recreation Supervisor, and a .15 FTE reduction in a Recreation Coordinator. The positions are backfilled in part with temporary staffing.
- Excursion costs are expected to increase with the growing base of new trips and customers

The Recreation Services program has four program revenue sources to support services. FY 2015/16 revenues include a net of $105,000 in excursion fees, $575,000 from classes and special program fees, and $7,500 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 $42,000 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, $92,000 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, $17,500 for credit card fees, $1,000 for off-site facility rentals, and $8,500 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 distributions of duties to increase efficiencies are ongoing. In FY 2014/15, the Department reinstated an in-house camp program, developed and led new excursions, oversaw production of an enhanced activity guide, provided additional coverage at the Community Center, and increased 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Fees, Licenses and Permits	5,777	8,725	17,799	10,200	9,837	10,100
Charge for Services	608,623	633,179	644,413	708,000	593,733	690,000
Other Sources	-	-	-	-	-	-
TOTAL REVENUES	**$ 614,400**	**$ 641,904**	**$ 662,212**	**$ 718,200**	**$ 603,570**	**$ 700,100**
EXPENDITURES						
Salaries and Benefits	441,254	441,215	435,727	490,800	444,981	488,432
Operating Expenditures						
Materials & Supplies	12,985	19,607	20,419	28,400	16,160	29,700
Fees & Charges	16,553	20,535	19,803	20,985	21,752	23,485
Consultant & Contract Serv	356,282	381,219	403,490	425,250	370,354	437,250
Meetings, Events & Training	102	323	1,428	5,350	2,057	5,350
Total Operating Expenditures	385,922	421,684	445,140	479,985	410,322	495,785
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	73,754	75,842	80,378	84,794	84,794	87,014
TOTAL EXPENDITURES	**$ 900,930**	**$ 938,742**	**$ 961,244**	**$1,055,579**	**$ 940,097**	**$1,071,231**

FY 2015/16 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 2015/16 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 entrepreneurial revenue-generating events, activities, and contract classes. Staff will continue to: 1) actively recruit service providers, solicit partnerships, and develop collaborations; and 2) conduct activities that serve the needs of the residents of Saratoga; and; 3) encourage 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**	**2015/16 Funded**
Recreation & Facilities Director	0.35	0.35	0.30	0.30	0.30
Senior Recreation Supervisor	0.90	-	-	-	-
Recreation Supervisor	0.75	0.90	0.90	0.90	0.85
Recreation Coordinator	-	1.90	1.90	1.90	1.65
Facility Coordinator	-	-	-	-	-
Office Specialist II/III	1.65	0.75	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**	**3.55**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Facility Attendents	-	-	-	-	-
Recreation Leaders	500	500	3,335	3,300	2,004
Graphic Design Assistant	-	-	-	-	850
Student Intern	-	-	-	-	480
TOTAL ANNUAL HOURS	**500**	**500**	**3,335**	**3,300**	**3,334**

RECREATION SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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	1089	1200
b. Percentage of recreation class participants which agreed recreation activities contribute to healthy lifestyle and personal growth:	100%	100%	100%	100%	100%
c. Number of Recreation Activity Guides published each year which include "Healthy Lifestyle" educational information:	3	3	4	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	60
b. Percentage of Saratoga "households" using online registration software to register for recreation activites:	18%	19%	22%	33%	38%
c. Percentage of recreation class participants which agreed activities met or exceeded expectations:	100%	100%	100%	89%	94%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of recreation activity hours offered:	*Information not available*	6,561	7,107	8,900	9,200
2. Number of participant registrations:	*Information not available*	5,121	5,675	7,000	7,350
3. Number of online regestrations:	909	950	896	1,250	1,400

TEEN SERVICES

Staff assigned to Teen Services manage 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

Notable Budget Changes

- $1,900 of additional funding is provided for the Teen's program supplies for fund raising events.

Revenue from for the Teen Services program is minimal, coming from a few Youth Commission generated programs and activities.

The Teen Services program duties are primarily limited to overseeing the Youth Commission and providing leadership training to the commissioners. Operating expenditures are minimal, however with Council's request that Youth Commission members attend community events, funding for materials, supplies, and printing increased for FY 2015/16. In addition to these program's expenditures, another $3,000 for the Commission's activities related to community events are funded in the Youth Commission's budget.

TEEN SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Charge for Services	2,698	1,581	701	5,000	1,475	3,200
Other Sources	60	45	81	-	25	-
TOTAL REVENUES	**$ 2,758**	**$ 1,626**	**$ 782**	**$ 5,000**	**$ 1,500**	**$ 3,200**
EXPENDITURES						
Salaries and Benefits	56,791	57,261	45,437	35,546	33,939	37,072
Operating Expenditures						
Materials & Supplies	156	306	1,078	1,825	1,893	3,700
Fees & Charges	7	78	78	100	104	100
Consultant & Contract Serv	-	-	-	150	-	150
Meetings, Events & Training	-	-	-	-	-	-
Total Operating Expenditures	163	384	1,156	$ 2,075	$ 1,997	$ 3,950
Internal Service Charges	10,905	10,310	11,243	11,138	11,137	11,893
TOTAL EXPENDITURES	**$ 67,859**	**$ 67,955**	**$ 57,836**	**$ 48,759**	**$ 47,073**	**$ 52,915**

FY 2015/16 WORKPLAN PRIORITIES

Leadership Training – Teen Services will oversee the Youth Commission's participation 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 2015/16 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**	**2015/16 Funded**
Recreation & Facilities Director	0.10	0.10	0.10	0.05	0.05
Senior Recreation Supervisor	0.05	-	-	-	-
Recreation Supervisor	0.25	0.10	0.10	0.10	0.05
Recreation Coordinator	-	0.10	0.10	0.10	0.20
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**	**0.30**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Facility Attendents	-	-	-	-	-
Recreation Leaders	-	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**-**

TEEN SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. *Partner with the community to improve the quality of life for teens.*					
a. Percentage of time Recreation staff member attends Youth Commission meetings:	100%	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%	100%
c. Provide teen volunteer opportunity hours:	700	700	1,000	2,760	3,300
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%	100%
b. Practice and contribute to "Developmental Assets" for teens as measured by survey:	100%	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of teen-age volunteer service hours offered:	700	700	1,100	3,000	3,350
2. Number of teen-age volunteers supervised:	14	11	19	27	30

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

Notable Budget Changes:

- Revenues increased by approximately $120,000 with the shift of the Sport User Group contract fees to Facility Rentals, and $12,000 of total projected increases from the City's other rental facilities.
- Operational expenditures increased by $40,000 for the Prospect High School field rental fees
- Internal Service Fund charges increased by $35,000 due to increases in Facility Maintenance charges and the new allocation for Facility FFE Replacement Fund.

Facility Rental Program revenues are expected to bring in about $108,000 for Community Center rentals, another $3,800 for Senior Center rentals, and $6,500 for the Warner Hutton House. The Civic Center Theater will bring in approximately $55,000 and the Saratoga Prospect Center buildings another $93,000. 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 $3,800, and day-use rentals from the City's parks (exclusive of sport user agreements) will bring in around $17,500 over the year. In fiscal 2015/16, rental fees for the use of the Sports Fields will transfer to the Facility Rental (Recreation) Department and total $115,000.

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 $8,850 budgeted for operational supplies. The program's largest expense is for internal service charges as Facility Rentals accounts for a large percentage of building maintenance and facility furniture, fixture, and equipment replacement expenses. FY 2015/16 will see a significant increase in these service charges as building maintenance costs are expected to increase by over $50,000 citywide. The remainder of 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Rental Income	235,579	232,236	247,604	269,950	300,567	402,600
Pass-Through Accounts	-	-	-	-	-	-
TOTAL REVENUES	**$ 235,579**	**$ 232,236**	**$ 247,604**	**$ 269,950**	**$ 300,567**	**$ 402,600**
EXPENDITURES						
Salaries and Benefits	147,709	149,427	186,732	204,152	183,722	189,289
Operating Expenditures						
Materials & Supplies	1,093	2,684	5,609	5,325	2,566	5,550
Fees & Charges	7	342	523	200	165	40,300
Consultant & Contract Serv	-	1,115	-	2,500	477	2,500
Meetings, Events & Training	300	55	-	500	63	500
Total Operating Expenditures	1,400	4,196	6,132	8,525	3,271	48,850
Internal Service Charges	151,599	158,173	171,334	189,263	189,263	224,662
TOTAL EXPENDITURES	**$ 300,708**	**$ 311,796**	**$ 364,197**	**$ 401,940**	**$ 376,256**	**$ 462,801**

FY 2015/16 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	2015/16 Funded
Recreation & Facilities Director	0.10	0.05	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	0.60
Office Specialist II/III	0.25	0.25	0.25	0.25	0.25
Facility Maintenance Manager	-	0.10	0.10	0.10	0.10
Facility Maintenance Lead	0.10	0.10	0.10	0.10	0.10
Facility Maintenance Worker I/II/III	0.15	0.40	0.40	0.40	0.20
TOTAL FTE's	**1.25**	**1.50**	**1.50**	**1.50**	**1.30**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Facility Attendents	1,500	1,500	1,500	1,750	1,900
Recreation Leaders	-	-	-	-	-
TOTAL ANNUAL HOURS	**1,500**	**1,500**	**1,500**	**1,750**	**1,900**

FACILITY RENTALS

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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%	100%
b. Percentage of customers which agreed facilities met or exceeded expectations:	100%	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%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of facility rental applications processed:	394	572	725	800	915
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	21,000
3. Average dollars per receipt:	$420	$198	$197	$200	$260

FACILITY MAINTENANCE FUND

Facility 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). Facility Maintenance staff plans, schedules, and manages minor and major building facility maintenance, repair, and improvement projects.

The Facility 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 include 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 Facility 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

Notable Budget Changes:

- Salaries & Benefits decreased by leaving a Facility Worker vacant, however outsourced janitorial services have increased the operating budget. The vacant position will be reviewed for possible reinstatement next fiscal year.
- Internal Service Fund chargebacks increased by $25,000 to offset operational increases.

With the implementation of Internal Service Funds with the FY 2007/08 budget, the Facility 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 eight years of history-based data on the actual expenses, minor revisions are included in the FY 2015/16 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.

FACILITY MAINTENANCE FUND

SOURCE & USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
SOURCE OF FUNDS						
Beginning Fund Balance						
Unassigned	208,518	200,926	184,901	199,869	199,869	268,326
Total Beginning Fund Balance	**$ 208,518**	**$ 200,926**	**$ 184,901**	**$ 199,869**	**$ 199,869**	**$ 268,326**
Revenues						
Other Sources	-	5,858	7,474	-	7,299	-
Internal Service Charges	725,000	749,999	825,000	875,000	875,000	900,000
Total Revenues	**$ 725,000**	**$ 755,857**	**$ 832,474**	**$ 875,000**	**$ 882,299**	**$ 900,000**
Operating Transfers In						
Transfer In from General Fund	-	-	-	-	-	-
Total Operating Transfers In	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL SOURCE OF FUNDS	**$ 933,518**	**$ 956,782**	**$1,017,375**	**$1,074,869**	**$1,082,168**	**$1,168,326**
USE OF FUNDS						
Expenditures						
Salaries and Benefits	441,563	450,377	481,910	484,952	458,354	417,699
Operating Expenditures						
Materials & Supplies	37,101	37,040	40,244	44,450	44,803	52,550
Fees & Charges	116,827	123,050	130,680	134,750	144,549	145,000
Consultant & Contract Serv	72,703	89,274	87,809	107,500	82,790	160,000
Meetings, Events & Training	32	54	298	1,000	800	1,000
Internal Service Charges	64,365	72,087	76,565	82,546	82,546	103,380
Total Expenditures	**$ 732,592**	**$ 771,882**	**$ 817,506**	**$ 855,198**	**$ 813,842**	**$ 879,629**
Ending Fund Balance						
Unassigned	200,926	184,901	199,869	219,671	268,326	288,697
Total Ending Fund Balance	**$ 200,926**	**$ 184,901**	**$ 199,869**	**$ 219,671**	**$ 268,326**	**$ 288,697**
TOTAL USE OF FUNDS	**$ 933,518**	**$ 956,782**	**$1,017,375**	**$1,074,869**	**$1,082,168**	**$1,168,326**

FY 2015/16 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, and replace the aging rooftop ductwork and boiler system at the Civic Theater/Council Chambers.

Environmental Sustainability - Staff will continue ongoing energy savings projects such as installing energy saving HVAC, a cool roof system over the Community Center, and appliances that follow environmentally friendly purchasing policies, sustainability and green building practices. New double pane windows will be installed on the north side of the City Hall building, further increasing energy conservation.

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

FACILITY MAINTENANCE STAFF

Full Time Equivalents (FTE)

City Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Recreation & Facilities Director	0.25	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	0.90
Facility Maintenance Lead	0.90	0.90	0.90	0.90	0.90
Facility Maintenance Worker I/II/III	1.85	1.60	1.60	1.60	0.80
TOTAL FTE's	**4.00**	**3.65**	**3.65**	**3.65**	**2.85**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
Facility Attendents	-	-	-	-	-
Recreation Leaders	-	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**-**

FACILITY MAINTENANCE FUND

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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 facilities are clean, comfortable, and safe:	95%	100%	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%	100%
b. Six-days per week cleaning of all City facilities including emptying trash, vacuuming, mopping, and cleaning windows, etc.:	100%	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of work orders completed	3,270	3,586	3,400	3,400	3,375
2 Maintain AED units on a monthly basis	6	6	10	10	10
3 Refinish wood floors annually	3	3	4	4	4
4 Setup and takedown of Council Chamber dias	48	48	48	48	48

FACILITY FURNITURE, FIXTURES & EQUIPMENT REPLACEMENT FUND

The Facility FFE Replacement Internal Service Fund (ISF) was added in FY 2015/16 in recognition that the replacement of facility components is ongoing, and should be treated similarly to Technology Equipment or Vehicles, or even a private business that has to replace furniture or equipment over the years, or pay Triple Net charges in a commercial property rental. The use of a steady annual charge helps to smooth the irregular cost and timing of large facility equipment purchases over the years, as well as provide a more accurate cost of operations on an ongoing basis – similar to asset depreciation.

The replacement fund requires an annual charge to the appropriate operational programs based on a program's share of asset use, the asset's estimated life span, and the estimated replacement cost. These costs are allocated out to the General Fund's Facility Rental and Non-Departmental Programs, and to the Internal Service Fund's Building Maintenance Program. The two direct General Fund allocations are in recognition of the program's functions – Facility Rental charges are related to rent producing assets, and Non-Departmental charges are for general city-wide use that is not specific to City services. The ISF Building Maintenance program receives an allocation that is subsequently reallocated out to the General Fund operational programs through the Building Maintenance allocation.

Initially, furniture, fixtures, and equipment are purchased through a requesting department's budget, or as part of a capital project. If the Facility asset 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. The Replacement Fund's annual charges accumulate over time to fund the replacement of items at the end of their life cycle. Facility replacements include building equipment such as heating and cooling units, or furniture or facility equipment like audio/visual systems, or all those attachable assets that make a building useful to its occupants, such as carpeting, windows, plumbing and electrical fixtures.

BUDGET OVERVIEW

Notable Budget Changes:

- FY 2015/16 is the first year the Internal Service Fund is budgeted.
- Chargebacks are set at $200,000 per year, and budgeted scheduled replacement costs are $169,000.

The Internal Service Fund charge-backs were set at $200,000 as this funding level will provide adequate resources to purchase and replace facility assets as needed for a number of years. The long term replacement plan shows that the chargeback fee will fund identified assets for many years into the future, but will be reassessed each year to include re-assessed replacement cost values, or newly identified and added assets. At this point, the chargeback fee appears to be sufficient for the next twenty years.

Replacement funding is programmed to be utilized in FY 2015/16 for: new carpeting and partitions in the Administrative Services Department area, replacement of gas furnaces in the Public Works wing of City Hall, facility furnishings upgrades at the Prospect Center Friendship Hall, new carpeting in the Community Center hallways and offices, a new oven in the Community Center kitchen, an HD sound and projection system in the multi-purpose room at the Community Center, new carpeting in the hallways of the Senior Center, and new flooring at the Book-Go-Round building.

FACILITY FFE REPLACEMENT FUND

SOURCE & USE OF FUNDS

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
SOURCE OF FUNDS						
Beginning Fund Balance						
Unassigned	-	-	-	-	-	-
Total Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -
Revenues						
Other Sources	-	-	-	-	-	-
Internal Service Charges	-	-	-	-	-	200,000
Total Revenues	$ -	$ -	$ -	$ -	$ -	$ 200,000
Operating Transfers In						
Transfer In from General Fund	-	-	-	-	-	-
Total Operating Transfers In	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL SOURCE OF FUNDS	$ -	$ -	$ -	$ -	$ -	$ 200,000
USE OF FUNDS						
Expenditures						
Fixed Assets	-	-	-	-	-	169,000
Internal Service Charges	-	-	-	-	-	-
Total Expenditures	$ -	$ -	$ -	$ -	$ -	$ 169,000
Ending Fund Balance						
Unassigned	-	-	-	-	-	31,000
Total Ending Fund Balance	$ -	$ -	$ -	$ -	$ -	$ 31,000
TOTAL USE OF FUNDS	$ -	$ -	$ -	$ -	$ -	$ 200,000

KEY SERVICES

- Accumulate and provide annual funding for asset replacements
- Assess furniture, fixtures, and equipment for proper replacement timing
- Identify and procure best solution equipment

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 managerial and administrative support and the Cal-ID program services located in the West Valley sub-station, and assigned deputies dedicated to the cities of Saratoga, Cupertino, and the Town of Los Altos Hills. The West Valley Division's captain represents the Chief of Police for all three 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) as a separately funded district. As part of their emergency services oversight function, SCCFD also provides the cities with dedicated staff for coordinating city-based emergency response services.

Saratoga is a member of the Silicon Valley Regional Interoperability Authority. This task force has undertaken the mission to design and implement a comprehensive countywide public safety radio communications system, to improve countywide communication systems. As in past years, the funding formula calls for Saratoga to be billed directly in FY 2015/16. In subsequent fiscal years it is anticipated that the City will be charged through the Sheriff's Office contract as operational services migrate from a jurisdiction basis to a user fee basis.

The Emergency Preparedness Program provides funding for operational costs associated with preparing city and community emergency response efforts in the event of a significant earthquake, fire, or other natural or man-made disasters and coordinates with emergency services agencies and utilities to prepare residents for self-sufficiency and proper response to emergency events. To this end, the City plans and trains for various situations in the 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 emergency preparation and 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 relationships and engage community participation in crime prevention awareness, and implement crime prevention programs

- Emergency Preparedness: Prepare and maintain Emergency Operations Plans; 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 prepare for cost recovery efforts, .05 FTE of the Risk Manager is now allocated to the Emergency Preparedness program.

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. At year end, service costs are reconciled to determine actual costs and 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 revenue 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 was limited to FEMA's 50 percent reimbursable EMPG grants. As of FY 2014/15, the County decided to retain the grant for County directed uses, meaning the City's Emergency Preparedness program is now 100 percent General Fund supported.

Public Safety Service 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 stable from year to year however over the last few years the reinstatement of the EPMG grant in FY 2012/13, and then the elimination two years later caused some fluctuation. In FY 2014/15, a small amount of staff support was added to address Cost Recovery preparations. FY 2015/16 expenses are anticipated to remain close to the prior year's level.

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Intergovernmental Revenues	209,955	186,507	244,766	227,500	252,077	230,000
Charge for Services	16,687	23,270	22,051	17,500	21,011	20,000
Other Sources	467,487	472,776	180,207	160,525	187,508	136,025
TOTAL REVENUES	**$ 694,129**	**$ 682,552**	**$ 447,024**	**$ 405,525**	**$ 460,596**	**$ 386,025**
EXPENDITURES						
Salaries and Benefits	-	-	-	12,884	12,853	12,966
Operating Expenditures						
Materials & Supplies	14,400	16,262	31,150	41,000	12,144	14,500
Fees & Charges	36,659	39,422	42,534	45,634	39,523	43,334
Consultants & Contract Services	4,237,249	4,325,820	4,407,188	4,781,204	4,789,188	5,153,244
Meetings, Events & Training	209	140	111	300	90	300
Total Operating Expenditures	4,288,517	4,381,644	4,480,983	4,868,138	4,840,946	5,211,378
Fixed Assets	11,336	-	-	-	-	-
Internal Service Charges	10,260	10,200	10,401	5,580	5,580	6,087
TOTAL EXPENDITURES	**$4,310,113**	**$4,391,844**	**$4,491,384**	**$4,886,602**	**$4,859,379**	**$5,230,431**

DEPARTMENTAL EXPENDITURES BY DIVISION / PROGRAM

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
GENERAL FUND						
Public Safety Services	$ 4,241,260	$ 4,328,818	$ 4,411,156	$ 4,786,304	$ 4,792,104	$ 5,158,994
Emergency Preparedness	68,854	63,026	80,227	100,298	67,275	71,437
GENERAL FUND PROGRAMS	**$4,310,113**	**$4,391,844**	**$4,491,384**	**$4,886,602**	**$4,859,379**	**$5,230,431**

PUBLIC SAFETY DEPARTMENT STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Risk Manager	-	-	-	0.05	0.05
Total FTE's	**-**	**-**	**-**	**0.05**	**0.05**

TOTAL FTE's

PUBLIC SAFETY STAFF - by Division

City Staff by Program	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Public Safety	-	-	-	-	-
Emergency Preparedness	-	-	-	0.05	0.05
TOTALS	**-**	**-**	**-**	**0.05**	**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 in-house police services. The City has found this option to be very satisfactory as the Sheriff's department provides services and competencies associated with a large police department without the full large-city expense. This is evidenced by the City being lauded as "the safest city in California" in 2013, and the "12th safest city in the nation" in 2014.

The current contract with the Sheriff's Office provides basic patrol, traffic, and law enforcement services. Over the years, services have increased and decreased, based on need and funding availability. After a slowing of the economy in 2004, and the State's borrowing of City Property Taxes, traffic enforcement hours had to be reduced in FY 2005/06. The passage of AB 117 in late 2006 allowed a return of slightly more than 1% of the City's property tax revenues to the City, thereby alleviating some of the fiscal cutbacks. Council augmented the Sheriff's contract by adding a school resource officer and increasing patrol service hours and added 200 hours of Investigative hours in FY 2009/10. Due to severe economic limitations in FY 2011/12, patrol hours were again reduced, however with the recent economic turnaround, Council added an additional 1800 hours for traffic enforcement beginning with the FY 2014/15 budget. These additional hours will focus on heavy traffic times and locations, during morning drop-off and afternoon pick-up at school locations. As a result of the additional traffic enforcement deputy, the number of moving violation citations increased in the school zones. The deputy also held several meetings with both school and city staff to promote traffic safety awareness that led to a significant decrease in property and injury collisions.

The City also contracts with San Jose Animal Care and Services Division (SJACS) for animal 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

Notable Budget Changes

- The FY 2015/16 budgeted amount for the Sheriff contract reflects a $373,000 increase from the prior year due to retroactive and current year wage increases.

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 in which the State took the City's VLF revenues in exchange; SLESF was "permanently" reinstated. The SLESF grant funding is specifically targeted to fund the School Resource Officer position.

Another $115,000 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 $136,000 for the year. San Jose Animal Control Agency's charges to Saratoga residents for boarding, licenses, and fines will result in $20,000 of revenue to Saratoga. In recent years, the Vehicle Code Bail & Fines Revenue has declined due to higher admin fees and reductions in citations. An increase in the number of property crimes has redirected patrol deputies to focus more on burglary suppression and apprehension of suspects, which has impacted the overall number of parking and moving violation citations.

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 compensation increases, or CPI plus 2% for each individual year, with the increase in CalPERS rates added on to this wage increase. In FY 2014/15, the cost of law enforcement services increased by

$498,000 due to both added patrol hours and a retroactive and current year wage increases under a new Deputy Sheriff negotiated agreement. Sheriff services are expected to increase another $262,000 in FY 2015/16 due to negotiated wage realignments and cost of living increases, up to the CPI cap of 4.561%.

The remaining budgeted Public Safety expenditures include minor operational costs for data ticket forms and supplies, and administrative fees for parking tickets. The Cal-ID program, run by the Santa Clara County's Sheriff's Office, provides fingerprint identification services as part of the contracted 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 fiscal years 2013/14, 2014/15 and 2015/16 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, 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Intergovernmental Revenues	200,255	185,660	232,490	215,000	252,057	230,000
Charge for Services	16,687	23,270	22,051	17,500	21,011	20,000
Other Sources	467,487	472,776	180,207	160,525	187,508	136,025
TOTAL REVENUES	**$ 684,430**	**$ 681,706**	**$ 434,748**	**$ 393,025**	**$ 460,576**	**$ 386,025**
EXPENDITURES						
Operating Expenditures						
Fees & Charges	4,011	2,998	3,968	5,100	2,915	5,750
Consultants & Contract Services	4,237,249	4,325,820	4,407,188	4,781,204	4,789,188	5,153,244
Total Operating Expenditures	4,241,260	4,328,818	4,411,156	4,786,304	4,792,104	5,158,994
Internal Service Charges	-	-	-	-	-	-
TOTAL EXPENDITURES	**$4,241,260**	**$4,328,818**	**$4,411,156**	**$4,786,304**	**$4,792,104**	**$5,158,994**

FY 2015/16 WORKPLAN PRIORITIES

Traffic Enforcement – The additional patrol hours added in FY 2014/15 will continue to drive traffic enforcement efforts near Saratoga schools during the school year, in the effort to ease congestion and promote 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 – 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 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; and 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**	**2015/16 Funded**
Risk Manager	-	-	-	-	-
TOTAL FTE's	**-**	**-**	**-**	**-**	**-**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
	-	-	-	-	-
	-	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**-**

PUBLIC SAFETY SERVICES

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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	48	48	48
b. Priority II calls (immediate response, but non-emergency):	2,858	2,718	2,505	2,695	2,700
c. Priority III calls (non-emergency):	1,925	1,826	2,234	1,995	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	5.71 min	6.00 min	6.00 min
b. Average response to Priority II calls for service:	7.15 min	6.90 min	6.83 min	10.00 min	10.00 min
c. Average response to Priority III calls for service:	10.48 min	10.82 min	11.97 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%	100%
b. Provide community with crime prevention tips and weekly reports on city website:	100%	100%	100%	100%	100%
c. Educate residents through participation in community events and Neighborhood Watch meetings:	18	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	3 days
b. Processing of collision reports for involved parties:	7 days	7 days	7 days	7 days	7 days
c. Processing of collision reports for insurance companies:	7 days	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	1

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Radio calls for service received in the city:	11,200	10,804	10,006	10,670	10,650
2. Total number of crime reports taken:	1,050	1,106	1,018	1,058	1,050
3. Total number of collision reports taken:	250	230	191	225	200
4. Total number of cases filed with the DA for prosecution:	950	1,064	950	971	975
5. Total number of cases assigned to Detectives:	2,100	2,175	2,050	2,110	2,110

EMERGENCY PREPAREDNESS

The City of Saratoga is responsible for coordinating emergency response efforts in the event of a significant earthquake, fire, or other 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

Notable Budget Changes

- The County's $12,500 EMPG pass-through grant is no longer passed through to the City
- Elimination of the grant reduces expenditures by $25,000 as the grant required a 50/50 City match.
- Operating expenditures were also reduced with the transfer of the EOC to the City Administration Building completed in FY 2014/15.

The Emergency Preparedness program's operational expenses are funded by the General Fund. In FY 2012/13 and 2013/14 the program was supplemented with a 50% reimbursable FEMA grant administrated by the County through the State's Emergency Management Agency. In FY 2014/15 the County decided to utilize and administer the federal grant funding for County-wide purposes rather than distribute the funds to individual cities.

Most of the program's other expenditures have remained limited and fairly stable. Program staffing includes Emergency Preparedness Coordinator services (provided by and fully funded by Santa Clara County Fire). However, with the enormity of the preparation duties, the City of Saratoga decided to allocate 5% of the Risk Manager's time to this purpose to begin the development and implementation of cost recovery documentation practices, thereby increasing program expenditures. In the event of a destructive 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 and City EOC staff have satellite telephone communication services to sustain external communications if phone or cable lines or cell services are inoperable. 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 $34,000 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 that 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 service billing.

EMERGENCY PREPAREDNESS

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Intergovernmental Revenues	9,700	847	12,276	12,500	20	-
TOTAL REVENUES	**$ 9,700**	**$ 847**	**$ 12,276**	**$ 12,500**	**$ 20**	**$ -**
EXPENDITURES						
Salaries and Benefits	-	-	-	12,884	12,853	12,966
Operating Expenditures						
Materials & Supplies	14,400	16,262	31,150	41,000	12,144	14,500
Fees & Charges	32,648	36,424	38,566	40,534	36,608	37,584
Consultants & Contract Services	-	-	-	-	-	-
Meetings, Events & Training	209	140	111	300	90	300
Total Operating Expenditures	47,257	52,826	69,826	81,834	48,842	52,384
Fixed Assets	11,336	-	-	-	-	-
Internal Service Charges	10,260	10,200	10,401	5,580	5,580	6,087
TOTAL EXPENDITURES	**$ 68,854**	**$ 63,026**	**$ 80,227**	**$ 100,298**	**$ 67,275**	**$ 71,437**

FY 2015/16 WORKPLAN PRIORITIES

Emergency Operations Plan – The Emergency Operations Plan is comprised of individual topic specific plan annexes. Annexes 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 – Training will focus on enhancing EOC staff capabilities as identified by need based on the outcome of the After Action Report (AAR) and Improvement Plan (IP) from the fall, 2014 exercise. Training will include Disaster Recovery, Crisis Communications, Situations Analysis, and the Common Operating Procedure.

EOC Relocation – The City currently utilizes the Saratoga Fire Department's Conference Room as the City's EOC, which is about two miles away from City Hall. In FY 2014/15 the use of this offsite location was reviewed to determine whether EOC operations would be more efficient onsite at the City Hall Administrative Building Rooms. As the assessment identified EOC operations were more practical and efficient onsite, staff will relocate operational supplies and equipment back to City Hall, and finalize the decision with an onsite exercise. The Fire Department's EOC will continue as a back-up EOC.

Cost Recovery Preparedness – Staff will continue to prepare 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. Buildings and facilities are assessed annually to maintain current insurance value. Emergency policies, practices, and operational services are in development 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**	**2015/16 Funded**
Risk Manager	-	-	-	0.05	0.05
TOTAL FTE's	**-**	**-**	**-**	**0.05**	**0.05**

Temporary Staff	**2011/12 Funded**	**2012/13 Funded**	**2013/14 Funded**	**2014/15 Funded**	**2015/16 Funded**
	-	-	-	-	-
	-	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**-**

The Risk Manager's FTE shown above is located in the Recreation and Facilities Department FTE schedule.

EMERGENCY PREPAREDNESS

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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	Yes
b. Coordinate community outreach to heighten awareness of emergency preparedness programs and needs:	Yes	Yes	Yes	Yes	Yes
c. Prepare emergency preparedness and public education materials:	Yes	Yes	Yes	Yes	Yes
d. Coordinate training of City Staff in personal preparedness and EOC functions:	Yes	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	Yes
b. Prepare, test, and revise emergency response and recovery policies, plans, and procedures:	Yes	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	Yes
b. Remain current on technology and emergency management trends:	Yes	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	Yes
b. Staff attends emergency management meetings and training programs:	Yes	Yes	Yes	Yes	Yes

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of annual community disaster training exercises:	3	3	3	3	3
2. Number of annual disaster training exercises for City staff:	2	1	2	1	1
3. Number of CERT training courses offered per year:	2	4	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).

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 summary to represent total departmental staffing rather than departmental funding.

Lastly, the GO Bond Debt Service Fund accounts for receipts and payments associated with the City's 2001 voter approved bond debt for the remodel and enlargement of the City's 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 in its place.

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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Taxes	11,916,209	12,706,624	13,238,451	14,035,750	14,596,799	14,440,350
Intergovernmental Revenues	21,299	21,297	17,750	4,000	121,925	4,500
Charge for Services	-	22	-	-	20	-
Interest Income	44,731	28,670	40,003	25,000	45,229	43,000
Rental Income	95,075	104,778	73,526	79,455	94,392	81,002
Other Sources	23,754	9,329	256,652	120,877	147,576	136,877
TOTAL REVENUES	**$12,101,067**	**$12,870,720**	**$13,626,382**	**$14,265,082**	**$15,005,940**	**$14,705,729**
Operating Transfers In	205,222	106,000	167,050	-	-	-
TOTAL REVENUE & TRANSFERS	**$12,306,289**	**$12,976,720**	**$13,793,432**	**$14,265,082**	**$15,005,940**	**$14,705,729**
EXPENDITURES						
Salaries and Benefits	31,508	311,768	25,171	3,418,600	3,320,628	728,800
Operating Expenditures						
Materials & Supplies	14,419	27,609	42,122	57,911	21,155	53,050
Fees & Charges	36,080	16,406	32,046	25,300	20,588	10,300
Consultant & Contract Services	267,918	310,183	394,497	354,500	300,663	370,000
Meetings, Events & Training	800	-	2,650	5,850	6,476	30,900
Community Grants & Events	116,203	122,007	169,725	210,576	162,516	216,685
Total Operating Expenditures	435,421	476,205	641,040	654,137	511,398	680,935
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	340,474	355,946	386,268	402,005	402,004	552,348
TOTAL EXPENDITURES	**$ 807,403**	**$ 1,143,919**	**$ 1,052,480**	**$ 4,474,742**	**$ 4,234,030**	**$ 1,962,083**
Operating Transfers Out	280,000	1,184,500	380,880	1,733,345	1,666,098	1,902,656
TOTAL EXP & TRANSFERS OUT	**$ 1,087,403**	**$ 2,328,419**	**$ 1,433,360**	**$ 6,208,087**	**$ 5,900,128**	**$ 3,864,739**

TOTAL NON-DEPARTMENTAL EXPENDITURES BY PROGRAM

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
GENERAL FUND						
General Administration	431,480	721,170	492,236	3,935,157	3,783,847	1,397,598
Legal Services	259,720	300,743	390,518	329,009	287,667	347,800
Community Grants	109,459	103,717	147,506	172,726	135,061	159,890
Community Events	6,744	18,290	22,219	37,850	27,455	56,795
TOTAL GENERAL FUND	**$ 807,403**	**$ 1,143,919**	**$ 1,052,480**	**$ 4,474,742**	**$ 4,234,030**	**$ 1,962,083**
INTERNAL SERVICES FUNDS						
Risk Management	352,603	308,096	336,743	463,117	296,590	393,913
Workers Compensation	211,425	182,700	229,510	267,272	184,683	214,555
TOTAL INTERNAL SERVICES	**$ 564,028**	**$ 490,796**	**$ 566,253**	**$ 730,389**	**$ 481,273**	**$ 608,468**
DEBT SERVICE FUNDS						
General Obligation Bond	13,375,558	868,910	889,510	889,985	889,960	885,085
TOTAL DEBT SERVICE FUNDS	**$13,375,558**	**$ 868,910**	**$ 889,510**	**$ 889,985**	**$ 889,960**	**$ 885,085**
TOTAL DEPT EXPENDITURES	**$14,746,989**	**$ 2,503,626**	**$ 2,508,243**	**$ 6,095,116**	**$ 5,605,263**	**$ 3,455,636**
TRANSFERS OUT						
General Fund	280,000	1,184,500	380,880	1,733,345	1,666,098	1,902,656
TOTAL TRANSFERS OUT	**$ 280,000**	**$ 1,184,500**	**$ 380,880**	**$ 1,733,345**	**$ 1,666,098**	**$ 1,902,656**
TOTAL EXP & TRANSFERS OUT	**$15,026,989**	**$ 3,688,126**	**$ 2,889,123**	**$ 7,828,461**	**$ 7,271,361**	**$ 5,358,292**

NON-DEPARTMENTAL STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Recreation & Facilities Director	0.20	0.25	0.30	0.30	0.30
Human Resources Manager	0.05	0.10	0.10	0.10	0.10
Human Resources Technician	-	-	0.10	0.10	0.10
TOTAL FTE's	**0.25**	**0.35**	**0.50**	**0.50**	**0.50**

Temporary Staff Hours	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 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

The General Administration's Property Tax revenues continue to define the economic rebound which began in the spring of 2012, with annual revenue increases between 6 and 9% for each of the last three years. Homeowners that waited out the downturn in the housing market rather than sell at bargain prices began to sell their houses as the housing market resurgence delivered steadily rising prices, and hence, notable increases in assessed values and transfer tax revenues. February, 2015 housing reports show that median housing prices in Santa Clara County are 5.9% higher than a year ago, whereas Saratoga's median housing prices are almost 40% higher. Saratoga's transfer tax receipts indicate home sales continue to hold steady, therefore property tax revenues are conservatively projected to continue rising, although at a slower pace.

Sales Tax revenue however, is an enigma. Despite the improving economy, FY 2012/13 revenues were lower than the prior year, and FY 2013/14 were lower still. While this was due in part to allocation corrections, the decrease also indicates that less and less of Saratoga's purchasing base is in taxable sales. It is suspected (statewide) that lower local revenues are attributable to increases in online sales – however this type of information is not distinct. The City's Sales Tax auditors expect current fiscal year revenues to be higher than the prior year, again due to allocation corrections, and then a bit less in FY 2015/16 as the revenues more accurately reflect actual sales. With limited retail and business in Saratoga, and consumers continued migration to online purchasing, Sales Tax is expected to remain fairly flat, if not slightly decreasing into the future.

Business License Tax revenues associated with licensing a business are also expected to remain fairly flat, whereas the supplemental license tax portion based on building construction permits appears to follow the housing market. FY 2012/13 saw a 20% increase, and a slight but steady growth in the years since. With home remodeling experiencing a renaissance in conjunction with housing turnover, this modest incline is expected to continue into the near future.

Transient Occupancy Tax receipts, considered a leading indicator of economic strength, began to show improvement in late FY 2011/12, and has held steady since. TOT grew rapidly in FY 2014/15, with suspicion this is linked to the opening of Levi Stadium in Santa Clara – as other nearby cities are experiencing notable TOT growth also. With the National Football League's 'Super Bowl' scheduled to be played at Levi Stadium in January 2016, TOT revenues receipts are expected to grow even higher in FY 2015/16.

Franchise Fee Taxes however, have brought mixed messages. Gas and Electric Fees decreased slightly while water, cable, and solid waste continue a slow but steady growth. 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 seven 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 2015/16.

GENERAL ADMINISTRATION

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 is dispersed to member cities based on population, with Saratoga receiving just over $130,000 per year. This funding is allocated to the General Administration program for general purpose use, not designated for solid waste support.

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 leave 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 FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Taxes						
Property Tax	8,279,947	8,966,396	9,526,189	10,223,750	10,436,621	10,475,350
Sales Tax	1,100,489	1,051,121	941,350	1,085,000	1,224,427	1,060,000
Transient Occupancy Tax	205,421	228,199	257,010	245,000	309,618	310,000
Business License Tax	313,984	336,298	336,911	330,000	357,597	355,000
Other Taxes	163,979	204,859	228,350	210,000	199,056	220,000
Franchise Tax	1,852,390	1,919,750	1,948,642	1,942,000	2,069,479	2,020,000
Intergovernmental Revenues	21,299	21,297	17,750	4,000	121,925	4,500
Fees, Licenses and Permits	-	-	-	-	-	-
Charge for Services	-	-	-	-	-	-
Interest Income	44,731	28,670	40,003	25,000	45,229	43,000
Rental Income	95,075	103,278	73,526	79,455	94,392	81,002
Other Sources	23,108	9,603	231,652	120,877	142,576	131,877
TOTAL REVENUES	**$12,100,422**	**$12,869,472**	**$13,601,382**	**$14,265,082**	**$15,000,920**	**$14,700,729**
Operating Transfers In	205,222	106,000	167,050	-	-	-
TOTAL REV & TRANSFERS IN	**$12,305,644**	**$12,975,472**	**$13,768,432**	**$14,265,082**	**$15,000,920**	**$14,700,729**
EXPENDITURES						
Salaries and Benefits	31,508	311,768	25,171	3,418,600	3,320,628	728,800
Operating Expenditures						
Materials & Supplies	13,119	26,401	40,280	57,311	20,936	52,750
Fees & Charges	36,080	16,406	32,046	25,300	20,534	10,300
Consultant & Contract Services	11,313	12,526	7,882	27,000	15,233	22,500
Meetings & Training	800	-	2,650	5,850	5,420	30,900
Total Operating Expenditures	61,312	55,334	82,858	115,461	62,123	116,450
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	338,659	354,068	384,207	401,096	401,095	552,348
TOTAL EXPENDITURES	**$ 431,480**	**$ 721,170**	**$ 492,236**	**$ 3,935,157**	**$ 3,783,847**	**$ 1,397,598**
Operating Transfers Out	280,000	1,184,500	380,880	1,733,345	1,666,098	1,902,656
TOTAL EXP & TRANSFERS OUT	**$ 711,480**	**$ 1,905,670**	**$ 873,116**	**$ 5,668,502**	**$ 5,449,945**	**$ 3,300,254**

LEGAL SERVICES

The City of Saratoga contracts with the firm Shute, Mihaly & Weinberger LLP (Shute Mihaly) to provide City Attorney services, advice, and representation on legal matters to ensure City actions and activities are legally sound. Shute Mihaly in turn, utilizes Wittwer & Parkins LLP firm for land use/development attorney services on an as-needed basis. The City Attorney also oversees the use of Mouser Law Firm legal services for employment law, and occasionally other legal firms for specialized services.

The City Attorney manages the City's pursuit or defense in litigation matters as directed by the City Council, supervises litigation costs, and provides the City with a monthly status report of all outstanding litigation, case updates, and potential lawsuits. In addition, the City Attorney: reviews all proposed ordinances and resolutions requiring City Council action to ensure proper format and content; reviews staff reports for reasoned and sound commentary; identifies policy options and alternatives; and provides direction, recommendations, and appropriate summaries consistent with Council requirements. Additional contract city attorney services include: review and recommendations on legislative issues; recommendations on environmental review requirements and preparation of environmental review documents; review of bid requests, vendor contract documents, purchase and sale agreements, code enforcement matters, and the preparation and/or review of contractual agreements with other agencies. 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, Legal Services 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

Notable Budget Changes:

- No notable changes

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. Employment law services were moved into the Legal Service program in FY 2013/14 to better assign budget responsibility and oversight for legal services to the City Attorney, and to align all attorney fees within the Legal Services program.

Budgeted expenditures represent expected legal service levels based on prior year 'normal' level of activity. If circumstances require higher than anticipated attorney services, a budget adjustment would be brought to Council.

LEGAL SERVICES

GENERAL FUND REVENUES AND EXPENDITURES

	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES					
Charge for Services	22	-	-	20	-
Other Sources	1,226	25,000	-	-	-
TOTAL REVENUES	**$ 1,248**	**$ 25,000**	-	20	-
EXPENDITURES					
Operating Expenditures					
Materials & Supplies	1,208	1,842	600	219	300
Fees & Charges	-	-	-	54	-
Consultant & Contract Services	297,658	386,615	327,500	285,430	347,500
Total Operating Expenditures	298,865	388,457	328,100	286,758	347,800
Internal Service Charges	1,878	2,061	909	909	-
TOTAL EXPENDITURES	**$ 300,743**	**$ 390,518**	**$ 329,009**	**$ 287,667**	**$ 347,800**

FY 2015/16 WORKPLAN PRIORITIES

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

City Codes and Ordinances – Work with staff on the annual code update.

Public Records Access – Work with the City Clerk's office to update the records retention schedule and streamline public access to routinely requested public records.

Community Development – Work with Community Development Department staff on review of complex projects and updates to the non-conforming use ordinance and Planning Commission training.

Public Works – Work with Public Works department staff on environmental review and regulatory compliance for major public works projects and the Hakone Gardens Master Plan.

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 Actual	2014/15 Estimated	2015/16 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	35	35
b. Number of ordinances drafted or reviewed:	7	14	9	15	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	75	75
b. Number of agreements/contracts using non-standard forms prepared or reviewed:	21	18	20	15	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%	75%	75%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. Number of City Council meetings or study sessions attended:	23	24	22	23	24
2. Number of multi-agency agreements prepared:	7	5	4	5	5

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

Notable Budget Changes:

- Grant funding was increased for the Chamber's city maps and triple panel advertisement, per the Chamber services agreement.
- Grant funding was decreased by $20,000 provided last year for the Destination Saratoga marketing campaign.

As the SASCC program is heavily dependent on City and CDBG 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 funding was split between two non-profit group programs which deliver vital 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 reflects additional funds in FY 2015/16 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's viewing audience.

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 crucial service to the City's hillside residents in the midst of this extremely high fire danger caused by the drought.

The $20,000 Destination Saratoga grant funding was discontinued for FY 2015/16 as the volunteer group has significantly curtailed its planned activities. The distribution of grant funding for FY 2015/16 and four 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Other Sources	-	-	-	-	-	-
TOTAL REVENUES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES						
Operating Expenditures						
Materials & Supplies	-	-	-	-	-	-
Fees & Charges	-	-	-	-	-	-
Consultant & Contract Services	-	-	-	-	-	-
Meetings & Training	-	-	-	-	-	-
Community Grants	109,459	103,717	147,506	172,726	135,061	159,890
Total Operating Expenditures	109,459	103,717	147,506	172,726	135,061	159,890
Internal Service Charges	-	-	-	-	-	-
TOTAL EXPENDITURES	**$ 109,459**	**$ 103,717**	**$ 147,506**	**$ 172,726**	**$ 135,061**	**$ 159,890**

COMMUNITY GRANTS SCHEDULE

	2011/12 Grants	2012/13 Grants	2013/14 Grants	2014/15 Grants	2015/16 Grants
Community Services Support					
SASCC Service Support	21,000	21,000	21,000	21,000	21,000
SASCC Supplemental Support	18,000	18,000	18,000	18,540	19,096
Adult Daycare Support	1,422	20,000	22,000	22,000	22,000
KSAR Community Access Grant	26,000	26,650	33,600	35,000	35,000
Chamber of Commerce Annual Support	12,384	9,567	21,790	16,186	22,794
SCC FireSafe Council - Fuel Reduction Services	-	-	25,000	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	8,000
Children's Health Insurance Assistance	7,037	-	-	-	
United Way 211 Funding	2,000	2,000	2,000	2,000	2,000
Catholic Charities Ombudsmen Funding	4,125	3,250	5,000	5,000	5,000
Total Community Services Support Grants	**109,459**	**103,717**	**156,390**	**172,726**	**159,890**

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

Notable Budget Changes:

- Event funding was increased by $17, 500 to increase some of the existing events, and for new additional event funding, such as the Chamber's Classic Car Show, City Neighborhood Celebrations Saratoga Grammar School Celebration, Odd Fellows Easter Event, St. Paddy's Day, and the City's Anniversary celebration.

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 2015/16, Council set aside $25,000 for community events grants. Due to the number and worthiness of requests, Council decided to fund all the requests, using $9,195 of Council Discretionary funds in addition to the planned $25,000. A complete list of event funding is displayed in the schedule following the program budget. The grant funds will be used for a variety of expenses associated with putting on these 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 City Sponsored events, including funds for a Village street closure event, the Arbor Day Celebration, Wildwood Movie Night, and Facility or Park & Trail grand openings.

COMMUNITY EVENTS

GENERAL FUND REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
REVENUES						
Other Sources	645	-	-	-	5,000	5,000
TOTAL REVENUES	**$ 645**	**$ -**	**$ -**	**$ -**	**$ 5,000**	**$ 5,000**
EXPENDITURES						
Salaries and Benefits	-	-	-	-	-	-
Operating Expenditures						
Community Grants & Events	6,744	18,290	22,219	37,850	27,455	56,795
Total Operating Expenditures	6,744	18,290	22,219	37,850	27,455	56,795
Internal Service Charges	-	-	-	-	-	-
TOTAL EXPENDITURES	**$ 6,744**	**$ 18,290**	**$ 22,219**	**$ 37,850**	**$ 27,455**	**$ 56,795**

COMMUNITY EVENTS

COMMUNITY EVENT GRANT SCHEDULE

	2011/12 Grants	2012/13 Grants	2013/14 Grants	2014/15 Grants	2015/16 Grants
Chamber of Commerce Events					
Annual Village Festival	-	4,684	-	-	-
Holiday Wine Stroll	-	2,173	2,501	3,100	4,000
Classic Car Show	-	-	-	-	4,000
Community Celebrations					
City Neighberhood Celebrations	-	-	-	-	3,000
Montalvo Celebrations		-	747	2,000	3,500
Mustard Faire/Blossom Festival	-	3,924	4,204	4,500	4,600
Sister City Events	-	-	618	-	-
Saatoga Community Band	-	-	325	600	725
Opera in the Park	-	1,896	1,320	800	1,750
Bollywood	-	1,000	1,242	1,200	1,500
Food & Wine Events	-	835	1,230	-	-
Celebrating Service Events	3,515	-	-	-	-
Saratoga Grammar School Reunion	-	-	118	-	1,000
Library Events (various)	-	2,000	-	2,800	-
Cultural-Chinese Autumn Festival	-	-	-	-	350
Holiday Celebrations					
Memorial Day Event (Banner)	-	750	250	900	1,000
Odd Fellows Easter Event	500	-	-	-	600
Fourth of July Event	1,225	-	1,831	1,900	2,670
St. Paddy's Day	-	-	-	-	500
SASCC Health Fair	-	-	2,380	3,600	5,000
Total Community Event Grants	5,240	17,263	16,766	21,400	34,195
City Sponsored Events					
Roadway Improvement Events	-	-	-	250	250
Parks, Trails, Open Space Events	56	33	-	250	2,500
Facility Events	-	17	17	-	-
KMP Groundbreaking / Opening	-	-	-	-	-
City Anniversary	-	-	-	-	2,500
Village Tree Lighting Event	-	-	2,480	2,000	2,000
Village Street Closure Event	-	-	-	10,000	10,000
Outdoor Movie Nights	1,202	927	2,756	3,600	5,000
Arbor Day Celebration	246	51	201	350	350
Total Annual Sponsored Events	1,504	1,027	5,453	16,450	22,600
Total Community Event Funding	**6,744**	**18,290**	**22,219**	**37,850**	**56,795**

RISK MANAGEMENT / LIABILITY FUND

The City is a member of the Association of Bay Area Government (ABAG) insurance pool (PLAN), a self-insurance program pool 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.

In 2014, ABAG converted their Risk Management insurance claim administration from in-house staff to a contracted insurance administrator as a means to reduce administrative overhead. The City now submits claim information to this third party administrator (TPA) York Insurance Services Group. York's staff follow up with other parties and insurance firms, acting as the City's insurance agent. In addition to insurance, ABAG provides risk management services, including policy guidance, to effectively identify, analyze, and minimize risks, guidance on best practices, trainings, and grant incentives for safety programs.

BUDGET OVERVIEW

Notable Budget Changes:

- Chargebacks were reduced by $50,000 as insurance premium costs decreased significantly last year lowering overall expenditures.

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 grant funding in recent years, and now requires a 50% match for non-goal related Program Grant expenses. Program Grant funds are used for safety improvements and hazard mitigation. Training Grants are used for costs associated with the Risk Manager (Public Administration Risk Management Association [PARMA] conference, the Public Risk Management Association [PRIMA] conferences, or Playground Safety (NPSI) training.

Insurance premiums vary from year to year, dependent on the City's and the entire JPA's claim loss activity. A 16% increase in FY 2013/14, was followed by a 27% decrease in FY 2014/15. The premiums decrease was due to the City's reductions in claim liability over the last several years and from ABAG's reduced administrative overhead from contracting out the claims management process. Premiums are expected to increase slightly in FY 2015/16, in part due to general liability and service cost increases, and possibly from several claims filed in the current fiscal year. As premium cost information is not available until after the budget is prepared, the estimates reflect a more conservative, higher amount.

RISK MANAGEMENT / LIABILITY

SUMMARY OF REVENUES AND EXPENDITURES

	2011/12 Actuals	2012/13 Actuals	2013/14 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
SOURCE OF FUNDS						
Beginning Fund Balance						
Unassigned	134,905	134,757	230,059	283,125	283,125	386,018
Total Beginning Fund Balance	**$ 134,905**	**$ 134,757**	**$ 230,059**	**$ 283,125**	**$ 283,125**	**$ 386,018**
Revenues						
Intergovernmental Revenues	34,318	26,562	9,907	14,560	2,500	19,008
Fees, Licenses and Permits	-	-	128	-	-	-
Other Sources	18,137	1,837	4,774	50,000	21,982	50,000
Internal Service Charges	300,000	375,000	375,000	375,000	375,000	325,000
Total Revenues	**$ 352,455**	**$ 403,399**	**$ 389,809**	**$ 439,560**	**$ 399,482**	**$ 394,008**
TOTAL SOURCE OF FUNDS	**$ 487,360**	**$ 538,156**	**$ 619,868**	**$ 722,685**	**$ 682,607**	**$ 780,026**
USE OF FUNDS						
Expenditures						
Salaries and Benefits	43,634	58,864	61,513	74,305	77,558	77,793
Operating Expenditures						
Materials & Supplies	30,158	26,540	9,907	14,560	2,500	19,008
Fees & Charges	24,710	8,192	15,234	87,750	33,565	100,300
Consultant & Contract Services	2,221	-	-	-	-	-
Meetings & Training	-	-	-	-	-	-
Insurance Premiums	251,581	214,130	249,780	286,000	182,465	196,379
Internal Service Charges	298	371	309	502	502	433
Total Expenditures	**$ 352,603**	**$ 308,096**	**$ 336,743**	**$ 463,117**	**$ 296,590**	**$ 393,913**
Ending Fund Balance						
Unassigned	134,757	230,059	283,125	259,568	386,018	386,113
Total Ending Fund Balance	**$ 134,757**	**$ 230,059**	**$ 283,125**	**$ 259,568**	**$ 386,018**	**$ 386,113**
TOTAL USE OF FUNDS	**$ 487,360**	**$ 538,156**	**$ 619,868**	**$ 722,685**	**$ 682,607**	**$ 780,026**

FY 2015/16 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	2015/16 Funded
Recreation & Facilities Director	0.20	0.25	0.30	0.30	0.30
Human Resources Manager	-	-	-	-	-
Human Resources Technician	-	-	-	-	-
TOTAL FTE's	**0.20**	**0.25**	**0.30**	**0.30**	**0.30**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
HR Technician	-	-	-	-	-
TOTAL ANNUAL HOURS	**-**	**-**	**-**	**-**	**-**

RISK MANAGEMENT / LIABILITY

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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%	100%
b. Liability Claims processed within 48 hours of receipt:	100%	100%	100%	100%	100%
c. Conduct City-owned facility inspections on a quarterly basis:	100%	100%	100%	100%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1 Number of ABAG risk management annual goals established and maintained:	6	6	9	10	6
2 Number of monthly inspections and reporting -- streets, sidewalks, urban forest, parks, buildings, and equipment:	12	12	12	12	12
3 Number of Liability Claims received:	15	8	6	15	10

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) Joint Powers Association since January 1, 1989. SHARP is a self-funded public agency insurance pool providing workers compensation coverage for five public entities that are too small to self-insure independently (Cities of Saratoga and American Canyon, ABAG, and the Towns of Ross and Los Altos Hills). 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

Notable Budget Changes

- Chargebacks decreased by $25,000 as insurance premiums decreased significantly last year.

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 2015/16, 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 $28,700 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
SOURCE OF FUNDS						
Beginning Fund Balance						
Unassigned	224,103	231,966	293,719	281,642	281,642	314,525
Total Beginning Fund Balance	**$ 224,103**	**$ 231,966**	**$ 293,719**	**$ 281,642**	**$ 281,642**	**$ 314,525**
Revenues						
Intergovernmental Revenues	4,287	4,453	17,433	10,000	17,567	10,000
Other Sources	-	-	-	-	-	-
Internal Service Charges	215,000	240,000	200,000	200,000	200,000	175,000
Total Revenues	**$ 219,287**	**$ 244,453**	**$ 217,433**	**$ 210,000**	**$ 217,567**	**$ 185,000**
TOTAL SOURCE OF FUNDS	**$ 443,390**	**$ 476,419**	**$ 511,152**	**$ 491,642**	**$ 499,209**	**$ 499,525**
USE OF FUNDS						
Expenditures						
Salaries and Benefits	10,395	20,437	25,753	28,824	27,059	28,700
Operating Expenditures						
Materials & Supplies	4,699	7,865	14,381	17,567	17,567	10,000
Fees & Charges	3	78	78	80	78	80
Consultant & Contract Services	619	620	343	600	-	600
Meetings & Training	-	-	-	-	-	-
Insurance Premiums	195,587	153,620	188,889	220,000	139,776	175,000
Operating Expenditures	200,908	162,184	203,691	238,247	157,421	185,680
Fixed Assets	-	-	-	-	-	-
Internal Service Charges	122	79	66	201	203	175
Total Expenditures	**$ 211,425**	**$ 182,700**	**$ 229,510**	**$ 267,272**	**$ 184,683**	**$ 214,555**
Ending Fund Balance						
Unassigned	231,966	293,719	281,642	224,370	314,525	284,970
Total Ending Fund Balance	**$ 231,966**	**$ 293,719**	**$ 281,642**	**$ 224,370**	**$ 314,525**	**$ 284,970**
TOTAL USE OF FUNDS	**$ 443,390**	**$ 476,419**	**$ 511,152**	**$ 491,642**	**$ 499,209**	**$ 499,525**

FY 2015/16 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

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

WORKERS COMPENSATION STAFF

Full Time Equivalents (FTE)

City Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
Recreation & Facilities Director	-	-	-	-	-
Human Resources Manager	0.05	0.10	0.10	0.10	0.10
Human Resources Technician	-	-	0.10	0.10	0.10
TOTAL FTE's	**0.05**	**0.10**	**0.20**	**0.20**	**0.20**

Temporary Staff	2011/12 Funded	2012/13 Funded	2013/14 Funded	2014/15 Funded	2015/16 Funded
HR Technician	200	-	-	-	-
TOTAL ANNUAL HOURS	**200**	-	-	-	-

WORKERS COMPENSATION

Performance Objectives and Measures	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 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%	100%
b. Regularly inspect injury claim files to insure they are up to date and all applicable information is in the file:	100%	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%	100%

Activity and Workload Highlights	2011/12 Actuals	2012/13 Actuals	2013/14 Actual	2014/15 Estimated	2015/16 Budget
1. New claims (based on date of claim):	3	2	1	2	0
2. Closed claims (based on date closed):	6	2	0	1	0
3. Number of open claims to date (since FY 1998/99):	249	251	251	253	253
4. Number of closed claims to date (since FY 1998/99):	246	248	248	252	252
5. Lost time in full work days:	0	14	0	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.

In 2011, as part of the refunding process, the City obtained an updated credit rating. The City of Saratoga was awarded an AAA issuer credit rating by Standard and Poor's, one of the nation's top-ranked independent credit rating agencies. Saratoga's solid tax base and low debt burden, high property values and personal income levels, and the expectation of continued strong financial operations by the City supported this high rating and resulted in lower debt costs and savings to the Saratoga community. Subsequent reviews have continued to award the City an AAA rating.

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 Library Bond is the City's only bonded debt, and as a General Obligation debt, is paid for by the residents through a parcel assessment. This debt is not a financial burden to the City. In addition, no other debt obligations are anticipated at this time.

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 2015/16 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 have been lowered each year since FY 2010/11 as assessed values continue to increase. 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 Actuals	2014/15 Adjusted	2014/15 Actuals	2015/16 Adopted
SOURCES OF FUNDS						
Beginning Fund Balance						
Unassigned	850,656	862,414	885,756	897,785	897,785	906,600
Total Beginning Fund Balance	**$ 850,656**	**$ 862,414**	**$ 885,756**	**$ 897,785**	**$ 897,785**	**$ 906,600**
Revenues						
Taxes	930,474	890,401	900,018	850,000	897,241	845,000
Interest	2,104	1,852	1,521	1,300	1,533	1,300
Other Sources	12,454,738	-	-	-	-	-
Total Revenues	**$13,387,316**	**$ 892,253**	**$ 901,539**	**$ 851,300**	**$ 898,774**	**$ 846,300**
TOTAL SOURCE OF FUNDS	**$14,237,972**	**$ 1,754,666**	**$ 1,787,295**	**$ 1,749,085**	**$ 1,796,560**	**$ 1,752,900**
USE OF FUNDS						
Expenditures						
Operating Expenditures	-	-	-	-	-	-
Debt Service	13,375,558	868,910	889,510	889,985	889,960	885,085
Total Expenditures	**$13,375,558**	**$ 868,910**	**$ 889,510**	**$ 889,985**	**$ 889,960**	**$ 885,085**
Operating Transfers						
Transfer Out	-	-	-	-	-	-
Total Operating Transfers	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance						
Unassigned	862,414	885,756	897,785	859,100	906,600	867,815
Total Ending Fund Balance	**$ 862,414**	**$ 885,756**	**$ 897,785**	**$ 859,100**	**$ 906,600**	**$ 867,815**
TOTAL USE OF FUNDS	**$14,237,972**	**$ 1,754,666**	**$ 1,787,295**	**$ 1,749,085**	**$ 1,796,560**	**$ 1,752,900**

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 2015/16

Assessed Secured Property Valuation for FY 2014/15		$ 12,133,048,482
Debt Limitation (15% of assessed value)		15%
Bonded Debt Limit		$ 1,819,957,272
Outstanding Bonded Debt at 6/30/15		
2011 Series General Obligation Bond	10,560,000	
TOTAL Outstanding Debt	$ 10,560,000	
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:		$ 10,560,000
LEGAL DEBT MARGIN		**$ 1,809,397,272**

CAPITAL IMPROVEMENT PLAN
BUDGETS

CAPITAL IMPROVEMENT PLAN

CIP OVERVIEW

The City of Saratoga's FY 2015/16 – 2019/20 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 of approximately $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, 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, operation, and maintenance costs incurred as an outcome of CIP projects are to be identified and included in the operating budget.

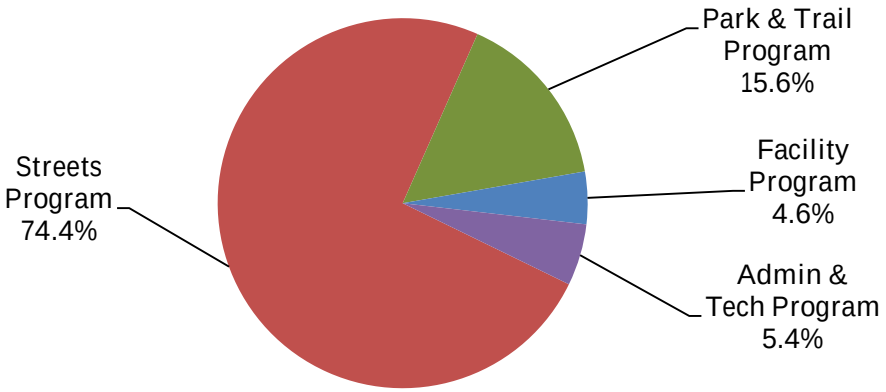
Under direction from the City Manager, the Public Works Department takes the lead in the preparation of most street and park projects for consideration in the current Capital Improvement Plan, and the Recreation and Facilities Department takes the lead in most Facility Program projects. Capital Administrative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

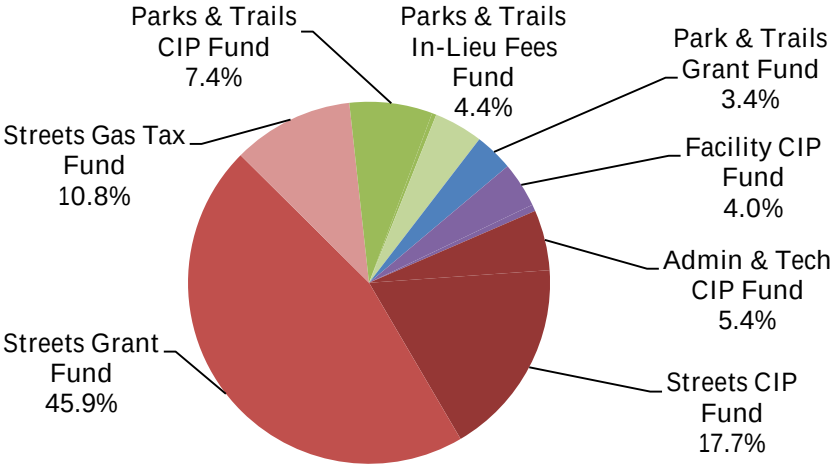
CAPITAL PROGRAM BUDGET BY PROJECT CATEGORY



CAPITAL PROGRAM BUDGET BY PROJECT CATEGORY

	Adopted FY 2015/16	Category %
Streets		
Street Repair & Resurfacing	$ 2,051,679	14.1%
Roadway Safety Projects	6,460,140	44.5%
Street Landscaping & Beautification	43,536	0.3%
Sidewalk, Curbs & Storm Drains	1,238,584	8.5%
Bridge & Retaining Walls	909,205	6.3%
Utility Undergrounding Projects	98,744	0.7%
Total Streets	**10,801,888**	**74.4%**
Parks & Trails		
Citywide Projects	267,863	1.8%
Park Projects	1,244,414	8.6%
Trail Projects	755,222	5.2%
Total Parks & Trails	**2,267,499**	**15.6%**
Facility Improvements		
Citywide Projects	105,168	0.7%
Civic Center Improvements	516,380	3.6%
Community Center Improvements	10,458	0.1%
Saratoga Prospect Center Improvements	13,896	0.1%
Village Historical Building Improvements	3,578	0.0%
Library Building Improvements	15,470	0.1%
Total Facility Improvements	**664,950**	**4.6%**
Administrative & Technology Improvements		
Information Technology Projects	249,357	1.7%
Community Enhancement Programs	74,000	0.5%
Development Programs	320,321	2.2%
Administrative Enhancement Programs	139,192	1.0%
Total Administrative & Technology Improvements	**782,869**	**5.4%**
TOTAL CIP BUDGET BY PROJECT CATEGORY	**$ 14,517,207**	**100%**

CAPITAL IMPROVEMENT PLAN BUDGET BY FUND



CAPITAL IMPROVEMENT PLAN BUDGET BY FUND

		Adopted FY 2015/16	Category %
Streets			
411	Streets CIP Fund	2,566,491	17.7%
431	Streets Grant Fund	6,664,187	45.9%
481	Streets Gas Tax Fund	1,571,210	10.8%
Total Streets		**10,801,888**	**74.4%**
Park & Trails			
412	Parks & Trails CIP Fund	1,076,633	7.4%
421	Parks & Trails Tree Fund	56,248	0.4%
422	Parks & Trails In-Lieu Fees Fund	634,656	4.4%
432	Parks & Trails Grant Fund	499,963	3.4%
Total Park & Trails		**2,267,499**	**15.6%**
Facility Improvements			
413	Facility CIP Fund	586,514	4.0%
433	Facility Grant Fund	78,436	0.6%
Total Facility Improvements		**664,950**	**4.6%**
Administrative & Technology Improvements			
414	Admin & Tech CIP Fund	782,869	5.4%
Total Administrative & Technololgy		**782,869**	**5.4%**
TOTAL CIP BUDGET BY FUND		**14,517,207**	**100%**

UNFUNDED PROJECTS

CIP UNFUNDED LIST
FY 2015/16

	Project Title	Project Descriptions	Project Cost
STREET IMPROVEMENT PROJECTS			
1	Quito Road Sidewalk Improvements	This project would fund sidewalk improvements along Quito Road between Highway 85 and Allendale Avenue.	150,000
2	Big Basin Way Turn Around	This project would fund the design and construction of a turn around on Big Basin Way to improve traffic circulation through Saratoga Village.	500,000
TOTAL STREETS UNFUNDED PROJECTS			**$ 650,000**
PARK & TRAIL IMPROVEMENT PROJECTS			
3	Village to Hakone Trail	This project would fund the design and construction of a trail along Big Basin Way from Saratoga Village to Hakone Gardens.	120,000
4	Congress Springs Park North Side Entrance	This project would fund the construction of a trail connecting the residential neighborhood around Cox Avenue east of Highway 85 to the northside of Congress Springs Park.	100,000
5	Via Regina Trail	This project would fund the construction of a pedestrian-equestrian trail connecting Via Regina and Villa Oaks Lane.	60,000
6	Norton/Villa Montalvo Emergency Route	This project would fund the construction of an emergency access road connecting the Montalvo Arts Center parking lot with Norton Road.	1,000,000
7	Joe's Trail at Saratoga de Anza	This project would fund the design and construction of a trail from Saratoga-Sunnyvale Rd. to Arroyo de Arguello.	600,000
TOTAL PARKS AND TRAILS UNFUNDED PROJECTS			**$1,880,000**
FACILITY IMPROVEMENT PROJECTS			
8	Theater Improvements	This project would fund the design and construction of improvements identified in the Civic Theater Master Plan. Improvements include, but are not limted to, the backstage dressing room, restroom annex, and relocation of control booths	1,000,000
9	Solar Panels at City Hall	This project would fund the Installation of Solar Panels on the roof of the City Hall Administration Building in order to provide increased efficiency and energy savings.	120,000
10	Renovate Existing Stage at Community Center	This project would fund ADA accessibility and storage and safety improvements to the Community Center Multi-Purpose Room Stage. Partial funding may be provided through a $10k grant from the Rotary Club.	70,000
11	Community Development Lobby Remodel	This project would fund the remodel of the Community Development lobby area 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
TOTAL FACILITY UNFUNDED PROJECTS			**$1,330,000**
TOTALS			**$3,860,000**

STREET IMPROVEMENT PROGRAM

STREETS PROGRAM

PROGRAM DIRECTORY

STREET PROGRAM SUMMARY		PAGE
Program Summary		313
Project List Summary		314
Project Funding Summary		315
STREET REPAIR AND RESURFACING PROJECTS		
9111-001	Annual Street Resurfacing & Maintenance	318
9113-001	Residential Street Reconstruction	322
9113-002	Roadway Maintenance and Repairs	324
9113-003	EV Stations	326
ROADWAY SAFETY PROJECTS		
9121-001	Roadway Safety & Traffic Calming	330
9121-003	ADA Signal Lights & Curb Cut-outs	332
9122-001	Highway 9 Safety Improvements – Phase II	334
9122-004	Highway 9 Safety Improvements – Phase III	336
9122-005	Highway 9 Safety Improvements – Phase IV	338
9122-006	Prospect/Saratoga OBAG Improvements	340
9122-007	Citywide Signal Upgrades Project - Phase II	342
9122-008	Big Basin Way Turnaround	344
9122-009	Beaumont Traffic Circle	346
STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS		
9133-001	Fruitvale Avenue Median	350
9138-001	Village LED Streetlights	352
SIDEWALK, CURBS & STORM DRAIN PROJECTS		
9141-001	Annual Sidewalk Repairs	356
9141-002	Annual Storm Drain Upgrades	358
9141-004	Curb and Gutter Maintenance and Repairs	360
9142-004	Village Sidewalk & Pedestrian Enhancements	362
9142-005	Saratoga Avenue Sidewalk	364
9142-010	Village Sidewalk & Pedestrian Enhancements Phase II – Design	366
9142-011	Village Sidewalk & Pedestrian Enhancements Phase II – Construction	368
9142-012	Arroyo de Arguello Outfall Repair	370
9142-013	Quito Road Storm Drain	372
9142-014	OBAG Big Basin Way Sidewalk, Curb & Gutter Repair	374
9142-015	El Camino Grande Storm Drain Repair	376
9142-016	Saratoga Hills Storm Drain Improvements	378
9142-017	Long Term Trash Plan Storm Drain Capture Devices	380
9142-018	Wildcat Creek Outfall Repair	382

BRIDGE AND RETAINING WALLS

9152-001	Fourth Street Bridge	386
9152-002	Quito Road Bridges Replacement	388
9152-003	Bridge Maintenance and Repairs	392

STREET UNDERGROUNDING PROJECTS

9171-001	Rule 20A Electric Undergrounding Conversion Projects	396
9171-002	Quito Road Electric Undergrounding Project	398

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 2014/15 Estimated	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expenditures
Street Repair & Resurfacing Projects									
9111-001 Annual Street Resurfacing	7,633,928	927,807	8,561,735	1,108,068	-	-	-	-	9,669,802
9113-001 Residential Street Construction	-	56,388	56,388	543,612	-	-	-	-	600,000
9113-002 Roadway Maintenance and Repairs	-	-	-	375,000	-	-	-	-	375,000
9113-003 EV Stations	-	-	-	25,000	-	-	-	-	25,000
Roadway Safety Improvements									
9121-001 Roadway Safety & Traffic Calming	440,600	24,491	465,091	77,114	50,000	50,000	50,000	50,000	742,205
9121-003 CDBG - ADA Signal Lights	188,286	-	188,286	71,337	-	-	-	-	259,623
9122-001 Highway 9 Safety Improvements - Phase II	1,475,837	144,241	1,620,078	*closed*	-	-	-	-	1,620,078
9122-004 Highway 9 Safety Improvements - Phase III	525,297	13,317	538,614	*closed*	-	-	-	-	538,614
9122-005 Highway 9 Safety Improvements - Phase IV	-	27,378	27,378	1,032,019	-	-	-	-	1,059,396
9122-006 Prospect/Saratoga OBAG Improvements	-	-	-	4,750,825	-	-	-	-	4,750,825
9122-007 Citywide Signal Upgrade Project Phase II	-	1,155	1,155	498,845	-	-	-	-	500,000
9122-008 Big Basin Way Turn Around	-	-	-	*closed*	-	-	-	-	-
9122-009 Beaumont Traffic Circle	-	-		30,000	-	-	-	-	30,000
Street Landscape & Beautification Projects									
9133-001 Fruitvale Avenue Median	143,894	12,718	156,612	*closed*	-	-	-	-	156,612
9138-001 Village LED Streetlights	404,227	1,500	405,727	43,536	-	-	-	-	449,263
Sidewalks, Curbs & Gutters									
9141-001 Annual Sidewalk Repairs	393,250	42,734	435,984	96,702	50,000	50,000	50,000	50,000	732,686
9141-002 Annual Storm Drain Repairs	312,613	51,547	364,160	59,352	50,000	50,000	50,000	50,000	623,512
9141-004 Curb and Gutter Maint & Repairs	-	-	-	50,000	-	-	-	-	50,000
9142-004 Village S/W & Pedestrian Enhancemts	1,128,735	-	1,128,735	114,875	-	-	-	-	1,243,610
9142-005 Saratoga Avenue Sidewalk	113,571	91,055	204,626	31,971	-	-	-	-	236,597
9142-010 Village SW/C/G - Phase II Design	186,427	13,363	199,790	*closed*	-	-	-	-	199,790
9142-011 Village SW/C/G Phase II Construction	99,655	657,744	757,399	363,816	-	-	-	-	1,121,215
9142-012 Arroyo de Arguello Outfall Repair	-	36,122	36,122	33,878	-	-	-	-	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	-	-	-	44,000	-	-	-	-	44,000
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	1,078	-	1,078	585,922	-	-	-	-	587,000
9152-002 Quito Road Bridges	727,735	221,069	948,804	273,283	-	-	-	-	1,222,087
9152-003 Bridge Maintenance and Repairs	-	-	-	50,000	-	-	-	-	50,000
Utility Undergrounding Project									
9171-001 Rule 20A Fund Project	-	-	-	-	-	-	-	-	-
9171-002 Quito Road Undergrounding Project	-	-	-	98,744	-	-	-	-	98,744
Total Project Expenditures	14,518,271	2,322,630	16,840,900	10,801,888	150,000	150,000	150,000	150,000	28,242,788

With the addition of the following six new projects, there are a total of twenty nine active funded projects for FY 2015/16:

- Roadway Maintenance and Repairs
- Residential Street Reconstruction
- Beaumont Traffic Circle
- Curb and Gutter Maintenance and Repairs
- Bridge Maintenance and Repairs
- Electric Vehicle Stations

The following five projects were finalized or discontinued in FY 2014/15:

- Hwy 9 Safety Improvements – Phase II
- Hwy 9 Safety Improvements – Phase III
- Big Basin Way Turnaround
- Fruitvale Avenue Median
- Village SW/CG Phase II - Design

STREET IMPROVEMENT PROGRAM FUNDING SUMMARY

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREETS FUND									
State Roadway Allocations	580,665	-	580,665	-	-	-	-	-	580,665
Road/Refuse Impact Fees	2,053,623	62,989	2,116,611	218,645	-	-	-	-	2,335,256
CIP Project Reimbursements	204,114	30,240	234,353	217,698	-	-	-	-	452,051
Contributions/Assessments	938,684	12,718	951,402	-	-	-	-	-	951,402
Transfer In - General Fund	1,757,464	670,000	2,427,464	1,088,760	150,000	150,000	150,000	150,000	4,116,224
Transfer In - Other CIP	689,150	61,010	750,160	-	-	-	-	-	750,160
Transfer In - Gas Tax	90,000	-	90,000	-	-	-	-	-	90,000
Transfer In - L&L	213,178	-	213,178	-	-	-	-	-	213,178
GRANT FUND									
Federal Grants	2,853,954	651,094	3,505,048	1,774,324	-	-	-	-	5,279,371
State Grants	954,930	100,273	1,055,203	4,481,569	-	-	-	-	5,536,772
Local Grants	8,494	-	8,494	400,000	-	-	-	-	408,494
Transfer In - Other CIP	466,818	-	466,818	-	-	-	-	-	466,818
GAS TAX FUND									
Gas Tax Revenue	5,001,098	764,036	5,765,134	682,717	-	-	-	-	6,447,851
Transfer In - Other CIP	430,676	149,990	580,666	33,878	-	-	-	-	614,544
TOTAL REVENUES	**16,242,848**	**2,502,350**	**18,745,197**	**8,897,591**	**150,000**	**150,000**	**150,000**	**150,000**	**28,242,787**

EXPENDITURES	Prior Year Funded	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREETS FUND									
Salary & Benefits	426,472	106,646	533,118	-	-	-	-	-	533,118
Site Acquisition & Prep	19,356	-	19,356	-	-	-	-	-	19,356
Materials & Supplies	248,409	5,170	253,579	-	-	-	-	-	253,579
Fees & Expenses	35,645	4,734	40,379	-	-	-	-	-	40,379
Consultant/Contract Svs	549,176	62,317	611,493	-	-	-	-	-	611,493
Construction Expenses	3,871,600	355,636	4,227,236	2,566,491	150,000	150,000	150,000	150,000	7,393,728
Reimbursable Expenses	1,858	-	1,858	-	-	-	-	-	1,858
Transfers Out	574,417	61,010	635,427	-	-	-	-	-	635,427
GRANT FUND									
Salary & Benefits	47,312	-	47,312	-	-	-	-	-	47,312
Site Acquisition & Prep	77,423	27,089	104,513	-	-	-	-	-	104,513
Materials & Supplies	150,936	-	150,936	-	-	-	-	-	150,936
Fees & Expenses	19,704	-	19,704	-	-	-	-	-	19,704
Consultant/Contract Svs	775,792	81,223	857,015	-	-	-	-	-	857,015
Construction Expenses	2,719,649	632,865	3,352,513	6,664,187	-	-	-	-	10,016,700
Reimbursable Expenses	28,459	-	28,459	-	-	-	-	-	28,459
Transfers Out	466,818	-	466,818	-	-	-	-	-	466,818
GAS TAX FUND									-
Site Acquisition & Prep	-	11,375	11,375						11,375
Materials & Supplies	80,019	62,965	142,985	-	-	-	-	-	142,985
Fees & Expenses	2,730	777	3,507	-	-	-	-	-	3,507
Consultant/Contract Svs	10,330	112,270	122,600	-	-	-	-	-	122,600
Project Equip & Fixtures	44,790	1,635	46,425	-	-	-	-	-	46,425
Construction Expenses	3,625,378	796,915	4,422,293	1,537,332	-	-	-	-	5,959,625
Transfers Out	742,000	-	742,000	33,878	-	-	-	-	775,878
TOTAL EXPENDITURES	**14,518,271**	**2,322,630**	**16,840,900**	**10,801,888**	**150,000**	**150,000**	**150,000**	**150,000**	**28,242,787**

TOTAL ALL FUND SUMMARY		FY 2014/15 Actuals	Estimated Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
BEGINNING BALANCE		1,724,577		1,904,297	-	-	-	-	
Revenues & Transfers In	16,242,848	2,502,350	**18,745,197**	8,897,591	150,000	150,000	150,000	150,000	**28,242,787**
Expenditures & Transfers Out	14,518,271	2,322,630	**16,840,900**	10,801,888	150,000	150,000	150,000	150,000	**28,242,787**
ENDING BALANCE	**1,724,577**	**1,904,297**	**1,904,297**	**-**	**-**	**-**	**-**	**-**	**-**

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 project funds ongoing street resurfacing and maintenance in order 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 costs for oversight and implementation of the various projects are 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 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
State DOT Prop 42 (TCR)	580,665	-	580,665	-	-	-	-	-	**580,665**
Road/Refuse Impact Fees	2,053,623	62,989	2,116,611	218,645	-	-	-	-	**2,335,256**
Project Reimbursements	70,649	-	70,649	-	-	-	-	-	**70,649**
Transfers In - General Fund	-	-	-	64,760	-	-	-	-	**64,760**
Transfers In - Other CIP	44,073	-	44,073	-	-	-	-	-	**44,073**
TOTAL	**2,749,010**	**62,989**	**2,811,999**	**283,405**	**-**	**-**	**-**	**-**	**3,095,403**
GRANT FUNDS									
State - Prop 1B	466,818	-	466,818	-	-	-	-	-	**466,818**
TOTAL	**466,818**	**-**	**466,818**	**-**	**-**	**-**	**-**	**-**	**466,818**
GAS TAX FUND									
Gas Tax - HUTA	3,567,123	425,473	3,992,596	537,784	-	-	-	-	**4,530,380**
Gas Tax - 7360 (TCR swap)	1,383,976	338,563	1,722,538	144,933	-	-	-	-	**1,867,471**
Transfers In	(324,149)	-	(324,149)	33,878	-	-	-	-	**(290,271)**
TOTAL	**4,626,949**	**764,036**	**5,390,985**	**716,595**	**-**	**-**	**-**	**-**	**6,107,580**
TOTAL REVENUES	**7,842,777**	**827,025**	**8,669,802**	**1,000,000**	**-**	**-**	**-**	**-**	**9,669,802**

EXPENDITURES	Prior Year Funded	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND EXP									
Salary & Benefits	423,201	100,149	523,349	-	-	-	-	-	**523,349**
Materials & Supplies	123,434	(12.10)	123,422	-	-	-	-	-	**123,422**
Fees & Expenses	14,619	-	14,619	-	-	-	-	-	**14,619**
Consultant/Contract Svs	118,035	-	118,035	-	-	-	-	-	**118,035**
Construction Expenses	1,794,173	-	1,794,173	283,405	-	-	-	-	**2,077,578**
Transfers Out	238,400	-	238,400	-	-	-	-	-	**238,400**
TOTAL	**2,711,862**	**100,136.42**	**2,811,999**	**283,405**	**-**	**-**	**-**	**-**	**3,095,404**
GRANT FUND EXP									
Transfers Out	466,818	-	466,818	-	-	-	-	-	**466,818**
TOTAL	**466,818**	**-**	**466,818**	**-**	**-**	**-**	**-**	**-**	**466,818**
GAS TAX EXP									
Materials & Supplies	72,930	62,878	135,808	-	-	-	-	-	**135,808**
Fees & Expenses	2,730	364	3,094	-	-	-	-	-	**3,094**
Consultant/Contract Svs	10,330	2,000	12,330	-	-	-	-	-	**12,330**
Project Equip & Fixtures	23,662	1,635	25,297	-	-	-	-	-	**25,297**
Construction Expenses	3,603,595	760,793	4,364,388	824,663	-	-	-	-	**5,189,051**
Transfers Out	742,000	-	742,000	-	-	-	-	-	**742,000**
TOTAL	**4,455,247**	**827,670**	**5,282,918**	**824,663**	**-**	**-**	**-**	**-**	**6,107,581**
TOTAL EXPENDITURES	**7,633,928**	**927,807**	**8,561,734**	**1,108,068**	**-**	**-**	**-**	**-**	**9,669,802**

STREET REPAIR & RESURFACING PROJECTS

ANNUAL STREET RESURFACING – CONTINUED 9111-001

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Project Activity
CIP STREET FUND									
Beginning Balance		37,147		-	-	-	-	-	-
Revenues & T/I	2,749,010	62,989	2,811,999	283,405	-	-	-	-	**3,095,404**
Expenditures & T/O	2,711,862	100,136	2,811,999	283,405	-	-	-	-	**3,095,404**
Ending Balance	**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		171,702		108,068	-	-	-	-	-
Revenues & T/I	4,626,949	764,036	5,390,985	716,595	-	-	-	-	**6,107,580**
Expenditures & T/O	4,455,247	827,670	5,282,918	824,663	-	-	-	-	**6,107,580**
Ending Balance	**171,702**	**108,068**	**108,068**	-	-	-	-	-	-
TOTAL BALANCE	**208,850**	**108,068**	**108,068**	-	-	-	-	-	-

STREET REPAIR & RESURFACING PROJECTS

Project Name	Residential Street Reconstruction	**Project Number**	9113-001
Department	Public Works	**Project Manager**	John Cherbone

Description This project will fund the reconstruction of streets that 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 a $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 Engineering, administrative, and maintenance staff costs for oversight and implementation of the various projects are incorporated into the operating budget.

STREET REPAIR & RESURFACING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design Phase	N/A	Begin Design
Prepare Agreements	March 2015	Prepare Agreement
Estimated Construction Start	May 2015	Begin Construction
Estimated Completion Date	June 2016	Project is Complete

RESIDENTIAL STREET CONSTRUCTION 9113-001

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	300,000	300,000	300,000	-	-	-	-	**600,000**
TOTAL REVENUES	**-**	**300,000**	**300,000**	**300,000**	**-**	**-**	**-**	**-**	**600,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Salary & Benefits	-	4,935	4,935	-	-	-	-	-	**4,935**
Materials & Supplies	-	1,503	1,503	-	-	-	-	-	**1,503**
Fees & Expenses	-	1,329	1,329	-	-	-	-	-	**1,329**
Construction Expenses	-	48,621	48,621	543,612	-	-	-	-	**592,232**
TOTAL EXPENDITURES	**-**	**56,388**	**56,388**	**543,612**	**-**	**-**	**-**	**-**	**600,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		243,612	-	-	-	-	**-**
Revenues & T/I	-	300,000	300,000	300,000	-	-	-	-	**600,000**
Expenditures & T/O	-	56,388	56,388	543,612	-	-	-	-	**600,000**
ENDING BALANCE	**-**	**243,612**	**243,612**	**-**	**-**	**-**	**-**	**-**	**-**

STREET REPAIR & RESURFACING PROJECTS

Project Name	Roadway Maintenance and Repairs	**Project Number**	9113-002
Department	Public Works	**Project Manager**	John Cherbone

Description This project includes traffic light repair, striping and signage, curb and gutter repairs, street materials and miscellaneous roadway repairs.

Location Roadways to be repaired are located throughout the City

Project Background As a result of the downturn in the economy, funds normally used for Annual Street Resurfacing projects were used for traffic light repairs, striping and signage, curb & gutter repairs, street materials, and miscellaneous roadway repairs. With these funds being used for other street purposes, the surface areas of the City's roads have deteriorated over the past five years. The City has utilized grant awards to address maintenance and repairs along the City's arterial roadways with great effectiveness, however, maintenance on collectors and residential streets have backlogged.

This project represents an initial $375,000 commitment to address maintenance issues on the City's collector and residential streets. Streets that are not maintained on a regular basis may suffer severe damage resulting in costly road reconstruction.

This project is funded by a transfer from the General Fund CIP Reserve.

Operating Budget Impacts Engineering, administrative, and maintenance staff costs for oversight and implementation of the various projects are incorporated into the operating budget.

STREET REPAIR & RESURFACING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design Phase	To Be Determined	
Prepare Agreements	To Be Determined	
Estimated Construction Start	To Be Determined	
Estimated Completion Date	To Be Determined	

ROADWAY MAINTENANCE & REPAIRS 9113-002

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	375,000	-	-	-	-	**375,000**
TOTAL REVENUES	**-**	**-**	**-**	**375,000**	**-**	**-**	**-**	**-**	**375,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	375,000	-	-	-	-	**375,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**375,000**	**-**	**-**	**-**	**-**	**375,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	375,000	-	-	-	-	**375,000**
Expenditures & T/O	-	-	-	375,000	-	-	-	-	**375,000**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

STREET REPAIR & RESURFACING PROJECTS

Project Name	EV Charging Stations	**Project Number**	9113-003
Department	Public Works	**Project Manager**	John Cherbone

Description This project will provide matching funds for grants that will fund the installation of Electronic Vehicle (EV) charging stations in the City

Location Stations to be installed in locations throughout the City

Project Background This $25,000 project represents matching funds for grants related to the installation of additional EV charging stations in the City. The City desires to install additional EV charging stations with emphasis on other locations within Saratoga Village. The City currently has 4 electronic vehicle charging stations with two locations in Saratoga Village, and one location at the Saratoga Library and City Hall, respectively. .

This project is funded by a transfer from the General Fund

Operating Budget Impacts Engineering, administrative, and maintenance staff costs for oversight and implementation of the various projects are incorporated into the operating budget.

STREET REPAIR & RESURFACING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Grant Application	To Be Determined	Awaiting grant opportunities
Notice of Grant Award	To Be Determined	
Estimated Construction Start	To Be Determined	
Estimated Completion Date	To Be Determined	

ELECTRONIC VEHICLE CHARGING STATIONS 9113-003

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	25,000	-	-	-	-	**25,000**
TOTAL REVENUES	**-**	**-**	**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	25,000	-	-	-	-	**25,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	25,000	-	-	-	-	**25,000**
Expenditures & T/O	-	-	-	25,000	-	-	-	-	**25,000**
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.

Locations identified for Fiscal Year 2015/16 include Arroyo De Arguello, Thelma Avenue and Hammons Avenue, Tweed Court and Scotland Drive and others as they are determined by the Traffic Safety Commission and the City Traffic Engineer. Improvements include striping, signage, education and direct enforcement.

Operating Budget Impacts

Engineering, administrative, and maintenance staff costs for oversight and implementation of the various projects are 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 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Project Reimbursement	-	850	850	-	-	-	-	-	**850**
Transfers In - General Fund	441,355	50,000	491,355	50,000	50,000	50,000	50,000	50,000	**741,355**
TOTAL REVENUES	**441,355**	**50,850**	**492,205**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**742,205**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Materials & Supplies	63,727	-	63,727	-	-	-	-	-	**63,727**
Fees & Expenses	310	-	310	-	-	-	-	-	**310**
Consultant/Contract Svs	106,920	19,606	126,526	-	-	-	-	-	**126,526**
Construction Expenses	269,642	4,885	274,527	77,114	50,000	50,000	50,000	50,000	**551,641**
TOTAL EXPENDITURES	**440,600**	**24,491**	**465,091**	**77,114**	**50,000**	**50,000**	**50,000**	**50,000**	**742,205**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		755		27,114	-	-	-	-	**-**
Revenues & T/I	441,355	50,850	492,205	50,000	50,000	50,000	50,000	50,000	**742,205**
Expenditures & T/O	440,600	24,491	465,091	77,114	50,000	50,000	50,000	50,000	**742,205**
ENDING BALANCE	**755**	**27,114**	**27,114**	**-**	**-**	**-**	**-**	**-**	**-**

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.

At this time, additional CDBG funding is not available for this project. This project is on hold until an alternative funding source, or additional CDBG funding is identified and secured.

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	On Hold	Prepare plans and specifications
Begin Bid Process	On Hold	Invite contractors to bid on the project
Contract Award	On Hold	Award contract
Estimated Construction Start	On Hold	Construction project begins
Estimated Completion Date	On Hold	Project is completed

ADA SIGNAL LIGHTS & CURB CUT-OUTS 9121-003

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfer In - From General Fund	188,286	-	**188,286**	-	-	-	-	-	**188,286**
TOTAL	**188,286**	**-**	**188,286**	**-**	**-**	**-**	**-**	**-**	**188,286**
GRANT FUNDS									
CDBG - ADA Grant	-	-	**-**	71,337	-	-	-	-	**71,337**
TOTAL	**-**	**-**	**-**	**71,337**	**-**	**-**	**-**	**-**	**71,337**
TOTAL REVENUES	**188,286**	**-**	**188,286**	**71,337**	**-**	**-**	**-**	**-**	**259,623**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Fees & Expenses	1,023	-	**1,023**	-	-	-	-	-	**1,023**
Consultant/Contract Svs	83,816	-	**83,816**	-	-	-	-	-	**83,816**
Construction Expenses	103,447	-	**103,447**	-	-	-	-	-	**103,447**
TOTAL	**188,286**	**-**	**188,286**	**-**	**-**	**-**	**-**	**-**	**188,286**
GRANT FUNDS									
Construction Expenses	-	-	**-**	71,337	-	-	-	-	**71,337**
TOTAL	**-**	**-**	**-**	**71,337**	**-**	**-**	**-**	**-**	**71,337**
TOTAL EXPENDITURES	**188,286**	**-**	**188,286**	**71,337**	**-**	**-**	**-**	**-**	**259,623**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL				-	-	-	-	-	**-**
Revenues & T/I	188,286	-	**188,286**	-	-	-	-	-	**188,286**
Expenditures & T/O	188,286	-	**188,286**	-	-	-	-	-	**188,286**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
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. This phase was completed in Fiscal Year 2014/15.

Phase III included improvements to the Austin Way and Highway 9 intersection and additional bicycle improvements on Highway 9. Phase III was completed in Fiscal Year 2014/15.

Phase IV will complete the interior section of the project.

Operating Budget Impacts

Project management, engineering oversight, and grant reporting costs were incorporated into the operating budget. Now complete, the City will see a minimal increase in maintenance costs associated with the upkeep of pathways, retaining walls, and curbs.

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
Construction Start	July 2012	Construction project begins
Completion Date	December 2014	Project is completed

HIGHWAY 9 SAFETY IMPROVEMENTS PHASE II 9122-001

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Project Reimbursements	33,610	40,587	74,197	-	-	-	-	-	**74,197**
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	**217,770**	**40,587**	**258,357**	**-**	**-**	**-**	**-**	**-**	**258,357**
GRANT FUND									
Federal - HSIP Grant	803,900	95,821	899,721	-	-	-	-	-	**899,721**
Federal CMAQ	458,325	3,675	462,000	-	-	-	-	-	**462,000**
TOTAL	**1,262,225**	**99,496**	**1,361,721**	**-**	**-**	**-**	**-**	**-**	**1,361,721**
TOTAL REVENUES	**1,479,995**	**140,084**	**1,620,078**	**-**	**-**	**-**	**-**	**-**	**1,620,078**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Salary & Benefits	3,271	1,562	4,833	-	-	-	-	-	**4,833**
Fees & Expenses	1,647	-	1,647	-	-	-	-	-	**1,647**
Consultant/Contract Svs	58,842	-	58,842	-	-	-	-	-	**58,842**
Construction Expenses	101,801	-	101,801	-	-	-	-	-	**101,801**
Transfers Out	46,154	45,079	91,233	-	-	-	-	-	**91,233**
TOTAL	**211,716**	**46,641**	**258,357**	**-**	**-**	**-**	**-**	**-**	**258,357**
GRANT FUND									
Salary & Benefits	29,369	-	29,369	-	-	-	-	-	**29,369**
Fees & Expenses	12,515	-	12,515	-	-	-	-	-	**12,515**
Consultant/Contract Svs	448,504	-	448,504	-	-	-	-	-	**448,504**
Construction Expenses	773,734	97,600	871,334	-	-	-	-	-	**871,334**
TOTAL	**1,264,121**	**97,600**	**1,361,721**	**-**	**-**	**-**	**-**	**-**	**1,361,721**
TOTAL EXPENDITURES	**1,475,837**	**144,241**	**1,620,078**	**-**	**-**	**-**	**-**	**-**	**1,620,078**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
Beginning Balance		6,054		-	-	-	-	-	**-**
Revenues & T/I	217,770	40,587	258,357	-	-	-	-	-	**258,357**
Expenditures & T/O	211,716	46,641	258,357	-	-	-	-	-	**258,357**
Ending Balance	**6,054**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		(1,896)		-	-	-	-	-	**-**
Revenues & T/I	1,262,225	99,496	1,361,721	-	-	-	-	-	**1,361,721**
Expenditures & T/O	1,264,121	97,600	1,361,721	-	-	-	-	-	**1,361,721**
Ending Balance	**(1,896)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**4,158**	**-**	**1,361,721**	**-**	**-**	**-**	**-**	**-**	**-**

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. This phase was completed in Fiscal Year 2014/15.

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 costs were incorporated into the operating budget. Now complete, the City will see a minimal increase in maintenance costs associated with the upkeep of pathways, retaining walls, and curbs.

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	December 2014	Project is completed

HIGHWAY 9 SAFETY IMPROVEMENTS – PHASE III 9122-004

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Project Reimbursements	39,312	(11,197)	28,115	-	-	-	-	-	**28,115**
Transfers In - Other CIP	21,154	-	21,154	-	-	-	-	-	**21,154**
TOTAL	**60,466**	**(11,197)**	**49,269**	**-**	**-**	**-**	**-**	**-**	**49,269**
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**	**(11,197)**	**538,614**	**-**	**-**	**-**	**-**	**-**	**538,614**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Fees & Expenses	78	-	78	-	-	-	-	-	**78**
Consultant/Contract Svs	35,873	-	35,873	-	-	-	-	-	**35,873**
Transfers Out	-	13,317	13,317	-	-	-	-	-	**13,317**
TOTAL	**35,952**	**13,317**	**49,269**	**-**	**-**	**-**	**-**	**-**	**49,269**
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**	**13,317**	**538,614**	**-**	**-**	**-**	**-**	**-**	**538,614**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		24,514		-	-	-	-	-	**-**
Revenues & T/I	60,466	(11,197)	49,269	-	-	-	-	-	**49,269**
Expenditures & T/O	35,952	13,317	49,269	-	-	-	-	-	**49,269**
ENDING FUND BALANCE	**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**	**-**	**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, reimbursements from other agencies and a transfer of surplus funds ($58,396) remaining in Phase II ($45,079) and Phase III ($13,317) in Fiscal Year 2014/15.

Operating Budget Impacts

Project management, engineering oversight, and grant reporting staff costs for this project are incorporated into the operating budget. Once completed, there will be a minimal increase in maintenance costs 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 2015	Council approves plans and authorizes bidding the project
Contract Award	January 2016	Council awards contract
Estimated Construction Start	March 2016	Construction project begins
Estimated Completion Date	August 2016	Project is completed

HIGHWAY 9 SAFETY IMPROVEMENTS PHASE IV 9122-005

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Project Reimbursements	-	-	-	11,000	-	-	-	-	**11,000**
Transfers In - Other CIP	-	58,396	58,396	-	-	-	-	-	**58,396**
Transfers In - Gas Tax	90,000	-	90,000	-	-	-	-	-	**90,000**
TOTAL	**90,000**	**58,396**	**148,396**	**11,000**	**-**	**-**	**-**	**-**	**159,396**
GRANT FUND									
Federal - HSIP Grant	-	-	-	900,000	-	-	-	-	**900,000**
TOTAL	**-**	**-**	**-**	**900,000**	**-**	**-**	**-**	**-**	**900,000**
TOTAL REVENUES	**90,000**	**58,396**	**148,396**	**911,000**	**-**	**-**	**-**	**-**	**1,059,396**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Fees & Expenses	-	1,000	1,000	-	-	-	-	-	**1,000**
Consultant/Contract Svs	-	26,378	26,378	-	-	-	-	-	**26,378**
TOTAL	**-**	**27,378**	**27,378**	**132,019**	**-**	**-**	**-**	**-**	**159,396**
GRANT FUND									
Construction Expenses	-	-	-	900,000	-	-	-	-	**900,000**
TOTAL	**-**	**-**	**-**	**900,000**	**-**	**-**	**-**	**-**	**900,000**
TOTAL EXPENDITURES	**-**	**27,378**	**27,378**	**1,032,019**	**-**	**-**	**-**	**-**	**1,059,396**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		90,000		121,019	-	-	-	-	**-**
Revenues & T/I	90,000	58,396	**148,396**	11,000	-	-	-	-	**159,396**
Expenditures & T/O	-	27,378	**27,378**	132,019	-	-	-	-	**159,396**
ENDING FUND BALANCE	**90,000**	**121,019**	**121,018**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
BEGINNING BALANCE		-		-	-	-	-	-	**-**
Revenues & T/I	-	-	**-**	900,000	-	-	-	-	**900,000**
Expenditures & T/O	-	-	**-**	900,000	-	-	-	-	**900,000**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**90,000**	**121,019**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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.

This project is funded by a $4.2 million OBAG grant and City matching funds in the amount of $544,825 from the Gas Tax fund.

Operating Budget Impacts

Project management, engineering oversight, and grant reporting staff costs for this project are incorporated into the operating budget. Once completed, there will be a minimal increase in maintenance costs. However, the improvements will increase safety for pedestrians, bicyclists and commuters, reduce accidents, and, therefore, reduce liability risk.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	April 2015	Prepare plans and specifications
Begin Bid Process	January 2016	Council authorizes bidding the project
Contract Awarded	February 2016	Council approved vendor
Estimated Construction Start	February 2016	Construction project begins
Estimated Completion Date	December 2016	Project is completed

PROSPECT/SARATOGA OBAG IMPROVEMENTS 9122-006

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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		544,825	-	-	-	-	**-**
Revenues & T/I	544,825	-	**544,825**	-	-	-	-	-	**544,825**
Expenditures & T/O	-	-	**-**	544,825	-	-	-	-	**544,825**
ENDING FUND BALANCE	**544,825**	**544,825**	**544,825**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**544,825**	**544,825**	**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. Phase I of the project included developing updated signal coordination plans during the morning, afternoon, and evening periods for the signalized intersections in the City of Saratoga.

Phase I: Upgrade hardware and software at all City signals, and provide inter-connect 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. Inter-connect 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

Project management, engineering, administrative oversight and grant reporting staff costs for this project are 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 Design Phase	June 2015	Prepare plans and specification
Begin Bid Process	January 2016	Council authorizes bidding the project
Contract Awarded	February 2016	Council approves vendor
Estimated Construction Start	February 2016	Construction project begins
Estimated Completion Date	December 2016	Project is completed

CITYWIDE SIGNAL UPGRADE PROJECT PHASE II 9122-007

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
GRANT FUNDS									
Local - VTA Grant	-	-	-	400,000	-	-	-	-	**400,000**
TOTAL	**-**	**-**	**-**	**400,000**	**-**	**-**	**-**	**-**	**400,000**
GAS TAX FUND									
Transfer In - Gas Tax	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
GRANT FUNDS									
Consultant/Contract Svs	-	924	924	-	-	-	-	-	**924**
Construction Expenses	-	-	-	399,076	-	-	-	-	**399,076**
TOTAL	**-**	**924**	**924**	**399,076**	**-**	**-**	**-**	**-**	**400,000**
GAS TAX FUND									
Consultant/Contract Svs	-	231	231	-	-	-	-	-	**231**
TOTAL	**-**	**231**	**231**	**99,769**	**-**	**-**	**-**	**-**	**100,000**
TOTAL EXPENDITURES	**-**	**1,155**	**1,155**	**498,845**	**-**	**-**	**-**	**-**	**500,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
GRANT FUNDS									
BEGINNING BALANCE		-		(924)	-	-	-	-	**-**
Revenues & T/I	-	-	**-**	400,000	-	-	-	-	**400,000**
Expenditures & T/O	-	924	**924**	399,076	-	-	-	-	**400,000**
ENDING BALANCE	**-**	**(924)**	**(924)**	**-**	**-**	**-**	**-**	**-**	**-**
GAS TAX FUND									
BEGINNING FUND BAL	-	100,000		99,769	-	-	-	-	**-**
Revenues & T/I	100,000	-	**100,000**	-	-	-	-	-	**100,000**
Expenditures & T/O	-	231	**231**	99,769	-	-	-	-	**100,000**
ENDING FUND BALANCE	**100,000**	**99,769**	**99,769**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING FUND BALANCE	**100,000**	**98,845**	**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 was completed in Fiscal Year 2014/15. The project is feasible but unfunded until additional funding sources are identified and secured.

Operating Budget Impacts The costs associated with oversight of this project were incorporated into the operating budget.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design/Feasibility Phase		
Completion Date		

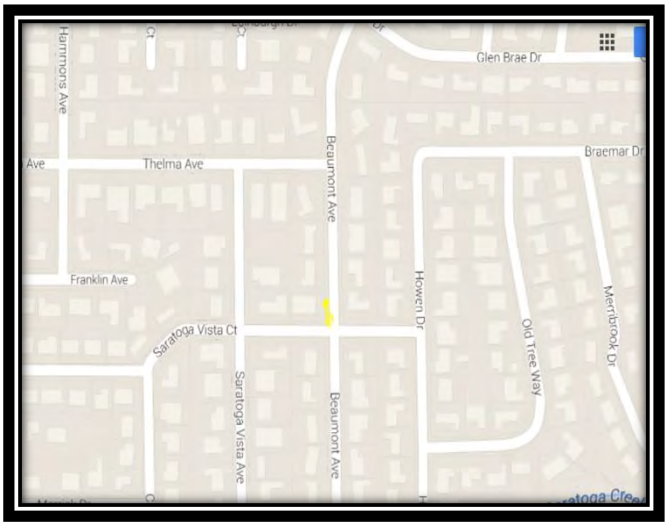
BIG BASIN WAY TURNAROUND 9122-008

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	-	-	-	-	-	-	-	-	-

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-	-	-	-	-	-

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	-	-	-	-	-	-	-	-	-
Expenditures & T/O	-	-	-	-	-	-	-	-	-
ENDING BALANCE	-	-	-	-	-	-	-	-	-

ROADWAY SAFETY PROJECTS



Project Name	Beaumont Avenue Traffic Circle	**Project Number**	9122-009
Department	Public Works	**Project Manager**	John Cherbone

Description This project will fund the installation of a traffic circle on Beaumont Avenue.

Location The traffic circle would be located at the intersection of Beaumont Avenue and Saratoga Vista Court.

Project Background Beaumont Avenue is a two-lane collector street that extends north-south between Herriman Avenue and Glasgow Drive. The posted speed limit on Beaumont Avenue is 25 mph. Over the past decade, there have been a handful of residents living on Beaumont Avenue or near Beaumont Avenue who have spoken at the Traffic Safety Commission (TSC) expressing their concerns about traffic safety and speeding vehicles in that area. In the last 2 years, the issue of speeding at Beaumont has been discussed by the TSC at four separate meetings.

Residents have requested speed bumps, traffic signals and stops signs for that area. The City's traffic engineer has stated that there are not enough warrants to justify these specific traffic calming methods at this location. In 2013, the City conducted its regularly scheduled speed survey and the 85th percentile speeds were observed to be approximately 35 miles per hour on Beaumont Avenue between Herriman Avenue and Glasgow Drive.

The observed speeds would indicate that the speed limit should be posted at 35 mph. The observed speeds have increased by 2-3 miles per hour since the last speed survey was conducted in 2006. In order for traffic deputies to enforce the speed in that area, the speed limits posted would have to be increased to reflect the 85th percentile speeds. At this time, the City has not made any decisions to increase posted speed limits at various residential collector streets. City staff recommends placing a traffic circle in that location to reduce vehicle speeds.

This project is funded by a transfer from the General Fund.

Operating Budget Impacts Costs associated with engineering, administrative and staff time for oversight and implementation of the project are incorporated into the operating budget.

ROADWAY SAFETY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	December 2015	Prepare plans and specification
Begin Bid Process	April 2016	Council authorizes bidding the project
Contract Awarded	May 2016	Council approves vendor
Estimated Construction Start	May 2016	Construction project begins
Estimated Completion Date	August 2016	Project is completed

BEAUMONT AVENUE TRAFFIC CIRCLE 9122-009

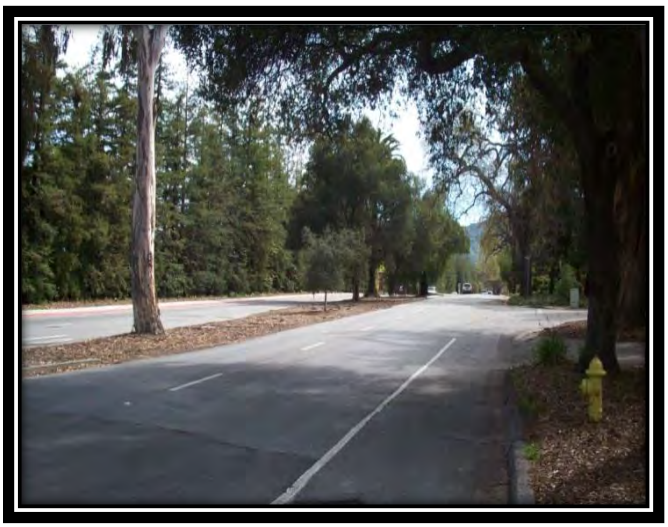
REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	30,000	-	-	-	-	**30,000**
TOTAL REVENUES	**-**	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**30,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	30,000	-	-	-	-	**30,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**30,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	30,000	-	-	-	-	**30,000**
Expenditures & T/O	-	-	-	30,000	-	-	-	-	**30,000**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS

STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS



Project Name	Fruitvale Avenue Median Improvements	**Project Number**	9133-001
Department	Public Works	**Project Manager**	Kevin Meek

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

Location This project is located on Fruitvale Avenue between Allendale Avenue and San Marcos Road

Project Background The West Valley College and City of Saratoga Joint Median Beautification Project involved the installation of an irrigation system and landscaping on Fruitvale Avenue between Allendale Avenue and San Marcos Road. The project included restoring the edge of the median and repairing the drainage system.

The now completed project totaled $156,612. The sources of funding for this project included $90,000 from West Valley College, $3,864 from the Saratoga Monte Sereno Community Foundation, $50,000 from the City of Saratoga's Gas Tax Fund and a $12,718 refund from PG&E that installed a solar irrigation system.

Operating Budget Impacts Engineering, administrative and staff time for oversight and implementation of the project was incorporated into the operating budget. The City anticipates spending an annual amount of $14,400 for water and landscaping maintenance services to maintain the median.

STREET LANDSCAPE & BEAUTIFICATION IMPROVEMENTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Bid	July 2012	
Contract Award	February 2013	Award construction contract
Irrigation Completion	March 2013	Irrigation project is complete
Planting Completion	June 2015	Planting project is complete

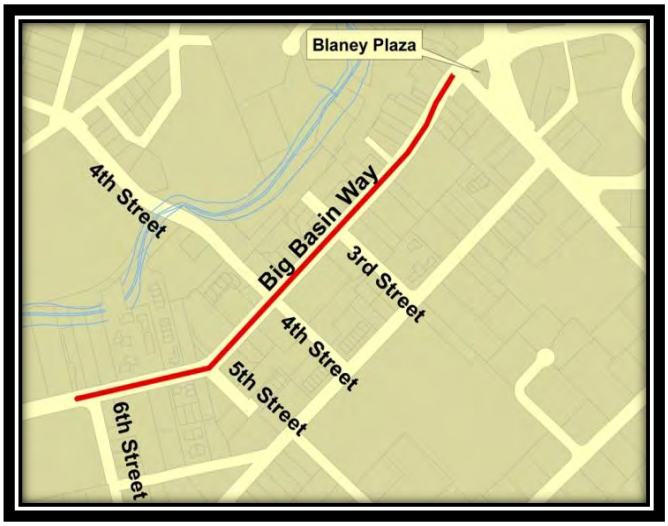
FRUITVALE AVENUE MEDIAN IMPROVEMENTS 9133-001

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Contributions and Donations	93,894	12,718	**106,612**	-	-	-	-	-	**106,612**
TOTAL	**93,894**	**12,718**	**106,612**	**-**	**-**	**-**	**-**	**-**	**106,612**
GAS TAX FUND									
Transfers In - Gas Tax	50,000	-	**50,000**	-	-	-	-	-	**50,000**
TOTAL	**50,000**	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
TOTAL REVENUES	**143,894**	**12,718**	**156,612**	**-**	**-**	**-**	**-**	**-**	**156,612**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Materials & Supplies	24,675	-	**24,675**	-	-	-	-	-	**24,675**
Fees & Expenses	8,380	-	**8,380**	-	-	-	-	-	**8,380**
Construction Expenses	60,839	12,718	**73,557**	-	-	-	-	-	**73,557**
TOTAL EXPENDITURES	**93,894**	**12,718**	**106,612**	**-**	**-**	**-**	**-**	**-**	**106,612**
GAS TAX EXP									
Materials & Supplies	7,089	-	7,089	-	-	-	-	-	**7,089**
Project Equip & Fixtures	21,128	-	21,128	-	-	-	-	-	**21,128**
Construction Expenses	21,783	-	21,783	-	-	-	-	-	**21,783**
TOTAL	**50,000**	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
TOTAL EXPENDITURES	**143,894**	**12,718**	**156,612**	**-**	**-**	**-**	**-**	**-**	**156,612**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	93,894	12,718	**106,612**	-	-	-	-	-	**106,612**
Expenditures & T/O	93,894	12,718	**106,612**	-	-	-	-	-	**106,612**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
GAS TAX FUND									
Beginning Balance		-		-					-
Revenues & T/I	50,000	-	50,000		-	-	-	-	**50,000**
Expenditures & T/O	50,000	-	50,000	-	-	-	-	-	**50,000**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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 2015	Project completed. Final administrative tasks nearly complete

VILLAGE LED STREET LIGHTS 9138-001

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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	376,906	1,328	**378,234**	38,529	-	-	-	-	**416,763**
TOTAL GRANT FUND	**376,906**	**1,328**	**378,234**	**38,529**	**-**	**-**	**-**	**-**	**416,763**
TOTAL REVENUES	**409,406**	**1,328**	**410,734**	**38,529**	**-**	**-**	**-**	**-**	**449,263**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Fees & Expenses	534	-	534	-	-	-	-	-	**534**
Consultant/Contract Svs	-	172	172	-	-	-	-	-	**172**
Construction Expenses	26,786	-	26,786	5,007	-	-	-	-	**31,793**
TOTAL STREET FUND	**27,320**	**172**	**27,493**	**5,007**	**-**	**-**	**-**	**-**	**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	1,328	6,953	-	-	-	-	-	**6,953**
Construction Expenses	206,483	-	206,483	38,529	-	-	-	-	**245,011**
Reimbursable Expenses	19,611	-	19,611	-	-	-	-	-	**19,611**
TOTAL GRANT FUND	**376,906**	**1,328**	**378,234**	**38,529**	**-**	**-**	**-**	**-**	**416,763**
TOTAL EXPENDITURES	**404,227**	**1,500**	**405,727**	**43,536**	**-**	**-**	**-**	**-**	**449,263**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
BEGINNING BALANCE		5,180		5,007	-	-	-	-	-
Revenues & T/I	32,500	-	**32,500**	-	-	-	-	-	**32,500**
Expenditures & T/O	27,320	172	**27,493**	5,007	-	-	-	-	**32,500**
ENDING BALANCE	**5,180**	**5,008**	**5,007**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
BEGINNING BALANCE		-		-	-	-	-	-	-
Revenues & T/I	376,906	1,328	**378,234**	38,529	-	-	-	-	**449,263**
Expenditures & T/O	376,906	1,328	**378,234**	38,529	-	-	-	-	**449,263**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS

SIDEWALKS, CURBS & STORM DRAINS

Project Name	Annual Sidewalk Repairs	**Project Number**	9141-001
Department	Public Works	**Project Manager**	Rick Torres

Description This project 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 throughout 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 Costs associated with engineering, administrative and staff time for oversight and implementation of the project are incorporated into 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 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - GF	431,105	50,000	481,105	50,000	50,000	50,000	50,000	50,000	**731,105**
Transfers In - Other CIP	1,581	-	1,581	-	-	-	-	-	**1,581**
TOTAL REVENUES	**432,686**	**50,000**	**482,686**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**732,686**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Fees & Expenses	312	-	312	-	-	-	-	-	**312**
Consultant/Contract Svs	675	-	675	-	-	-	-	-	**675**
Construction Expenses	392,263	42,734	434,997	96,702	50,000	50,000	50,000	50,000	**731,699**
Transfers Out	-	-	-	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**393,250**	**42,734**	**435,984**	**96,702**	**50,000**	**50,000**	**50,000**	**50,000**	**732,686**

		FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		39,437		46,702	-	-	-	-	**-**
Revenues & T/I	432,686	50,000	**482,686**	50,000	50,000	50,000	50,000	50,000	**732,686**
Expenditures & T/O	393,250	42,734	**435,984**	96,702	50,000	50,000	50,000	50,000	**732,686**
ENDING BALANCE	**39,437**	**46,702**	**46,702**	**-**	**-**	**-**	**-**	**-**	**-**

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 additional repair and liability costs.

This project is funded by an annual transfer of $50,000 from the General Fund.

Operating Budget Impacts Costs associated with engineering, administrative and staff time for oversight and implementation of the project are incorporated into 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 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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	311,313	50,000	361,313	50,000	50,000	50,000	50,000	50,000	**611,313**
TOTAL REVENUES	**323,512**	**50,000**	**373,512**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**623,512**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2011/12	2012/13	2013/14	2014/15	Total Project Expended
CIP STREET FUND									
Materials & Supplies	2,449	1,060	3,510	-	-	-	-	-	**3,510**
Fees & Expenses	1,977	-	1,977	-	-	-	-	-	**1,977**
Consultant/Contract Svs	-	416	416	-	-	-	-	-	**416**
Construction Expenses	308,186	19,271	327,457	90,152	50,000	50,000	50,000	50,000	**617,609**
TOTAL EXPENDITURES	**312,613**	**20,747**	**333,360**	**90,152**	**50,000**	**50,000**	**50,000**	**50,000**	**623,512**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2011/12	2012/13	2013/14	2014/15	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		10,899		40,152	-	-	-	-	**-**
Revenues & T/I	323,512	50,000	373,512	50,000	50,000	50,000	50,000	50,000	**623,512**
Expenditures & T/O	312,613	20,747	333,360	90,152	50,000	50,000	50,000	50,000	**623,512**
ENDING FUND BALANCE	**10,899**	**40,152**	**40,152**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS

Project Name	Curb and Gutter Maintenance and Repairs	**Project Number**	9141-004
Department	Public Works	**Project Manager**	Rick Torres

Description This project funds the repair and replacement of curbs and gutters.

Location This project is located citywide.

Project Background This project represents an initial commitment of $50,000 to fund the repair and replacement of curbs and gutters. Specific locations that require curb and gutter improvements have been identified throughout the City. Repairs and replacement are prioritized in coordination with the Annual Street Resurfacing program.

Curbs and gutters need to be maintained on a regular basis. Ongoing repairs prevent flooding through improved water runoff. Additionally, well maintained curbs and gutters improve pedestrian and bicycle safety by reducing tripping hazards. Damage to curbs and gutters is most frequently caused by tree roots or impact from a heavy vehicle.

This project is funded by a transfer of $50,000 from the General Fund.

Operating Budget Impacts Costs associated with engineering, administrative and staff time for oversight and implementation of the project are incorporated into the operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	To Be Determined	Prepare plans and specifications
Begin Bid Process	To Be Determined	Invite contractors to bid on projects
Contract Awarded	To Be Determined	Vendor selected
Estimated Construction Start	To Be Determined	Construction project begins
Estimated Completion Date	June 2016	Repairs completed

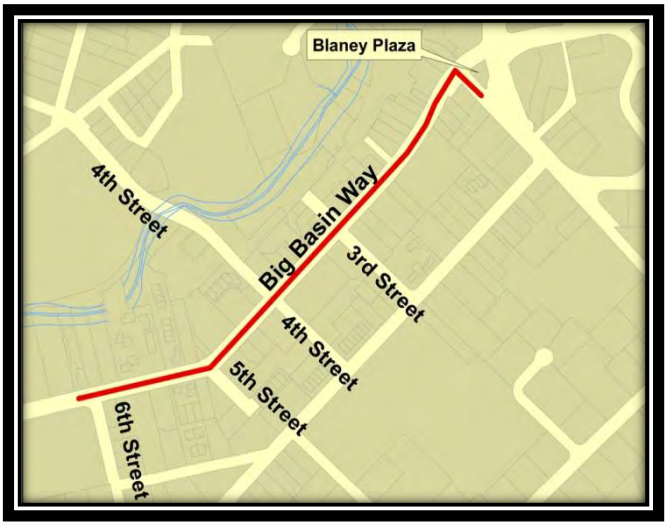
CURB AND GUTTER MAINTENANCE AND REPAIRS 9141-004

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	50,000	-	-	-	-	**50,000**
Transfers In - Other CIP	-	-	-	-	-	-	-	-	**-**
TOTAL REVENUES	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**50,000**

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

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2011/12	2012/13	2013/14	2014/15	Total Project Activity
CIP STREET FUND									
BEGINNING FUND BAL		-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	50,000	-	-	-	-	**50,000**
Expenditures & T/O	-	-	-	50,000	-	-	-	-	**50,000**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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 included pedestrian bulb-outs and enhanced crosswalks that will make pedestrians more visible to drivers. Plans also included 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 Project management, engineering oversight, and grant reporting staff costs for this project are incorporated into the operating budget. The project will result in increased maintenance costs as the City will be responsible for caring for additional 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.

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, 2015	Project is complete. Final administrative tasks nearly complete

VILLAGE SIDEWALK & PEDESTRIAN IMPROVEMENTS 9142-004

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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)	335,184	-	335,184	89,816	-	-	-	-	**425,000**
TOTAL GRANT FUND	**335,184**	**-**	**335,184**	**89,816**	**-**	**-**	**-**	**-**	**425,000**
TOTAL REVENUES	**1,153,793**	**-**	**1,153,793**	**89,816**	**-**	**-**	**-**	**-**	**1,243,610**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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	257,363	-	257,363	-	-	-	-	-	**257,363**
TOTAL STREET FUND	**793,551**	**-**	**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	**1,128,735**	**-**	**1,128,735**	**114,875**	**-**	**-**	**-**	**-**	**1,243,610**

	Prior Year Activity	FY 2014/15 Actuals	Estimated Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
Beginning Balance		25,059		25,059	-	-	-	-	**-**
Revenues & T/I	818,610	-	818,610	-	-	-	-	-	**818,610**
Expenditures & T/O	793,551	-	793,551	25,059	-	-	-	-	**818,610**
ENDING FUND BALANCE	**25,059**	**25,059**	**25,059**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		-		-	-	-	-	-	**-**
Revenues & T/I	335,184	-	335,184	89,816	-	-	-	-	**425,000**
Expenditures & T/O	335,184	-	335,184	89,816	-	-	-	-	**425,000**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**25,059**	**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.

This project has been ongoing since 1992 and will continue until all sidewalk gaps are closed. Additional funding needs to be identified and secured in order to close the final sidewalk gaps located on Saratoga Avenue near La Paloma and Lutheria Way.

Work for this project is conducted by a contractor and managed by City staff.

Operating Budget Impacts Project management, engineering oversight, and grant reporting staff costs for this project are incorporated into the operating budget. The project will make significant improvements to pedestrian safety on Saratoga Avenue. Maintenance costs will increase with the extension of the sidewalk.

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

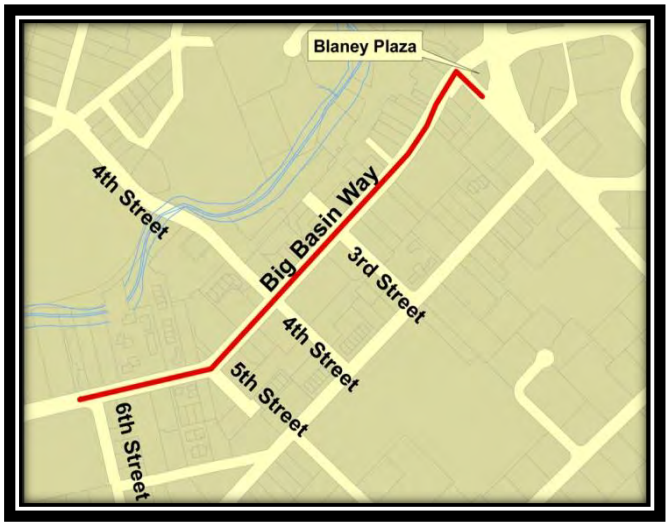
SARATOGA AVENUE SIDEWALK 9142-005

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
GRANT FUND									
State MTC (TDA)	113,571	100,273	213,844	22,753	-	-	-	-	**236,597**
TOTAL REVENUES	**113,571**	**100,273**	**213,844**	**22,753**	**-**	**-**	**-**	**-**	**236,597**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
GRANT FUND									
Consultant/Contract Svs	6,745	-	6,745	-	-	-	-	-	**6,745**
Construction Expenses	106,099	91,055	197,155	31,971	-	-	-	-	**229,125**
Reimbursable Expenses	727	-	727	-	-	-	-	-	**727**
TOTAL EXPENDITURES	**113,571**	**91,055**	**204,626**	**31,971**	**-**	**-**	**-**	**-**	**236,597**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
GRANT FUND									
BEGINNING BALANCE		-		9,218	-	-	-	-	**-**
Revenues & T/I	113,571	100,273	213,844	22,753	-	-	-	-	**236,597**
Expenditures & T/O	113,571	91,055	204,626	31,971	-	-	-	-	**236,597**
ENDING BALANCE	**-**	**9,218**	**9,218**	**-**	**-**	**-**	**-**	**-**	**-**

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 included pedestrian bulb-outs and enhanced crosswalks that will make pedestrians more visible to drivers. Plans also included 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 project added more pedestrian bulb-outs, enhanced crosswalks, and other safety improvements in the Village. Funding for this project came from a Federal Congestion Mitigation and Air Quality (CMAQ) grant, the State, and the City.

This phase of the project was completed in Fiscal Year 2014/15.

Operating Budget Impacts Project management, engineering oversight, and grant reporting staff costs for this project are incorporated into the operating budget. The project will result in increased maintenance costs as the City will be responsible for caring for additional 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.

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

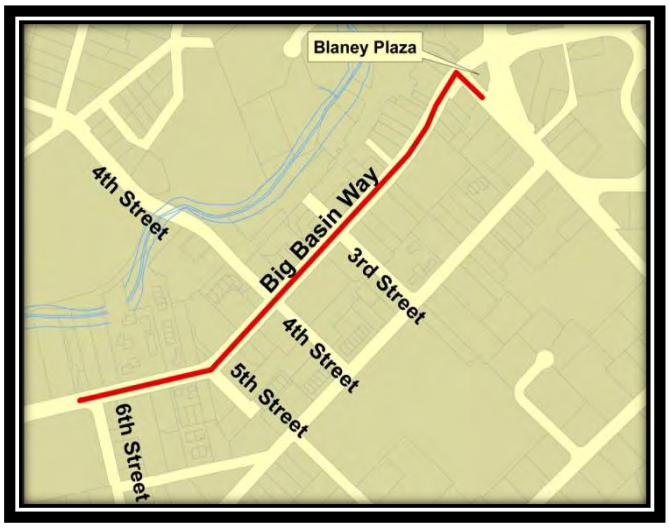
VILLAGE SIDEWALK & PEDESTRIAN ENHANCEMENTS PHASE II – DESIGN 9142-010

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Consultant/Contract Svs	52,427	10,749	63,176	-	-	-	-	-	**63,176**
Construction Expenses	-	-	-	-	-	-	-	-	**-**
Transfers Out	-	2,614	2,614	-	-	-	-	-	**2,614**
TOTAL STREET FUND	**52,427**	**13,363**	**65,790**	**-**	**-**	**-**	**-**	**-**	**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**	**13,363**	**199,790**	**-**	**-**	**-**	**-**	**-**	**199,790**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
Beginning Balance		13,363		-	-	-	-	-	**-**
Revenues & T/I	65,790	-	65,790	-	-	-	-	-	**65,790**
Expenditures & T/O	52,427	13,363	65,790	-	-	-	-	-	**65,790**
Ending Balance	**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**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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 delicatessans. 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 included pedestrian bulb-outs and enhanced crosswalks that will make pedestrians more visible to drivers. Plans also included 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 Project management, engineering oversight, and grant reporting staff costs for this project were incorporated into the operating budget. The project will result in increased maintenance costs as the City will be responsible for caring for additional landscaping, bulb outs, crosswalks, and other features.

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	July 2015	Project is completed

VILLAGE SIDEWALK & PEDESTRIAN ENHANCEMENTS PHASE II – CONSTRUCTION 9142-011

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - Other CIP	342,501	2,614	345,115	-	-	-	-	-	**345,115**
TOTAL STREET FUND	**342,501**	**2,614**	**345,115**	**-**	**-**	**-**	**-**	**-**	**345,115**
GRANT FUND									
Federal - CMAQ PT	46,448	451,116	**497,564**	278,536	-	-	-	-	**776,100**
TOTAL GRANT FUND	**46,448**	**451,116**	**497,564**	**278,536**	**-**	**-**	**-**	**-**	**776,100**
TOTAL REVENUES	**388,949**	**453,730**	**842,680**	**278,536**	**-**	**-**	**-**	**-**	**1,121,215**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Materials & Supplies	886	2,619	3,505	-	-	-	-	-	**3,505**
Fees & Expenses	79	2,405	2,484	-	-	-	-	-	**2,484**
Consultant/Contract Svs	827	4,996	5,824	-	-	-	-	-	**5,824**
Construction Expenses	18,915	196,608	215,522	85,281	-	-	-	-	**300,803**
Transfers Out	32,500	-	32,500	-	-	-	-	-	**32,500**
TOTAL STREET FUND	**53,207**	**206,628**	**259,835**	**85,281**	**-**	**-**	**-**	**-**	**345,115**
GRANT FUND									
Materials & Supplies	6,837	-	**6,837**	-	-	-	-	-	**6,837**
Fees & Expenses	610	-	**610**	-	-	-	-	-	**610**
Consultant/Contract Svs	6,354	6,907	**13,261**	-	-	-	-	-	**13,261**
Construction Expenses	32,647	444,209	**476,857**	278,536	-	-	-	-	**755,392**
TOTAL GRANT FUND	**46,448**	**451,116**	**497,564**	**278,536**	**-**	**-**	**-**	**-**	**776,100**
TOTAL EXPENDITURES	**99,655**	**657,744**	**757,399**	**363,816**	**-**	**-**	**-**	**-**	**1,121,215**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
Beginning Balance		289,294		85,281	-	-	-	-	**-**
Revenues & T/I	342,501	2,614	345,115	-	-	-	-	-	**345,115**
Expenditures & T/O	53,207	206,628	259,835	85,281	-	-	-	-	**345,115**
ENDING FUND BALANCE	**289,294**	**85,281**	**85,281**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		-		-	-	-	-	-	**-**
Revenues & T/I	46,448	451,116	497,564	278,536	-	-	-	-	**776,100**
Expenditures & T/O	46,448	451,116	497,564	278,536	-	-	-	-	**776,100**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**289,294**	**85,281**	**85,281**	**-**	**-**	**-**	**-**	**-**	**-**

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 2014	Construction Begins
Estimated Completion Date	August 2015	Project is complete.

ARROYO DE ARGUELLO OUTFALL REPAIR 9142-012

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
GAS TAX FUND									
Transfers In - Gas Tax	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
GAS TAX FUND									
Construction Expenses	-	36,122	**36,122**	-	-	-	-	-	**36,122**
Transfers Out	-	-	**-**	33,878	-	-	-	-	**33,878**
TOTAL GAS TAX FUND	**-**	**36,122**	**36,122**	**33,878**	**-**	**-**	**-**	**-**	**70,000**
TOTAL EXPENDITURES	**-**	**36,122**	**36,122**	**33,878**	**-**	**-**	**-**	**-**	**70,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
GAS TAX FUND									
Beginning Balance		70,000		33,878	-	-	-	-	**-**
Revenues & T/I	70,000	-	70,000	-	-	-	-	-	**70,000**
Expenditures & T/O	-	36,122	36,122	33,878	-	-	-	-	**70,000**
ENDING BALANCE	**70,000**	**33,878**	**33,878**	**-**	**-**	**-**	**-**	**-**	**-**

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. Previous estimates to the timeline have been revised due to delays in obtaining the necessary permits from the City of San Jose.

This project has been funded with Gas Tax revenues.

Operating Budget Impacts

Costs associated with engineering, administrative and staff time for oversight and implementation of the project are 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	September 2015	Apply for Encroachment Permit from City of San Jose
Contract Award	December 2015	Vendor selected
Estimated Construction Start	April 2016	Construction project begins
Estimated Completion Date	September 2016	Project is complete

QUITO ROAD STORM DRAIN PROJECT 9142-013

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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**	**-**	**-**	**-**	**-**	**-**	**-**
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 along Big Basin Way, on an as needed basis, 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 funded through a $163,000 STP OBAG grant and gas tax revenues of $20,990.

Operating Budget Impacts

Costs associated with engineering, administrative and staff time for oversight and implementation of the project are 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	September 2015	Prepare plans and specifications
Contract Award	January 2016	Council awards contract
Estimated Construction Start	May 2016	Construction Begins
Estimated Completion Date	September 2016	Project is completed

OBAG SIDEWALK, CURB & GUTTER REPAIR 9142-014

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
GRANT FUND									
State - STP OBAG Grant	-	-	-	163,000	-	-	-	-	**163,000**
TOTAL GRANT FUND	-	-	-	**163,000**	-	-	-	-	**163,000**
GAS TAX FUND									
Gas Tax	-	20,990	**20,990**	-	-	-	-	-	**20,990**
TOTAL GAS TAX FUND	-	**20,990**	**20,990**	-	-	-	-	-	**20,990**
TOTAL REVENUES	-	**20,990**	**20,990**	**163,000**	-	-	-	-	**183,990**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
GRANT FUND									
Construction Expenses	-	-	-	163,000	-	-	-	-	**163,000**
TOTAL GRANT FUND	-	-	-	**163,000**	-	-	-	-	**163,000**
GAS TAX FUND									
Construction Expenses	-	-	-	20,990	-	-	-	-	**20,990**
TOTAL GAS TAX FUND	-	-	-	**20,990**	-	-	-	-	**20,990**
TOTAL EXPENDITURES	-	-	-	**183,990**	-	-	-	-	**183,990**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP GRANT FUND									
Beginning Balance		-	-	-	-	-	-	-	-
Revenues & T/I	-	-	-	163,000	-	-	-	-	**163,000**
Expenditures & T/O	-	-	-	163,000	-	-	-	-	**163,000**
Ending Balance	-	-	-	-	-	-	-	-	-
GAS TAX FUND									
Beginning Balance		-		20,990	-	-	-	-	-
Revenues & T/I	-	-	**20,990**	-	-	-	-	-	**20,990**
Expenditures & T/O	-	-	-	20,990	-	-	-	-	**20,990**
Ending Balance	-	-	**20,990**	-	-	-	-	-	-
ENDING BALANCE	-	-	**20,990**	-	-	-	-	-	-

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 Costs associated with engineering, administrative and staff time for oversight and implementation of the project are incorporated into the operating budget.

SIDEWALKS, CURBS & STORM DRAINS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design Phase	August 2016	Prepare plans and specifications
Prepare Agreements	March 2016	Prepare Agreements
Estimated Construction Start	August 2016	Begin Construction
Estimated Completion Date	October 2016	Project Complete

EL CAMINO GRANDE STORM DRAIN PUMP 9142-015

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	150,000	150,000	-	-	-	-	-	**150,000**
TOTAL REVENUES	**-**	**150,000**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	150,000	-	-	-	-	**150,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**150,000**	**-**	**-**	**-**	**-**	**150,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		150,000	-	-	-	-	**-**
Revenues & T/I	-	150,000	150,000	-	-	-	-	-	**150,000**
Expenditures & T/O	-	-	-	150,000	-	-	-	-	**150,000**
ENDING BALANCE	**-**	**150,000**	**150,000**	**-**	**-**	**-**	**-**	**-**	**-**

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 Costs associated with engineering, administrative and staff time for oversight and implementation of the project are incorporated into 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	January 2016	Prepare plans and specifications
Prepare Agreements	March 2016	Prepare agreements
Estimated Construction Start	August 2016	Begin construction
Estimated Completion Date	October 2016	Project Complete

SARATOGA HILLS STORM DRAIN IMPROVEMENTS 9142-016

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	44,000	-	-	-	-	**44,000**
TOTAL REVENUES	**-**	**-**	**-**	**44,000**	**-**	**-**	**-**	**-**	**44,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	44,000	-	-	-	-	**44,000**
Transfers Out	-	-	-	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**-**	**-**	**-**	**44,000**	**-**	**-**	**-**	**-**	**44,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	44,000	-	-	-	-	**44,000**
Expenditures & T/O	-	-	-	44,000	-	-	-	-	**44,000**
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, Sea Gull and Prospect Road, Congress Springs Park and 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 2015	Purchase full capture devices
Estimated Completion Date	June 2016	Complete installation of capture devices

LONG-TERM TRASH PLAN STORM DRAIN CAPTURE DEVICES 9142-017

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	30,000	30,000	-	-	-	-	-	**30,000**
TOTAL REVENUES	**-**	**30,000**	**30,000**	**-**	**-**	**-**	**-**	**-**	**30,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	30,000	-	-	-	-	**30,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**30,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		30,000	-	-	-	-	**-**
Revenues & T/I	-	30,000	30,000	-	-	-	-	-	**30,000**
Expenditures & T/O	-	-	-	30,000	-	-	-	-	**30,000**
ENDING BALANCE	**-**	**30,000**	**30,000**	**-**	**-**	**-**	**-**	**-**	**-**

SIDEWALKS, CURBS & STORM DRAINS

Project Name	Wildcat Creek Outfall Repair	**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	To Be Determined	SCVWD will design.
Estimated Construction Start	To Be Determined	Construction Begins
Estimated Completion Date	To Be Determined	Project is complete.

WILDCAT CREEK OUTFALL REPAIRS 9142-018

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	40,000	40,000	-	-	-	-	-	**40,000**
TOTAL REVENUES	**-**	**40,000**	**40,000**	**-**	**-**	**-**	**-**	**-**	**40,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	40,000	-	-	-	-	**40,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**40,000**	**-**	**-**	**-**	**-**	**40,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
BEGINNING BALANCE		-		40,000	-	-	-	-	**-**
Revenues & T/I	-	40,000	40,000	-	-	-	-	-	**40,000**
Expenditures & T/O	-	-	-	40,000	-	-	-	-	**40,000**
ENDING BALANCE	**-**	**40,000**	**40,000**	**-**	**-**	**-**	**-**	**-**	**-**

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 2017	Council approves plans and authorizes bidding the project
Contract Award	April 2017	Council awards contract
Estimated Construction Start	April 2017	Construction project begins
Estimated Completion Date	October 2017	Project is completed

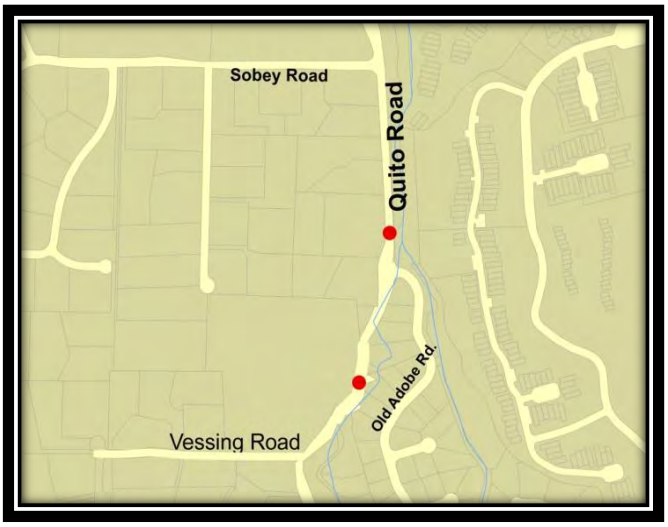
FOURTH STREET BRIDGE 9152-001

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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	**101,078**	**-**	**101,078**	**485,922**	**-**	**-**	**-**	**-**	**587,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 FUND 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 FUND 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 bridges, bringing 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 Project management, engineering oversight, and grant reporting staff costs for this project are 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 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Project Reimbursements	59,130	-	**59,130**	206,698	-	-	-	-	**265,828**
Transfers In - General Fund	155,659	-	**155,659**	-	-	-	-	-	**155,659**
TOTAL	**214,789**	**-**	**214,789**	**206,698**	**-**	**-**	**-**	**-**	**421,487**
GRANT FUND									
Federal - HBRR	572,446	99,153	**671,600**	-	-	-	-	-	**671,600**
TOTAL	**572,446**	**99,153**	**671,600**	**-**	**-**	**-**	**-**	**-**	**671,600**
GAS TAX FUND									
Gas Tax Revenues	-	129,000	**129,000**	-	-	-	-	-	**129,000**
TOTAL	**-**	**129,000**	**129,000**	**-**	**-**	**-**	**-**	**-**	**129,000**
TOTAL REVENUES	**787,235**	**228,153**	**1,015,389**	**206,698**	**-**	**-**	**-**	**-**	**1,222,087**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Salary & Benefits	-	-	**-**	-	-	-	-	-	**-**
Site Acquisition & Prep	19,356	-	**19,356**	-	-	-	-	-	**19,356**
Materials & Supplies	165	-	**165**	-	-	-	-	-	**165**
Fees & Expenses	485	-	**485**	-	-	-	-	-	**485**
Consultant/Contract Svs	45,237	-	**45,237**	-	-	-	-	-	**45,237**
Construction Expenses	89,333	-	**89,333**	266,198	-	-	-	-	**355,531**
Reimbursable Expenses	714	-	**714**	-	-	-	-	-	**714**
TOTAL	**155,289**	**-**	**155,289**	**266,198**	**-**	**-**	**-**	**-**	**421,487**
GRANT FUND									
Site Acquisition & Prep	77,423	27,089	**104,513**	-	-	-	-	-	**104,513**
Materials & Supplies	660	-	**660**	-	-	-	-	-	**660**
Fees & Expenses	207	-	**207**	-	-	-	-	-	**207**
Consultant/Contract Svs	110,734	72,064	**182,798**	-	-	-	-	-	**182,798**
Construction Expenses	376,475	-	**376,475**	-	-	-	-	-	**376,475**
Reimbursable Expenses	6,947	-	**6,947**	-	-	-	-	-	**6,947**
TOTAL	**572,446**	**99,154**	**671,600**	**-**	**-**	**-**	**-**	**-**	**671,600**
GAS TAX FUND									
Site Acquisition & Prep	-	11,375	**11,375**	-	-	-	-	-	**11,375**
Materials & Supplies	-	87	**87**	-	-	-	-	-	**87**
Fees & Expenses	-	413	**413**	-	-	-	-	-	**413**
Consultant/Contract Svs	-	110,039	**110,039**	-	-	-	-	-	**110,039**
Construction Expenses	-	-	**-**	7,085	-	-	-	-	**7,085**
TOTAL	**-**	**121,915**	**121,915**	**7,085**	**-**	**-**	**-**	**-**	**129,000**
TOTAL EXPENDITURES	**727,735**	**221,069**	**826,889**	**273,283**	**-**	**-**	**-**	**-**	**1,222,087**

QUITO ROAD BRIDGES 9152-002

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
Beginning Balance		59,500		59,500	-	-	-	-	-
Revenues & T/I	214,789	-	**214,789**	206,698	-	-	-	-	**421,487**
Expenditures & T/O	155,289	-	**155,289**	266,198	-	-	-	-	**421,487**
ENDING FUND BALANCE	**59,500**	**59,500**	**59,500**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Balance		-		-	-	-	-	-	-
Revenues & T/I	572,446	99,153	671,600	-	-	-	-	-	**671,600**
Expenditures & T/O	572,446	99,154	671,600	-	-	-	-	-	**671,600**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
GAS TAX FUND									
Beginning Balance		-		7,085	-	-	-	-	-
Revenues & T/I	-	129,000	129,000	-	-	-	-	-	**129,000**
Expenditures & T/O	-	121,915	121,915	7,085	-	-	-	-	**129,000**
ENDING FUND BALANCE	**-**	**7,085**	**7,085**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**59,500**	**59,500**	**59,500**	**-**	**-**	**-**	**-**	**-**	**-**

BRIDGE & RETAINING WALL PROJECTS

Project Name	Bridge Maintenance and Repairs	**Project Number**	9152-003
Department	Public Works	**Project Manager**	John Cherbone

Description This project will ensure that existing bridges in Saratoga are adequately maintained and that repairs are done in a timely matter.

Location This project is located citywide.

Project Background This project represents an initial $50,000 commitment towards maintenance and repairs of the City's 20 bridges. Each year Caltrans inspects all bridges in the state, including 12,200 bridges owned by local government agencies. Caltrans provides repair recommendations, determines the safe load capacity of all bridges, and assists in specifications and estimates for bridge maintenance projects.

This project is funded by a transfer from the General Fund.

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	October 2015	Prepare plans and specifications
Begin Bid Process	June 2016	Select contractor
Contract Award	July 2016	Award contract
Estimated Construction Start	July 2016	Begin construction
Estimated Completion Date	October 2016	Project complete

BRIDGE MAINTENANCE AND REPAIRS 9152-003

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP STREET FUND									
Transfers In - General Fund	-	-	-	50,000	-	-	-	-	**50,000**
TOTAL	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**50,000**
TOTAL REVENUES	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**50,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	50,000	-	-	-	-	**50,000**
TOTAL	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**50,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**50,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP STREET FUND									
Beginning Balance		-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	50,000	-	-	-	-	**50,000**
Expenditures & T/O	-	-	-	50,000	-	-	-	-	**50,000**
Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

UTILITY UNDERGROUNDING PROJECTS

UTILITY UNDERGROUNDING PROJECTS

Project Name	Rule 20A Undergrounding Project	**Project Number**	9171-001
Department	Public Works	**Project Manager**	Macedonio Nunez

Description This project will fund undergrounding of utilities in Saratoga.

Location One or more locations for this project are to be determined.

Project Background Each year, Pacific Gas & Electric (PG&E) allocates undergrounding work credits to Saratoga and other municipalities to provide funding for undergrounding utilities. The credits for these allocations are provided through PG&E's Rule 20A program, which is an electric tariff filed with the California Public Utilities Commission. As a result of the Rule 20A program, PG&E is able to annually fund relocation of approximately 30 miles of overhead utilities underground. Rule 20A funding comes from electricity rate payers.

Before Rule20A work credits can be used, proposed undergrounding projects must be approved by PG&E. Projects must reduce an unusually heavy concentration of overhead power lines, be conducted on arterial streets with high pedestrian or vehicular traffic, or be done on roads that are in a civic, recreational, or scenic area.

Due to the very high cost of undergrounding, Saratoga has been collecting Rule 20A credits over the past few years to allow for a more substantial undergrounding project in the City.

Operating Budget Impacts Moving overhead utilities underground will make the City more attractive and will reduce safety risks associated with down power lines. As fallen power lines can be especially problematic during winter storms, undergrounding the lines would reduce emergency staff costs and liability. Project management costs for this project will be included in the operating budget when it becomes active.

UTILITY UNDERGROUNDING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	To be determined	Prepare plans and specifications in conjunction with PG&E
Estimated Construction Start	To be determined	PG&E begins construction
Estimated Completion Date	To be determined	PG&E completes construction

RULE 20A ELECTRIC UNDERGROUND CONVERSION PROJECTS

As of May 31, 2015, $4,055,204 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 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP STREET FUND									
Construction Expenses	-	-	-	98,744	-	-	-	-	**98,744**
TOTAL EXPENDITURES	**-**	**-**	**-**	**98,744**	**-**	**-**	**-**	**-**	**98,744**

		FY 2014/15 Actuals	Estimated Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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

PROGRAM DIRECTORY

PARKS & TRAILS PROGRAM		PAGE
Program Summary		405
Project List Summary		406
Program Funding Summary		407

CITYWIDE PROJECTS		
9211-001	Annual Park & Trails Repairs	410
9211-002	Tree Replanting Program	412
9211-003	Playground Safety Improvements	414
9211-005	Fibar Playground Safety Improvements	416
9211-006	Turf Reduction Program	418
9211-007	Park Pathway Repairs	420
9211-008	Sustainable Landscaping Project	422
9212-001	Tree Dedication Program	424
9212-002	Saratoga Monte Sereno Community Foundation Tree Dedication Program	426
9213-001	Beverage Container Grant Project	428

PARK PROJECTS		
9222-001	Hakone Gardens Master Plan	432
9222-004	Hakone Gardens Upper Moon House Foundation Repairs	434
9225-003	Wildwood Park Bridge Rehabilitation	436
9226-001	Quarry Park Master Plan Implementation – Phase I	438
9226-002	Quarry Park Right-of-Way/Property Acquisition	440

TRAILS & OPEN SPACE PROJECTS		
9274-001	Joe's Trail at Saratoga De Anza	444
9274-002	Guava Ct/Fredericksburg Entrance	446
9277-001	Saratoga Village Creek Trail – Design & Environmental	448
9277-002	Saratoga Village Creek Overlook	450
9277-003	Village Creek Trail – Construction	452
9281-002	Saratoga to the Sea Trail Master Plan Implementation	454

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. These include 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. These include 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 Joe's Trail at Saratoga De Anza, Saratoga Village Creek Trail and Saratoga to Sea Quarry.

The schedule on the following page summarizes the City's FY 2015/16 Parks & Trails Program capital projects and their currently funded status.

PROJECT LIST SUMMARY

PARKS PROJECT EXPENDITURE SUMMARY		Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
City Wide Projects										
9211-001	Annual Park & Trail Repairs	267,336	23,116	290,452	67,929	-	-	-	-	358,381
9211-002	CityWide Tree Replanting	218,142	18,813	236,955	33,248	-	-	-	-	270,203
9211-003	Playground Safety Improvements	33,522	15,539	49,061	*closed*	-	-	-	-	49,061
9211-005	Fibar Playground Safety Improvements	35,980	4,020	40,000	*closed*	-	-	-	-	40,000
9211-006	Turf Reduction Renovation Program	-	25,000	25,000	*closed*	-	-	-	-	25,000
9211-007	Park Pathway Repairs	-	-	-	50,000	-	-	-	-	
9211-008	Sustainable Landscaping Project	-	-	-	89,068	-	-	-	-	
9212-001	Tree Dedication Program	7,500	-	7,500	21,250	-	-	-	-	28,750
9212-002	SMSCF Tree Donation Fund	-	-	-	1,750	-	-	-	-	1,750
9213-001	AB 8939 Beverage Container Grant	20,305	5,447	25,752	4,618	-	-	-	-	30,370
Park Projects										
9222-001	Hakone Gardens Match Contribution	-	206,009	206,009	193,991	-	-	-	-	400,000
9222-004	Hakone Gardens UH Foundation	-	-	-	125,000	-	-	-	-	125,000
9225-003	Wildwood Park Bridge Rehabilitation	64,501	59,234	123,735	*closed*	-	-	-	-	123,735
9226-001	Quarry Park Master Plan Implementation	-	129,420	129,420	825,424	-	-	-	-	954,844
9226-002	Quarry Park ROW/Property Acquisition	-	-	-	100,000	-	-	-	-	100,000
Trail Projects										
9274-001	Joe's Trail at Saratoga De Anza	2,011,163	-	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	34,000	39,000	80,000	-	-	-	-	119,000
9277-002	Village Creek Overlook	480	-	480	26,520	-	-	-	-	27,000
9277-003	Village Creek Trail - Construction	-	-	-	100,000	-	-	-	-	100,000
9281-002	Saratoga to Sea Quarry Master Plan	276,128	23,872	300,000	*closed*	-	-	-	-	300,000
Total Project Expenditures		3,502,339	544,470	4,046,809	2,267,499	-	-	-	-	6,175,240

Two new park projects are funded in FY 2015/16. These include:

- Park Pathway Repairs
- Sustainable Landscaping

The following five projects were completed in FY 2014/15, leaving a total of sixteen active projects for FY 2015/16:

- Playground Safety Improvements
- Fibar Playground Safety Improvements
- Turf Reduction Renovation Program
- Wildwood Park Bridge Rehabilitation
- Saratoga to Sea Quarry Master Plan

PARK & TRAILS PROGRAM FUNDING SUMMARY

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funded To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
AB 8939 Beverage Container	22,059	-	22,059	-	-	-	-	-	22,059
CIP Project Reimbursement	-	64,068	64,068	-	-	-	-	-	64,068
Park In Lieu Fees	432,589	-	432,589	-	-	-	-	-	432,589
Donations/Contributions	-	150,000	150,000	-	-	-	-	-	150,000
Transfers In - General Fund	950,573	443,445	1,394,018	124,000	-	-	-	-	1,518,018
Transfers In - Hillside Reserve	280,000	-	280,000	-	-	-	-	-	280,000
Transfers In - Other CIP	90,312	29,735	120,046	64,068	-	-	-	-	184,114
Transfers In - ABAG	25,000	-	25,000	-	-	-	-	-	25,000
TREE FUND									
Fines & Forfeitures	85,445	1,750	87,195	-	-	-	-	-	87,195
Donations/Contributions	5,375	125	5,500	-	-	-	-	-	5,500
Transfers In	208,007	-	208,007	-	-	-	-	-	208,007
PARK IN-LIEU FEES FUND									
Park In Lieu Fees	372,031	61,200	433,231	-	-	-	-	-	433,231
Transfers In - General Fund	-	-	-	171,000	-	-	-	-	171,000
Transfers In - Other CIP		(29,735)	(29,735)	290,768	-	-	-	-	261,033
GRANT FUND									
AB 8939 Beverage Container	16,749	-	16,749	-	-	-	-	-	16,749
Federal - CMAQ to VTA	1,363,343	-	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	34,000	39,480	26,520	-	-	-	-	66,000
Private - DeAnza Trail Grant	280,641	-	280,641	119,359	-	-	-	-	400,000
Transfers In	13,621	-	13,621	-	-	-	-	-	13,621
TOTAL REVENUES	**4,531,214**	**754,588**	**5,285,802**	**1,132,372**	**-**	**-**	**-**	**-**	**6,418,174**

CIP PARK EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Site Acquisition & Prep	8,657	-	8,657	-	-	-	-	-	8,657
Supplies & Expenses	37,294	11,333	48,627	-	-	-	-	-	48,627
Fees & Expenses	2,527	1,521	4,048	-	-	-	-	-	4,048
Consultant/Contract Svs	311,401	228,798	540,199	-	-	-	-	-	540,199
Project Equip & Fixtures	-	3,760	3,760	-	-	-	-	-	3,760
Construction Expenses	781,795	114,055	895,849	721,797	-	-	-	-	1,617,646
Transfers Out	98,075	-	98,075	354,836	-	-	-	-	452,911
TREE FUND									
Tree Supplies/Services	18,395	890	19,285	-	-	-	-	-	19,285
Consultant/Contract Svs	12,596	-	12,596	-	-	-	-	-	12,596
Construction Expenses	194,652	17,923	212,575	54,498	-	-	-	-	267,072
Transfers Out	-	-	-	1,750	-	-	-	-	1,750
PARK IN-LIEU FEES FUND									
Supplies & Expenses	-	10,157	10,157	-	-	-	-	-	10,157
Fees & Expenses	-	23,098	23,098	-	-	-	-	-	23,098
Construction Expenses	-	93,489	93,489	634,656	-	-	-	-	728,144
GRANT FUND									
Salary & Benefits	81,364	-	81,364	-	-	-	-	-	81,364
Site Acquisition & Prep	612,066	-	612,066	-	-	-	-	-	612,066
Supplies & Expenses	19,393	2,587	21,980	-	-	-	-	-	21,980
Fees & Expenses	25,679	-	25,679	-	-	-	-	-	25,679
Consultant/Contract Svs	136,258	34,000	170,258	-	-	-	-	-	170,258
Construction Expenses	1,162,189	2,860	1,165,049	499,963	-	-	-	-	1,665,012
TOTAL EXPENDITURES	**3,502,340**	**544,470**	**4,046,810**	**2,267,499**	**-**	**-**	**-**	**-**	**6,314,310**

TOTAL ALL FUND SUMMARY	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
BEGINNING BALANCE		1,028,874		1,238,991	-	-	-	-	-
Revenues & Transfers In	4,531,214	754,588	5,285,802	1,132,372	-	-	-	-	**6,418,174**
Expenditures & Transfers Out	3,502,340	544,470	4,046,810	2,267,499	-	-	-	-	**6,314,310**
ENDING BALANCE	**1,028,874**	**1,238,991**	**1,238,991**	**103,865**	**-**	**-**	**-**	**-**	**103,865**

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 projects that 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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
AB 8939 Beverage Container	22,059	-	22,059	-	-	-	-	-	**22,059**
CIP Project Reimbursement	-	64,068	64,068	-	-	-	-	-	**64,068**
Transfers In - General Fund	230,000	25,000	255,000	-	-	-	-	-	**255,000**
Transfers In - Other CIP	16,315	939	17,254	-	-	-	-	-	**17,254**
TOTAL REVENUES	**268,374**	**90,007**	**358,381**	**-**	**-**	**-**	**-**	**-**	**358,381**

EXPENDITURES		FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Site Acquisition & Prep	2,094	-	2,094	-	-	-	-	-	**2,094**
Materials & Supplies	10,260	5,741	16,001	-	-	-	-	-	**16,001**
Fees & Expenses	50	-	50	-	-	-	-	-	**50**
Construction Expenses	236,693	17,375	254,068	3,861	-	-	-	-	**257,930**
Transfers Out	18,238	-	18,238	64,068	-	-	-	-	**82,306**
TOTAL EXPENDITURES	**267,336**	**23,116**	**290,452**	**67,929**	**-**	**-**	**-**	**-**	**358,381**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
BEGINNING BALANCE	-	1,038		67,929	-	-	-	-	**-**
Revenues & Transfers In	268,374	90,007	358,381	-	-	-	-	-	**358,381**
Expenditures & Transfers Out	267,336	23,116	290,452	67,929	-	-	-	-	**358,381**
ENDING BALANCE	**1,038**	**67,929**	**67,929**	**-**	**-**	**-**	**-**	**-**	**-**

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; however, larger-scale projects 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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
TREE FINE FUND									
Fines & Forfeitures	85,445	1,750	87,195	-	-	-	-	-	**87,195**
Transfers In - General Fund	183,007	-	183,007	-	-	-	-	-	**183,007**
TOTAL REVENUES	**268,453**	**1,750**	**270,202.87**	**-**	**-**	**-**	**-**	**-**	**270,203**

EXPENDITURES		FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
TREE FINE FUND									
Materials & Supplies	18,395	890	19,285	-	-	-	-	-	**19,285**
Consultant/Contract Svs	12,596	-	12,596	-	-	-	-	-	**12,596**
Construction Expenses	187,152	17,923	205,075	33,248	-	-	-	-	**238,322**
TOTAL EXPENDITURES	**218,142**	**18,813**	**236,955.17**	**33,248**	**-**	**-**	**-**	**-**	**270,203**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
TREE FINE FUND									
BEGINNING BALANCE		50,311		33,248	-	-	-	-	
Revenues & T/I	268,453	1,750	270,203	-	-	-	-	-	**270,203**
Expenditures & T/O	218,142	18,813	236,955	33,248	-	-	-	-	**270,203**
ENDING BALANCE	**50,311**	**33,248**	**33,248**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

Project Name	Playground Safety Improvements	**Project Number**	9211-003
Department	Public Works	**Project Manager**	Kevin Meek

Description This project provided 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 implemented under this project focused 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 were tightened, caulked, or repaired to mitigate these hazards. Protrusions were filed, trimmed, cut, or otherwise repaired to eliminate sharp points. ABAG also recommended that fences be installed around playgrounds to help keep children in designated play areas.

ABAG Risk Management provided a matching grant to assist with funding the safety improvements.

This project was completed in Fiscal Year 2014/15 and the remaining balance of $939 was transferred to the Annual Park & Trails Project.

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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	25,000	(939)	24,061	-	-	-	-	-	**24,061**
Transfers In - ABAG	25,000	-	25,000	-	-	-	-	-	**25,000**
TOTAL REVENUES	**50,000**	**(939)**	**49,061**	**-**	**-**	**-**	**-**	**-**	**49,061**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Materials & Supplies	3,373	4,638	8,010	-	-	-	-	-	**8,010**
Construction Expenses	30,149	10,901	41,050	-	-	-	-	-	**41,050**
TOTAL EXPENDITURES	**33,522**	**15,539**	**49,061**	**-**	**-**	**-**	**-**	**-**	**49,061**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	16,478		-	-	-	-	-	**-**
Revenues & T/I	50,000	(939)	**49,061**	-	-	-	-	-	**49,061**
Expenditures & T/O	33,522	15,539	**49,061**	-	-	-	-	-	**49,061**
ENDING BALANCE	**16,478**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

Project Name	Fibar Playground Safety Improvements	**Project Number**	9211-005
Department	Public Works	**Project Manager**	Kevin Meek

Description This project replaces sand at City Park playgrounds with fibar material.

Location This project is located at playgrounds at Gardiner and Kevin Moran Parks.

Project Background The project involved upgrading the playgrounds to current standards to comply with the American Disabilities Act regarding access. The fibar surface material upgrade also improved attenuation and injury prevention.

Project funding came from a $25,000 ABAG Safety Grant and a $15,000 transfer from the Risk Management CIP project.

This project was completed in Fiscal Year 2014/15.

Operating Budget Impacts Costs associated with project management and maintenance staff time for 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

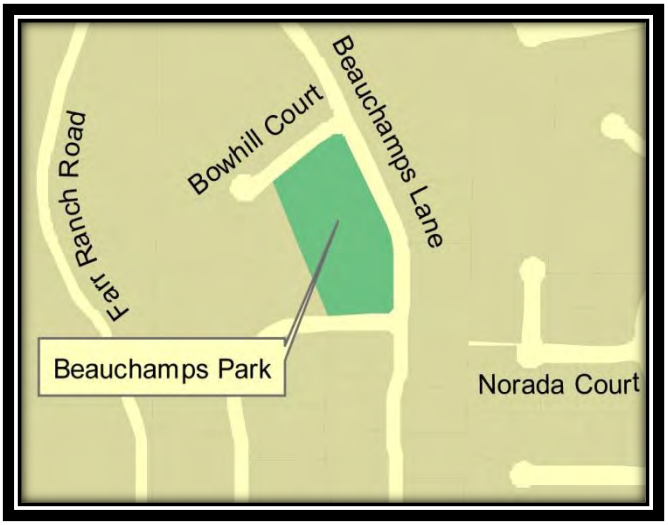
FIBAR PLAYGROUND SAFETY IMPROVEMENTS 9211-005

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Construction Expenses	35,980	4,020	40,000	-					**40,000**
TOTAL EXPENDITURES	**35,980**	**4,020**	**40,000**	**-**	**-**	**-**	**-**	**-**	**40,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE		4,020		-	-	-	-	-	**-**
Revenues & T/I	40,000	-	**40,000**	-	-	-	-	-	**40,000**
Expenditures & T/O	35,980	4,020	**40,000**	-	-	-	-	-	**40,000**
ENDING BALANCE	**4,020**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS



Project Name	Turf Reduction Renovation Program	**Project Number**	9211-006
Department	Public Works	**Project Manager**	Kevin Meek

Description This project reduced the amount of turf at Beauchamps Park in order 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 sloped upward from the curb to the main field was removed and replaced with native plants and drought tolerant landscaping.

This project was completed in Fiscal Year 2014/15 and was 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 on 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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	-	25,000	**25,000**	-	-	-	-	-	**25,000**
TOTAL REVENUES	**-**	**25,000**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	25,000	25,000	-					**25,000**
TOTAL EXPENDITURES	**-**	**25,000**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE		-		-	-	-	-	-	**-**
Revenues & T/I	-	25,000	**25,000**	-	-	-	-	-	**25,000**
Expenditures & T/O	-	25,000	**25,000**	-	-	-	-	-	**25,000**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

Project Name	Park Pathways Maintenance & Repairs	**Project Number**	9211-007
Department	Public Works	**Project Manager**	Shawn Gardner

Description This project provides funding for minor projects and repairs to Park pathways

Location Projects and repairs may be located at any of the 14 City parks with pathways

Project Background The asphalt concrete pathways located within City parks need regular maintenance and repairs to ensure safety liability issues are reduced and maintenance issues are mitigated to increase longevity of these resources.

This project is funded by a transfer from the General Fund.

Operating Budget Impacts Staff time associated with project management and maintenance of this project are included in the operating budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Contract Award	Ongoing	
Estimated Construction Start	Ongoing	
Estimated Completion Date	June 2016	

PARK PATHWAY REPAIRS 9211-007

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	-	-	-	50,000	-	-	-	-	**50,000**
TOTAL REVENUES	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**50,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	50,000					**50,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**50,000**	**-**	**-**	**-**	**-**	**50,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE		-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	50,000	-	-	-	-	**50,000**
Expenditures & T/O	-	-	-	50,000	-	-	-	-	**50,000**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

Project Name	Sustainable Landscaping Project	**Project Number**	9211-008
Department	Public Works	**Project Manager**	Kevin Meek

Description This project will reduce the amount of turf at City parks in order to decrease irrigation and maintenance costs.

Location This project will be located at City parks and medians throughout the City where water conservation is appropriate.

Project Background The City considers pursuing water conservation methods throughout the City a priority and has already converted turf areas at Kevin Moran and Beauchamps Parks into native and drought tolerant landscape.

Staff anticipates significant costs savings each year as a result of this project.

This project is funded by a transfer from the General Fund and rebates received from the Santa Clara Valley Water District.

Operating Budget Impacts Water and maintenance costs will be reduced. Staff time associated with project management and maintenance of this project are included in the operating budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Contract Award	Ongoing	
Estimated Construction Start	Ongoing	
Estimated Completion Date	Ongoing	

SUSTAINABLE LANDSCAPING PROJECT 9211-008

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	-	-	-	25,000	-	-	-	-	**25,000**
Transfers In - Other CIP	-	-	-	64,068	-	-	-	-	**64,068**
TOTAL REVENUES	**-**	**-**	**-**	**89,068**	**-**	**-**	**-**	**-**	**89,068**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	89,068					**89,068**
TOTAL EXPENDITURES	**-**	**-**	**-**	**89,068**	**-**	**-**	**-**	**-**	**89,068**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE		-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	89,068	-	-	-	-	**89,068**
Expenditures & T/O	-	-	-	89,068	-	-	-	-	**89,068**
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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
TREE FINE FUND									
Tree Dedication Payments	3,625	125	3,750	-	-	-	-	-	**3,750**
Transfers In - Other CIP Fund	25,000	-	25,000	-	-	-	-	-	**25,000**
TOTAL REVENUES	**28,625**	**125**	**28,750**	**-**	**-**	**-**	**-**	**-**	**28,750**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
TREE FINE FUND									
Construction Expenses	7,500	-	7,500	21,250	-	-	-	-	**28,750**
Transfers Out	-	-	-	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**7,500**	**-**	**7,500**	**21,250**	**-**	**-**	**-**	**-**	**28,750**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
TREE FINE FUND									
BEGINNING BALANCE		21,125		21,250	-	-	-	-	**-**
Revenues & T/I	28,625	125	28,750	-	-	-	-	-	**28,750**
Expenditures & T/O	7,500	-	7,500	21,250	-	-	-	-	**28,750**
ENDING BALANCE	**21,125**	**21,250**	**21,250**	**-**	**-**	**-**	**-**	**-**	**-**

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 is, 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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
TREE FINE FUND									
Transfers Out	-	-	-	1,750	-	-	-	-	**1,750**
TOTAL EXPENDITURES	**-**	**-**	**-**	**1,750**	**-**	**-**	**-**	**-**	**1,750**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
TREE FINE FUND									
AB 8939 Grant	16,749	-	16,749	-	-	-	-	-	**16,749**
Transfers In - Other CIP	13,621	-	13,621	-	-	-	-	-	**13,621**
TOTAL REVENUES	**30,370**	**-**	**30,370**	**-**	**-**	**-**	**-**	**-**	**30,370**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
TREE FINE FUND									
Materials & Supplies	18,357	2,587	20,945	-	-	-	-	-	**20,945**
Construction Expenses	1,948	2,860	4,808	4,618	-	-	-	-	**9,426**
TOTAL EXPENDITURES	**20,305**	**5,447**	**25,752**	**4,618**	**-**	**-**	**-**	**-**	**30,370**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
TREE FINE FUND									
BEGINNING BALANCE		10,065		4,618	-	-	-	-	
Revenues & T/I	30,370	-	30,370	-	-	-	-	-	**30,370**
Expenditures & T/O	20,305	5,447	25,752	4,618	-	-	-	-	**30,370**
ENDING BALANCE	**10,065**	**4,618**	**4,618**	**-**	**-**	**-**	**-**	**-**	**-**

PARK PROJECTS

PARK PROJECTS

Project Name	Hakone Gardens Visitors Center – Matching Contributions	**Project Number**	9222-001
Department	Public Works	**Project Manager**	John Cherbone

Description

The Master Plan (Plan) project involves an agreement between the City of Saratoga and the Hakone Foundation to develop a Visitors Center at Hakone Gardens. The Plan will develop a Visitors Center and explore the possibility of repurposing existing buildings and construction of a new multi-purpose center.

Location

The Visitors Center will be located at Hakone Gardens.

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 develop a Plan. In April 2011, the City Council approved matching funds in the amount of $250,000 toward development of the Plan. In July 2014, the City received a contribution from the Hakone Foundation in the amount of $150,000.

In November 2015, the City Council approved the selection of The Portico Group to develop the Plan and environmental review documents. As part of the development of the Plan, community workshops were held in February and April 2015 to seek input from Foundation members, staff and community stakeholders.

Upon Council approval of the 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.

$250,000 in Park-in-Lieu Fees and a $150,000 contribution from the Hakone Foundation are the two funding sources for this project.

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 Pledged	August 2006	Council pledged matching funds for the Hakone Gardens visitor center.
City Funding Committed	April 2011	Council commits funding from Park In-lieu fees
Project Scope Change	April, 2014	Council redirects funding to be used for initial design work
Foundation Funding Received	July 2014	Hakone Foundation raises required matching funds to receive City monies for construction of the Hakone Gardens visitor center
Consultant Selected	November, 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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
Park-in-Lieu	250,000	-	250,000	-	-	-	-	-	**250,000**
Donations/Contribution	-	150,000	150,000	-	-	-	-	-	**-**
TOTAL REVENUES	**250,000**	**150,000**	**400,000**	**-**	**-**	**-**	**-**	**-**	**250,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Fees & Expenses	-	1,521	1,521	-	-	-	-	-	**1,521**
Consultant/Contract Svs	-	204,488	204,488	-	-	-	-	-	**204,488**
Construction Expenses	-	-	-	193,991	-	-	-	-	**193,991**
TOTAL EXPENDITURES	**-**	**206,009**	**206,009**	**193,991**	**-**	**-**	**-**	**-**	**400,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE		250,000		193,991	-	-	-	-	**-**
Revenues & T/I	250,000	150,000	400,000	-	-	-	-	-	**400,000**
Expenditures & T/O	-	206,009	206,009	193,991	-	-	-	-	**400,000**
ENDING BALANCE	**250,000**	**193,991**	**193,991**	**-**	**-**	**-**	**-**	**-**	**-**

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 are 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.

The phases of this project will be determined through the Master Plan development process.

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	TBD	As determined through the Master Plan development process
Begin Bid Process	TBD	As determined through the Master Plan development process
Contract Award	TBD	As determined through the Master Plan development process
Estimated Construction Start	TBD	As determined through the Master Plan development process
Estimated Completion Date	TBD	As determined through the Master Plan development process

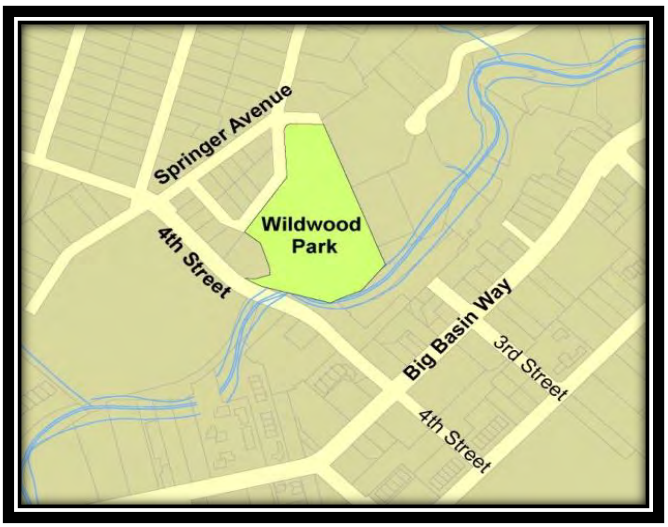
HAKONE GARDENS - UPPER MOON HOUSE FOUNDATION REPAIRS 9222-004

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	125,000	-	-	-	-	**125,000**
Transfers Out	-	-	-	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**-**	**-**	**-**	**125,000**	**-**	**-**	**-**	**-**	**125,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 replaced the decking and railings on the pedestrian bridge/walkway that connects the parking lot to Wildwood Park; returning 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.

This project was funded by Park-in-Lieu Fees and was completed in Fiscal Year 2014/15.

Operating Budget Impacts Costs associated with project management and maintenance staff time for this project were incorporated into the Operating Budget. The bridge rehabilitation decreases 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

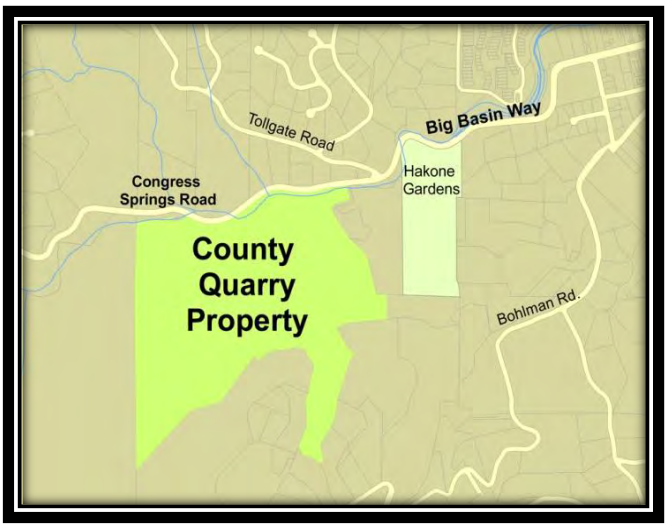
WILDWOOD PARK BRIDGE REHABILITATION REPAIRS 9225-003

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
Park In Lieu Fees	125,000	-	**125,000**	-	-	-	-	-	**125,000**
Transfers In - Other CIP		(1,265)	**(1,265)**						**(1,265)**
Transfers In - General Fund	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	**125,000**	**(1,265)**	**123,735**	**-**	**-**	**-**	**-**	**-**	**123,735**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Materials & Supplies	2,054	955	**3,009**	-	-	-	-	-	**3,009**
Consultant & Contract Services	7,162	438	**7,599**	-	-	-	-	-	**7,599**
Project Equip & Fixtures	-	3,760	**3,760**	-	-	-	-	-	**3,760**
Construction Expenses	55,285	54,082	**109,367**	-	-	-	-	-	**109,367**
Transfers Out	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	**64,501**	**59,234**	**123,735**	**-**	**-**	**-**	**-**	**-**	**123,735**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	60,499		-	-	-	-	-	
Revenues & T/I	125,000	(1,265)	**123,735**	-	-	-	-	-	**123,735**
Expenditures & T/O	64,501	59,234	**123,735**	-	-	-	-	-	**123,735**
ENDING BALANCE	**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 a gravel parking lot, clearing trail paths to connect with mid-level picnic areas, a loading structure, restrooms, gates, an informational kiosk and signage.

Location

This project is located at the Saratoga Quarry south of Highway 9 (Congress Springs Road) and west of Hakone Gardens.

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 Quarry Park Master Plan was completed and approved by Council in June 2014. The scope of improvements described in the Master Plan will be completed in a phased approach. Phase I projects are summarized above. Future phases are summarized in the following;

Phase II projects will include construction of the Upper Terrace, including a parking lot, welcome station, connecting road, pond restoration and overlook platform, and a grassy meadow with a natural play structure.

Phase III includes the following separate projects; 1) the Saratoga to the Sea Trail connection, 2) implementing the Upper Loop Trail, 3) Renovating the loading structure and construction of the welcome station, restrooms and connections to the mid-level event space, 4) opening East Quarry Park Road and existing bridge for public access, 5) adding diagonal parking spaces and designating space for equestrian trailer parking, if feasible and 6) constructing trail connections to planned Hakone Gardens and Saratoga Village trails.

This project is funded by Park-in-Lieu fees and a General Fund transfer. Additional funding will need to be identified and secured in order to fully implement the Quarry Park Master Plan.

Operating Budget Impacts

Costs associated with engineering, administrative oversight and maintenance staff time are incorporated in the Operating Budget. Upon completion, expansion of maintenance duties will lead to an increase in maintenance expenditures in the Operating Budget.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Design Award	September 2014	Select consultant
Design Phase Start	October 2014	Phase I
Estimated Completion Date	July 2015	Phase I design complete
Estimated Construction Start	August 2015	Select contractor
Estimated Construction End	October 2015	Project complete

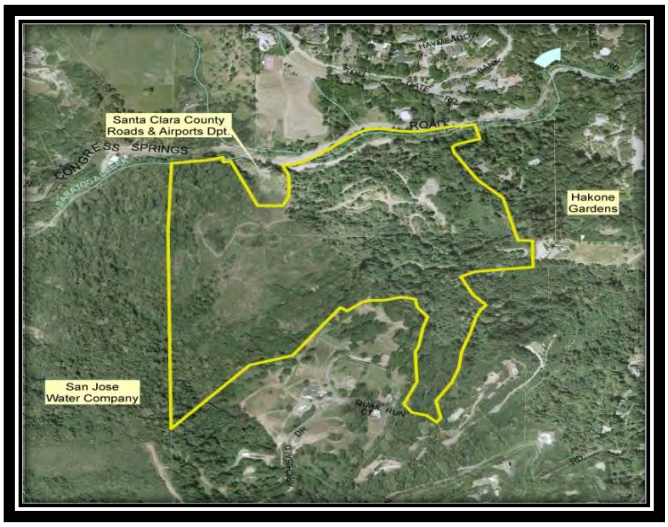
QUARRY PARK MASTER PLAN IMPLEMENTATION – PHASE 1 9226-001

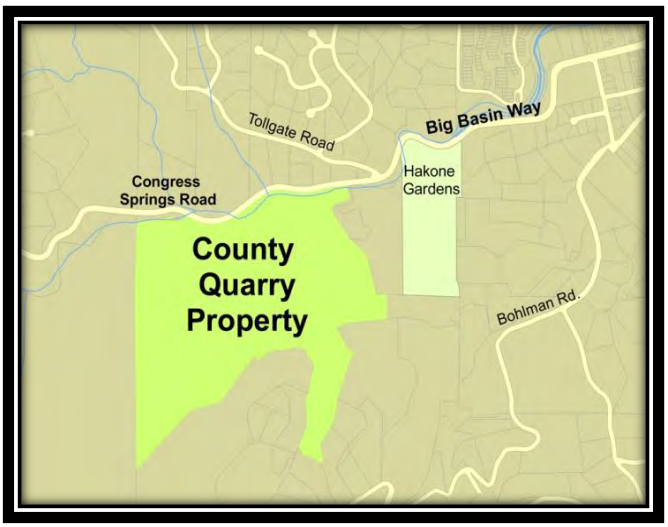
REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	-	293,445	293,445	-	-	-	-	-	**293,445**
TOTAL CIP FUND	**-**	**293,445**	**293,445**	**-**	**-**	**-**	**-**	**-**	**293,445**
PARK IN-LIEU FEES FUND									
Transfers in - General Fund	-	-	-	90,000	-	-	-	-	**90,000**
Transfers In - Other CIP	-	280,631	280,631	290,768	-	-	-	-	**571,399**
TOTAL PARK IN-LIEU FEES FU	**-**	**280,631**	**280,631**	**380,768**	**-**	**-**	**-**	**-**	**661,399**
TOTAL REVENUES	**-**	**574,076**	**574,076**	**380,768**	**-**	**-**	**-**	**-**	**954,844**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	2,677	**2,677**	-	-	-	-	-	**2,677**
Transfers Out - Other CIP	-	-	**-**	290,768	-	-	-	-	**290,768**
TOTAL CIP FUND	**-**	**2,677**	**2,677**	**290,768**	**-**	**-**	**-**	**-**	**293,445**
PARK IN-LIEU FEES FUND									
Materials & Supplies	-	10,157	**10,157**	-	-	-	-	-	**10,157**
Fees & Expenses	-	23,098	**23,098**	-	-	-	-	-	**23,098**
Consultant/Contract Svs	-	93,489	**93,489**	-	-	-	-	-	**93,489**
Construction Expenses	-	-	**-**	534,656	-	-	-	-	**534,656**
TOTAL PARK IN-LIEU FESS FU	**-**	**126,743**	**126,743**	**534,656**	**-**	**-**	**-**	**-**	**661,399**
TOTAL EXPENDITURES	**-**	**129,420**	**129,420**	**825,424**	**-**	**-**	**-**	**-**	**954,844**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	-		290,768	-	-	-	-	
Revenues & T/I	-	293,445	**293,445**	-	-	-	-	-	**293,445**
Expenditures & T/O	-	2,677	**2,677**	290,768	-	-	-	-	**293,445**
ENDING BALANCE	**-**	**290,768**	**290,768**	**-**	**-**	**-**	**-**	**-**	**-**
PARK IN-LIEU FEES FUND									
BEGINNING BALANCE				153,888	-	-	-	-	
Revenues & T/I	-	280,631	**280,631**	380,768	-	-	-	-	**661,399**
Expenditures & T/O	-	126,743	**126,743**	534,656	-	-	-	-	**661,399**
ENDING BALANCE	**-**	**153,888**	**153,888**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING FUND BALANCE	**-**	**444,656**	**444,656**	**-**	**-**	**-**	**-**	**-**	**-**

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 Trail Plan.

Location This project is located at the Saratoga Quarry south of Highway 9 (Congress Springs Road) and west of Hakone Gardens.

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 and Park In-Lieu fees.

Operating Budget Impacts Staff time for project management is incorporated into the Operating Budget.

PARK PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Discussions with SJWC	In Progress	Trail alignment discussions with San Jose Water Company
Estimated Trail Easement	May 2016	Right-of-Way acquisition complete

QUARRY PARK RIGHT OF WAY ACQUISITION 9226-002

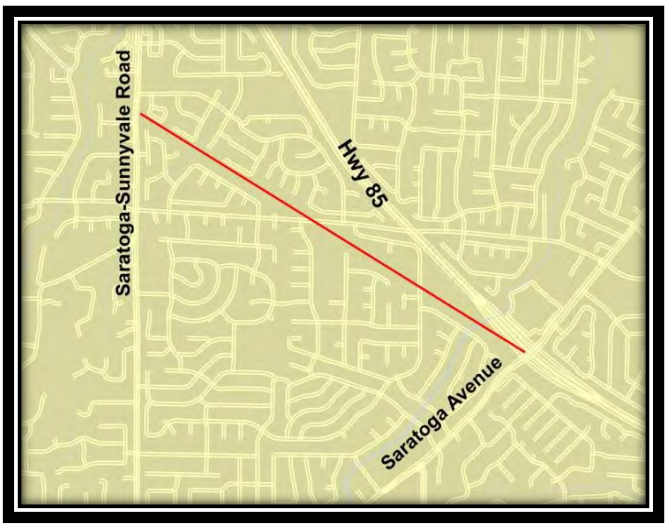
REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	-	100,000	100,000	-	-	-	-	-	**100,000**
TOTAL REVENUES	**-**	**100,000**	**100,000**	**-**	**-**	**-**	**-**	**-**	**100,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	100,000	-	-	-	-	**100,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	-		100,000	-	-	-	-	
Revenues & T/I	-	100,000	**100,000**	-	-	-	-	-	**100,000**
Expenditures & T/O	-	-	-	100,000	-	-	-	-	**100,000**
ENDING BALANCE	**-**	**100,000**	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**

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	TBD	Project is completed and the City is awaiting final reimbursements

JOE'S TRAIL AT SARATOGA DE ANZA 9274-001

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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	1,363,343	-	**1,363,343**	36,657	-	-	-	-	**1,400,000**
Local - VTA Measure B	379,988	-	**379,988**	-	-	-	-	-	**379,988**
Private - SV Foundation	280,641	-	**280,641**	119,359	-	-	-	-	**400,000**
TOTAL REVENUES	**2,023,972**	**-**	**2,023,972**	**156,016**	**-**	**-**	**-**	**-**	**2,179,988**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	33,997	-	-	-	-	**33,997**
TOTAL STREET FUND	**-**	**-**	**-**	**33,997**	**-**	**-**	**-**	**-**	**33,997**
GRANT FUND									
Salary & Benefits	81,364	-	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	135,778	-	135,778	-	-	-	-	-	**135,778**
Construction Expenses	1,160,241	-	1,160,241	168,825	-	-	-	-	**1,329,066**
TOTAL GRANT FUND	**2,011,163**	**-**	**2,011,163**	**168,825**	**-**	**-**	**-**	**-**	**2,179,988**
TOTAL EXPENDITURES	**2,011,163**	**-**	**2,011,163**	**202,822**	**-**	**-**	**-**	**-**	**2,213,985**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING FUND BAL	-	33,997		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**	**33,997**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
BEGINNING BALANCE	-	12,809		12,809	-	-	-	-	
Revenues & Transfers In	2,023,972	-	2,023,972	156,016	-	-	-	-	**2,179,988**
Expenditures & Transfers Out	2,011,163	-	2,011,163	168,825	-	-	-	-	**2,179,988**
ENDING BALANCE	**12,809**	**12,809**	**12,809**	**-**	**-**	**-**	**-**	**-**	**-**

TRAIL PROJECTS

Project Name	Guava Ct/Fredericksburg Entrance	**Project Number**	9274-002
Department	Public Works	**Project Manager**	John Cherbone

Description

This project funds the removal of the Guava Court barrier allowing 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.

This project is funded by a Transportation Fund for Clean Air (TFCA) grant totaling $300,000 and the City is providing matching funds in the 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.
Permission from CPUC	December 2015	Obtain permission from CPUC to proceed
PRC Easement	March 2016	Negotiate Right-of-Way with Pacific Railroad Company
Design & Environmental	April – Oct 2016	Plans, specifications, environmental clearance
Estimated Construction Start	January 2017	Construction project begins
Estimated Completion Date	June 2017	Project is completed

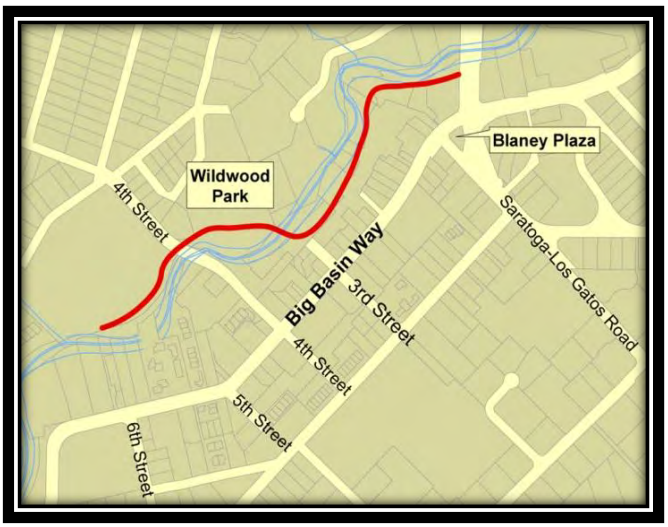
GUAVA COURT/FREDERICKSBURG ENTRANCE 9274-002

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	45,880	-	**45,880**	-	-	-	-	-	**45,880**
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**	**300,000**	**-**	**-**	**-**	**-**	**345,880**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING FUND BAL	-	45,880		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**	**-**	**-**	**-**	**-**	**-**	**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 Saratoga Village.

Project Background The Saratoga Village Creek Trail will be approximately .25 miles long, passing through Saratoga Village parallel to Big Basin Way along Saratoga Creek to Wildwood Park. 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 Saratoga 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 Saratoga 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.

The Design and Environmental review includes replacement of non-native invasive plant species with native plants and other environmental mitigations. Phase II design will include a new pedestrian bridge to Wildwood Park.

The Village Creek Trail project is funded by the Santa Clara Valley Water District Watershed Stewardship grant program and City matching funds. Additional funding will need to be identified and secured in order to fully implement the planned project.

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	January 2015	Environmental review and documentation begins
Environmental Review Ends	July 2015	Environmental review and documents filed with County
Estimated Design Start	January 2015	Design for the Village Creek Trail begins
Estimated Design Completion	July 2015	Design for the Village Creek Trail is completed
Council Approval	August 2015	Final conceptual design presented to the Saratoga City Council and Water District Board of Directors for approval

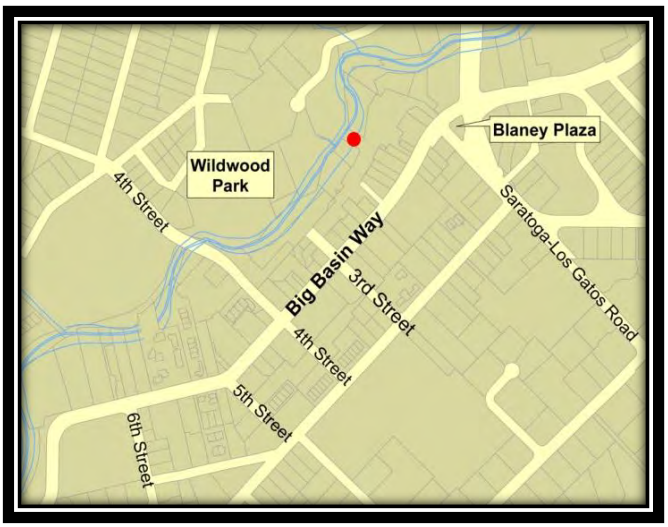
VILLAGE CREEK TRAIL DESIGN 9277-001

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP PARK FUND									
Transfers In - General Fund	-	-	-	49,000	-	-	-	-	**49,000**
Transfers In - Other Fund	-	31,000	**31,000**						**31,000**
TOTAL	**-**	**31,000**	**31,000**	**49,000**	**-**	**-**	**-**	**-**	**80,000**
GRANT FUND									
Local - SCVWD Grant	5,000	34,000	**39,000**	-	-	-	-	-	**39,000**
TOTAL	**5,000**	**34,000**	**39,000**	**-**	**-**	**-**	**-**	**-**	**39,000**
TOTAL REVENUES	**5,000**	**34,000**	**70,000**	**49,000**	**-**	**-**	**-**	**-**	**39,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Construction Expenses	-	-	-	80,000	-	-	-	-	**80,000**
TOTAL	**-**	**-**	**-**	**80,000**	**-**	**-**	**-**	**-**	**80,000**
GRANT FUND									
Fees & Expenses	5,000	-	**5,000**	-	-	-	-	-	**5,000**
Consultant/Contract Svs	-	34,000	**34,000**	-	-	-	-	-	**34,000**
Construction Expenses	-	-	-	-	-	-	-	-	-
TOTAL	**5,000**	**34,000**	**39,000**	**-**	**-**	**-**	**-**	**-**	**39,000**
TOTAL EXPENDITURES	**5,000**	**34,000**	**39,000**	**80,000**	**-**	**-**	**-**	**-**	**119,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
Beginning CIP Parks Balance	-			31,000	-	-	-	-	
Revenues & T/I	-	31,000	**31,000**	49,000	-	-	-	-	**80,000**
Expenditures & T/O	-	-	-	80,000	-	-	-	-	**80,000**
Ending CIP Parks Balance	**-**	**31,000**	**31,000**	**-**	**-**	**-**	**-**	**-**	**-**
GRANT FUND									
Beginning Grant Balance	-	-		-	-	-	-	-	
Revenues & T/I	5,000	34,000	**39,000**	-	-	-	-	-	**39,000**
Expenditures & T/O	5,000	34,000	**39,000**	-	-	-	-	-	**39,000**
Ending Grant Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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 Saratoga 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 one switchback. The trail surface will be comprised of compacted dirt 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 plan conducted for the Saratoga Village Creek Trail. This trail is part of the City's General Plan and is expected to be .25 miles long, traveling along Saratoga Creek from Saratoga-Sunnyvale Road to Wildwood Park.

This project is partially funded by Santa Clara Valley Water District Trails and Open Space grant and City matching funds.

Operating Budget Impacts 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	January 2015	Environmental review and documentation begins
Environmental Review Ends	July 2015	Environmental review and documents filed with County
Estimated Design Start	January 2015	Design for the Outlook begins
Estimated Design Completion	July 2015	Design completed
Council Approval	August 2015	Final conceptual design presented to the Saratoga City Council and Water District Board of Directors for approval
Estimated Construction Start	October 2015	Award Contract
Estimated Construction End	December 2015	Project completed

SARATOGA VILLAGE CREEK OVERLOOK 9277-002

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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	Saratoga 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 Saratoga Village.

Project Background

The Saratoga 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 Saratoga 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 Saratoga 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.

This project is still in its initial phase and no formal conceptual plan has been developed. The creek trail is expected to be 4 to 5 feet wide and .25 miles long with a pedestrian bridge, include replacement of non-native invasive plant species with native plants and the removal of creek blockages that interfere with the natural migration of fish in the creek.

Funding for this project will come from Park-in-Lieu Fees and a transfer from the General Fund. The City expects to receive additional grant funding from the SCVWD for the construction of the trail.

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
Grant Application	TBD	Awaiting grant opportunities
Estimated Construction Award	TBD	
Estimated Construction Start	TBD	
Estimated Construction Finish	TBD	

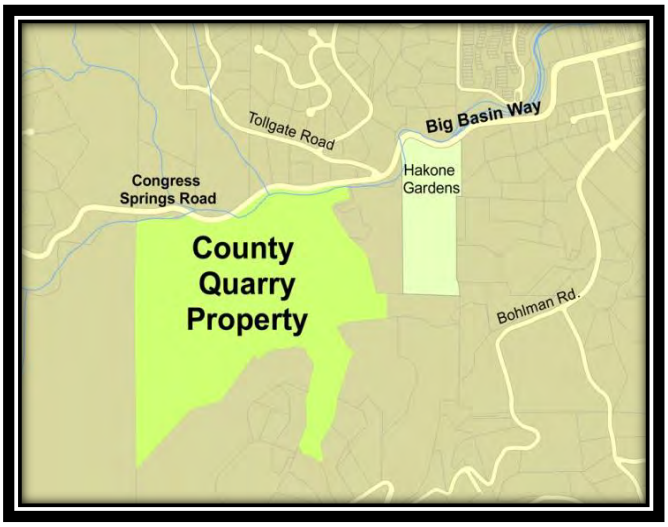
VILLAGE CREEK TRAIL - CONSTRUCTION 9277-003

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
PARK IN-LIEU FEES FUND									
Transfers In - General Fund	-	-	-	81,000					**81,000**
Transfers In - Other CIP	-	19,000	**19,000**	-					**19,000**
TOTAL	**-**	**19,000**	**19,000**	**81,000**	**-**	**-**	**-**	**-**	**100,000**
TOTAL REVENUES	**-**	**-**	**-**	**81,000**	**-**	**-**	**-**	**-**	**100,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
PARK IN-LIEU FEES FUND									
Construction Expenses	-	-	-	100,000	-	-	-	-	**100,000**
TOTAL	**-**		**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
PARK IN-LIEU FEES FUND									
Beginning CIP Parks Balance	-			19,000	-	-	-	-	
Revenues & T/I	-	19,000	**19,000**	81,000	-	-	-	-	**100,000**
Expenditures & T/O	-	-	**-**	100,000	-	-	-	-	**100,000**
Ending Park In-Lieu Fees Balanc	**-**	**19,000**	**19,000**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**-**	**19,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

This project is located at the Saratoga Quarry south of Highway 9 (Congress Springs Road) and 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 developed a Master Plan for the Property in order to accomplish the purposes of the Conservation Easement. The development and implementation of this Master Plan was subject to County and District review and input. The Master Plan included 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

This project was completed in Fiscal Year 2014/15.

Operating Budget Impacts

The Master Plan required 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	June 2015	Finalize Master Plan

SARATOGA TO THE SEA MASTER PLAN IMPLEMENTATION 9281-002

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP PARK FUND									
Site Acquisition & Prep	6,563	-	**6,563**	-	-	-	-	-	**6,563**
Materials & Supplies	1,361	-	**1,361**	-	-	-	-	-	**1,361**
Consultant/Contract Svs	242,492	23,872	**266,364**	-	-	-	-	-	**266,364**
Construction Expenses	25,712	-	**25,712**	-	-	-	-	-	**25,712**
TOTAL EXPENDITURES	**276,128**	**23,872**	**300,000**	**-**	**-**	**-**	**-**	**-**	**300,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP PARK FUND									
BEGINNING BALANCE	-	23,872		-	-	-	-	-	
Revenues & T/I	300,000	-	**300,000**	-	-	-	-	-	**300,000**
Expenditures & T/O	276,128	23,872	**300,000**	-	-	-	-	-	**300,000**
ENDING BALANCE	**23,872**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

FACILITY IMPROVEMENTS

FACILITY IMPROVEMENT PROGRAM

PROGRAM DIRECTORY

FACILITY IMPROVEMENT PROGRAM OVERVIEW		PAGE
Program Summary		461
Project List Summary		462
Project Funding Summary		463
CITYWIDE PROJECTS		
9311-001	Annual Facility Improvements Funding	466
9312-002	Electronic Door Lock System	468
9314-002	Emergency Power Backup System	470
9314-005	ADA Auto Doors/Ramps/Handrails	472
CIVIC CENTER IMPROVEMENT		
9321-014	Master Switch Gear – Electrical Panel	476
9321-015	CDD/Engineering Window Replacement	478
9322-001	Civic Theater - Annual Improvements	480
9322-010	Civic Theater - Master Plan Improvement	482
9322-011	Civic Theater - Boiler Replacement	484
9322-012	Civic Theater - Roof Top Duct Work	486
COMMUNITY CENTER		
9331-002	Community Center Cool Roofs	490
9334-003	Pre-school Play Structure	492
SARATOGA PROSPECT CENTER		
9351-004	Saratoga Prospect Center Furniture	496
VILLAGE HISTORICAL BUILDING		
9364-001	McWilliams House Improvement – Phase II	500
LIBRARY BUILDING		
9372-001	Library Building Exterior Maintenance	504

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 LIST SUMMARY

FACILITY PROJECT EXPENDITURE SUMMARY		Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expenditures
City Wide Projects										
9311-001	Annual Facility Improvements	46,718	89,014	135,732	43,500	-	-	-	-	179,232
9312-002	Electronic Door Lock System - Phase II	66,028	29,089	95,116	53,007	-	-	-	-	148,123
9314-002	Emergency Power Backup - Phase II	67,985	53,120	121,105	325	-	-	-	-	121,430
9314-005	ADA Auto Doors/Ramps/Handrails	66,695	-	66,695	8,336	-	-	-	-	75,030
Civic Center Improvements										
9321-014	Master Switch Gear - Electrical Panel	-	66,502	66,502	73,498	-	-	-	-	140,000
9321-015	CDD/Engineering Window Replacement	-	-	-	40,000					
9322-001	Theater Improvements	194,073	11,759	205,832	87,882	35,000	35,000	35,000	35,000	433,713
9322-010	Civic Theater Master Plan Improvement	-	-	-	135,000	-	-	-	-	135,000
9322-011	Civic Theater Boiler Replacement	-	-	-	90,000	-	-	-	-	90,000
9322-012	Civic Theater Roof Top Duct Work	-	-	-	90,000	-	-	-	-	90,000
Community Center										
9331-002	Community Center Cool Roofs	-	90,000	90,000	*closed*	-	-	-	-	90,000
9334-003	Preschool Play Structure	-	29,542	29,542	10,458					40,000
Saratoga-Prospect Center										
9351-004	Saratoga Prospect Center Furniture	-	-		13,896					
Village Historical Buildings										
9364-001	McWilliams House Improvements	6,297	125	6,422	3,578	-	-	-	-	10,000
Library Buildings										
9372-001	Library Exterior Maintenance Projects	29,030	500	29,530	15,470	5,000	5,000	5,000	5,000	65,000
Total Project Expenditures		644,398	382,416	1,026,814	664,950	40,000	40,000	40,000	40,000	1,811,764

There are four new facility projects added for FY 2015/16. They are:

- CDD/Engineering Single Pane Window Replacement
- Civic Theater Boiler Replacement
- Civic Theater Roof Top Duct Work
- Saratoga Prospect Center Furniture

One Council approved project was completed in FY 2014/15, including:

- Community Center Cool Roofs

The Annual Facility Improvements project serves as a clearinghouse for ongoing annual funding for multiple minor facility improvements and repairs. During Fiscal Year 2014/15 funding was spent on the following minor projects:

- Building Signage
- Civic Theater Stage Tip Removal
- Sewer Grinder Pump
- Community Center Doors
- Community Center Tables & Chairs
- Community Center Flooring
- Civic Theater Flooring
- Community Center Painting

For Fiscal Year 2015/16 the Annual Facility Improvement project will be closed out and further facility improvement projects will be funded through a new internal service fund; the *Facilities Furniture, Fixtures and Equipment Fund*.

Of the fifteen separate projects listed, one was completed in FY 2014/15 leaving fourteen active projects.

FACILITY IMPROVEMENTS FUNDING SUMMARY

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Program Funding
CIP FACILITIES FUND									
Theater Ticket Surcharge	260,133	33,580	293,713	35,000	35,000	35,000	35,000	35,000	468,713
SCC Maintenance Reimb	35,000	5,000	40,000	5,000	5,000	5,000	5,000	5,000	65,000
Transfers In - General Fund	316,479	432,653	749,132	233,896	-	-	-	-	983,028
Transfers In - Annual Facilities	48,136	-	48,136	-	-	-	-	-	48,136
Transfer In - Admin Projects	36,430	40,000	76,430	-	-	-	-	-	76,430
Transfer In - Other CIP	28,123	-	28,123	-	-	-	-	-	28,123
CIP GRANT FUND									
CDBG Grant	138,898	-	138,898	78,436	-	-	-	-	217,333
TOTAL REVENUES	**863,200**	**511,233**	**1,374,433**	**352,332**	**40,000**	**40,000**	**40,000**	**40,000**	**1,886,765**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Program Expended
CIP FACILITIES FUND									
Materials & Supplies	18,763	8,858	27,620	3,578	-	-	-	-	31,199
Consultant/Contract Svs	77,882	2,175	80,057	-	-	-	-	-	80,057
Construction Expenses	421,622	358,618	780,240	582,936	40,000	40,000	40,000	40,000	1,523,176
TOTAL CIP FUND EXP	**518,267**	**369,650**	**887,917**	**586,514**	**40,000**	**40,000**	**40,000**	**40,000**	**1,634,431**
CIP GRANT FUND									
Materials & Supplies	2,189	-	2,189	-	-	-	-	-	2,189
Consultant/Contract Svs	6,151	-	6,151	-	-	-	-	-	6,151
Construction Expenses	130,558	-	130,558	78,436	-	-	-	-	208,993
TOTAL GRANT FUND EXP	**138,898**	**-**	**138,898**	**78,436**	**-**	**-**	**-**	**-**	**217,333**
TOTAL EXPENDITURES	**657,165**	**369,650**	**1,026,815**	**664,950**	**40,000**	**40,000**	**40,000**	**40,000**	**1,851,765**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Program Activity
CIP FACILITIES FUND									
Beginning Balance		206,036		347,618	35,000	35,000	35,000	35,000	
Revenues & T/I	724,302	511,233	1,235,535	273,896	40,000	40,000	40,000	40,000	**1,669,431**
Expenditures & T/O	518,267	369,650	887,917	586,514	40,000	40,000	40,000	40,000	**1,634,431**
Ending Balance	**206,036**	**347,618**	**347,618**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**
GRANT FUND									
Beginning Balance		-		-					
Revenues & T/I	138,898	-	138,898	78,436	-	-	-	-	**217,333**
Expenditures & T/O	138,898	-	138,898	78,436	-	-	-	-	**217,333**
Ending Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING BALANCE	**206,036**	**347,618**	**347,618**	**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

Operating Budget Impacts

This project will be completed and will be replaced with the Facilities Furniture, Fixtures and Equipment Internal Service Fund.

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	Oct 2015	Project complete

ANNUAL FACILITY IMPROVEMENTS 9311-001

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	86,479	92,753	**179,232**	-	-	-	-	-	**179,232**
TOTAL REVENUES	**86,479**	**92,753**	**179,232**	**-**	**-**	**-**	**-**	**-**	**179,232**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	1,211	-	**1,211**	-	-	-	-	-	**1,211**
Construction Expenses	45,507	89,014	**134,520**	43,500	-	-	-	-	**178,020**
TOTAL EXPENDITURES	**46,718**	**89,014**	**135,732**	**43,500**	**-**	**-**	**-**	**-**	**179,232**

	Prior Year Activity	FY 2014/15 Actuals	Totals	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL		39,761		43,500	-	-	-	-	**-**
Revenues & T/I	86,479	92,753	179,232	-	-	-	-	-	**179,232**
Expenditures & T/O	46,718	89,014	135,732	43,500	-	-	-	-	**179,232**
ENDING FUND BALANCE	**39,761**	**43,500**	**43,500**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

Project Name	Electronic Door Locking System	**Project Number**	9312-002
Department	Recreation & 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, and a number of Park buildings and locations used by the Streets Department.

Project Background Currently, over half 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 update the Master key system used at the Corp Yard, and most Parks buildings at field locations around the City used by the Streets department. This Master key system has been due for a complete update of all existing keys for the Corp Yard system to improve security and eliminate the concern over legacy lost keys.

Operating Budget Impacts This project will reduce the possibility of loss of, or damage to, City property that could result from doors being left unlocked after hours. Upon completion, 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 2015	Project complete

ELECTRONIC DOOR LOCKING SYSTEM 9312-002

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Transfers In - Other CIP	3,123	-	**3,123**	-	-	-	-	-	**3,123**
Transfers In - General Fund	100,000	45,000	**145,000**	-	-	-	-	-	**145,000**
TOTAL REVENUES	**103,123**	**45,000**	**148,123**	**-**	**-**	**-**	**-**	**-**	**148,123**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	66,028	29,089	**95,116**	53,007	-	-	-	-	**148,123**
TOTAL EXPENDITURES	**66,028**	**29,089**	**95,116**	**53,007**	**-**	**-**	**-**	**-**	**148,123**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	37,096		53,007	-	-	-	-	-
Revenues & T/I	103,123	45,000	148,123	-	-	-	-	-	148,123
Expenditures & T/O	66,028	29,089	95,116	53,007	-	-	-	-	148,123
ENDING FUND BALANCE	**37,096**	**53,007**	**53,007**	**-**	**-**	**-**	**-**	**-**	**-**

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 City Hall buildings during PG&E power outages.

Location

The emergency power generator will be installed outside on a cement pad behind the Engineering Division section of City Hall.

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 power from the portable generator is available – after an outage occurs the portable generator must be brought over from the corporation yard and plugged into the City's power supply. This portable 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 remain 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

Upon 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	December 2015	Project complete

EMERGENCY POWER BACKUP SYSTEM 9314-002

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Consultant/Contract Svs	11,028	2,175	**13,203**	-	-	-	-	-	**13,203**
Construction Expenses	56,957	50,945	**107,903**	325	-	-	-	-	**108,228**
Transfers Out	-	-	**-**	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**67,985**	**53,120**	**121,105**	**325**	**-**	**-**	**-**	**-**	**121,430**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL		53,445	**-**	325	-	-	-	-	**-**
Revenues & T/I	121,430	-	121,430	-	-	-	-	-	**121,430**
Expenditures & T/O	67,985	53,120	121,105	325	-	-	-	-	**121,430**
ENDING FUND BALANCE	**53,445**	**325**	**325**	**-**	**-**	**-**	**-**	**-**	**-**

CITYWIDE PROJECTS

Project Name	ADA Auto Doors/Ramps/Handrails	**Project Number**	9314-005
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project continues the process of making City facilities ADA compliant by installing eight (8) automatic doors at the Community Center, the Senior Center, the Prospect Center Friendship Hall and the Grace Building.

Location

Improvements will be made at the Community Center, the Senior Center, the Prospect Center Friendship Hall and Grace Building.

Project Background

In July, 2009, the Association of Bay Area Governments (ABAG) conducted an accessibility assessment of Saratoga facilities. The ABAG consultant who performed the assessment visited each of the City's facilities to determine if they are compliant with Americans with Disabilities Act (ADA) accessibility guidelines. The consultant provided a list of recommended improvements to increase accessibility.

The recommended improvements included automatic opening doors for all City facilities.

This project will be funded with Community Development Block Grant (CDBG) monies. The CDBG program was started in 1974 by the U.S. Department of Housing and Urban Development to ensure access to affordable housing, provide services to people with special needs, and create jobs. In Santa Clara County, CDBG money for cities in the valley is administered by the Santa Clara County Office of Affordable Housing.

Work will be performed by an outside contractor and managed by staff.

Operating Budget Impacts

Automatic doors will make City Hall more accessible and thereby more welcoming to disabled citizens conducting business at City Hall. Furthermore, the improvements will help protect the City from potential lawsuits. Staff time required to oversee this project and grant requirements is accounted for in the operating budget.

CITYWIDE PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	December 2012	Prepare plans and specifications
Begin Bid Process	June 2013	Plans approved and distributed
Contract Award	August 2013	Contract awarded
Estimated Construction Start	September 2013	Construction project begins
Estimated Completion Date	December 2015	Project completed

ADA AUTO DOORS/RAMPS/HANDRAILS 9314-005

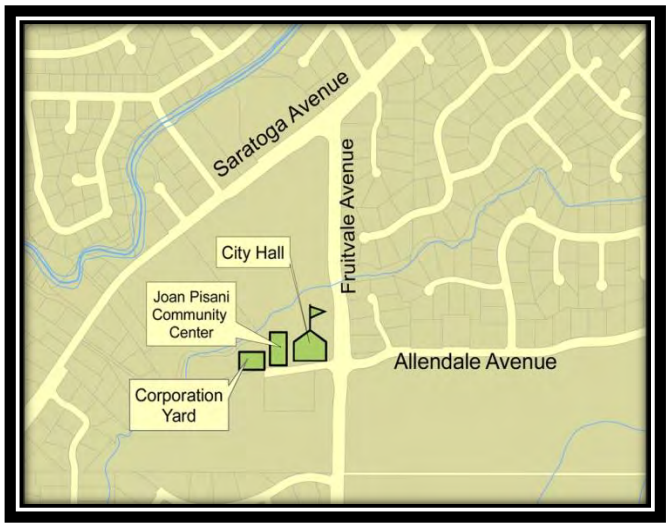
REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
GRANT FUND									
CDBG Grant	66,695	-	**66,695**	8,336	-	-	-	-	**75,030**
TOTAL REVENUES	**66,695**	**-**	**66,695**	**8,336**	**-**	**-**	**-**	**-**	**75,030**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
GRANT FUND									
Construction Expenses	66,695	-	**66,695**	8,336	-	-	-	-	**75,030**
TOTAL EXPENDITURES	**66,695**	**-**	**66,695**	**8,336**	**-**	**-**	**-**	**-**	**75,030**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
GRANT FUND									
BEGINNING FUND BAL	-	-	-	-	-	-	-	-	-
Revenues & T/I	66,695	-	66,695	8,336	-	-	-	-	**75,030**
Expenditures & T/O	66,695	-	66,695	8,336	-	-	-	-	**75,030**
ENDING FUND BALANCE	-	-	-	-	-	-	-	-	-

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	December 2015	Project complete

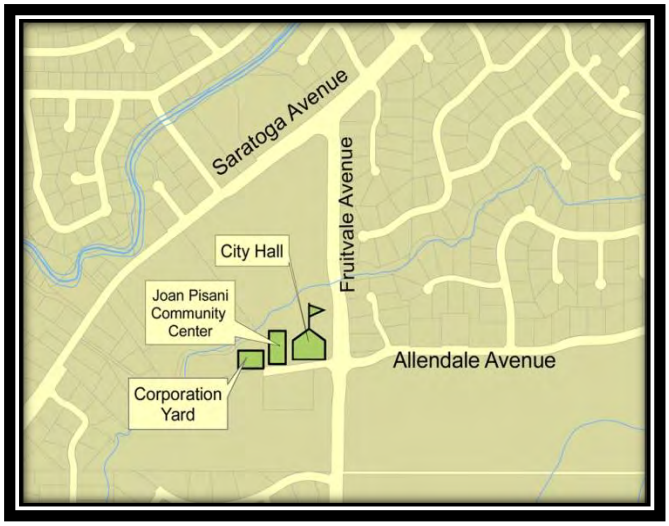
MASTER SWITCH GEAR – ELECTRICAL BOARD 9321-014

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	140,000	**140,000**	-	-	-	-	-	**140,000**
TOTAL REVENUES	**-**	**140,000**	**140,000**	**-**	**-**	**-**	**-**	**-**	**140,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	-	66,502	**66,502**	73,498	-	-	-	-	**140,000**
TOTAL EXPENDITURES	**-**	**66,502**	**66,502**	**73,498**	**-**	**-**	**-**	**-**	**140,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL		-		73,498	-	-	-	-	**-**
Revenues & T/I	-	140,000	140,000	-	-	-	-	-	**140,000**
Expenditures & T/O	-	66,502	66,502	73,498	-	-	-	-	**140,000**
ENDING FUND BALANCE	**-**	**73,498**	**73,498**	**-**	**-**	**-**	**-**	**-**	**-**

CIVIC CENTER IMPROVEMENTS



Project Name	Community Development / Engineering Single Pane Window Replacement	**Project Number**	9321-015
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project replaces 28 single pane windows in the Community Development/Engineering office building with energy efficient double pane windows.

Location

This project is located along the back (west) wall of the Engineering and Building Division offices and the back (north) wall of the Planning Division offices at City Hall located at 13777 Fruitvale Avenue.

Project Background

The windows being replaced were donated to the City at the time the offices were being remodeled in the 1980's. They are single pane windows that were discarded from a local school building renovation project. The window glass and frames are very old, not energy efficient and some are no longer operable.

Replacing these windows with more energy efficient double paned windows has several key benefits. Among these are better insulation properties which improve environmental controls by reducing heat and sound transfer, provide better security as the glass is not easily broken, afford greater ease of cleaning and provide operable windows which would reduce the use of heating and air conditioning. The glazing, or UV coating, would also protect the interior from sun damage.

This project is funded by a transfer from the General Fund.

Operating Budget Impacts

This project will reduce maintenance costs and enhance energy efficiency savings through lower utility costs, thereby lowering operating costs. Staff time spent overseeing this project is incorporated in the operating budget.

CIVIC CENTER IMPROVEMENTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	May 2015	Prepare plans and specifications
Begin Bid Process	July 2015	Council approves plan and authorizes bidding the project
Contract Award	September 2015	Council awards contract
Estimated Construction Start	November 2015	Construction project begins
Estimated Completion Date	November 2015	Project completed

COMMUNITY DEVELOPMENT/ENGINEERING SINGLE PANE WINDOW REPLACEMENT 9321-015

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	-	-	40,000	-	-	-	-	**40,000**
TOTAL REVENUES	**-**	**-**	**-**	**40,000**	**-**	**-**	**-**	**-**	**40,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	-	-	-	40,000	-	-	-	-	**40,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**40,000**	**-**	**-**	**-**	**-**	**40,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CIVIC CENTER IMPROVEMENTS

Project Name	Civic Theater Annual 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. Costs associated with staff time to oversee improvements to the theater are 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

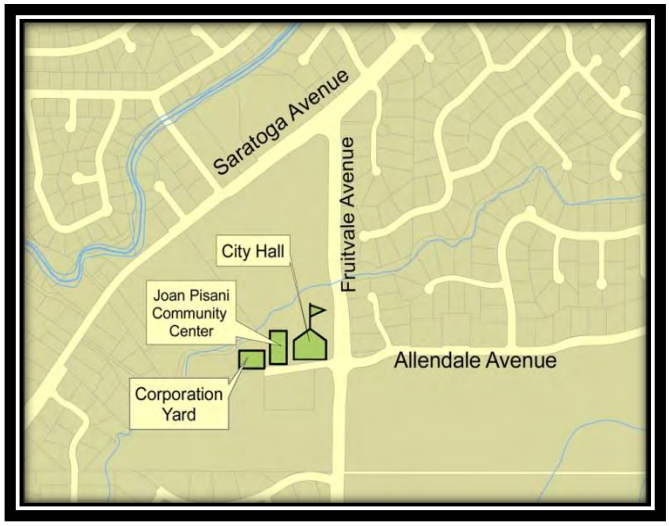
THEATER IMPROVEMENTS 9322-001

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Theater Ticket Surcharge	260,133	33,580	**293,713**	35,000	35,000	35,000	35,000	35,000	**468,713**
TOTAL REVENUES	**260,133**	**33,580**	**293,713**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**468,713**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Materials & Supplies	11,255	8,733	**19,987**	-	-	-	-	-	**19,987**
Construction Expenses	182,818	3,026	**185,844**	87,882	35,000	35,000	35,000	35,000	**413,726**
TOTAL EXPENDITURES	**194,073**	**11,759**	**205,832**	**87,882**	**35,000**	**35,000**	**35,000**	**35,000**	**433,713**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	66,061		87,882	35,000	35,000	35,000	35,000	-
Revenues & T/I	260,133	33,580	293,713	35,000	35,000	35,000	35,000	35,000	468,713
Expenditures & T/O	194,073	11,759	205,832	87,882	35,000	35,000	35,000	35,000	433,713
ENDING FUND BALANCE	**66,061**	**87,882**	**87,882**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**

CIVIC CENTER IMPROVEMENTS



Project Name	Civic Theater Master Plan Improvements	**Project Number**	9322-010
Department	Recreation & Facilities	**Project Manager**	Michael Taylor

Description

This project improves, updates, and increases efficiencies in the Civic Theater. The project includes renovations to the existing restrooms increasing the number of facilities and complying 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 for 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, doors, counter-weight systems on the stage, sound system, 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. These projects included 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

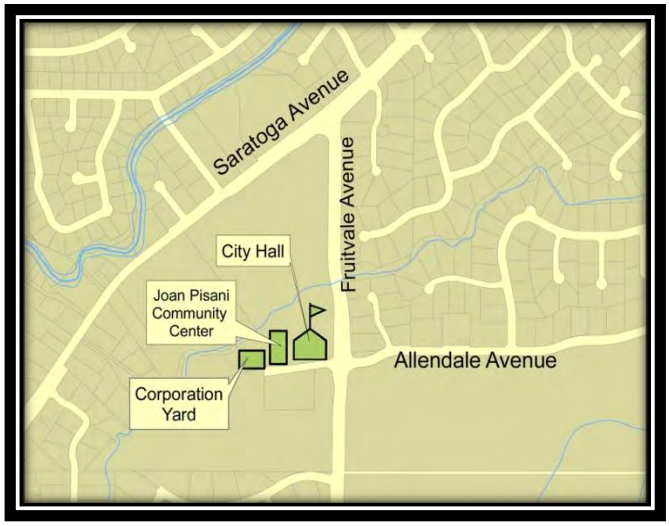
THEATER MASTER PLAN IMPROVEMENTS 9322-010

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	64,900	**64,900**	-	-	-	-	-	**64,900**
TOTAL CIP FUND REVENUES	**-**	**64,900**	**64,900**	**-**	**-**	**-**	**-**	**-**	**64,900**
CIP GRANT FUND									
CDBG Funding	-	-	**-**	70,100	-	-	-	-	**70,100**
TOTAL CIP GRANT REVENUES	**-**	**-**	**-**	**70,100**	**-**	**-**	**-**	**-**	**70,100**
TOTAL REVENUES	**-**	**64,900**	**64,900**	**70,100**	**-**	**-**	**-**	**-**	**135,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	-	-	**-**	64,900	-	-	-	-	**64,900**
TOTAL CIP FUND EXPENDITU	**-**	**-**	**-**	**64,900**	**-**	**-**	**-**	**-**	**64,900**
CIP GRANT FUND									
Construction Expenses	-	-	**-**	70,100	-	-	-	-	**70,100**
TOTAL CIP GRANT EXPENDIT	**-**	**-**	**-**	**70,100**	**-**	**-**	**-**	**-**	**70,100**
TOTAL EXPENDITURES	**-**	**-**	**-**	**135,000**	**-**	**-**	**-**	**-**	**135,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	-		64,900	-	-	-	-	**-**
Revenues & T/I	-	64,900	64,900	-	-	-	-	-	**64,900**
Expenditures & T/O	-	-	-	64,900	-	-	-	-	**64,900**
ENDING FUND BALANCE	**-**	**64,900**	**64,900**	**-**	**-**	**-**	**-**	**-**	**-**
CIP GRANT FUND									
BEGINNING FUND BAL	-	-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	70,100	-	-	-	-	**70,100**
Expenditures & T/O	-	-	-	70,100	-	-	-	-	**70,100**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ENDING FUND BALANCE	**-**	**64,900**	**64,900**	**-**	**-**	**-**	**-**	**-**	**-**

CIVIC CENTER IMPROVEMENTS



Project Name	Civic Theater Boiler Replacement	**Project Number**	9322-011
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description This project replaces the boiler in the Civic Theater.

Location This project is located in the Civic Theater at City Hall located at 13777 Fruitvale Avenue.

Project Background The Civic Theater's current boiler was installed sometime in the 1980's, and is now approximately 30 years old. With the boiler approaching the end of its life cycle, repairs are needed on an increasing basis. Due to the advanced age of the boiler, replacements parts are becoming more difficult to obtain and when obtained, coming with an increase in cost.

Should the boiler catastrophically fail, staff estimates a 3-4 week lead time to obtain a replacement boiler that would meet the required building specifications and desired efficiencies. Without air temperature controls, the Civic Theater building would not be usable during this time. Staff recommends replacing the boiler before a catastrophic failure occurs.

The project will replace the existing boiler with two energy efficient boilers. This service redundancy will allow for continual operation should one fail and need extended repair. Copper piping will be installed with larger diameters to allow for more steam capacity. Radiators will be resized and inserted in the new duct work that is being installed concurrently with the replacement of the boiler.

This project is funded by a transfer from the General Fund.

Operating Budget Impacts Maintenance costs for repairs and air conditioning/heating costs are expected to decrease with the installation of the new boilers. Staff time for project oversight is incorporated into the operating budget.

CIVIC CENTER IMPROVEMENTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Council Approval	July 2015	Prepare plans and specifications
Bid Process	July 2015	Council approves plans and authorizes bidding
Contract Award	November 2015	Council awards contract
Estimated Project Start Date	January 2016	Construction project begins
Estimated Completion Date	February 2016	Project completed

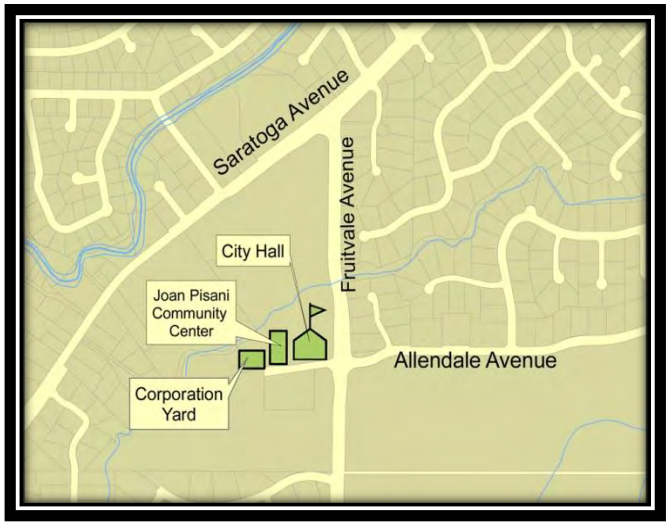
CIVIC THEATER BOILER REPLACEMENT 9322-011

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	-	-	90,000	-	-	-	-	**90,000**
TOTAL REVENUES	**-**	**-**	**-**	**90,000**	**-**	**-**	**-**	**-**	**-**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	-	-	-	90,000	-	-	-	-	**90,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**90,000**	**-**	**-**	**-**	**-**	**90,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CIVIC CENTER IMPROVEMENTS



Project Name	Civic Theater Roof Top Duct Work	**Project Number**	9322-012
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description This project replaces the aging, exposed duct work on the roof of the Civic Theater building.

Location This project is located on the roof of the Civic Theater at City Hall located at 13777 Fruitvale Avenue.

Project Background The Civic Theater was built in 1964. The duct work installed at the time of construction is now 50 years old and needs to be replaced as it is at the end of its life cycle. Replacement is recommended due to leaks and gaps in the metal that require increased service, connection fittings. Exit points are failing, leading to roof leaks and air loss throughout the air cooling and heating system.

Deficiencies noted in the duct work can lead to temperature control failures, water damage and excessive dust. The heating coil units, which are mounted inside the ductwork, will also need to be resized and replaced as a result of this project. In addition to eliminating excessive maintenance and repair impacts, advancements in technology in equipment of this type over the years have significantly increased air temperature control practices, creating greater energy efficiencies and reducing operating costs.

This project is funded by a transfer from the General Fund.

Operating Budget Impacts Maintenance costs for repairs and air conditioning/heating costs are expected to decrease with the installation of new duct work. 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	July 2015	Prepare plans and specifications
Bid Process	July 2015	Council approves plans and authorizes bidding
Contract Award	November 2015	Council awards contract
Estimated Project Start Date	January 2016	Construction project begins
Estimated Completion Date	February 2016	Project completed

THEATER MASTER PLAN IMPROVEMENTS 9322-010

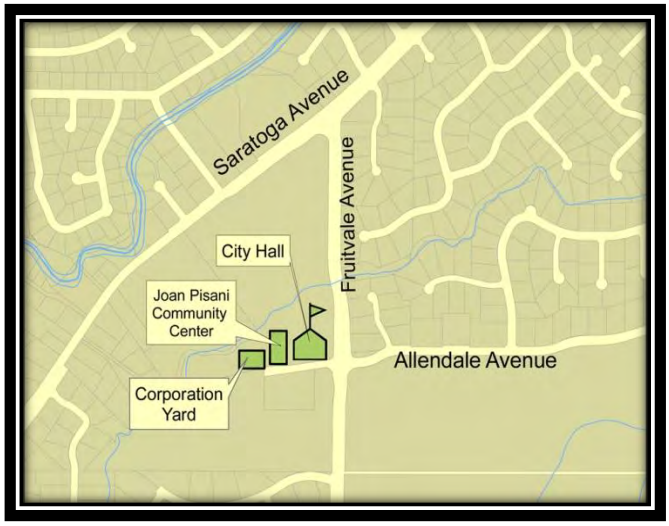
REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	-	-	90,000	-	-	-	-	**90,000**
TOTAL REVENUES	**-**	**-**	**-**	**90,000**	**-**	**-**	**-**	**-**	**-**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	-	-	-	90,000	-	-	-	-	**90,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**90,000**	**-**	**-**	**-**	**-**	**90,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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

COMMUNITY CENTER



Project Name	Community Center Cool Roof Replacement	**Project Number**	9331-002
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description This project installed a new cool roof at Joan Pisani Community Center.

Location This project is located at the Joan Pisani Community Center Building.

Project Background This project replaced 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.

This project was completed in Fiscal Year 2014/15 and was funded by a transfer from the General Fund.

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	March 2015	Council awards contract
Estimated Project Start Date	May 2015	Construction project begins
Estimated Completion Date	June 2015	Project completed

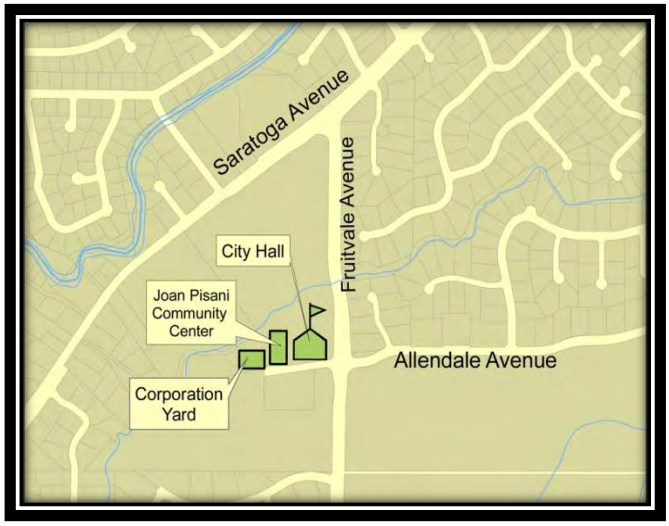
COMMUNITY CENTER COOL ROOF REPLACEMENT 9331-002

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	90,000	**90,000**	-	-	-	-	-	**90,000**
TOTAL REVENUES	**-**	**90,000**	**90,000**	**-**	**-**	**-**	**-**	**-**	**90,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Consultant/Contract Svs	-	90,000	**90,000**	-		-	-	-	**90,000**
TOTAL EXPENDITURES	**-**	**90,000**	**90,000**	**-**	**-**	**-**	**-**	**-**	**90,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	-		-	-	-	-	-	**-**
Revenues & T/I	-	90,000	90,000	-	-	-	-	-	**90,000**
Expenditures & T/O	-	90,000	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 This project removes the preschool's aging, wooden play structure and replaces 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	September 2014	Finalize paperwork to give installer ample time to accrue all materials for construction
Estimated Project Start Date	September 2014	Construction begins
Estimated Completion Date	September 2015	Project complete

PRE-SCHOOL PLAY STRUCTURE 9334-003

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Transfers In - Admin Projects	-	40,000	**40,000**	-	-	-	-	-	**40,000**
TOTAL REVENUES	**-**	**40,000**	**40,000**	**-**	**-**	**-**	**-**	**-**	**40,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	-	29,542	**29,542**	10,458	-	-	-	-	**40,000**
TOTAL EXPENDITURES	**-**	**29,542**	**29,542**	**10,458**	**-**	**-**	**-**	**-**	**40,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	-		10,458	-	-	-	-	**-**
Revenues & T/I	-	40,000	40,000	-	-	-	-	-	**40,000**
Expenditures & T/O	-	29,542	29,542	10,458	-	-	-	-	**40,000**
ENDING FUND BALANCE	**-**	**10,458**	**10,458**	**-**	**-**	**-**	**-**	**-**	**-**

SARATOGA PROSPECT CENTER PROJECTS

SARATOGA PROSPECT CENTER PROJECTS

Project Name	Saratoga Prospect Center Furniture and Equipment	**Project Number**	9351-004
Department	Recreation & Facilities	**Project Manager**	Thomas Scott

Description

This project funds the purchase of classroom style tables and carts for facility rental use at the Saratoga Prospect Center's Friendship and Grace buildings.

Location

The Friendship and Grace buildings are located at the Saratoga Prospect Center on Prospect Avenue.

Project Background

The Saratoga Prospect Center buildings and grounds were renovated and re-opened for facility rental use in 2009. While the buildings offer an attractive site for meetings, weddings receptions, parties, and even religious services, their use for business meetings and classes has been hampered due to a lack of on-site classroom style rectangular tables and modern projector equipment.

Additional meeting furniture will enhance the utilization and attractiveness in using the facilities, and is expected to generate more classroom/seminar type of uses, and higher rental fees.

This project is funded by a transfer from the General Fund.

Operating Budget Impacts

The furnishings and equipment will be added to the Facility Furniture Fixtures & Equipment Internal Service Fund program to accumulate replacement funding on an ongoing basis in future years. Staff time spent for project oversight is incorporated into the operating budget.

SARATOGA PROSPECT CENTER PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Funding Allocated	July 1, 2015	Council approves funding
Purchase of Equipment	December 2015	Furniture ordered
Installation of Equipment	February 2016	Furniture delivered
Project Completed	February 2016	Project complete

SARATOGA PROSPECT CENTER FURNITURE AND EQUIPMENT 9351-004

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	-	-	-	13,896	-	-	-	-	**13,896**
TOTAL REVENUES	**-**	**-**	**-**	**13,896**	**-**	**-**	**-**	**-**	**13,896**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	-	-	-	13,896	-	-	-	-	**13,896**
TOTAL EXPENDITURES	**-**	**-**	**-**	**13,896**	**-**	**-**	**-**	**-**	**13,896**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	-		-	-	-	-	-	**-**
Revenues & T/I	-	-	-	13,896	-	-	-	-	**13,896**
Expenditures & T/O	-	-	-	13,896	-	-	-	-	**13,896**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

VILLAGE HISTORICAL BUILDINGS PROJECTS

VILLAGE HISTORICAL BUILDINGS PROJECTS

Project Name	McWilliams House Improvements	**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 BUILDINGS 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 2015	Saratoga Historical Foundation completes improvements.

MCWILLIAMS HOUSE IMPROVEMENTS 9364-001

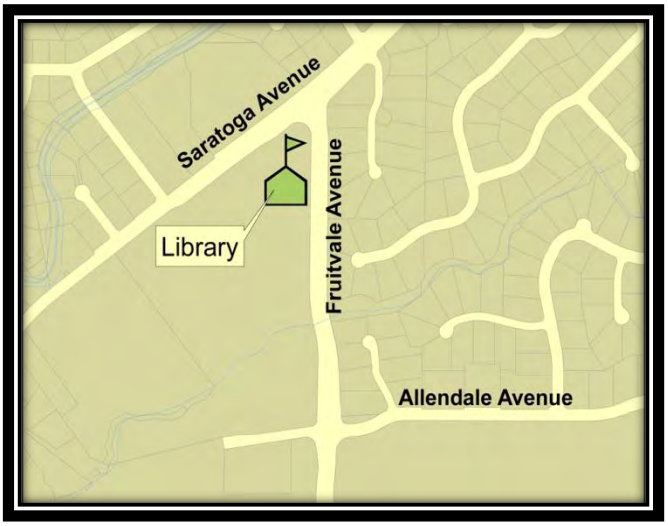
REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
Transfers In - General Fund	10,000	-	**10,000**	-	-	-	-	-	**10,000**
TOTAL REVENUES	**10,000**	**-**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Materials & Supplies	6,297	125	**6,422**	3,578	-	-	-	-	**10,000**
TOTAL EXPENDITURES	**6,297**	**125**	**6,422**	**3,578**	**-**	**-**	**-**	**-**	**10,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	3,703		3,578	-	-	-	-	**-**
Revenues & T/I	10,000	-	10,000	-	-	-	-	-	**10,000**
Expenditures & T/O	6,297	125	6,422	3,578	-	-	-	-	**10,000**
ENDING FUND BALANCE	**3,703**	**3,578.00**	**3,578**	**-**	**-**	**-**	**-**	**-**	**-**

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 The Saratoga Library 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 fiscal year 2010/11, the southern exposure of the library was re-stained, and in fiscal year 2012/13, the entire exterior was re-stained. The exterior maintenance work is primarily performed by contractors and managed by staff. The City has not budgeted for maintenance work in fiscal year 2015/16.

Operating Budget Impacts Performing on-going maintenance to the exterior of the Saratoga Library keeps the building in good operating condition and prevents higher costs associated with deferred maintenance. Staff time spent managing the project is incorporated in the operating budget.

LIBRARY BUILDING PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Begin Design Phase	Ongoing	Prepare plan and specifications
Begin Bid Process	Ongoing	Council approves plans and authorizes bidding for 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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP FACILITIES FUND									
SCC Maintenance Reimb	35,000	5,000	**40,000**	5,000	5,000	5,000	5,000	5,000	**65,000**
TOTAL REVENUES	**35,000**	**5,000**	**40,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**65,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP FACILITIES FUND									
Construction Expenses	29,030	500	**29,530**	15,470	5,000	5,000	5,000	5,000	**65,000**
Transfers Out	-	-	**-**	-	-	-	-	-	**-**
TOTAL EXPENDITURES	**29,030**	**500**	**29,530**	**15,470**	**5,000**	**5,000**	**5,000**	**5,000**	**65,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP FACILITIES FUND									
BEGINNING FUND BAL	-	5,970	**-**	10,470	-	-	-	-	**-**
Revenues & T/I	35,000	5,000	40,000	5,000	5,000	5,000	5,000	5,000	**65,000**
Expenditures & T/O	29,030	500	29,530	15,470	5,000	5,000	5,000	5,000	**65,000**
ENDING FUND BALANCE	**5,970**	**10,470**	**10,470**	**-**	**-**	**-**	**-**	**-**	**-**

ADMINISTRATIVE & TECHNOLOGY PROJECTS

ADMINISTRATIVE & TECHNOLOGY IMPROVEMENTS

PROGRAM DIRECTORY

ADMINISTRATIVE & TECHNOLOGY IMPROVEMENTS PROGRAM OVERVIEW		PAGE
Program Summary		511
Project List Summary		512
Program Funding Summary		513
INFORMATION TECHNOLOGY PROJECTS		
9411-001	Financial System Upgrade	516
9412-004	Document Imaging – Citywide Project	518
9413-002	City Website/Intranet Redesign	520
9415-001	Development Technology	522
9415-002	Trak-iT Sofware System Upgrade	524
COMMUNITY ENHANCEMENT PROJECTS		
9442-001	Citywide Landscape Lighting District Initiation Match Program	528
9442-002	Horseshoe Landscape Lighting District Beautification	530
DEVELOPMENT IMPROVEMENT PROJECTS		
9451-002	General Plan Update CIP	534
9452-001	Village Façade Program	536
9452-002	Business Development Program	538
9452-003	Village Specific Plan Update	540
SAFETY IMPROVEMENT PROJECTS		
9461-001	Community Wildfire Protection Plan	544
9491-001	Risk Management ADA Mitigation	546

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 – include projects and programs which provide funding for quality of life enhancements, business incentives, and beautification efforts.

Administrative Projects & Programs – include 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 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expenditures
Information Technology Projects							
9411-001 Financial System Upgrade	67,200	3,534	-	-	-	-	70,734
9412-004 Document Imaging - Combined	20,778	57,894	-	-	-	-	78,673
9413-002 City Website/Intranet Redesign	-	75,000	-	-	-	-	
9415-001 CDD Technology Management	16,000	52,928	-	-	-	-	68,928
9415-002 Trak-iT Software System Upgrade	-	60,000	-	-	-	-	60,000
Community Enhancement Programs							
9442-001 LLD Initiation Match	1,000	49,000	-	-	-	-	50,000
9442-002 Horseshoe Beautification	-	25,000	-	-	-	-	25,000
Development Projects & Programs							
9451-002 General Plan Update CIP	-	200,000	-	-	-	-	200,000
9452-001 Village Façade Program	20,657	20,321	-	-	-	-	40,978
9452-002 Business Development Program	25,000	*closed*	-	-	-	-	25,000
9452-003 Village Specific Plan Update	-	100,000	-	-	-	-	
Administrative Projects & Programs							-
9461-001 Community Wildfire Protection Plan	-	25,000	-	-	-	-	25,000
9491-001 Risk Management Mitigation Project	85,808	114,192	-	-	-	-	200,000
Total Project Expenditures	517,887	782,869	-	-	-	-	1,125,756
Interfund Transfers	78,673	-	-	-	-	-	78,673
Total Expenditures & Transfers	596,559	782,869	-	-	-	-	1,379,429

In FY 2014/15, the Business Development Program was completed and closed. The City also received a contribution from Verizon Wireless for beautification projects within the Horseshoe Lighting and Landscaping District.

For FY 2015/16, three new projects were added. The three new projects include;

- City Website/Intranet Redesign
- Trak-iT Software System Upgrade
- Village Specific Plan Update

The remaining twelve projects continue to be active and ongoing.

ADMINISTRATIVE & TECHNOLOGY IMPROVEMENT PROGRAM FUNDING SUMMARY

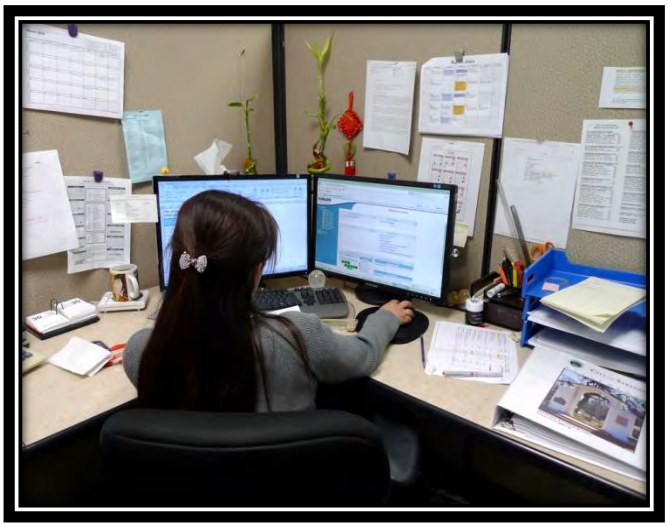
REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Program Funding
CIP ADMINISTRATIVE FUND									
Technology Fee	-	38,928	38,928	30,000	-	-	-	-	68,928
General Plan Update	-	100,000	100,000	100,000	-	-	-	-	200,000
CIP Project Contribution	-	25,000	25,000	-	-	-	-	-	25,000
Transfers In - General Fund	409,280	120,000	529,280	285,000	-	-	-	-	814,280
Transfers In - Other Projects	108,538	-	108,538	-	-	-	-	-	108,538
TOTAL CIP REVENUES	**517,818**	**283,928**	**801,746**	**415,000**	**-**	**-**	**-**	**-**	**1,216,746**
CIP GRANT FUND									
Grant Revenues	162,683	-	162,683	-	-	-	-	-	162,683
TOTAL GRANT REVENUES	**162,683**	**-**	**162,683**	**-**	**-**	**-**	**-**	**-**	**162,683**
TOTAL ADMIN REVENUES	**680,500**	**283,928**	**964,429**	**415,000**	**-**	**-**	**-**	**-**	**1,379,429**

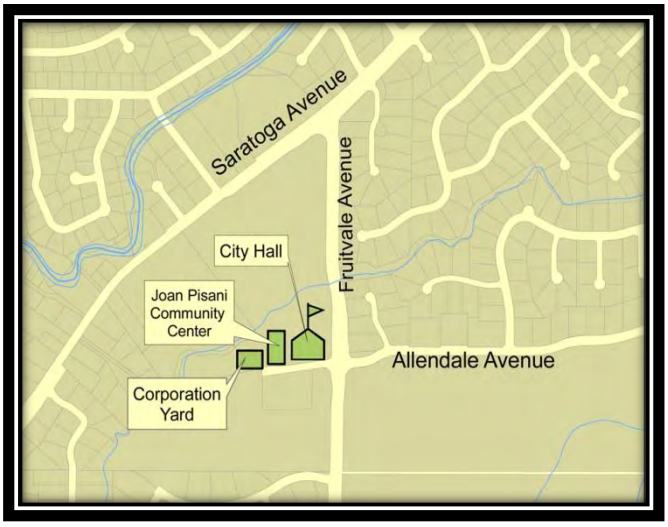
EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Program Expended
CIP ADMINISTRATIVE FUND									
Salary & Benefits	20,031	-	20,031	-	-	-	-	-	20,031
Materials & Supplies	4,308	-	4,308	-	-	-	-	-	4,308
Fees & Expenses	23,400	1,600	25,000	-	-	-	-	-	25,000
Consultant/Contract Svs	167,429	36,778	204,208	688,549	-	-	-	-	892,756
Construction Expenses	17,157	3,500	20,657	94,321	-	-	-	-	114,978
Transfers Out	118,673	41,000	159,673	-	-	-	-	-	159,673
TOTAL CIP FUND EXP	**350,998**	**82,878**	**433,877**	**782,869**	**-**	**-**	**-**	**-**	**1,216,746**
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	**513,681**	**82,878**	**596,559**	**782,869**	**-**	**-**	**-**	**-**	**1,379,429**

	Prior Year Activity	FY 2014/15 Actuals	Totals To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Program Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	166,819		367,869	-	-	-	-	**-**
Revenues & T/I	517,818	283,928	801,746	415,000	-	-	-	-	**1,216,746**
Expenditures & T/O	350,998	82,878	433,877	782,869	-	-	-	-	**1,216,746**
ENDING FUND BALANCE	**166,819**	**367,869**	**367,869**	**-**	**-**	**-**	**-**	**-**	**-**
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	**166,819**	**367,869**	**367,869**	**-**	**-**	**-**	**-**	**-**	**-**

INFORMATION TECHNOLOGY PROJECTS

INFORMATION TECHNOLOGY PROJECTS





Project Name	Financial System Upgrade	**Project Number**	9411-001
Department	Administrative Services	**Project Manager**	Leo Salindong

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	TBD	Pentamation eFinancePLUS 5.0 Version Update

FINANCIAL SYSTEM UPGRADE 9411-001

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Consultant/Contract Svs	67,200	-	67,200	3,534	-	-	-	-	**70,734**
TOTAL EXPENDITURES	**67,200**	**-**	**67,200**	**3,534**	**-**	**-**	**-**	**-**	**70,734**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 were combined into one project in 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. Upon 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

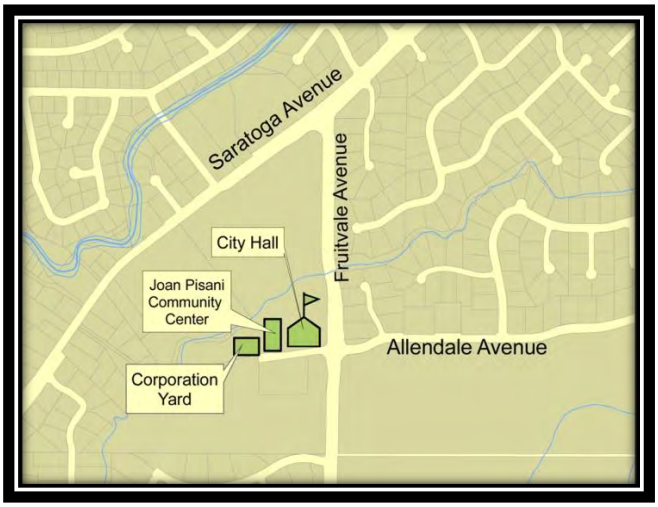
DOCUMENT IMAGING PROJECT 9412-004

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - Other CIP	78,673	-	**78,673**	-	-	-	-	-	**78,673**
TOTAL REVENUES	**78,673**	**-**	**78,673**	**-**	**-**	**-**	**-**	**-**	**78,673**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Consultant/Contract Svs	-	20,778	**20,778**	57,894	-	-	-	-	**78,673**
TOTAL EXPENDITURES	**-**	**20,778**	**20,778**	**57,894**	**-**	**-**	**-**	**-**	**78,673**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	78,673	**-**	57,894	-	-	-	-	**-**
Revenues & T/I	78,673	-	78,673	-	-	-	-	-	**78,673**
Expenditures & T/O	-	20,778	20,778	57,894	-	-	-	-	**78,673**
ENDING FUND BALANCE	**78,673**	**57,894**	**57,894**	**-**	**-**	**-**	**-**	**-**	**-**

INFORMATION TECHNOLOGY PROJECTS



Project Name	City Website & Intranet Project	**Project Number**	9413-002
Department	City Manager's / Administrative Services	**Project Manager**	Brian Babcock/Mary Furey

Description

This project would redesign and upgrade the current City website and develop an intranet to improve internal functions and communications.

Location

The project is implemented at City Hall with the assistance of a website design firm.

Project Background

In 2008, the City contracted with Civica Software to redesign the City's website. The redesigned website was launched in 2009. Since that time, technology and design have evolved, and the City needs to make improvements for a more functional and up-to-date online presentation.

The project includes improvements to the structure and navigation of the website, a new website appearance and department homepages, the option to translate website content to different languages, and introduction of a mobile-friendly design that allows the website to adapt to any device. This improved design, structure, and mobile access will make it easier for the public to navigate the City's website and access important information.

In addition to improving the public-facing website, the project will include development of an internal intranet site. Currently, important documents, policies, and basic information such as Finance forms, council packets, budgets, and telephone numbers are placed on an internally shared drive for staff use. However, these documents are sometimes duplicated with different versions, outdated, or buried by the magnitude of departmental specific information in the internally shared drive. Along with a structural change to implement separate departmental drives for file sharing, the intranet would improve visibility and access to these vital, internal citywide documents through a formally administered and maintained platform.

An intranet would function as a centralized portal to a wide range of information, for city code, policies, and forms, and as a linkage to web-based software such as the Pentamation financial software or the NeoGov employee performance software. As more and more software becomes web-based and pdf fillable forms are utilized, the intranet becomes essential to staff, providing a one-stop access point to log-on to web-based software, to embedded training courses, to access directories of city photos and videos, for submitting payroll and HR information updates, for internal surveys, newsletters, and citywide staff communication, and possibly internal databases. An internal platform will help to ensure current information is available and utilized on forms and documents, and that information is both logically accessible and current, and disseminated in a consistent manner.

Operating Budget Impacts

Staff time for implementation of this project is included in the operating budget.

INFORMATION TECHNOLOGY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	September 2015	Define the scope of the website redesign and intranet development with the contractor
Contract Award	October 2015	Request City Council authorization to execute contract
Estimated Project Start	October 2015	Hold kick-off meeting with contractor to review current design, view site examples, discuss desired outcomes and collect information about navigational structure and design of the website and intranet site
Website Design & Development	March 2016	Seek input on website design and structure. Review and finalize design concept and website architecture. Deploy and test developmental version of new City website and intranet site. Relocate and migrate content to new site
Project Completion	May 2016	Complete project and launch updated City website and new intranet

CITY WEBSITE & INTRANET PROJECT 9413-002

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	-	-	-	75,000	-	-	-	-	**75,000**
TOTAL REVENUES	**-**	**-**	**-**	**75,000**	**-**	**-**	**-**	**-**	**75,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Consultant/Contract Svs	-	-	-	75,000	-	-	-	-	**75,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**75,000**	**-**	**-**	**-**	**-**	**75,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	-	-	-	-	-	-	-
Revenues & T/I	-	-	-	75,000	-	-	-	-	**75,000**
Expenditures & T/O	-	-	-	75,000	-	-	-	-	**75,000**
ENDING FUND BALANCE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

INFORMATION TECHNOLOGY PROJECTS

Project Name	Development Technology Management	**Project Number**	9415-001
Department	Community Development	**Project Manager**	Erwin Ordoñez

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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP ADMINISTRATIVE FUND									
Technology Fee	-	38,928	**38,928**	30,000	-	-	-	-	**68,928**
TOTAL REVENUES	**-**	**38,928**	**38,928**	**30,000**	**-**	**-**	**-**	**-**	**68,928**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Consultant/Contract Svs	-	16,000	**16,000**	52,928	-	-	-	-	**68,928**
TOTAL EXPENDITURES	**-**	**16,000**	**16,000**	**52,928**	**-**	**-**	**-**	**-**	**68,928**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	**-**	22,928	-	-	-	-	**-**
Revenues & T/I	-	38,928	38,928	30,000	-	-	-	-	**68,928**
Expenditures & T/O	-	16,000	16,000	52,928	-	-	-	-	**68,928**
ENDING FUND BALANCE	**-**	**22,928**	**22,928**	**-**	**-**	**-**	**-**	**-**	**-**

INFORMATION TECHNOLOGY PROJECTS

Project Name	Trak-iT Software and LandTRAK Database Update	**Project Number**	9415-002
Department	Administrative Services	**Project Manager**	Leo Salindong

Description

This project updates the Community Development department's software system and database information to increase functionality, promote transparency, and maintain up-to-date land information.

Location

The updates to TRAKiT software, LandTRAK database, and accompanying Interactive Voice Response (IVR) system will be implemented for use in the Community Development Department at City Hall with additional offsite assistance from the TRAKiT software firm.

Project Background

The City of Saratoga has utilized TRAKiT Software to administer planning applications, building permits, land use entitlements, business licenses, encroachment permits and code enforcement violations since 2007. With the rise in web-based applications and ongoing changes in property ownership, the current software system and database are out of date.

Updating the TRAKiT software and LandTRAK database to eTRAKiT 3 would bring added functionality to customers, and improve system information. eTRAKiT 3 would allow community members to view building permits and project status, limited business license information, and code violations on either their own or other's property.

The IVR module will allow residents and contractors to schedule inspection appointments with an automated system at any time of the day.

The LandTRAK database upgrade will allow for a connection between the City's database system and the County Assessor's office database to maintain property updates on a continuous basis. The software also supports the addition of a payment plugin. This will offer residents the option to pay fees online for certain permits. And lastly, additional functionality will be available with the implementation and coordination of GIS Enterprise software with the upgraded eTRAKiT 3 software, assisting both Community Development and Engineering.

This project is funded by a transfer from the Community Development Reserve in the General Fund.

Operating Budget Impacts

Staff time spent on scheduling appointments will be reduced; however the software license fees are expected to increase with the additional IVR module. Staff time for the implementation of this software upgrade project is included in the operating budget.

INFORMATION TECHNOLOGY PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	May 2015	Prepare plans and specifications
Contract Award	TBD	Vendor is selected
Estimated Project Start	TBD	Trak-iT upgrade project starts
Estimated Phase I Completion	TBD	IVR and Trak-iT completion
Estimated Phase II Completion	TBD	LandTRAK update completion
Estimated Project Completion	TBD	Project Completed

TRAK-IT SOFTWARE AND LANDTRAK DATABASE UPDATE 9415-002

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	-	-	-	60,000	-	-	-	-	**60,000**
TOTAL REVENUES	**-**	**-**	**-**	**60,000**	**-**	**-**	**-**	**-**	**60,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Consultant/Contract Svs	-	-	-	60,000	-	-	-	-	**60,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**60,000**	**-**	**-**	**-**	**-**	**60,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	-	-	-	-	-	-	-
Revenues & T/I	-	-	-	60,000	-	-	-	-	**60,000**
Expenditures & T/O	-	-	-	60,000	-	-	-	-	**60,000**
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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfer In - General Fund	-	50,000	**50,000**	-	-	-	-	-	**50,000**
TOTAL REVENUES	**-**	**50,000**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Construction Expenses	-	-	**-**	49,000	-	-	-	-	**49,000**
Transfers Out	-	1,000	**1,000**	-	-	-	-	-	**1,000**
TOTAL EXPENDITURES	**-**	**1,000**	**1,000**	**49,000**	**-**	**-**	**-**	**-**	**50,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	**-**	49,000	-	-	-	-	**-**
Revenues & T/I	-	50,000	50,000	-	-	-	-	-	**50,000**
Expenditures & T/O	-	1,000	1,000	49,000	-	-	-	-	**50,000**
ENDING FUND BALANCE	**-**	**49,000**	**49,000**	**-**	**-**	**-**	**-**	**-**	**-**

COMMUNITY PROGRAMS

Project Name	Horseshoe LLD Beautification Project	**Project Number**	9442-002
Department	Public Works	**Project Manager**	John Cherbone

Description This project provides funds for minor beautification projects.

Location The minor beautification projects will be performed within the Horseshoe Lighting and Landscaping District.

Project Background During Fiscal Year 2014/15, the City received payment from a cellular service provider as a result of the installation of a cell phone tower within the Horseshoe Landscaping and Lighting District. Instead of the company completing the required landscaping and tree planting projects themselves, they agreed to pay the City for landscaping projects and planting trees to screen the cellular site equipment.

This project is funded by a contribution from a cellular service provider in the amount of $25,000.

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	To Be Determined	Prepare plans and specifications
Estimated Project Start	To Be Determined	Project begins
Estimated Project Completion	To Be Determined	Project complete

CITYWIDE LLD INITIATION MATCH PROGRAM 9442-001

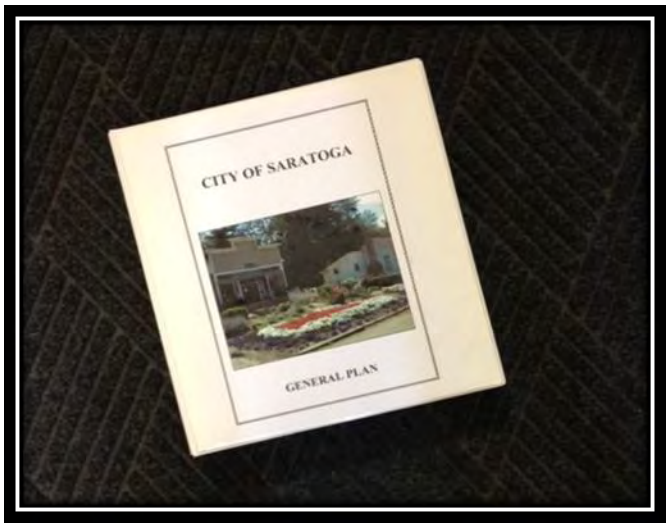
REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP ADMINISTRATIVE FUND									
CIP Project Contribution	-	25,000	**25,000**	-	-	-	-	-	**25,000**
TOTAL REVENUES	**-**	**25,000**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

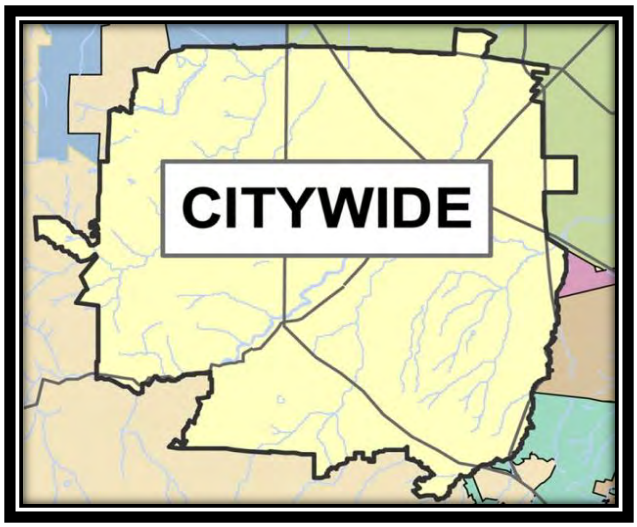
EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Construction Expenses	-	-	-	25,000	-	-	-	-	**25,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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**	**-**	**-**	**-**	**-**	**-**	**-**

DEVELOPMENT IMPROVEMENT PROJECTS

DEVELOPMENT IMPROVEMENT PROJECTS





Project Name	General Plan Update - CIP	**Project Number**	9451-002
Department	Community Development	**Project Manager**	Erwin Ordoñez

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

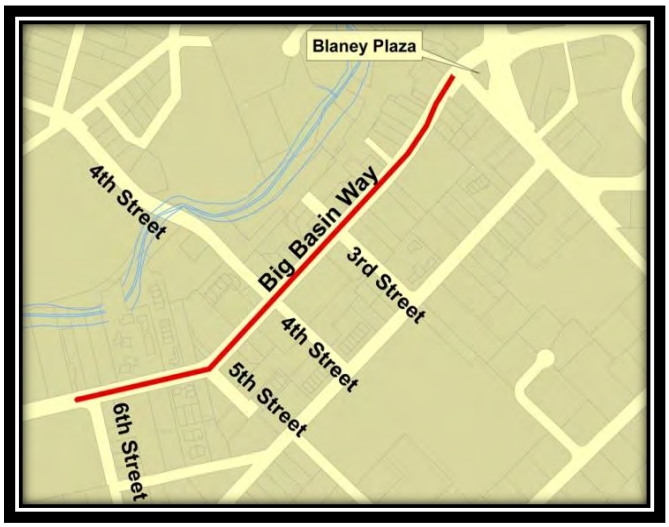
GENERAL PLAN UPDATE CIP 9451-002

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP ADMINISTRATIVE FUND									
General Plan Update	-	100,000	**100,000**	100,000	-	-	-	-	**200,000**
TOTAL REVENUES	**-**	**100,000**	**100,000**	**100,000**	**-**	**-**	**-**	**-**	**200,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Consultant/Contract Svs	-	-	-	200,000	-	-	-	-	**200,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**200,000**	**-**	**-**	**-**	**-**	**200,000**

	Prior Year Activity	FY 2014/15 Actuals	Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	-	-	100,000	-	-	-	-	-
Revenues & T/I	-	100,000	100,000	100,000	-	-	-	-	**200,000**
Expenditures & T/O	-	-	-	200,000	-	-	-	-	**200,000**
ENDING FUND BALANCE	**-**	**100,000**	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**

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 within Saratoga Village either on, or visible from, Big Basin Way.

Project Background

In 2004, the City of Saratoga initiated the Village Façade Improvement Program to revitalize the downtown area and encourage private investment in the Saratoga 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 either 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 awarded six Village Façade Improvement grants that have generated more than $80,000 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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	-	20,000	**20,000**	-	-	-	-	-	**20,000**
Transfers In - Other CIP	20,978	-	**20,978**	-	-	-	-	-	**20,978**
TOTAL REVENUES	**20,978**	**20,000**	**40,978**	**-**	**-**	**-**	**-**	**-**	**40,978**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Construction Expenses	17,157	3,500	20,657	20,321	-	-	-	-	**40,978**
TOTAL EXPENDITURES	**17,157**	**3,500**	**20,657**	**20,321**	**-**	**-**	**-**	**-**	**40,978**

	Prior Year Activity	FY 2014/15 Actuals	Estimated Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	3,821	**-**	20,321	-	-	-	-	**-**
Revenues & T/I	20,978	20,000	40,978	-	-	-	-	-	**40,978**
Expenditures & T/O	17,157	3,500	20,657	20,321	-	-	-	-	**40,978**
ENDING FUND BALANCE	**3,821**	**20,321**	**20,321**	**-**	**-**	**-**	**-**	**-**	**-**

DEVELOPMENT IMPROVEMENT PROJECTS

Project Name	Business Development Program	**Project Number**	9452-002
Department	Community Development	**Project Manager**	Erwin Ordoñez

Description This project funds a 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 replaced the previously funded Conditional Use Permit Reimbursement Incentive Program that was started in 2009 to attract businesses to the City. Through this program, funding was available to support business and economic development efforts throughout the City.

Individual businesses or groups of businesses submitted proposals for the use of these funds to the City Council for approval. Proposals included, but were not be limited to, percentage matching grants for business improvement efforts or City fee reimbursements.

This project was completed in Fiscal Year 2014/15.

Operating Budget Impacts This project provided 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	June 2015	Report back to Council on project outcomes

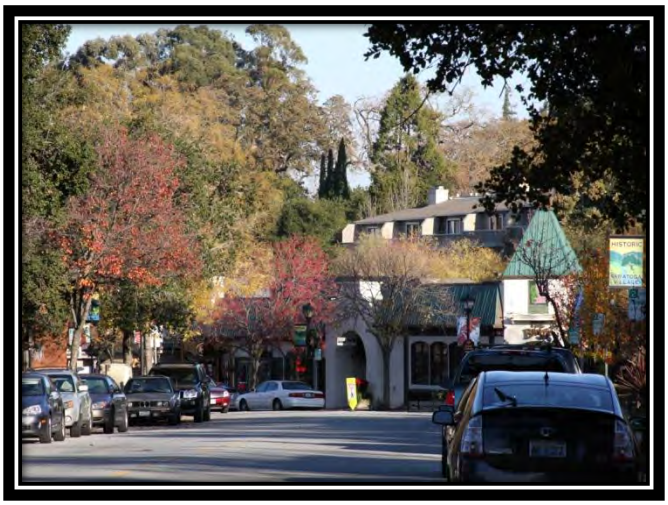
BUSINESS DEVELOPMENT PROGRAM 9452-002

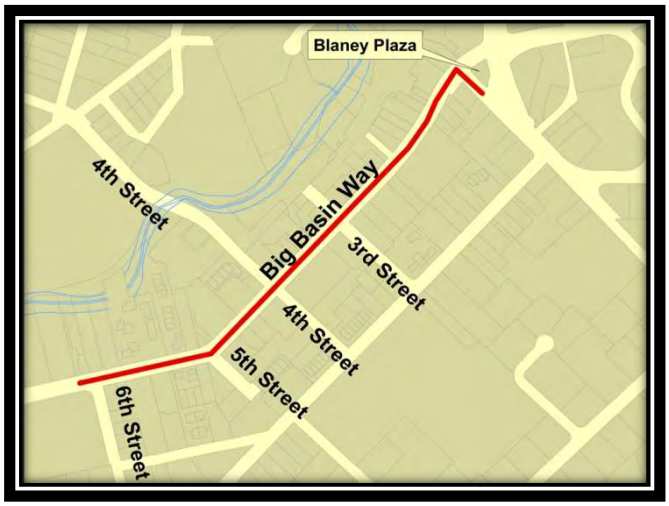
REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	25,000	-	**25,000**	-	-	-	-	-	**25,000**
TOTAL REVENUES	**25,000**	**-**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Fees & Expenses	23,400	1,600	25,000	-	-	-	-	-	**25,000**
TOTAL EXPENDITURES	**23,400**	**1,600**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

	Prior Year Activity	FY 2014/15 Actuals	Estimated Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	1,600	-	-	-	-	-	-	-
Revenues & T/I	25,000	-	25,000	-	-	-	-	-	**25,000**
Expenditures & T/O	23,400	1,600	25,000	-	-	-	-	-	**25,000**
ENDING FUND BALANCE	**1,600**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

DEVELOPMENT IMPROVEMENT PROJECTS





Project Name	Village Specific Plan Update	**Project Number**	9452-003
Department	Community Development	**Project Manager**	Erwin Ordoñez

Description This project funds an update to the Village Specific Plan and related documents including design guidelines and parking districts.

Location This project will focus efforts on Saratoga Village either on, or visible from, Big Basin Way.

Project Background The Village Specific Plan, adopted in 1988, was developed to recognize and preserve the special assets and potential of the City's downtown core business district. Twenty-seven years has passed since the community helped develop the policy program that served as the foundation for the Specific Plan. The process to update the Specific Plan and supporting documents is expected to follow three phases; (1) Stakeholder and community outreach to re-affirm or establish a vision and guiding principles, (2) Update the Specific Plan based on the input from the outreach effort, (3) Update supporting documents such as the design guidelines and parking districts based on the goals and polices in the updated Specific Plan.

The current goals of the Saratoga Village Specific Plan are:

1. Preserving and enhancing the small-scale, pedestrian character of the Village to make the area more inviting to potential shoppers and diners;
2. Preserving and enhancing the architectural and landscape character of the area;
3. Improving parking and circulation;
4. Encouraging a traditional town center mix of specialty shops, restaurants, convenience shops, services and residences; and
5. Conserving historic structures.

Goals to be considered in the update process could include, but are not limited to: "Establishing gathering places for people to dine and socialize to help build a sense of community" and "Encouraging alternative modes of transportation such as walking and biking to promote a healthier lifestyle."

This Project is funded by a transfer from the General Fund.

Operating Budget Impacts Staff time spent overseeing the program is incorporated into the operating budget.

DEVELOPMENT IMPROVEMENT PROJECTS

PROJECT TIMELINE

PROJECT COMPONENT	TIMELINE	DESCRIPTION
Project Development	To be determined	Specific plan updates determined by Council
Contract Award	To be determined	City Council awards contract
Planning Commission Review	To be determined	Draft update reviewed by Planning Commission
City Council Review	To be determined	Revised draft update reviewed by Council
Final Acceptance of Work	To be determined	Consultant work complete
Project complete	To be determined	Finalize Specific Plan Update

VILLAGE SPECIFIC PLAN UPDATE 9452-003

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	-	-	-	100,000	-	-	-	-	**100,000**
TOTAL REVENUES	**-**	**-**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Consultant/Contract Svs	-	-	-	100,000	-	-	-	-	**100,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**

	Prior Year Activity	FY 2014/15 Actuals	Estimated Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

SAFETY IMPROVEMENT PROJECTS

SAFETY IMPROVEMENT PROJECTS

Project Name	Community Wildfire Protection Plan	**Project Number**	9461-001
Department	City Manager's	**Project Manager**	Crystal Bothelio

Description

This project develops a Wildfire Protection Plan to identify wildfire risks in the Wildland-Urban Interface areas and includes 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 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Consultant/Contract Svs	-	-	-	25,000	-	-	-	-	**25,000**
TOTAL EXPENDITURES	**-**	**-**	**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**

	Prior Year Activity	FY 2014/15 Actuals	Estimated Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	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/ADA Project Funding	**Project Number**	9491-001
Department	Recreation & Facilities/ND	**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
Risk Management Projects	Ongoing	Projects, training, installations, repairs addressed and completed

RISK MANAGEMENT PROJECT FUNDING 9491-001

REVENUES	Prior Year Funded	FY 2014/15 Actuals	Funding To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Funding
CIP ADMINISTRATIVE FUND									
Transfers In - General Fund	100,000	50,000	**150,000**	50,000	-	-	-	-	**200,000**
TOTAL REVENUES	**100,000**	**50,000**	**150,000**	**50,000**	**-**	**-**	**-**	**-**	**200,000**

EXPENDITURES	Prior Year Expended	FY 2014/15 Actuals	Expended To Date	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Expended
CIP ADMINISTRATIVE FUND									
Materials & Supplies	4,308	-	4,308	-	-	-	-	-	**4,308**
Consultant/Contract Svs	1,500	-	1,500	114,192	-	-	-	-	**115,692**
Transfers Out	40,000	40,000	80,000	-	-	-	-	-	**80,000**
TOTAL EXPENDITURES	**45,808**	**40,000**	**85,808**	**114,192**	**-**	**-**	**-**	**-**	**200,000**

	Prior Year Activity	FY 2014/15 Actuals	Estimated Total	Budgeted for Fiscal Year 2015/16	2016/17	2017/18	2018/19	2019/20	Total Project Activity
CIP ADMINISTRATIVE FUND									
BEGINNING FUND BAL	-	54,192	**-**	64,192	-	-	-	-	**-**
Revenues & T/I	100,000	50,000	150,000	50,000	-	-	-	-	**200,000**
Expenditures & T/O	45,808	40,000	85,808	114,192	-	-	-	-	**200,000**
ENDING FUND BALANCE	**54,192**	**64,192**	**64,192**	**-**	**-**	**-**	**-**	**-**	**-**

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.
- ***Facility FFE Replacement Fund*** – Established to accumulate funding for the replacement of facility furniture, fixtures, and 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.

CITY OF SARATOGA
BUDGETARY FUND STRUCTURE

GOVERNMENTAL FUNDS

General Fund	Special Revenue Funds	Debt Service Fund	Capital Improvement Plan Funds
Primary Operating Fund 1 General Fund	***Landscape & Lighting District Funds*** 28 Assessment District Funds	***General Obligation Bond Debt Fund*** 1 GO Bond Debt	***Capital Improvement Programs*** 4 Programs w/subfunds Street Improvements 1. City Funded CIP 2. Grant Funded CIP 3. Gas Tax Funded CIP Park Improvements 4. City Funded CIP 5. Grant Funded CIP 6. Tree Fine Funded CIP 7. Park In Lieu Fund CIP Faciltiy Improvements 8. City Funded CIP 9. Grant Funded CIP Admin & Technology 10. City Funded CIP 11. Grant Funded CIP

PROPRIETARY FUNDS		FIDUCIARY FUNDS	
Internal Service Funds	**Enterprise Funds**	**Trust Funds**	**Agency Funds**
Acquisition, Operation & Maintenance Funds 9 Program Funds 1. Risk Management 2. Workers Compensation 3. Office Support 4. IT Services 5. Veh & Equip Maint 6. Faclity Maint 7. Veh & Equip Replacemt 8. IT Equip Replacement 9. Facility FFE Replacemt	***None***	***None***	***None***

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
Facility Maintenance Fund 624
Vehicle & Equipment Replacement Fund 631
IT Equipment Replacement Fund 632
Facility FFE Replacement Fund 633

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 & Technology 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

Facility Maintenance Fund 6202
Facility FFE Fund 6203

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

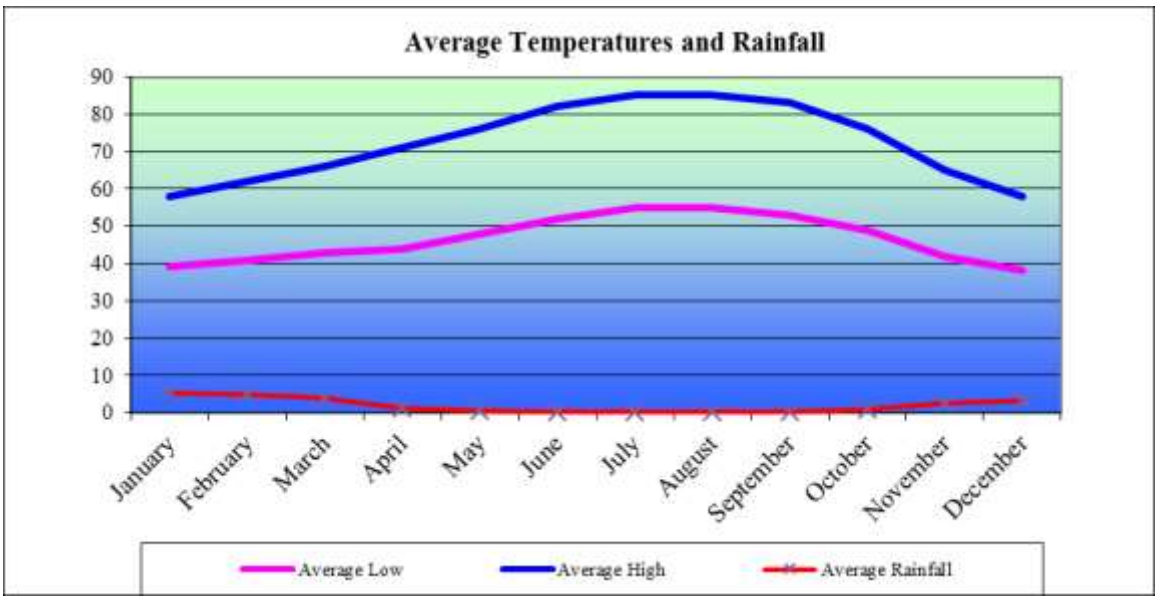
CITY DEMOGRAPHICS

Current City Area:	12.1 square miles
Current Population	30,799 (January 1, 2015)
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: 564

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



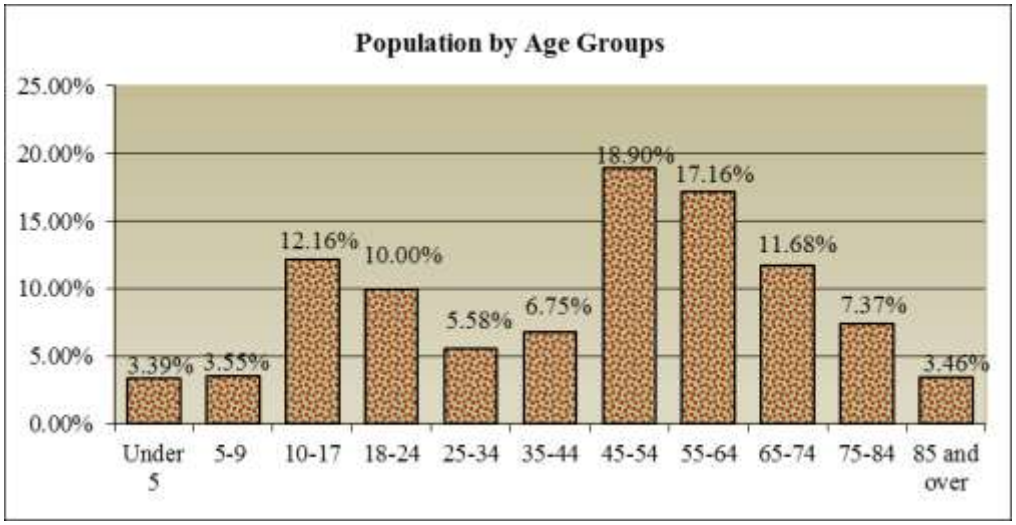
Average temperature from May to October	48 – 85 degrees Fahrenheit
Average temperature from November to April	39 – 71 degrees Fahrenheit

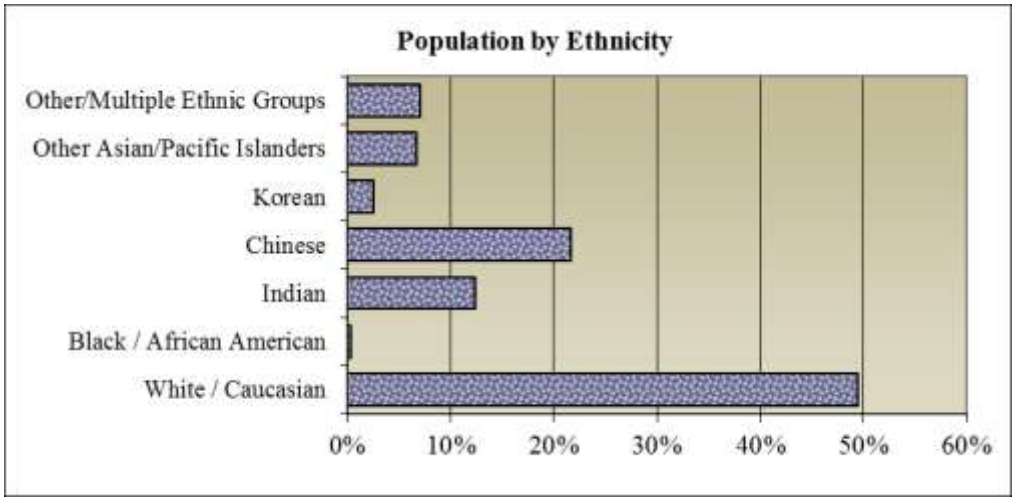
Source: Intellicast

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, 2015 estimate	30,799
State ranking in population:	234 of 482 cities

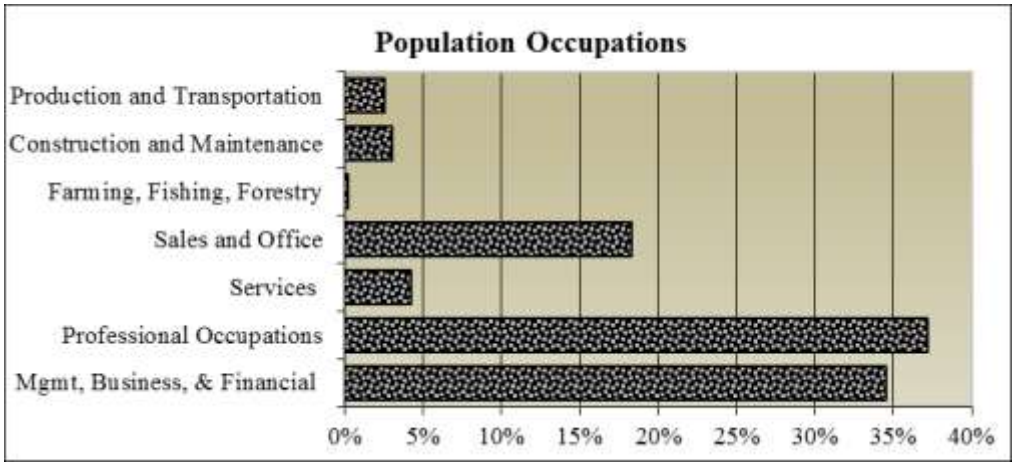
POPULATION DEMOGRAPHICS
Data from Nielsen Reports

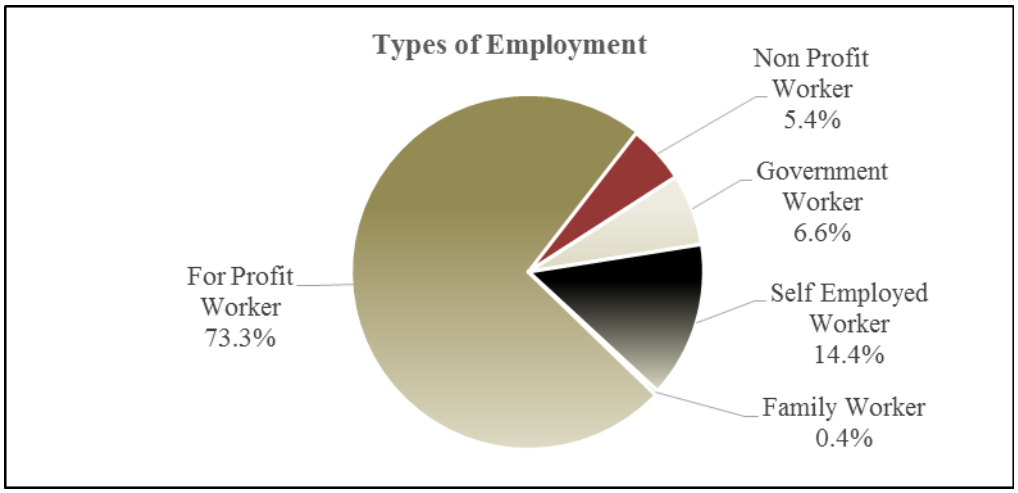


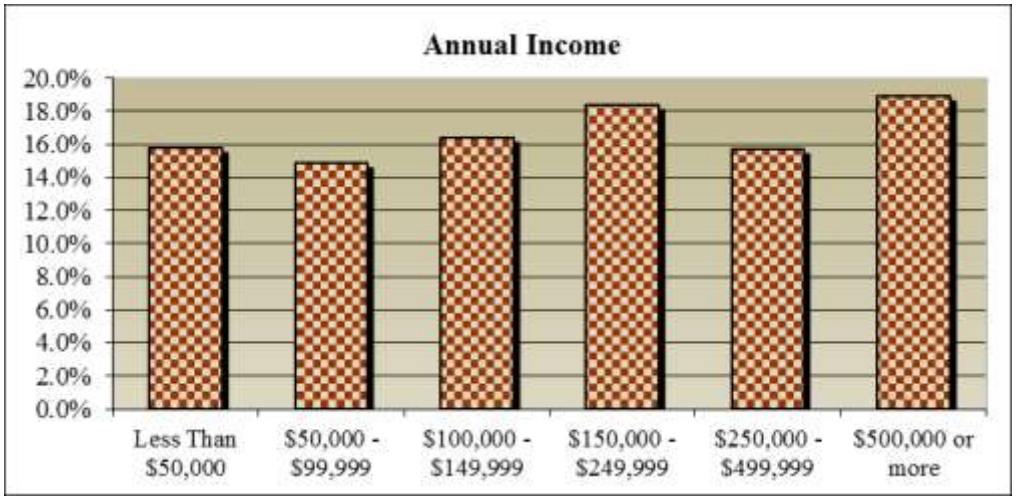


POPULATION DEMOGRAPHICS

Data from Nielsen Reports

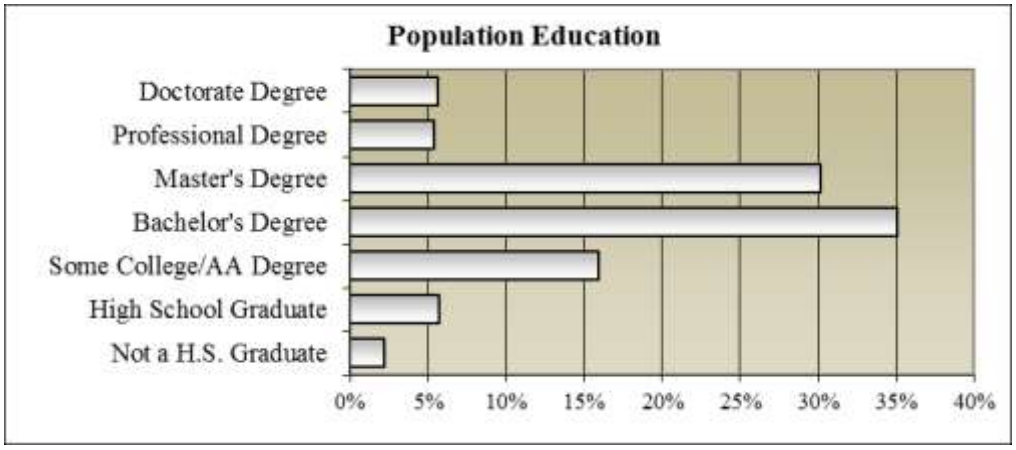


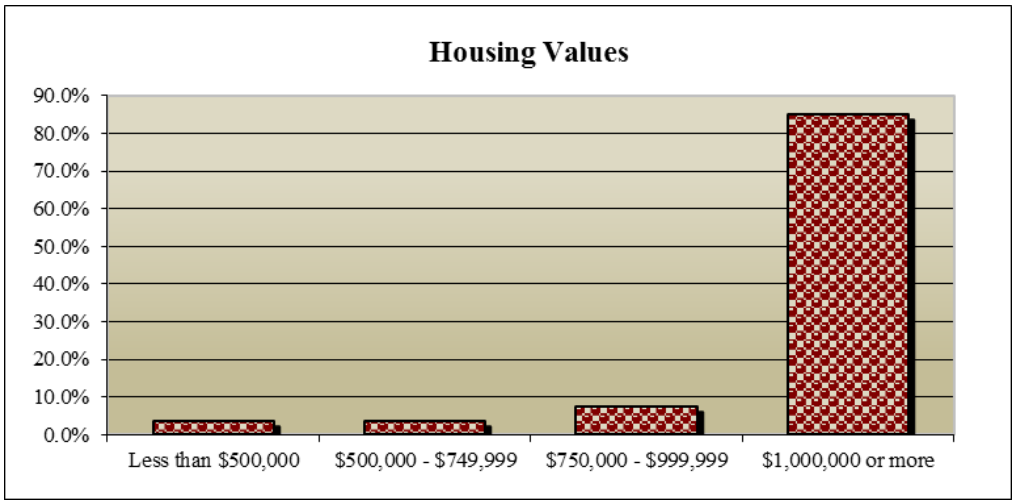


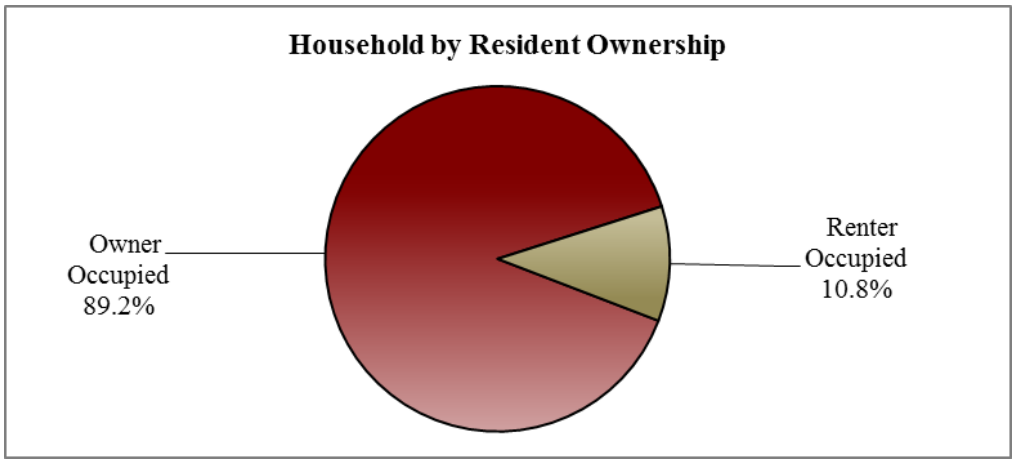


POPULATION & HOUSING DEMOGRAPHICS

Data from Nielsen Reports

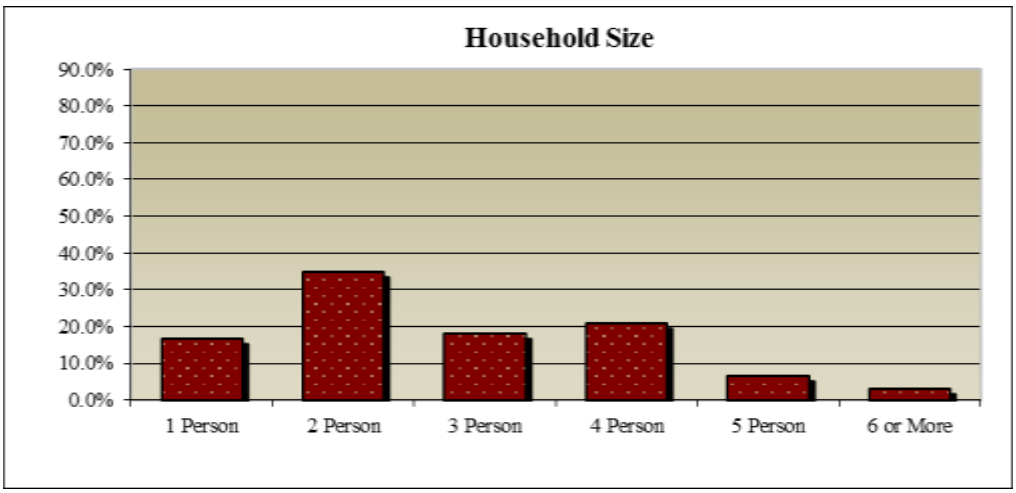


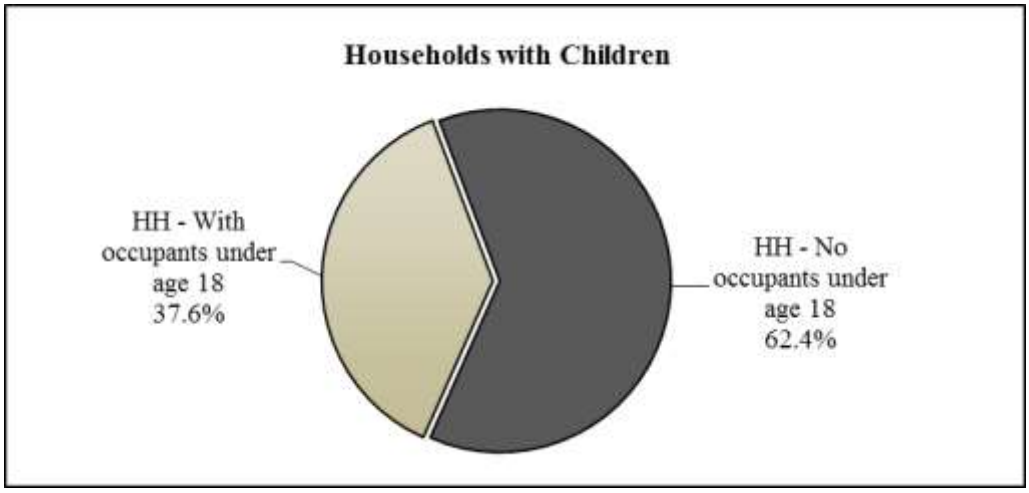




POPULATION & HOUSING DEMOGRAPHICS

Data from Nielsen Reports

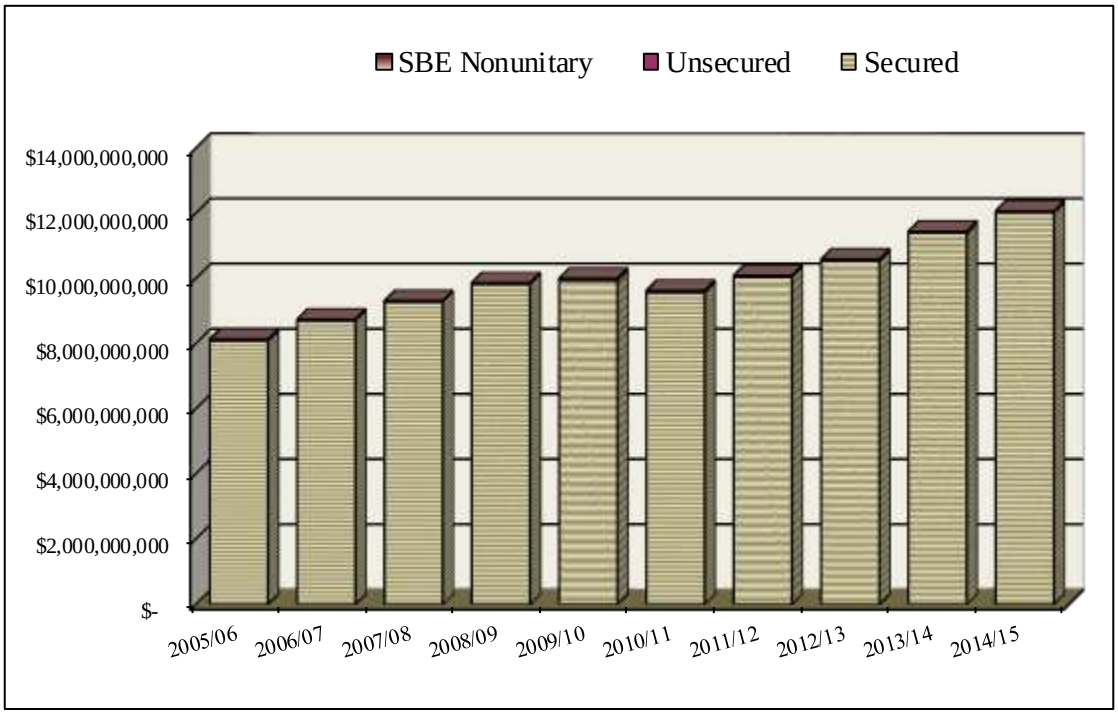




ECONOMIC FACTORS
Sources: Santa Clara County Tax Rates & Information and MuniServices Reports

Net Taxable Assessed Value History
2005/06 - 2014/15 Taxable Property Values

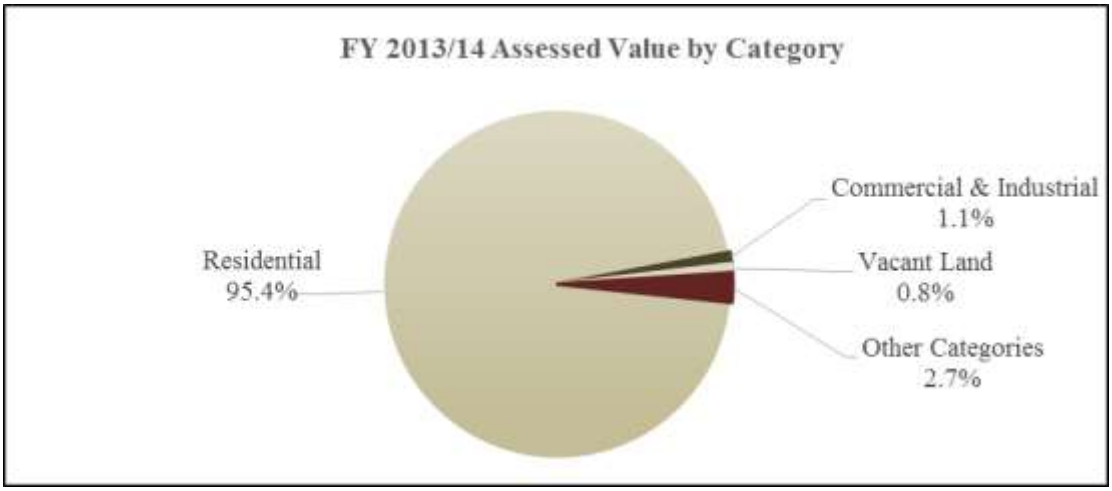
Lien Year	Secured	Unsecured	Non Unitary	Net Total AV	%Change
2005/06	8,100,857,149	43,433,397	163,247	8,144,453,793	10.15%
2006/07	8,660,695,237	38,112,166	134,221	8,698,941,624	6.81%
2007/08	9,238,663,265	34,102,900	-	9,272,766,165	6.60%
2008/09	9,836,487,936	40,892,307	-	9,877,380,243	6.52%
2009/10	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	-4.24%
2011/12	10,052,304,933	51,032,996	-	10,103,337,929	4.80%
2012/13	10,552,562,183	48,612,721	-	10,601,174,904	4.93%
2013/14	11,411,742,545	46,463,171	-	11,458,205,716	8.08%
2014/15	12,035,551,497	44,456,585	-	12,080,008,082	5.43%



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



**Most recent information available*

ASSESSED VALUES
Data from MuniServices Report

Top Property Taxpayers
FY 2013/14

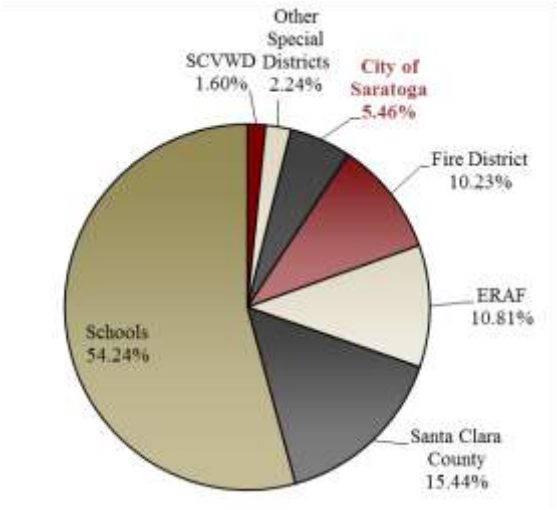
Owner	Parcels	Assessed Value
Cupertino Villages Association LLC	1	36,485,515
Quito Village Associates LLC	1	20,807,998
San Jose Water Works	31	18,661,366
Keller Family Living Trust	2	14,932,232
Gregpenn Properties LLC	1	13,553,900
Argonaut Associates LLC	6	13,194,037
Stormin Norman LLC	1	12,600,000
Balakrishnan Balu And Mohini	1	10,288,472
Public Storage Inc	1	9,877,056
Morrison Terri E	1	9,142,957

**Most recent information available*

PROPERTY TAX DISTRIBUTION

Source: Santa Clara County and HdL, Coren & Cone Reports

FY 2014/15



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 a 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