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# ADOPTED BUDGET AND RESOURCE ALLOCATION PLAN

Fiscal Year 2002/2003  
Twenty-Year Financial Plan

*VOLUME I Budget Overview & Operating Budget*

*Introduction; Budget Overview; and Operating Budget*





**Adopted 2002/2003 Budget  
and  
Ten-Year Resource Allocation Plan**

**City Manager's  
Adopted Budget Message**

## **CITY MANAGER'S ADOPTED BUDGET MESSAGE**

I am pleased to present the FY 2002/2003 Budget and accompanying Ten-Year Resource Allocation Plan, as adopted on June 25, 2002 by the Sunnyvale City Council. The specifics of the budget as recommended to Council are discussed in detail beginning on the next page. This addendum addresses the adoption of Budget Supplements and amendments to the Recommended Budget. The expenditures and revenues for each supplement and amendment have been incorporated into the appropriate projects and operations budgets of this final document.

Budget Supplement #1 provides for additional funding to recruit, select and train additional Public Safety Officers to keep pace with significantly increasing rates of attrition over the next two years. The funding also includes two additional Public Safety Lieutenants for two years to provide the necessary additional supervision of trainees in the Police Academy, Fire Academy and Field Training Programs. Because this request is to supplement current recruitment levels for this unique circumstance, the additional funding is budgeted for two years only.

The second Budget Supplement funds one additional Performance Auditor in the Department of Finance, allowing one auditor to focus full-time on the audit component of the City's Planning and Management System.

Funding is provided through Budget Supplement #3 to increase the Department of Public Works – Traffic Engineering Division's budget. The funding will increase resources for additional traffic calming studies and projects.

Budget Supplement #4 provides funds for the production of a recruitment video to strengthen the Boards and Commissions Program. This is a one-time expense.

The fifth Budget Supplement increases the annual fee waiver program budget to provide continued opportunities for participation in recreational activities by economically disadvantaged citizens.

In addition to these supplements, Council approved four amendments to the Recommended Budget. I will briefly describe them here.

First, Council appropriated \$4,000 to provide additional funds to the Cupertino Community Services' Rotating Shelter Program. The Rotating Shelter Program provides shelter to the homeless in Sunnyvale. The funds are included in a special project.

Secondly, Council responded to a request from Junior Achievement (JA) by appropriating up to \$10,000 in matching funds for JA's efforts to improve the workforce readiness of local youth. The funds are included in a special project to be

used to help students develop skills in math, reading, language arts, social studies and geography. JA met the matching requirements for last year's appropriation.

The recommended budget provided funds for the preliminary work in realigning the Lawrence Expressway and Wildwood Avenue intersection. Council appropriated an additional \$1.6 million to this project to fully fund the realignment design and construction.

Lastly, Council appropriated \$5,000 to the Council travel budget for travel related to increased representative responsibilities. This funding is for one year.

The FY 2002/2003 Budget provides for the continuation of our high levels of service, despite the recent downturn in the economy. Our long-range plan ensures that we will continue to maintain the service levels and meet the challenges and opportunities of the future. The enhancements I have outlined here are just a few of the ways in which we are improving services and continuing our long tradition of providing outstanding public service.

Respectfully,

By: /s/ROBERT S. LASALA  
Robert S. LaSala  
City Manager

August 28, 2002



**Adopted 2002/2003 Budget  
and  
Ten-Year Resource Allocation Plan**

**City Manager's  
Letter of Transmittal**

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## *Honorable Mayor and Members of the City Council:*

### **CITY MANAGER'S MESSAGE**

I am pleased to present for your review and consideration the recommended FY 2002/2003 Budget and accompanying Ten-Year Resource Allocation Plan (RAP). In addition, financial projections are provided for a second ten years, ensuring a full 20-year perspective for financial planning. In keeping with Council policy, each fund is balanced to the twentieth year.

This is the first year of the two-year operating budget cycle. The two-year cycle for operating programs recognizes that service levels change only modestly from year to year and that resource requirements can be effectively planned over that time frame. Since most operating programs are not extensively reviewed for the second year, a significant amount of staff time is saved. This staff time can be directed toward service provision, continuous improvement efforts, and Council study items. However, certain key factors in the operating budget, such as major revenue sources, personnel costs and enterprise activities, are reviewed each year in order to ensure the accuracy of our long-term projections. These factors are discussed in more detail later in this Transmittal Letter.

In keeping with the separation of the operating and project budget cycles, FY 2002/2003 is the second year of a two-year projects budget. For this submittal, project scope or cost was updated as necessary, and a small number of new projects were proposed. As a result of the project budget process this year, I am recommending \$29,381,466 in capital and special projects in FY 2002/2003 and a total of \$111 million in projects over the ten-year planning period. This ambitious project program, which began last year, has been made possible, in large part, because of special funding available for areas such as streets, transportation and parks as well as the issuance of Wastewater Revenue bonds. Details of the project budget are included in the *Major Project Efforts* section of this Transmittal Letter as well as in discussions of the individual funds.

The national economy has been in a modest recession for nearly sixteen months. Silicon Valley has experienced more dramatic effects of the economic slowdown. The regional recession has been far deeper and is expected to trail the rest of the country in recovery. Sunnyvale's unemployment rate has risen from a low of 1.2% to 6.5%. Business activity has slowed dramatically as evidenced by a severe drop in Sales Tax and Transient Occupancy Tax collections. This economic contraction was further exacerbated by the cautious economic response of our population to the September 11<sup>th</sup> tragedies.

While all economic signals suggest a slow and modest recovery may be underway, prudent government financial planning dictates a cautious approach to revenue anticipation and expenditures. Technology and software purchases coupled with employment expansion lag the economic recovery. These factors will slow local governments' resource recovery.



The headlines in the newspapers announce fee hikes, job cuts, and service reductions in our surrounding communities. The estimated state budget deficit has grown over the last nine months from \$15 billion to \$22 billion and climbing. Can the governor keep his promise not to cut State-shared revenues to local governments?

The City's strategies of long-range financial planning, our commitment to setting service levels based on predictable amounts of revenue ("living at the trend line"), and our preservation of excess revenues during robust economic times for nonrecurring events and reserves will protect high levels of service in the City no matter what fluctuations occur in the economy. However, these practices cannot completely protect us from the massive shifts of State-shared revenue from local governments to help solve the State budget crisis. Therefore, we must adhere to our successful financial and management practices and begin exploring options for new revenues and expanded revenue possibilities where we have not fully utilized existing ones. We must also recognize that service reductions may be an option as well in future budgets. The Council, staff, and community will need to evaluate these choices so that we are well prepared to respond to any further revenue reductions by the State.

Our systems and our history of results have generated a high level of trust and confidence from the community, as evidenced again in the 2001 citizen opinion survey.

Despite the power of our system of governing, we continue to seek opportunities to use our planning and management tools more precisely to accurately position ourselves to respond to rapid change. To this end, we continue to refine our planning tools so that they are more flexible, user friendly, and are meaningful to more employees throughout the organization.

## **THE SUNNYVALE APPROACH TO BUDGETING**

Sunnyvale's approach to budget preparation is a central part of the City's Planning and Management System (PAMS). Key elements of the PAMS framework include:

- Long-range strategic planning (the General Plan Elements and Sub-Elements),
- Long-term financial planning (the Ten-Year Resource Allocation Plan, which includes projections over a 20-year time frame),
- Short-term allocation of resources (the two-year action budget),
- The Council Study Issues process,
- Performance "contracts" for Management, and
- Annual performance reporting and evaluation.

This integrated framework has enabled the City, over time, to accomplish the long-range strategic goals established by Council in the General Plan Elements and Sub-Elements. PAMS has assisted the City in maintaining, and even expanding, services during times of numerous Federal/State mandates and revenue restrictions or reductions. PAMS has also served as a valuable tool in producing and capturing remarkable gains in efficiency and productivity.

The Fiscal Sub-Element of the General Plan requires that the City Manager annually propose a budget that is balanced not only for the budget year, but also for the Ten-Year Resource Allocation Plan. Since FY 1993/1994, Council has approved a financial plan that has been balanced to the twentieth year. The long-term nature of the City's financial planning system allows decision-makers to better understand the true effect of policy decisions. Because City practice has been to prepare a fully balanced 20-year financial plan, it effectively requires that decisions made today guarantee that the resources will be available to provide quality services in the future. The Ten-Year Resource Allocation Plan prevents wild swings in service levels during the upturns and downturns of economic cycles.

Annual budget review and approval is a sound business practice and is required by the City Charter. However, an understanding of the City's long-term financial picture is more important to the process than just looking at a one-year or two-year snapshot. Therefore, much of the discussion in this Transmittal Letter will focus on long-term strategic planning and fiscal issues.

## **OPERATING BUDGET PROCESS**

Sunnyvale has practiced two-year budgeting for our operating programs for a number of years. This is in recognition of the tremendous effort needed to develop budgets, particularly with the City's sophisticated outcome-based budget system. In reality, service levels remain relatively constant from year to year. By doing two-year budgeting, staff time is maximized and more in-depth review of each budget element can be accomplished.

As indicated earlier, FY 2002/2003 is the first year of a two-year operating budget cycle. Therefore, a careful review of all elements of the operating budget was conducted to ensure that resources are aligned with desired outcomes. A number of other components of the operating budget were analyzed and updated to reflect current conditions. Rental rates and salary additive rates for the internal service programs were reviewed, with new rates applied to recover costs. Current salary levels for City employees were adjusted based on existing Memoranda of Understanding or estimated salary increases. For enterprise funds, significant cost components, such as purchased water, chemicals or landfill charges were updated with current information, and utility rates were adjusted as appropriate.

Additionally, major revenue sources were updated for all funds. In FY 2001/2002 staff embarked upon a special project to further enhance our revenue projection methodologies. This project involved work with the Center for the Continuing Study of the California Economy to define economic conditions that have a specific effect on each of our major revenue sources. Results of the study were incorporated into revenue projections for FY 2002/2003 and the 20-year planning period. This process will be discussed more fully in the sections of this Transmittal Letter that deal with General Fund revenues.

## **PROJECT BUDGETING PROCESS**

In the City of Sunnyvale the term “project” refers to non-operating activities. Beginning in FY 1999/2000, the City segregated each project into one of four possible categories: Capital, Special, Infrastructure and Outside Group Funding. These categories are defined as follows:

**Capital Projects** are major expenditures related to construction, improvement or acquisition of capital assets. This category includes feasibility studies, preliminary plans and other projects that are related to design, construction, capital improvement or acquisition. The construction of a traffic signal would be a capital project. Other examples include adding a room to an existing facility (capital improvement) or purchasing a piece of property (acquisition).

**Special Projects** are one-time only in nature and are set up to eliminate the impact that such costs would have on unit costs in operating programs. This category includes studies and other projects that are not related to construction, capital improvements, renovation/ replacement or acquisition of a capital asset. For example, the preparation of a new sub-element of the General Plan would be a special project.

**Infrastructure Projects** are inherently related to capital projects. This category includes the renovation and/or replacement of a capital asset. After a capital project is complete, the City has an asset that must be maintained through the operating budget until the asset reaches a point where maintenance costs exceed renovation/ replacement costs. An infrastructure project is developed in order to provide future funds at the time that replacement or renovation is required. An example would be the replacement of major components of the Water Pollution Control Plant or the replacement of the Heating, Ventilation and Air Conditioning (HVAC) system in City Hall.

**Outside Group Funding Projects** are essentially special projects; however, they are established to identify contributions made to local community-based organizations.

As mentioned earlier, the City’s process for budget preparation places the project budget on a two-year cycle alternating with the operating budget. FY 2002/2003 is an “off year” for the project budget cycle, and therefore the only review that was conducted was for new items or those that had a significant change in cost or in scope.

As Council may recall, a Project Review Committee was created in FY 1999/2000 to evaluate and prioritize all project requests and make recommendations to the City Manager for approval. This Committee is staffed with members who are key to the project process, including the directors of Public Works, Community Development, Finance and Parks and Recreation. The Project Review Committee puts each new or changed project proposal through a rigorous evaluation process. The respective project manager completes an evaluation matrix that asks a number of qualitative questions. These questions involve issues such as public health and safety, environmental quality, economic development, availability of outside financing, percent of population served by the project, degree of public support, life expectancy of

the project, benefit-to-cost ratio, and the project's effect on operating budgets. Only those new projects that have substantial and significant merit are forwarded to the City Manager for consideration in the recommended Budget and Ten-Year Resource Allocation Plan. The results of this review process continue to be very beneficial due to the varied expertise and professional background of each Committee member. More information on the recommended projects is included below either in the *Major Project Efforts* section of this Transmittal Letter or in the *Detailed Fund Reviews*.

## **OUTCOME-BASED BUDGETING**

The movement from a performance-based to an outcome-based budget represents a key component in the City's organizational change strategy. The City's outcome management system identifies the high level results that each budget program is expected to produce. It better balances our focus between producing tangible products (e.g., gallons of drinking water) with service delivery results (e.g. safe, reliable drinking water) that are important to our various customer groups.

During FY 2001/2002, we continued to migrate operating and support programs to the Outcome Management System. Existing programs managed by Employment Development, Finance, Human Resources, Information Technology and Parks and Recreation completed the initial steps required to move to the new format. These steps included:

- preparing program outcome statements that describe the programs' overall purposes;
- developing program outcomes that describe the most important results that the programs should accomplish; and
- assigning a weighting factor for each program outcome that describes its relative importance.

Council has approved the program outcome statements, measures and weighting factors for several of the new programs. These departments are continuing the steps to implement the new programs for FY 2002/2003 or FY 2003/2004. Council will see the remaining new program statements and measures in the next several months. It is important to note that while these departments are working on the conversion, their current programs' budgets have essentially been rolled over for FY 2002/2003. This recommended budget contains the existing (non-Outcome) programs with the only adjustments for salary and position changes and specific line items such as software licenses.

While most of the existing programs contain measures and activities that are no longer relevant, in the case of Employment Development, the current program structure is based on specific grants, the majority of which are no longer in existence. Because this format is not functional and would provide inaccurate information, it is not included in this recommended budget. An interim program is being created and will be included in the adopted budget. Additionally, for programs implementing the Outcome Management format in FY 2002/2003, the new programs will be included in the adopted budget.

The conversion to Outcome Management is complex, often requiring a significant change in thinking in order to find the best ways to meet the new informational needs under this system. As a result, many programs are restructured as managers gain more experience with the Outcome Management structure. During FY 2001/2002, programs within the Community Development, Library and Public Works Departments and the Office of the City Manager were restructured to provide better information for staff and citizens. The revised programs are included in this recommended budget.

During the next two-year operating budget, all programs that report directly to the City Manager will have migrated to the Outcome Management System. City staff will then shift its attention to improving this important management system so that it is better understood and used by employees at all levels of the organization and is more responsive in addressing the changing expectations and requirements of our citizens. City staff will also continue to work to improve data reliability and analysis.

## **BUDGET FORMAT AND AWARDS**

Sunnyvale has an extremely complex and detailed budget preparation, review and adoption process. Staff has traditionally presented to Council the City Manager's recommended Budget in the form of a workbook. This workbook is used to guide the Council through the budget workshop, the public hearing and finally the official adoption of the budget for the upcoming fiscal year.

The recommended Budget document is divided into three stand-alone volumes. *Volume I* includes documents that staff provides to Council on an annual basis. The *City Manager's Transmittal Letter, Budget Summary, Financial Graphs, Long-Term Financial Plans, Revenues, and User Fees* can be found in this volume. Also included is a section on *Budget Supplements*. This section contains the details of this year's proposed budget supplements, along with a financial worksheet that includes both the net costs and the expenditures and revenues associated with each supplement. *Volume I* is useful as a summary document, with more detailed information found in the other two volumes.

*Volume II Projects Budget* contains all of the City's capital, infrastructure, special and outside group funding efforts. Importantly, this volume begins with a *Projects Budget Guide* that describes what a project is in the City of Sunnyvale and how projects are prioritized in the budget process. This volume receives detailed attention during the "on year" for projects, which was FY 2001/2002.

*Volume III Operating Budget* contains all of the City's programmatic efforts. This volume also begins with an *Operating Budget Guide* that describes Sunnyvale's unique Planning and Management System. This guide is extremely useful in understanding the mechanics of the City's efforts to move from performance-based to outcome-based budgeting. The Operating Budget is organized around the seven elements of the General Plan. Each element contains the General Plan's Goals, Policies and Action Statements, Community Condition Indicators, and the budget of each operating program that is tied to that particular element. This volume receives detailed attention during the "on year" for operating, as is the case for FY 2002/2003.

In prior years staff has received positive feedback from Council members and citizens regarding the Budget-in-Brief booklet. This is an effort to highlight the important aspects of the particularly large and complex recommended budget document. This year, staff will again prepare this summary containing the City Manager's Transmittal Letter, Budget Summary and selected Financial Graphs.

In April, 2002 the Department of Finance was notified that the City's adopted FY 2001/2002 Budget and Ten-Year Resource Allocation Plan had received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA), a national organization of finance professionals. This award program, established in 1984, "recognizes exemplary budget documentation by state, provincial and local government, as well as public universities and colleges."

The City of Sunnyvale has received this award for 13 consecutive years. While over 70 California organizations received the GFOA award for FY 2001/2002, only five have received this award longer than Sunnyvale. In the United States, Sunnyvale ranks among the top organizations that have received this award for 12 or more consecutive years.

## **FISCAL YEAR 2002/2003 BUDGET**

### **OVERVIEW**

I am pleased to again present a balanced budget for this upcoming fiscal year. The Ten-Year Resource Allocation Plan and 20-year financial plan are in balance as well. The recommended FY 2002/2003 Budget maintains City services at existing levels in spite of significant reductions in our major revenue sources due to the economic downturn. The proposed budget also includes modest service level expansions in the areas of traffic calming, performance auditing, recreation fee waivers, and a video for the Boards and Commissions program. Significant funding has also been added for a two-year period to address a critical Public Safety recruitment challenge. These budget supplements are discussed later in the *Budget Supplements* section of this Transmittal Letter.

Table I, on the following page, is a summary of the recommended expenditures for all City funds. This table provides a comparison of the two recommended years with the current fiscal year and the latest actual fiscal year.

**Table I Recommended Expenditures – Citywide\***

Expenditure Character	2000/2001 Actual	2001/2002 Revised Budget	2002/2003 Recommended Budget	% Growth 2002/2003 over 2001/2002	2003/2004 Recommended Budget	% Growth 2003/2004 over 2002/2003
Operating	137,776,464	146,960,798	154,761,198	5.31%	162,126,683	4.76%
Projects	44,904,165	95,453,753	29,381,466	-69.22%	21,980,297	-25.19%
Budget Supplements**	0	0	2,322,252	N/A	2,160,382	-6.97%
SMaRT Station Expenses***	11,610,431	10,974,786	10,354,891	-5.65%	10,589,066	2.26%
Debt	6,422,355	6,670,328	6,978,839	4.63%	6,981,526	0.04%
Equipment	19,174	75,331	300,000	298.24%	0	N/A
<b>SUB-TOTAL</b>	<b>200,732,589</b>	<b>260,134,996</b>	<b>204,098,646</b>	<b>-21.54%</b>	<b>203,837,954</b>	<b>-0.13%</b>
Employment Development Grant Programs	9,390,287	10,577,796	10,577,869	0.00%	0	N/A
<b>TOTAL</b>	<b>210,122,876</b>	<b>270,712,792</b>	<b>214,676,515</b>	<b>-20.70%</b>	<b>203,837,954</b>	<b>-5.05%</b>

\* This table excludes internal service funds, which are reflected as rental and additive rates in the Operating character line.

\*\* Recommended budget supplements were as follows: FY 2000/2001 totaled \$2,515,798 and FY 2001/2002 totaled \$214,207. Upon Council approval these costs are included in the Operating and/or Projects character line for those years.

\*\*\* The SMaRT Station Expenses character represents Mountain View and Palo Alto's shares of SMaRT Station expenses. Sunnyvale's share of expenses is represented in the Operating character line.

The overall recommended FY 2002/2003 Budget is 20.7% below the adopted FY 2001/2002 Budget. However, the inclusion of the Employment Development Grant programs and project-related expenditures can be misleading when making year-to-year comparisons.

The recommended FY 2002/2003 Budget for operating-related expenditures is 5.31% higher than the adopted FY 2001/2002 Budget. The largest components of this change in the operating budget are attributable to increases in the cost of salaries and benefits. This issue will be discussed in more detail in the *General Fund* section of the *Detailed Fund Reviews* and in the *Employee Benefits Fund* review.

As you may note, the project line item has seen a dramatic decrease from FY 2000/2001 Actual and FY 2001/2002 Budget to the recommended FY 2002/2003 Budget. Again, this type of yearly comparison is difficult to make since projects are often one-time only in nature. There are two reasons for the apparent decline. First the City had a number of large projects funded from outside organizations or debt financing that were budgeted in the last two-year period. In many of these cases, the funds are appropriated in one year even though they will be spent over a multi-year period. Examples of this are the Multimodal Transit Station, funded by the Valley Transportation Authority and other transit organizations, the purchase of the Sunnyvale Office Center, funded by Certificates of Participation, and various Wastewater infrastructure projects funded by a Wastewater Revenue Bond. Second,

because of the appropriation pattern for projects discussed above, project funds are often carried over from year to year. This can be seen in the FY 2001/2002 Revised Budget number of \$95.4 million for projects. Of this amount, approximately \$45 million represents carryover of funds for projects in progress from FY 2000/2001.

Below are listed some of the largest project efforts that make up the \$29,381,466 in the recommended FY 2002/2003 Budget. Please note that some of these projects are multi-year and the dollar amounts represented are only the FY 2002/2003 appropriations.

- Senior Center Construction(\$9 million) – Nonrecurring events reserve
- Mathilda Avenue Railroad Overpass(\$2.5 million) – federal grants
- Chlorinating/Dechlorinating Equipment Replacement (\$526,200) – Wastewater Bonds
- Storm Pump Station No. 1 Rehabilitation (\$530,000) – Wastewater Bonds
- HOME housing projects(\$1.3 million) – federal Housing funds, and
- Measure B Pavement Management Projects (\$897,040) – countywide voter-approved ½ cent sales tax.

As Council can see, it is important to understand that the City's budget is comprised of multiple budgets or funds, with the real short-term and long-term position of the City contained in the respective position of each of these funds. This Transmittal Letter will discuss each fund in detail, but places emphasis on the General Fund.

Finally, any long-range financial or strategic plan must make certain assumptions in establishing the basis for projections. The next section discusses the assumptions that staff has developed for this particular recommended Ten-Year Resource Allocation Plan and its accompanying 20-year financial plan.

## **BUDGETARY INFLATION FACTOR**

Inflation of budgeted costs for the recommended Ten-Year Resource Allocation Plan and 20-year financial plan is assumed to be unchanged at 3% per year for the first ten years, and 4% for the second ten years. Certain selected budget components, such as purchased water, gasoline, or electricity are increased according to their individual cost characteristics. Salary projections are based on current memoranda of understanding with employee associations or on the budgetary inflation factor.

Projections for major revenues are based on detailed analyses of their unique characteristics and therefore they do not necessarily reflect a simple inflation pattern. The assumptions for each major revenue source will be detailed in the discussions of each appropriate fund.

The budgetary inflation factor is a critical assumption and has the following long-term consequences:

- The City's financial position is improved overall when inflation is low. This is because, in general, the City's major revenue sources grow at a rate slower than inflation over time, while expenses grow at inflation or greater. Should inflation



occur at a higher rate than projected, the financial plan would be negatively affected.

- Expenditure growth has to be limited to the growth of inflation, or the projections in the financial plan will not hold. The most significant portion of the operating budget is labor costs. This amounts to 54% of the Citywide annual budget and 77% of the annual General Fund budget. The extremely low unemployment rate that our area enjoyed during the economic boom has resulted in recent salary and benefit increases for our employees that have been substantially higher than inflation. Our budgetary assumptions have incorporated the projected increases to above market for our employee associations. If labor costs increase in the future substantially beyond these assumptions, the long-term expenditure projections may be understated.

## **STRATEGIC ISSUES**

A number of issues are emerging as key strategic opportunities or challenges for the City. During the next several years, these issues and our responses to them will help shape what Sunnyvale will look like, determine how we will provide services to our customers, and define our fiscal base. These issues include:

- City workforce reinvestment
- Organizational effectiveness initiative
- Development activity
- Service level pressures; and
- Quality of life initiative

## **INVESTMENT IN CITY WORKFORCE**

We often say our employees are our most important resource. Our actions either reinforce or contradict these words. I believe that our Workplace Improvement Program represents our strongest statement of the value that we place on our employees. The City's Workplace Improvement Program, which began in FY 1999/2000, is a values-based effort to focus internally and improve the City organization as a place to work. Its purpose is to improve our employees' morale, individual effectiveness, and capacity, in order to raise the overall performance of the organization. In FY 2000/2001, six crosscutting task forces were formed to address the key concerns identified through the employee opinion survey. These teams were charged with designing strategies for addressing the following issues: communications, staffing and training, compensation, workspace, employee recognition, and organizational guiding principles. These task forces developed more than 50 recommendations to make improvements in these critical areas.

I am pleased to report that our Workplace Improvement Program has reached another milestone. Staff has been working to implement 25 specific workplace improvement recommendations in FY 2001/2002. More than half of these recommendations have been fully implemented; another nine will be completed by the end of the fiscal year. For example, employees from various City departments are serving on two standing

committees—communications and employee recognition. Another ad hoc team is focused on workspace, which continues to be a serious problem for our organization. Progress on this issue is discussed below in the *Public Facilities Workspace Issues* section of this Transmittal Letter.

The City's second employee attitude survey will be conducted early in FY 2002/2003. Survey results will help to shape next year's work plan. We continue to emphasize and align our work to our four guiding principles: Public Service, Leadership, Honesty and Integrity, and Respect and Recognition. These principles guide and direct how we respond to our citizens, how we carry out our jobs, and how we deal with each other. I anticipate another exciting, productive year as we continue our implementation activities on this important program.

In addition to the Citywide Workplace Improvement efforts, departments have undertaken numerous activities to improve their specific work environments. These have ranged from improving internal communication to realigning staff and work processes. Building on this foundation, departments will continue to address issues such as employee communications, recognition, and integration of the Guiding Principles as we work to make the workplace more "employee friendly" for employees at all levels of the organization.

## **ORGANIZATIONAL EFFECTIVENESS INITIATIVE**

The Workplace Improvement Program is a key component of a larger effort: the City's Organizational Effectiveness Initiative. This multi-year effort is designed to improve individual and organizational performance through engaging and developing the full potential of all City employees. Housed in the Office of the City Manager and now fully staffed, the Organizational Effectiveness (OE) team provides training, in-house consulting assistance, streamlined work processes, and management tools for use by individual employees or teams to deliver services to specific customer groups. Next year, the OE team will focus on four key aspects of the Organizational Effectiveness Initiative: Integrated Strategic and Business Planning, Citizen and Customer Focus, Process Improvement, and Organizational Results.

**Integrated Strategic and Business Planning** will focus on a mid-range time frame (three to five years). It will define the high level strategic objectives for the organization, and the key initiatives that staff will develop and implement in achieving the broad, organization-wide strategic goals set by Council. The business plan will focus on a one-year time frame. It will describe the short-term tactics that City staff will undertake during the upcoming fiscal year to address the strategic goals and performance indicators contained in the strategic plan.

**Citizen and Customer Focus** will continue to refine and improve the methods we use to listen, learn, and respond to our customers. OE staff will work to improve external and internal customer satisfaction surveys, develop reporting formats to reduce cycle times for reporting and analyzing survey results, and work toward building a tiered approach for listening to the City's distinct customer groups.

**Process Improvement** will build the City's capacity to regularly review and improve the processes that we use in delivering services. OE staff will lead ad hoc teams that

will analyze and improve key business processes that cut across department lines. Staff will also assist department teams as they complete improvement cycles on work processes used within specific departments.

**Organizational Results** will develop and implement approaches for verifying program performance data, and for reporting performance results more regularly. Additional resources are allocated to a budget supplement described later to increase the number of performance audits conducted on existing programs by the Department of Finance. Beginning next year, the City’s Organizational Effectiveness Initiative will be assessed by the California Council for Excellence to determine where we are succeeding and where additional attention is required. Results from this independent, outside agency will be tied directly to the outcome measures for the restructured Organizational Effectiveness program.

**DEVELOPMENT ACTIVITY**

The recent economic boom in the Silicon Valley resulted in a record-setting level of construction activity in Sunnyvale in FY 2000/2001. As the economy has cooled, so has the level of construction activity. Nevertheless, the value of construction and permit fee revenue remains above the average of the past decade, as indicated on the table below.

	Construction Valuation	Permit Fees
Average from FY 1991/1992 to 2000/2001 (adjusted for inflation)	\$241,930,865	\$4,521,935
FY 2000/2001	\$501,347,014	\$10,188,652
FY 2001/2002 (projected)	\$270,000,000	\$5,300,000

Industrial areas in Sunnyvale are still very attractive to sector-leading technology companies. Software, Internet services, telecommunications, biotechnology and related support services are diversifying our economic base and minimizing our historic reliance on a few large companies. Moffett Park has proven to be one of the most attractive areas in the City for such uses. The Moffett Park Specific Plan, which will be presented to the City Council this summer, is designed to facilitate the continued development of headquarters and high technology companies in this area.

A turning point in the Downtown redevelopment effort was recently achieved with the City Council adoption in concept of the Downtown Design Plan. Prepared by a 21-member Downtown Stakeholders Advisory Committee, the Plan sets forth an ambitious but attainable vision for the future: a traditional, multi-purpose, pedestrian-friendly Downtown which establishes a sense of place and identity for all citizens. Over the next nine months, the Downtown Design Plan will be the subject of an extensive environmental review process that will incorporate an expanded public outreach program as directed by Council. The final Downtown Design Plan, together with the environmental impact report and implementing documents, will return to City Council for adoption early in 2003.

Many projects that are consistent with the Downtown Design Plan are already under construction or should begin construction in the coming year. A new 974-space parking structure at the Sunnyvale Town Center Mall on the corner of Iowa and Sunnyvale was completed last November. Target opened its store in Sunnyvale in the old Montgomery Wards building on March 3.

The three new office buildings along Mathilda north of Washington should be completed by the Mozart Development Company and ready for tenant improvements by November, 2002. They are leased to Handspring and Broadcom, and at full occupancy should bring 1,800 new employees to Downtown Sunnyvale. Work will begin in FY 2002/2003 on the 1.7-acre Downtown Plaza Park, immediately adjacent to the Mozart Project at Frances and Evelyn. North of Evelyn, the MultiModal Transit Center is under construction, and should be completed by the end of this calendar year.

The two major new residential developments adjacent to Downtown are nearing full occupancy: The Cherry Orchard, a 300-unit apartment and multi-use complex developed by the Irvine Apartment Communities on the former Olson family orchard, and Villa del Sol, the 124-unit apartment complex on the corner of Evelyn and Sunnyvale Avenues. Similar large-scale projects are not anticipated for next year; however, the Downtown Design Plan provides the opportunity for development of up to 2,000 new residential units in the future.

We believe that the next major project to begin construction in Downtown will be the redevelopment and expansion of the Town Center Mall. A new developer is in the process of acquiring the Mall. Inspired by the Downtown Design Plan, the new owners propose to extend Murphy Avenue southward to the Penney's store, to line the eastern sidewalk of the street extension with retail shops on the ground floor of a new 1300-space parking structure, to completely rebuild the center section of the Mall as an open-air retail district, to extend McKinley Avenue from Mathilda to the Mall and line it with major stores and restaurants, and to add a 16-screen movie theater. If all goes in accordance with the new owner's current time schedule, construction should begin in early 2003.

The economic downturn resulted in our economic development focus shifting to business retention. A "Shop Sunnyvale" campaign was launched to encourage greater residential support of local businesses. Businesses, in turn, have been encouraged to look to other Sunnyvale establishments to supply needed products and services. This business support and retention thrust will be continued and expanded in the coming fiscal year.

Community development is a complex process involving not only City budget resources directed to our Community Development Department, but also budgetary resources of other City departments, Federal resources in the form of Community Development Block Grant (CDBG) and HOME funds, developer generated housing mitigation funds, and redevelopment tax increment funds. In the coming year, staff will be studying the community development needs of Sunnyvale, and preparing a Community Development Strategy which will recommend policy, priorities and strategies for using these available resources in the most effective, coordinated manner.

## **SERVICE LEVEL PRESSURES**

As in past years, we remain committed to absorbing increases in service demands that are generated by population changes. These increases will be offset by improved operating efficiencies or through the budgetary inflation factor. However, we are continuing to see requested service level increases coming from distinct customer groups. Examples include the 50-meter swimming pool recently completed at Fremont High School, the Sunnyvale Senior Center which is currently under construction, and the Fair Oaks Skateboard Park which will be under construction shortly. On the operating side, a study is currently underway to determine if a higher level of Emergency Medical Services should be provided in Sunnyvale and a pilot project on expanded Neighborhood Preservation and Code Enforcement has been established. Any of these initiatives could result in a significant increase in General Fund expenditures on an on-going basis.

Over the last several years, the City's revenue base has experienced exceptional growth, enabling us to provide for increasing demands for services. However, as the economy has slowed, our revenue has dropped significantly, and we project that the rate of growth into the future will moderate. Therefore, our revenue base will not continue to expand at a pace sufficient to meet increasing service levels. In order to address this problem, the City must review service levels and evaluate priorities and examine ways to augment our revenue sources.

## **QUALITY OF LIFE INITIATIVE**

The City began a Quality of Life initiative several years ago as a result of a Council study issue. The purpose of the initiative has been to engage residents in determining what priorities are important to the quality of life in Sunnyvale, and to provide a strategic framework to guide the City in developing programs, strategies, and tactics. The goal is to have a few, clearly defined strategic goals that represent the concerns and priorities of all City residents, and then to develop a Quality of Life Index to measure progress against residents' priorities. The Council made several revisions and accepted the Quality of Life initiative final report in April 2001.

Several key tasks were completed that moved this important project forward during FY 2001/2002:

- an interdepartmental task force was formed to clarify which departments "owned" specific Quality of Life objectives and measures;
- task force members determined where and how they would collect information to measure progress in meeting targets for specific performance measures; and
- a mid-year Quality of Life report was prepared to pilot test the availability and reliability of data being collected through this initiative.

Staff also updated the City Council on progress to date on this project. The City's first Quality of Life Report and Index will be developed during the first half of FY 2002/2003.

## **FUTURE FISCAL ISSUES**

In addition to the strategic issues mentioned above, which tend to be longer term in nature, there are factors in the City's current environment and in the near-term that could impact our fiscal security. Each year in January a Council Study Session is held that identifies these future fiscal issues. This year, the focus of the Study Session was on two overarching issues that have the potential to drastically alter the City's financial position. These are: the economic condition of Sunnyvale, the Silicon Valley region, and the State of California; and the State budget situation and its potential impacts on local governments. Below is an update on these two critical issues.

## **CURRENT ECONOMIC CONDITIONS AND OUTLOOK**

Two years ago, the nation was in the longest economic expansion in U.S history. The Silicon Valley was booming and Sunnyvale's finances were buoyed by significant increases in General Fund revenues. Since that time a number of events have occurred nationally and locally that have dramatically altered our fiscal position.

On a national basis, the U.S. economy decelerated sharply beginning in mid-2000 after experiencing nearly ten years of sustained economic growth. Gross domestic product (GDP) growth slowed from over 5% in the first half of 2000 to 1.4% by the fourth quarter of the year. After September 11<sup>th</sup> the downturn intensified. Especially significant for Sunnyvale and Silicon Valley was the dramatic slowing of business expenditure on computers and software in the fourth quarter, a condition that continues to persist.

Staff began to see signs of a Silicon Valley slowdown in January 2001 as we started estimating revenues for the FY 2001/2002 budget, and it is now universally recognized that we, along with the rest of the nation, entered recession in March 2001. Though most economists agree that we are now slowly beginning to rebound from the downturn, we will feel its effects for some time. There are several converging factors that have made recessionary pressures more pronounced here than in other parts of the State.

The dot.com bust resulted in mass layoffs in Silicon Valley where the unemployment rate rose from record lows of around 1.2% to nearly 8%. From December 2000 to July 2001, Silicon Valley lost approximately 27,000 jobs. Due to the tech-heavy concentration in our region, unemployment remains higher here than the rest of the country.

In addition, a number of interrelated changes have taken place further affecting the City's and State's fiscal position:

- Lower personal income and household wealth due to declining stock values have reduced disposable income. This produces declines in home sales, general retail goods and vehicles.
- Increases in the cost of goods due to higher energy costs and rising costs of gasoline are further reducing disposable income.

- Lower demand for high-tech products has reduced the ability of companies to pursue expansion plans.

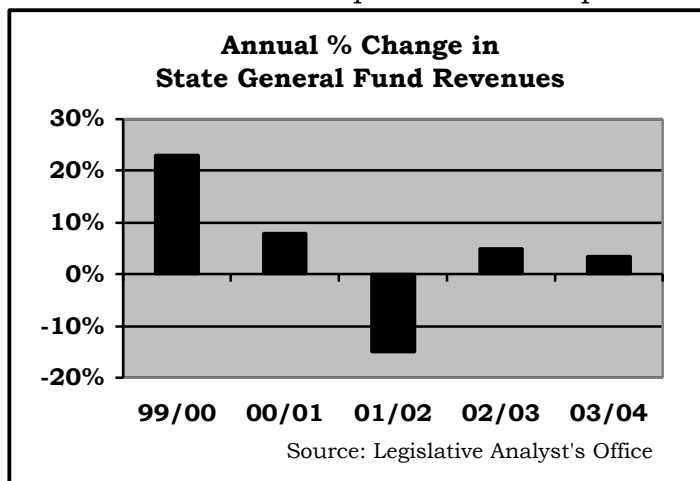
One key reason why a Silicon Valley recovery will lag the rest of the nation can be seen in our region's heavy reliance on business investments. While consumer goods purchases have strengthened nationwide (as evidenced by a 5.8% increase in GDP the first quarter of 2002), business investments in Silicon Valley technology companies remain flat. Not surprisingly, Sunnyvale has traditionally received about one-half of its sales tax from business-to-business sales, but this percentage has decreased to 39% for the most recent quarter.

While the recent increase in GDP is heartening, it is not a clear indication that the recovery is fully underway. In an article entitled "The Recovery's Soft Underbelly" in the May 6, 2002 Newsweek, Robert Samuelson expresses this cautionary note:

"...if the economic recovery has a soft underbelly, profits would seem to be it....If profits don't revive, the recovery may be weak or stillborn. Without higher profits, companies won't have the funds to finance new investment in factories, software or machinery. Profits also underpin stock prices. Poor profits may mean a poor market, dragging down consumer confidence and spending."

These new fiscal realities are in sharp contrast to Silicon Valley and California in 2000, which was the strongest year of the state's economic expansion. Total personal income and taxable sales increased by about 11%, according to the State Legislative Analyst's Office (LAO). State General Fund revenues enjoyed a phenomenal 23% increase in FY 1999/2000.

As a result of the energy crisis, the general economic slowdown and the reduced demand for information technology products, State General Fund revenue growth decelerated to about 8% in FY 2000/2001, and is projected to sharply decline by perhaps 15% or more in FY 2001/2002 before slowly beginning to rebound (see chart above).



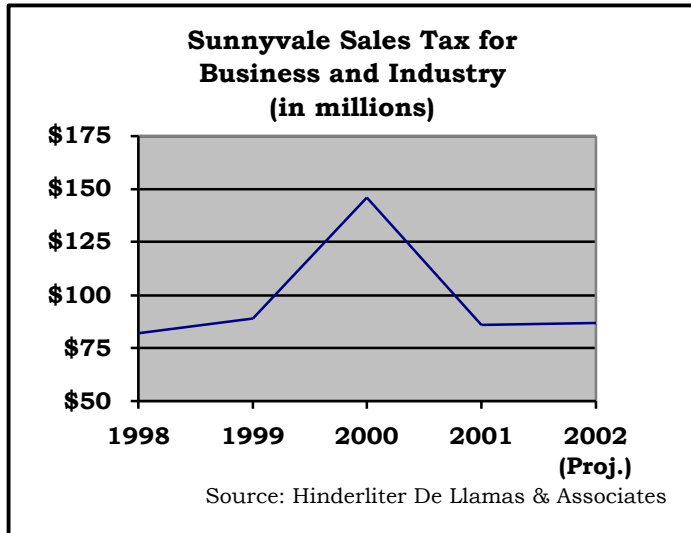
One result for Sunnyvale has been a sharp drop in Sales Tax and Transient Occupancy Tax (TOT) receipts. Revised revenue projections suggest that Sales Tax will decrease in FY 2001/2002 by as much as 30% over FY 2000/2001 record highs and TOT will be down by some 40%, as this latter revenue is almost exclusively business-related in our region.

**Projected Pace of Recovery**

The basis for a projected pace of recovery begins with the premise that the intensity of the Silicon Valley technology boom in 2000 was in all likelihood an anomaly that may

not ever be repeated. As the graph illustrates below, Sunnyvale Sales Tax in the Business and Industry sector spiked by more than 60% from calendar 1999 to 2000, before sharply returning to 1998 levels. Not coincidentally, this sharp spike parallels the huge increase and subsequent drop in State General Fund revenues that was largely fueled by capital gains and stock options.

The one consistent theme from economists is that a recovery here and across the



nation will be modest and slow, a theme that is echoed in our own forecasts over the Long-Term Financial Plan. Unemployment in the region remains high, but there are positive signs in the form of slightly increased orders for new technology equipment and increased hiring of temporary and part-time tech-sector employees. If cautious optimism abounds for an economic recovery, it is largely offset for us by the deepening budget deficit at the State level, and the negative effects it may have for Sunnyvale and other local governments.

## STATE BUDGET SITUATION

Less than two years ago, the State government was anticipating a budget surplus of up to \$13 billion. In a stunning reversal of fortune, the State now forecasts a record \$22 billion deficit by the end of FY 2002/2003, begging the question: Where did all the money from the good times go? There are three main answers to this. First, as previously mentioned, State revenues are in sharp decline, largely due to decreases in personal income tax from capital gains and stock options. Though the LAO predicts a partial income tax recovery by the end of FY 2003/2004, it is highly unlikely that FY 2000/2001 tax collection levels will return anytime soon. Second, as State revenues were growing, so were expenditures. From FY 1993/1994 to FY 2000/2001, State spending more than doubled, from \$39 billion to \$79 billion. Nearly one-half of the overall increase occurred between FY 1998/1999 and FY 2000/2001. The third reason lies in unplanned expenses, chiefly the fact that the State did not anticipate well, or recover well, from costs related to the energy crisis.

One of the more telling signs of the declining State budget situation has been the devaluation of the stock market and the resulting negative effects on State income tax revenues. At a time when the State was already experiencing fiscal problems due to the energy crisis (about \$6.5 billion was spent on emergency energy purchases, effectively eroding the State's projected budget surplus), a dramatic decline in capital gains and stock options occurred that was directly tied to the sharp drop in share values of California's high-tech companies. To further illustrate this, consider that State personal income related to these sources rose from \$25 billion in 1994 to over \$200 billion in 2000. At their peak, these sources accounted for more than 22% of the State's General Fund revenues in that year. By contrast, the LAO has forecast a 60%



decline, with personal income taxes dropping to just \$77 billion in 2001. Equally dismal is a recent announcement by the State Controller who reported that April's income tax receipts are 40% below April of last year.

The result of these converging factors is that the State has a significant ongoing structural deficit that will not disappear without corrective action. In fact, the State Controller has announced that the State will deplete its cash reserves this June and will have to borrow \$7.5 billion from private lenders to meet its financial obligations. The State proposes to do this by issuing Revenue Anticipation Warrants (RAW), only the fifth time it will do so since 1939. The RAW will pay off a \$5.7 billion debt for Revenue Anticipation Notes (RAN) the State issued last summer, as well as a constitutionally required payment to schools in the amount of \$1.4 billion. The State may have to issue additional RAWs if it is unable to market the \$13 billion in energy bonds it had hoped to sell last summer.

Though the Governor has publicly stated that he will not "balance the budget on the backs of local government", he has also called local governments "partners" who must share in the solution to the State's budget woes. To date the Governor has proposed balancing the budget with a combination of borrowing, spending reductions and high hopes for an improving economy. According to the LAO however, the current proposal does not go far enough to erase the mounting record deficit, raising the likelihood of increased taxes and/or takeaways of local revenues. For instance the State currently "backfills" the City's revenue from the legislatively reduced Motor Vehicle License Fee (VLF). If the State were to cease the backfill (a tempting \$2.5 billion statewide target) Sunnyvale would lose between \$4.6 and \$4.9 million in yearly revenue.

A better picture of the State's deficit reduction strategy will be available after the Governor's revised budget is released on May 14, 2002. Early indications point to a protracted budget stalemate in the Legislature, especially given the enormity of the State's budget situation. One indicator of this is a request by the State Controller to authorize a special \$11 billion line of credit so the State can meet its financial obligations should the stalemate occur. Other sources well versed in state politics are predicting a Special Session after the November 5<sup>th</sup> election to debate not whether to cut local government revenues, but by how much. If the past is any indicator, likely takeaways could include a reduction in the VLF backfill, elimination of certain mandated cost reimbursements/state grants, or further Property Tax shifts (not so affectionately dubbed "son of ERAF").

In addition to these two overarching concerns, there are several other issues that may have significant impacts on the City's financial situation in the near-term. These include neighborhood preservation and code enforcement, public facilities space needs, and homeland security. Below is a discussion of each of these issues.

## **NEIGHBORHOOD PRESERVATION AND CODE ENFORCEMENT**

One full-time Neighborhood Preservation Specialist was added to the Neighborhood Preservation staff in FY 2001/2002 to address chronic code violators. In accordance with the code enforcement priorities established by the City Council, this new inspector has pursued to compliance some of the most critical and complex enforcement issues in the City. Aggressive use has been made of tools such as

abatement by City forces and Board of Building Code Appeals imposition of compliance orders accompanied by large fines. Over the past ten months, 204 chronic code violation cases have been successfully resolved.

In the coming year, staff proposes to test proactive, neighborhood-based code enforcement. Unlike the “get tough” approach taken with chronic code violators, the neighborhood-based approach will seek voluntary compliance by working with residents to identify, prioritize and correct violations within a prescribed geographic area. This approach will be tested on a pilot basis only in FY 2002/2003, with no increase in resources devoted to code enforcement. Based upon the results of the pilot program, we may be seeking additional budget resources in the following fiscal year to introduce this approach on a more widespread basis.

## **PUBLIC FACILITIES WORKSPACE ISSUES**

As I mentioned in the last two Transmittal Letters, workspace continues to be an issue for our employees. It has been clear for several years that our employees do not have the workspace necessary to maintain the highest level of productivity, occupational health, and customer interaction. Many staff members work in cramped quarters not originally designed as office space, and there is insufficient support space in the form of conference rooms and reception and circulation areas.

In the fall of 1998, a formal study of workspace related issues commenced with the selection of a consultant and the formation of an internal Space Optimization Team comprised of the directors of Parks and Recreation, Public Works, Human Resources, and Information Technology. The results of these efforts suggest that while staff currently operates in a total of 165,000 square feet of building space (including most City buildings), there is currently a need for 239,000 square feet. And, by the year 2010, it is estimated that 256,000 square feet will be needed. New office standards have been drafted and are based on job function, not title. Based on these new standards, the existing gap in required office space only is 40,000 square feet.

Staff is currently pursuing both short-term and long-term options for Council’s consideration. In FY 2001/2002, Council approved funding for short-term options designed to meet the City’s office space needs only (not including support areas). This is simply to provide the office space that employees need to perform their jobs while long-term options are reviewed.

Purchase of the Sunnyvale Office Center, located at 505 W. Olive, in FY 2000/2001 was a significant initiative to deal with the workspace dilemma. This 5.6-acre property, located next to the Library and across the street from City Hall, was acquired by the issuance of Certificates of Participation (COPs) for possible expansion of the Civic Center campus. In the short term, the purchase is helping to resolve office space needs for a significant number of City employees. Recent vacancies in the office complex are allowing the relocation of various crowded work units from the City Hall and Public Safety complexes to the Office Center to alleviate a portion of the problem. Short-term office space solutions should be fully implemented by the end of FY 2002/2003.

The purchase of the Sunnyvale Office Center also necessitated the establishment of a new internal service fund to account for the management and operations of the existing business park until any Civic Center expansion occurs. This fund includes the expenses and rental revenues associated with the property until the end of FY 2005/2006. Maintenance of the facilities has been assumed by the Building Maintenance Division of the Parks and Recreation Department. Their budget has been increased by approximately \$240,000 for these expanded maintenance services.

As Council is aware, net income of approximately \$700,000 per year generated from rental charges for the business park was projected to be applied toward the debt service on the COPs used to fund the purchase of the property. City work units that are occupying office space at 505 W. Olive are currently paying rent for this space to the new Sunnyvale Office Center Fund. These funds have been reduced from monies that were programmed in last year's budget for short-term office space solutions. If and when the Sunnyvale Office Center reaches its useful life or is removed to make way for an expansion of the Civic Center, these funds will then be available for rental of outside office space as necessary until a long-term solution is completed.

A special project was approved by Council in FY 2001/2002 for an analysis of the long-term future of the Civic Center Campus. The first phase of this work was completed in early 2002, and several options were presented to the City Council in Study Sessions on February 12 and March 19, 2002. Net costs of the options range from \$69 to \$90 million. Council requested more detailed information and a study of various sub-options, which will be the subject of further exploration in FY 2002/2003. Various means to develop and finance new construction or modernization of the existing facility will need to be identified and evaluated. Needless to say, the magnitude of this project presents a significant fiscal challenge to the City in an era of limited resources.

## **HOMELAND SECURITY**

The need to protect our national security was thrust into the spotlight with the horrifying events of September 11<sup>th</sup>. Clearly this need goes beyond mere vigilance or the ability to effectively react to critical incidents of a terrorist nature. The federal government has recognized this need by creating the Office of Homeland Security, with the promise of federal dollars to state and local governments.

There are several factors that complicate the fiscal uncertainty of homeland defense costs. While the federal government has promised funding to local governments, there is no clarity yet on how federal funds will be allocated, or on the exact dollar amounts we will receive. Homeland Security Director Tom Ridge has publicly stated that there is "...no higher priority for state and local budgets than homeland defense", but he hastened to add that the federal government cannot be counted on to provide all the funds needed. This suggests the potential for new federal mandates, which may or may not come with funds attached.

In a recent meeting with Director Ridge, several state and local public interest group representatives voiced their frustration that the federal government has not yet created a coordinated approach to homeland security, nor announced a clear process for state and local funding, even though dollars should be made available October 1, 2002.

To date the Sunnyvale Public Safety Department has incurred at least \$200,000 in expenses responding to terrorist-related calls for service, mostly during a 3-month timeframe following the terrorist attacks and the subsequent anthrax scare. Most of the calls were for suspicious packages or people, and all proved to be false alarms, but the significant amount expended thus far highlights the fiscal uncertainty associated with these types of call responses, as each call must be thoroughly investigated. An additional \$114,000 has been committed in this fiscal year to create a bomb-detecting canine unit to further minimize the risk of injury to Sunnyvale citizens. Absent federal funding, all costs incurred to date will likely be paid with asset forfeiture funding.

## **STATE/LOCAL FISCAL RELATIONS**

For more than a decade, significant state (and federal) actions have negatively impacted local government finances. The best, but hardly the only example of this was the dramatic shift of property taxes away from cities and counties in the early 1990s into the Educational Revenue Augmentation Fund (ERAF). When implemented in FY 1992/1993 and FY 1993/1994, some \$2 million in Property Tax revenue from Sunnyvale was shifted to ERAF; today that amount approaches \$6 million. Though the cumulative effects of these revenue reductions are somewhat easy to measure, it is much more difficult to quantify the sustained erosion of local control over resources that cities and counties traditionally enjoyed.

This diminished local control, along with the looming state budget crisis, has prompted the League of California Cities to declare as one of its top goals in 2002 the protection of “existing city revenues from reduction, reallocation, redistribution or diversion by the State to the maximum extent feasible, and oppose the inequitable reduction of state revenues shared with cities.” To help achieve this goal the League has forged two important alliances: the LOCAL Coalition and the Grassroots Network. These coalitions have grown out of the dual awareness that 1) municipalities historically have not been able to effectively compete with well-funded/organized special interests, and 2) the key to protecting local control of revenues lies in effective, multi-faceted lobbying of elected state officials to hold them accountable for promises they make to local governments (and for the votes they cast in Sacramento).

### **LOCAL COALITION**

The League continues to work with the California State Association of Counties (CSAC) and the California Special Districts Association (CSDA) to protect local revenues through the creation of the “LOCAL” Coalition (Leave Our Community Assets Local). LOCAL has as its key principles:

- Essential local services should not be sacrificed to solve state budget problems.
- Local taxes and fees paid by local residents should stay in the community to fund local services.
- Local governments and local revenues are already part of the State budget solution.

- State government should balance the budget without taking more money away from local communities.

Through LOCAL the League has employed a “campaign-style” approach by establishing a statewide steering committee and regional advisory boards, and by extolling the values of effective letter writing and press conferences to “engage all of the constituencies of local government in a comprehensive and coordinated effort”.

## **GRASSROOTS NETWORK**

This proposal was developed by a League-authorized task force to better respond to the erosion of local control/political clout as compared to well-funded interest groups who contribute millions of dollars to political campaigns. The Network is comprised of ten field offices and fourteen regional coordinators who will assist city officials in aggressively promoting key League legislative priorities with legislators, district staff, local media and other supporting community groups. The main goal of the Network is to help city officials focus strategic attention on state lawmaker’s decisions affecting cities, and to assist in stakeholder relationship-building.

As a participant on the Network’s Advisory Committee I am encouraged with progress made so far, but clearly more work has to be done, especially during these uncertain economic times. I encourage the Council to take on an increased role in this important area, and have begun to focus more attention on building a more effective legislative advocacy program across all city departments to further support Coalition and Network strategies.

Together these alliances will help implement the League Fiscal Reform Task Forces’ long-term plan for sustained protection of City revenue streams, including ongoing efforts to:

- Enact a constitutional amendment to protect local government revenue sources.
- Return ERAF monies shifted away from localities, or at the very least, cap future shifts.
- Continue to distribute local sales tax on a point-of-sale, or situs basis.
- Reform the unfunded mandate reimbursement process to make it more workable and meaningful.

## **FISCAL STRATEGIES**

One of the most powerful aspects of multi-year budgeting and projection is the ability to plan for the future. Small changes now can avert large problems later. When the issues identified in the previous section are viewed in their totality, and the financial condition of each fund is reviewed carefully, it is clear that there is little room for significant service expansion without revenue enhancement.

In previous Transmittal Letters I have outlined a number of key strategies to help us deal with future financial realities. These strategies will work to maintain our fiscal

stability and allow us to continue providing high quality services. As discussed below, some of these have already been employed, while others will be utilized in the future.

- **Emphasize economic development**

Economic development holds great promise not only for increased revenue, but also for strengthening the economy. As discussed above in *Strategic Issues*, the redevelopment of the Town Center Mall, the Downtown development by the Mozart group, and the Downtown Design Plan are all critical aspects of the City's economic development strategy.

- **Use cost-effective technologies to increase productivity, enhance customer service and/or reduce the cost of service**

Technology makes up an increasing percentage of the City budget. For the most part, it supports the delivery of high-quality services. As a result, it is important that technology investments are focused on those areas that have a significant return on investment. Effective use of technology can simplify work procedures, improve efficiencies, and enhance customer service. The objective here is to effectively leverage our technological resources in a manner that will allow us the opportunity to keep pace with the demand. Currently, the Information Technology Director is in the process of updating the "Information Technology Strategic Plan" endorsed by Council in January 1999. The Plan will include a strategy for implementing E-Government solutions to assist departments in meeting increased service requirements while improving City interaction and communication with constituents. The updated Plan will be completed early in FY 2002/2003, including the tactical planning elements to facilitate implementation.

- **Pay close attention to the financial impact of policy decisions made throughout the year**

Many of the study issues initiated by Council each year can have significant long-term financial implications. Although the budget is reviewed only one time each year, decisions that affect it are made throughout the year. Unfortunately, when such decisions are made outside of the annual review of the budget, it is more likely that the long-range financial picture for the City will not receive the attention due. Further, when potential new expenditure items are reviewed independently, it is virtually impossible to put them in a context of other competing expenditure requirements. The City has entered a period of diminished economic resources, and great restraint will be required to maintain our strong fiscal condition over the next several years.

- **Rely on multi-year financial planning for key decisions**

Continue to place emphasis on performance-based/ results-oriented budgeting, as well as strategically analyze issues from both a long-term and immediate planning perspective.

## **MAJOR PROJECT EFFORTS**

Sunnyvale's projects budget is a complex document involving four separate and distinct categories of projects: capital, infrastructure, special, and outside group funding. The projects themselves are budgeted and accounted for in various funds, most notably the General and Gas Tax Funds, the Capital Projects and Infrastructure Funds, and the Utility Funds.

Major initiatives and actions have added to this complexity. For example, the City's remarkable infrastructure planning and funding efforts led to the creation of long-term projects to fund major renovation and replacement efforts. The City's debt financing strategies are also reflected in this area.

Additionally, the past few years have seen a marked increase in various grants and special funding sources available for specific project categories, such as parks and streets and transportation. These revenue streams include the Santa Clara County half-cent sales tax for transportation (Measure B), traffic mitigation fees, State park grants (Proposition 12 and Proposition 40), park dedication fees, and new monies for the Traffic Congestion Relief program (AB 2928 and Proposition 42).

The recommended FY 2002/2003 Budget includes funding for a total of 378 projects in all categories. This section discusses some of the special funding sources and provides information on major project initiatives. Descriptions of other projects are included in the *Detailed Fund Review* section of this Transmittal Letter.

### **SPECIAL PARKS FUNDING**

#### **Proposition 12 Funds**

The passage of the Safe Neighborhood Parks, Clean Water, Clean Air and Coastal Protection Bond Act of 2000 (Proposition 12) means Sunnyvale will receive more than \$1.5 million in new funds for parks over the next few years. These funds, which are allocated to cities on a per capita basis, may be used to pay for acquisition, development, improvement, rehabilitation, restoration, enhancement and interpretation of local park and recreation lands and facilities. In FY 2001/2002, Sunnyvale programmed these funds for a variety of park improvements, including:

- Renovation of the Lakewood Park multi-purpose concrete bowl, amphitheater and space station,
- Redesign of the hardscapes and walls surrounding the Ortega Park playground to allow parents better visibility of children at play,
- Construction of a facility in which to store equipment used to maintain the Heritage Orchard, and
- Provision of wooden benches at 16 City tennis courts.

Appropriations for these projects totaled approximately \$1.2 million. Approximately \$387,000 remains to be allocated. These funds will be programmed in next year's two-year projects budget process, pending the results of actual costs of those projects listed above, and the receipt of bids for the City's current skateboard park project (which is likely to require more funds than are currently appropriated).

### **Proposition 40 Funds**

The passage of a second bond measure under the California Clean Water, Clean Air, Safe Neighborhood Parks and Coastal Protection Act of 2002 (Proposition 40) provides an additional \$1 million for park and open space projects. Although the actual appropriations are not included in the recommended FY 2002/2003 Budget, staff are proposing that \$500,000 of these monies be the City's contribution toward the creation of an historical museum to be constructed at Orchard Heritage Park in partnership with the Sunnyvale Historical Society and Museum Association. \$40,000 would complete the funding necessary to construct a connector trail between Yahoo! and the San Francisco Bay Trail. It is anticipated that the remainder of these monies would be used to supplement funding for the Downtown Plaza Park. These funding recommendations will be coming forward to Council as budget modifications during the remainder of FY 2001/2002 or in FY 2002/2003.

### **Park Dedication Funds**

When developers of multi-family housing do not dedicate land for use as parks, the City collects a fee in lieu of the land dedication. These park dedication fees are then used to pay for park facilities. These fees will help to pay for a variety of upcoming projects, including:

- The Downtown Plaza Park at Evelyn Avenue and Frances Street,
- The Fair Oaks Skateboard Park,
- Improvements to the playground at Ortega Park, and
- The Master Planning/Expansion of Murphy Park.

## **TRAFFIC AND TRANSPORTATION FUNDING**

### **Santa Clara County Measure B Pavement Management Program**

In November 1996 Santa Clara County voters approved Measures A and B. These measures provided for a new general Sales Tax within our county, with proceeds earmarked specifically for transportation improvements. Following an unsuccessful legal challenge by taxpayer groups, the County Board of Supervisors and the Valley Transportation Authority (VTA) established procedures for the allocation of funds in 1999. The City of Sunnyvale has been allocated approximately \$7.7 million over a five-year period for pavement management-related capital projects from Measure B funds.

To date, twelve capital projects have been funded by Measure B revenues, two of which will continue in FY 2002/2003. These are Sunnyvale Avenue –El Camino Real to the Southern Pacific Railroad, and Sunnyvale/Saratoga Road – Homestead to Fremont. A total of \$6.3 million in Measure B funds have been spent or appropriated to date. The remaining unappropriated balance of Measure B funds is approximately \$1.4 million. Staff will be reviewing other transportation-related capital needs and making recommendations for appropriation of the balance in the coming year.



## **State Traffic Congestion Relief Program (AB 2928) and Proposition 42**

The State Traffic Congestion Relief Program (AB 2928) was part of the budget trailer bill for the transportation finance package of the State's FY 2000/2001 Budget. As part of this finance package, approximately \$1 billion from the State portion of sales tax on gasoline sales will go directly to cities and counties for preservation, maintenance and rehabilitation of local street and road systems for the period FY 2000/2001 through FY 2005/2006. These new funds are allocated on a per capita formula. AB 2928 funds impose a maintenance of effort requirement that obligates the City to maintain a level of expenditures for street, road, and highway purposes equivalent to the average expenditures for FY 1996/1997, FY 1997/1998 and FY 1998/1999. In addition, a "use it or lose it" provision requires that the City expend these funds by June 30<sup>th</sup> of the fiscal year following the one in which they were received. The legislation also requires that the monies be held and accounted for in the City's Gas Tax Fund.

It is projected that the City will receive approximately \$3 million under AB 2928. In October 2000 the City received funds in the amount of \$949,530 representing the first disbursement of AB 2928 monies for FY 2000/2001. AB 2928 funds in the amount of \$359,100 will be received in FY 2001/2002 and \$460,180 is scheduled for FY 2002/2003. The remaining \$1.5 million will be allocated in amounts of approximately \$500,000 from FY 2003/2004 through FY 2005/2006.

During FY 2001/2002 the City funded the following projects with AB 2928 monies:

- Homestead/Belleville Traffic Signal \$175,865
- El Camino Real Left Turn Pockets \$148,506
- AC Overlay of Fair Oaks \$630,846

For FY 2002/2003 the City plans to use AB 2928 monies to complete the following projects:

- Lawrence/Elko Traffic Signal \$372,375
- Fremont/Wright Traffic Signal \$342,064

As Council is aware, a constitutional amendment that permanently shifts the sales tax on gasoline from the State General Fund to the Transportation Investment Fund created by AB 2928 was approved by the voters as Proposition 42 in March 2002. The effect of this action is to indefinitely extend the allocation of Traffic Congestion Relief Program funds to cities, counties, and transit agencies beginning in FY 2008/2009. Preliminary information indicates that Sunnyvale's annual allocation will be approximately \$1.2 million. Because approval of the proposition is so recent, staff currently does not have details as to regulations of the program or specific types of projects that will be allowable. Therefore, these funds have not been programmed in the recommended FY 2002/2003 Budget. Staff will return with proposals for the use of these funds in the next two-year project budget cycle.

## **Traffic Mitigation Funding**

The Public Works Department is currently in the process of completing a Transportation Strategic Plan as part of the Revenue Sources for Major Transportation Capital Improvement Projects Study Issue. The Transportation Strategic Plan will be used to identify potential revenue sources for major transportation improvements included in the Land Use and Transportation Element of the General Plan, the Futures Study, the Downtown Specific Plan, the Southern Pacific Corridor Plan, and the Lockheed Site Master Use Permit. These area-specific plans and the Land Use and Transportation Element identify mitigation of transportation impacts required to support the plans, but do not identify funding sources.

The cost of this mitigation is considerable, estimated several years ago in the Land Use and Transportation Element in excess of \$100 million. This level of funding cannot be accommodated by the City's current Resource Allocation Plan. In order to provide for planned, orderly development in Sunnyvale over the next 20 years, an interim funding mechanism has been implemented for transportation improvements. This revenue source, known as Cumulative Traffic Mitigation, will mitigate cumulative impacts of the Land Use and Transportation Element of the General Plan, and offset the potential revenue loss that would result if the City waited until the Transportation Strategic Plan is completed before implementing a fee or assessment. It is anticipated that when the Transportation Strategic Plan is completed and presented to Council, the interim Cumulative Traffic Mitigation would be revised.

The adopted FY 2001/2002 Budget included \$2.1 million in projects funded from Cumulative Traffic Mitigation. The recommended FY 2002/2003 includes no new funded projects for the upcoming year. Approximately \$5 million of Cumulative Traffic Mitigation revenue will be available to be applied to additional capital projects or the major mitigation measures identified in the Land Use and Transportation Element. Since these mitigation measures are not yet finalized or identified in the current capital program, these funds will be appropriated over the next several years as the projects are developed.

The projects currently fully or partially funded with Cumulative Traffic Mitigation revenues are shown below:

- Mathilda Avenue Railroad Overpass Improvements - \$92,300,
- Washington Avenue and Mathilda Avenue Intersection Improvements - \$1,173,500, and
- Borregas Avenue Bicycle Corridor - \$805,000.

## **WASTEWATER UTILITY REVENUE BONDS**

The recommended FY 2002/2003 Budget for the Wastewater Management Fund continues to reflect the need for significant capital improvements to our wastewater facilities over the next several years. The Fund is experiencing an increase in infrastructure costs for the wastewater collection and treatment system due to the normal deterioration of facilities with age.

In December 2001, the Sunnyvale Financing Authority sold its Water and Wastewater Revenue Bonds Series 2001. The total amount of the transaction was approximately \$34 million. The bonds refunded the Authority's 1992 Utility Revenue Bonds and provided an additional \$12.5 million for new wastewater projects.

The process of issuing the Series 2001 bonds went very smoothly. The city received excellent ratings from both the rating agencies and the insurance agencies. Specifically, the rating agencies were impressed with the City's long range planning approach and Planning and Management System (PAMS).

The bond money is being used to fund the cost of the most pressing infrastructure projects at the plant and throughout the city's collection system. These projects include sewer and storm main replacements (including the Borregas Sanitary Sewer Trunk Replacement), Water Pollution Control Plant improvements, work on the Power Generation Facility, rehabilitation of the treatment ponds, rehabilitation of pump stations no.1 and no.2, and many other smaller projects identified in recent years.

The use of bonds to raise capital needed for new infrastructure projects minimizes the impact on rates and spreads the costs to users on a more equitable, long-term basis. As Council will see in the *Detailed Fund Reviews* section of this Transmittal Letter, staff has included increased debt service for the Wastewater Fund beginning in FY 2002/2003 to reflect the sale of the bonds.

## **INFRASTRUCTURE RENOVATION AND REPLACEMENT**

Sunnyvale has traditionally provided resources in its operating budgets for optimizing maintenance of fixed assets. Indeed, this City is one of very few government agencies that budgets infrastructure maintenance at optimal levels. Staff believes this to be the most cost-effective, long-term way to approach asset management. Optimum maintenance has served, and continues to serve, our residents and ratepayers quite well.

Nonetheless, even with this maintenance approach, eventually every infrastructure element reaches the point where maintenance is no longer a cost-effective strategy, and significant renovation and replacement is required. Planning for infrastructure requirements is no small undertaking. There are two reasons for the magnitude of the challenge. First, much of the infrastructure maintained by the City was never initially a cost to us. Most of the roads, streetlights, and utility lines were paid for by owners of the benefiting, adjacent properties at the time various areas of the City were developed. When major renovation or replacement is needed, however, this same source of revenue support is no longer available. Second, even during the time when local governments in California had considerable flexibility with revenue sources, the likelihood of gaining constituent support for tax increases or assessments for this purpose was not high. In today's far more constrained revenue raising environment, it becomes even more difficult.

Although the funding of the renovation and replacement of the City's \$1 billion in infrastructure assets is an enormous challenge, it is also critical to the long-term quality of life and financial condition of the City. Because of this fact, the City has

undertaken an unprecedented effort to plan for this eventuality with a comprehensive Long-Range Infrastructure Plan (LRIP).

The development of this plan was split into two distinct phases. As the Council knows, the City completed Phase I of the LRIP in November 1997 with a Council-approved plan for replacing or renovating assets in the General/Gas Tax Fund and the Community Recreation Fund. The FY 1996/1997 Budget and Ten-Year Resource Allocation Plan established the Infrastructure Renovation and Replacement Fund. The FY 1998/1999 Budget incorporated the full funding plan for the General/Gas Tax and Community Recreation Fund assets.

In FY 1998/1999, staff began work on Phase II of the LRIP, addressing the fixed assets within the utility funds (water, sewer and refuse). Since that time, staff has been identifying and inventorying all of the City's utility-related fixed assets, and providing preliminary estimates for replacement costs and lifespans. Because the Solid Waste Management Fund contains only a few assets, staff was able to complete a financing plan for those assets in the current rate structure for solid waste fees. However, the Water and Wastewater Funds have a large number of varied assets, including water mains, water valves, reservoirs, sewer collection equipment, storm drains and the Water Pollution Control Plant to name only a few. Assumptions for how much the replacement of these assets will cost and when replacement will occur are essential to forming choices for financing strategies.

In order to provide more realistic estimates, staff has been collecting data on how these fixed assets perform in varied conditions. The City's utility maintenance management database effort was begun two years ago for this purpose. When completed it will provide historical information that will assist in making more refined estimates. Then, the City will have all the necessary data to conduct a careful review of alternative financing strategies. Due to the large number of components in our inventory of facilities this process is anticipated to take from three to five years to complete. This is due to the complexity of our system and the need to complete this work while we continue to operate our facilities.

In the meantime, it is clear that the infrastructure issue is gaining more attention at the national and state policy level. One example is Governmental Accounting Standards Board (GASB) Statement 34, which takes effect for the City's Comprehensive Annual Financial Report (CAFR) for FY 2001/2002. GASB 34 introduces a new governmental financial reporting model that puts particular emphasis on infrastructure reporting. The practical effect of this statement will be that public agencies will be required to develop and implement better maintenance management systems that will help them report on infrastructure assets and the level at which they are being maintained. Our LRIP will help us address the new standard and allow us to meet the requirements of GASB 34.

The increased political attention to infrastructure will likely mean the development of intergovernmental programs that provide assistance in the areas of rehabilitation and replacement. This assistance could include low-interest loans from "infrastructure banks," matching programs, and/or grant funding. Any financial assistance will help defray the effect of future infrastructure costs on our ratepayers.

## **SUNNYVALE SENIOR CENTER**

In July of 1998, Council considered a report on options for providing a Senior Center facility and directed staff to begin working toward construction of a new 23,000 square foot, single story Senior Center to be located on the Community Center grounds. Further action at that time included appropriation of \$50,000 to pursue the development of preliminary plans and cost estimates for the project. The consultant's report on costs was received in FY 1999/2000, with initial projections of approximately \$11 million. Various funding options were presented to Council for consideration, and a budget modification was approved fully funding the construction at that level. Resources for the project included the General Fund Non-Recurring Events Reserve, mitigation funds from the Applied Materials Arques Campus development, and Community Development Block Grant funds.

Detailed construction plans and drawings were completed in mid FY 2001/2002, and on March 19, 2002 Council approved an award of bid to Thompson Pacific Construction, Inc. in the amount of \$9,405,200. A groundbreaking ceremony was conducted on the site of the new Senior Center on April 24, 2002, and construction is expected to last approximately one year. Council will be kept advised of any adjustments to this schedule that may be necessary due to bad weather or other unforeseen circumstances.

In last year's Transmittal Letter, I indicated that funding to extend the existing lease with the Sunnyvale School District was included in the Community Recreation Fund's Long-Term Financial Plan. However, the District recently advised the City that it was interested in charging the City \$3.00 per square foot (\$75,584) per month for such an extension. This is approximately three times the cost currently being paid by the City (more than half a million dollars a year over what we currently pay) and staff is negotiating with the District for a lower rate. If staff is unsuccessful in this regard, other steps may need to be explored, including the relocation of the Senior Center to a temporary site and/or the curtailing of programs such that senior activities can be located within the existing Community Center while the new Senior Center is being constructed.

In anticipation of the new, expanded Senior Center, ongoing maintenance costs appropriate to the larger site have been phased into operations in the Community Recreation Fund beginning in FY 2002/2003.

## **MATHILDA AVENUE RAILROAD OVERPASS REPLACEMENT AND RECONFIGURATION**

The State of California Department of Transportation (Caltrans) inspects bridges throughout the state every other year for structural adequacy and functional operation. They have been doing this bi-annual inspection for many years and the reports are given to the City to address any corrective action that is documented in the report. These reports are used as the basis for the City's maintenance efforts on bridges and included as part of the overall infrastructure management program.

As per Caltrans's inspection report, the current bridge design does not meet bridge pier clearance standards, deceleration lane design standards, shoulder width standards, and bridge railing standards. These deficiencies create potential hazards to the public, and present a potential liability issue for the City.

City staff has successfully secured federal funds with 20% local match for removing the deficiencies and improving traffic circulation on the bridge. The proposed bridge improvements include reconfiguring the off ramp to Evelyn Avenue to allow full access to Evelyn from southbound Mathilda Avenue. As an added benefit, this improvement can service the anticipated increase in traffic from southbound Mathilda Avenue to downtown Sunnyvale.

A conceptual layout of the improvement proposal with a preliminary cost estimate of \$17.418 million for the project has been submitted to Caltrans for funding purposes. The requirement of 20% local match translates to a maximum federal share of \$13.93 million with the City's share of \$3.48 million. However, Caltrans has indicated to City staff that a limit of \$10 million of Federal Hazardous Bridge Rehabilitation Replacement funding is placed on this project at this time. This would require the City to commit to a match of \$7.418 million. Caltrans has also indicated to City staff that increased funding requests are considered on a case by case basis. City staff is continuing to work with Caltrans to increase funding. An alternative has also been prepared by refining the proposed improvements which reduces the project cost to \$14.4 million. The 80% of the reduced cost still exceeds the federal contribution of \$10 million. Caltrans has given direction that design should proceed prior to applying for increased funding. The current schedule calls for design to be completed in December 2003, and submittal of the high cost project application in February 2004.

The recommended FY 2002/2003 Budget includes the Mathilda Avenue Railroad Overpass project unchanged at the \$17.5 million project cost. As design work and negotiations with Caltrans continue, this project estimate will be modified to reflect the actual funding level and funding sources. As indicated above, additional City funds may be needed to fully construct this project.

## **FAIR OAKS SKATEBOARD PARK**

As part of its expansion of teen services in the summer of 1999, Council directed staff to study the feasibility of developing a skateboard facility within the City. In August 2000, Council reviewed the results of that study, supporting Fair Oaks Park as the best location for possible development of a skateboard park in Sunnyvale. Council approved funding for this project with Park Dedication Funds in FY 2001/2002 at an estimated construction cost of \$575,000. Bids received at the time of writing this Transmittal Letter would suggest this project may be underfunded, but unappropriated monies from Proposition 12 have been identified as a possible source of additional funding should project costs actually exceed budgeted amounts. Annual operating costs are projected to be approximately \$7,000 and have been included in the Parks Division's operating budget.

## **FREMONT POOL**

Two years ago, Council approved an agreement establishing a partnership between the City and the Fremont Union High School District to build and operate a 50-meter swimming pool for use by the City and the District at the Fremont High School site. Use of this pool will provide significant improvement in adult swim opportunities for the community and will also benefit other age groups through a balanced swim program and reduced demand for adult use of other City pools.

As of the writing of this Transmittal Letter, construction of the new pool facility is nearly complete. The City's portion of the capital costs is currently programmed at \$1.6 million, and at this point it appears that actual costs will not exceed the budgeted amount. Given the recent energy crisis, the District is considering a co-generation facility for the pool in order to reduce ongoing energy costs. Staff would recommend that the City share in any capital costs associated with a co-generation facility so long as the original appropriation by Council for the pool project is not exceeded.

The City's portion of annual operating costs for the Fremont Pool is now estimated at \$161,018 per year beginning in FY 2002/2003, and continuing for the 25-year term of the agreement. Offsetting operating revenues from user charges have been estimated at approximately \$41,200 beginning in FY 2003/2004, the first full fiscal year of operation. This leaves a required subsidy from the General Fund of approximately \$120,000 per year. The Friends of Fremont Pool are attempting to raise \$1 million to be donated to the funding of this project as an endowment to offset operating costs. Their efforts to date have yielded about \$800,000 in grants and pledges, and the interest earnings on monies received are expected to further offset operating costs by approximately \$46,000. The Friends of Fremont Pool have committed to complete their \$1 million fund raising effort by the time the pool is in full operation, and staff will be updating the revenue estimates to reflect increased donations.

It is important to note that the cost and revenue figures identified above are based on the assumption that the City is successful in negotiating with a third party to operate the City's share of the 50-meter pool in accordance with guidance received from Council during a study session on February 4, 2002 relative to pool fees and use schedules. At the time of the writing of this Transmittal Letter, however, Council had yet to consider any formal contract, and it is still possible that staff may need to operate the pool themselves. In this case, both operating and revenue costs might change.

## **MULTIMODAL TRANSIT CENTER**

For several years the City has been working with the Valley Transportation Authority (VTA) and the Peninsula Corridor Joint Powers Board (JPB), which operates CalTrain, to develop a multimodal transit center on Evelyn Avenue. The purpose of this center would be to enhance the public transit component of the Downtown and solve some of the parking problems faced by CalTrain and the City.

The first phase of the Project involves construction of a multi-level parking structure containing 400 parking spaces, transit station and associated site improvements on

JPB and City property. These additional parking spaces will support the expanded use of public transit as well as support the existing businesses in the area.

The contract in the amount of \$11,335,000 for construction of the project was awarded to S. J. Amoroso Construction Company by the City Council in June 2001. The total construction cost of \$13,168,500 has been funded by contributions from VTA and JPB, a Metropolitan Transportation Commission (MTC) grant, and \$1.4 million available from the Downtown Parking District through land sale proceeds.

The construction of the project is underway and work is in progress on the second level parking deck. Construction is scheduled to be completed in December, 2002.

### **DOWNTOWN PLAZA PARK**

The Downtown Plaza Park will be under construction during FY 2002/2003. Staff has reviewed alternative design concepts with residents, boards and commissions, and the City Council. Construction drawings are now being prepared for the concept preferred by most parties. It will be a unique open space resource for Sunnyvale, designed to accommodate gatherings of up to 2,000 people for special events, but also designed to be a pleasant passive experience for the day-to-day visitor. Staff is now exploring methods to accelerate the project so as to commence construction as soon as possible after completion of the deck over the underground parking structure.

Funds of \$3,051,431 have been budgeted through FY 2001/2002 for this project. Preliminary construction estimates indicate a potential design and construction cost that ranges from \$5.1 million to \$10.3 million depending on the features included and the materials used. A study session will be held with Council in May 2002 to review the conceptual plans for the Plaza Park. At that time, staff will have a clearer idea of total cost and will review potential funding sources for recommendation to the Council. This will be handled as a budget modification for FY 2001/2002.

### **ANIMAL FIELD AND SHELTER SERVICES**

On July 20, 2000, Sunnyvale entered into a 7-City Joint Powers Agreement, the Silicon Valley Animal Control Authority (SVACA), to ensure the continued provision of State-mandated animal shelter services. Member cities include Campbell, Cupertino, Los Gatos, Monte Sereno, Santa Clara, Saratoga, and Sunnyvale. It is anticipated that in FY 2002/2003 SVACA will construct and operate a new animal shelter facility funded by member contributions. This facility will be located in the City of Santa Clara. The capital project budget includes \$2,380,060 for Sunnyvale's contribution to construct the facility, which was initially approved as a budget supplement in the FY 2000/2001 budget. It is important to note that project costs are still preliminary and may vary depending on increased construction costs, changes in building specifications, lease arrangements, or other unforeseen circumstances.

To date we have expended approximately \$618,000 as a participant in this new venture. Of this amount \$439,239 has been spent on shelter and administrative costs, and \$178,741 has been spent on capital startup costs. Total operating costs in excess of \$400,000 have been programmed annually in the General Fund for animal shelter services beginning in FY 2002/2003. Sunnyvale's costs for shelter services



represent 32.41% of the pool of current JPA cities.

Prior to the creation of SVACA, the Humane Society of Santa Clara Valley provided animal sheltering but notified its contract cities that it would no longer provide the service after June 30, 2003. The Humane Society's decision not to renew its shelter contracts was in large part due to State legislation that mandated longer holding periods for stray animals, creating significant ongoing space and cost issues for the Society

As a potential financial offset to increased animal control costs, the Commission on State Mandates has approved parameters and guidelines for Animal Adoption test claims, paving the way for state reimbursement of at least some portion of costs associated with the longer animal holding periods. Several test claims have been filed and are said to be controversial as well as complex, leaving many unanswered questions at this point in time. Staff will raise the issue with SVACA personnel in the hope of beginning research to prepare for eventual filings once the test claims are completed.

### **UNDERGROUNDING OF UTILITIES ON MAJOR STREETS**

Following the Pacific Gas & Electric (PG&E) bankruptcy in FY2000/2001, staff recommended that funds for the undergrounding of overhead utilities on Fair Oaks between Evelyn and El Camino Real be removed from the Capital Improvement Plan because funds were not available from PG&E for their portion of the work. These funds were programmed for other capital purposes. In September 2001, PG&E informed the City that funds were again available for this project. On January 15, 2002, as part of the City's year-end carryover process, the City Council decided not to appropriate \$900,000 into this project to provide for the City's portion of the undergrounding.

This issue will be considered again during the next two-year project budget process. Meanwhile, funds for the undergrounding project are not included in the recommended FY 2002/2003 Budget.

The total allocation credit balance for the City under PG&E's Rule 20A program is \$5,275,868.

### **LAWRENCE EXPRESSWAY AND WILDWOOD AVENUE REALIGNMENT**

For many years the City has been tracking the potential for neighborhood traffic issues in the Fairwood area of the City. This residential neighborhood abuts the City of Santa Clara, and just over the City limit Santa Clara has approved major commercial and office developments. As these developments were being planned, the potential for inappropriate non-neighborhood traffic to use neighborhood streets to travel to and from Lawrence Expressway to Santa Clara was identified as a significant issue.

As the effects of these developments have manifested themselves over time, a new roadway connection of Wildwood Avenue and Lawrence Expressway, combined with a new traffic signal, has been discussed as a potential solution to address neighborhood concerns. The City has pursued approval from Caltrans and the County of Santa

Clara, which have regulatory authority over these types of projects. At this time, the County has approved the concept, and Caltrans has given conditional approval. Costs of the project have increased significantly due to Caltrans requirements and the contracting environment. Current estimates for the project are about \$ 3.6 million, while budgeted Gas Tax funds are approximately \$ 2 million, less current charges.

The City has undertaken a study of alternatives to update traffic data and collect neighborhood input. This study will allow a better understanding of the costs and benefits of a traffic signal, and identify and contrast other potential improvements with a signal project. Council is scheduled to consider this study in May 2002. Depending upon the alternative selected, funding requirements for this project will change. If the realignment and traffic signal construction is chosen, the City will need to identify additional funds. If a lesser-cost alternative is identified, funds currently programmed for this project will be returned for other uses.

## **INTEGRATED NEIGHBORHOOD SERVICES**

Members of the City Council and staff have long wanted to create a stronger sense of community and to facilitate greater connectivity within the community. To address this need, the Integrated Neighborhood Services special project was established in FY 2001/2002 with an appropriation of \$280,828. The first year of the project was dedicated to exploring best practices of neighborhood services delivery, proposing a model to fit the unique needs of Sunnyvale, and identifying a baseline operating and service structure. A Project Task Force consisting of the Directors of Community Development, Public Safety, Public Works, Parks and Recreation, and Libraries was established to provide guidance to the project.

The recommended FY 2002/2003 Budget includes a continuation of the special project with an appropriation of \$294,057 to begin implementation of the baseline operating and service structure and to develop a proposal for any additional services recommended by the Project Task Force.

The components of the baseline operating and service structure include managing in-place Neighborhood and Community Services programs: the Columbia Neighborhood Center, Youth and Family Services, Child Care Services, and Volunteer Services. It also includes developing relationships with leaders of faith communities, community associations, and ethnic groups; building relationships with service providers; developing multicultural outreach and engagement mechanisms; supporting the community outreach and community building efforts of other City departments; identifying and recommending best practices; and facilitating Council outreach to community associations.

At the end of FY 2002/2003, all services will be transitioned to the operating budget in the Office of the City Manager. Beginning in FY 2003/2004, annual operating costs of \$310,236 have been included in the General Fund Long-Term Financial Plan.

## **YOUTH AND FAMILY SERVICES**

Two City studies on the needs of youth and families in Sunnyvale were conducted in 2000. Based on the results of those studies, in February 2001 Council approved a

Youth and Family Services Project for FY 2001/2002 in the amount of \$383,523. The project included five components:

- Enhance access to information about citywide programs and services,
- Youth and family crime prevention,
- Youth services coordination,
- Develop policy on the provision of staff support to businesses in locating onsite childcare facilities, and
- Provide mobile recreation programs at city parks.

The recommended FY 2002/2003 Budget includes \$281,345 in additional project funds to provide leadership in further implementing the recommendations of the study. Activities will include: educating Sunnyvale's diverse community about available youth and family services, serving as a public policy advocate for youth and family services, supporting networking and training of youth and family service providers, supporting the efforts of community agencies to leverage resources in providing services, maintaining a knowledge base of the community's services and service needs, supporting City departments in meeting the needs of youth and families, and piloting a mobile youth services program.

This special project will terminate at the end of FY 2002/2003 and all services will transition to the operating budget of the Office of the City Manager. Beginning in FY 2003/2004, annual operating costs of \$368,249 have been programmed in the General Fund Long-Term Financial Plan.

## **DETAILED FUND REVIEWS**

So far, this letter of transmittal has focused on those factors affecting the overall budget of the City. As noted earlier, however, City finances are actually composed of a number of diverse businesses. As a result, the following review will provide strategic long-term, as well as important short-term, financial highlights for each individual fund.

### **GENERAL FUNDS**

The General Fund is used by the City to account for all financial resources except those required by law or practice to be accounted for in another fund. Due to the fact that operation of the Gas Tax Fund is inextricably intertwined with the General Fund, it is included in the General Fund discussion.

#### **General Fund**

The General Fund supports many of the most visible and essential City services, such as police, fire, road maintenance, libraries, and parks and open space maintenance. General government support functions are also included in this fund, and their costs are apportioned through the use of in-lieu fees to other City funds. Because the General Fund receives the preponderance of its revenue from taxes, it has been the most affected by voter-approved initiatives and State legislative actions. As a result of

such action over the past decade, revenues to the General Fund are significantly less than they would have otherwise been. Virtually all of the assumptions and issues noted earlier have a direct effect on the General Fund.

In addition, the General Fund has a very close relationship with several other funds. Those funds are the Community Recreation Fund, the Youth and Neighborhood Services Fund, the Gas Tax Fund, the Internal Service Funds, the Capital Projects Fund, the Infrastructure Renovation and Replacement Fund, and the Redevelopment Agency Fund. In each case, the condition of these funds has a direct bearing on the General Fund due either to contractual relationships or because the General Fund is a primary or significant source of financial support. The relationship between these various funds, where appropriate, will be discussed as a part of the General Fund, as well as in the review of each of these individual funds.

### ***General Fund Revenues***

#### Revenue Estimation Methodology

All revenue assumptions and projections are reviewed and revised each fiscal year. Further, considerable analysis is undertaken to identify the key elements that impact our major revenue sources so that the projection methodology is reliable over the long-term. Historical data underscores the fact that a significant swing in revenues can occur due to economic cycles. From a low in 1990 to the high in 2000, the economy has produced very different revenue yields to the City in a number of major categories. Projecting revenues based on the high point of the economic cycle could overstate the City's financial position significantly for future years and could result in spending patterns that cannot be sustained. Conversely, projecting revenues from the lowest point of the economic cycle could understate the long-term financial position of the City and cause unnecessary service reductions.

Each revenue source has its unique characteristics that have been used to make projections. In general, estimates of actual expected revenue for each major source are used to calculate FY 2002/2003 figures and one or two years beyond. For the balance of the financial plan, however, projections are based on average historic yields over a defined economic cycle modified for present circumstances. Recognizing that Silicon Valley is likely to go through several economic cycles during the 20-year projection time frame, staff believes that this methodology is more accurate over the long-term because it projects revenues from the "trend line" rather than from any given high or low point. This approach has served the City very well and prevented us from adding or reducing services based upon a one-year revenue condition. However, because it is based on historic performance, it should be expected that revenues would actually perform considerably better than projected in some years and considerably worse in others.

As indicated above, Sunnyvale's approach to revenue forecasting, which is based on individual revenue patterns and economic cycles, has served us well. However, to assure that our methods are the most advanced possible, staff began working on a special project with the Center for the Continuing Study of the California Economy in early FY 2001/2002 to verify and enhance the forecasting methodology used for the major revenue sources that constitute 90% of our funding. During this process,

Stephen Levy, noted economist and Director of the Center, reviewed our long-term revenue projections for Sales Tax, Property Tax, Utility Users Tax, Motor Vehicle License Fees, Transient Occupancy Tax, and Construction-related revenues to identify patterns of behavior for each source. Additionally, Mr. Levy worked with staff as we developed our forecasts for the recommended FY 2002/2003 Budget and 20-year Financial Plan. His input was extremely valuable to assist us in determining the effect of current economic conditions on the future years of the forecast.

Overall, staff's work with Mr. Levy resulted in shifts in several key revenue assumptions. For instance, we have for the first time this year developed separate forecasts for revenue growth resulting from inflation and revenue growth that is "real," that is, expanding the base. For example, Property Tax revenue is limited by the California Constitution to 2% growth per year for inflation purposes. However, growth to the base occurs when new housing or commercial buildings are constructed. Likewise, Sales Tax may have an assumed inflation growth to reflect the growing cost of goods, but the base can also increase through the addition of sales outlets.

Further, for many years our revenue projections had assumed greater revenue growth in the second ten years of the plan compared to the relatively short-term future. For most major revenues, this assumption has been reversed this year. This change reflects certain long-range demographic trends identified by Mr. Levy, including the expectation that Sunnyvale's population growth will be slower in the out years compared to the earlier years of the forecast. We also believe that, due to the aging of the "Baby Boom" generation, our residents will be of older average age in the second ten years of the plan, which will lead to reduced spending and consumption patterns. Information from Mr. Levy also indicates that the pace of development of new homes and businesses will probably slow in the latter years of the plan due to "build out" of the City. These key assumption changes have been reflected in the long-range forecasts of the City's major revenues. Specific changes or refinements made as a result of our work with Mr. Levy will be discussed in the sections of this Transmittal Letter that deal with each major revenue source.

In addition to making changes to our long-range forecasting methodologies, staff also revised our estimates for FY 2001/2002 receipts to reflect current economic conditions. In preparing revenue estimates for FY 2001/2002 during last year's budget process, staff had already anticipated decreases in many of our major revenue sources. This was done to reflect the beginning of a downward trend that started to manifest itself in January 2001. Overall revenue decreases of approximately 10% were projected for FY 2001/2002, chiefly in Sales Tax, Transient Occupancy Tax, Motor Vehicle License Fees, and construction-related taxes and fees. In August and September, staff began to reduce these revenue projections further to reflect the economic downturn and the events of September 11<sup>th</sup>. It now appears that we will experience another \$8.7 million reduction from the levels budgeted for FY 2001/2002. Declines are particularly dramatic in Sales Tax, which will be about 30% below last year's levels, and Transient Occupancy Tax, which is experiencing a 40% decline from last year. Fortunately, Property Tax receipts have been higher than forecast and Motor Vehicle License Fees are at or slightly above projected levels. However, improvements in these revenue sources are not enough to make up for the marked declines in the other areas.

Table II, below, reflects projected major sources of General Fund revenues for FY 2002/2003 and compares those sources with the FY 2001/2002 revised projections. FY 2000/2001 actuals are also included.

<b>Table II Recommended Revenues – General Fund</b>						
Revenue Character	2000/2001 Actual	2001/2002 Revised Projection	2002/2003 Recommended Projection	% Growth 2002/2003 over 2001/2002	2003/2004 Recommended Projection	% Growth 2003/2004 over 2002/2003
Sales Tax	37,620,492	26,376,992	27,418,302	3.95%	28,760,851	4.90%
Property Tax	20,360,778	22,612,456	21,529,318	-4.79%	22,170,989	2.98%
Transient Occupancy Tax	10,735,481	6,390,780	6,904,275	8.03%	7,537,570	9.17%
State Shared	8,568,105	7,905,057	7,734,975	-2.15%	7,636,870	-1.27%
Interest	5,175,512	4,955,899	4,008,708	-19.11%	3,512,605	-12.38%
Franchises	4,690,090	5,450,515	5,182,536	-4.92%	5,333,496	2.91%
Utility Users Tax	5,858,805	5,844,602	6,019,940	3.00%	6,200,538	3.00%
Permits and Licenses	6,415,078	3,854,113	3,482,346	-9.65%	3,574,096	2.63%
Inter-Fund Revenues	3,136,398	3,322,171	1,744,796	-47.48%	1,706,199	-2.21%
Other Taxes	3,562,065	2,140,159	2,029,337	-5.18%	2,076,285	2.31%
Service Fees	3,184,734	1,724,801	1,370,585	-20.54%	1,398,734	2.05%
Rents and Concessions	1,215,726	1,148,146	1,186,446	3.34%	1,239,431	4.47%
Fines and Forfeitures	641,008	704,025	706,916	0.41%	725,136	2.58%
Miscellaneous	853,232	751,098	576,088	-23.30%	587,500	1.98%
Federal Government	56,081	0	0	N/A	0	N/A
<b>TOTAL</b>	<b>112,073,586</b>	<b>93,180,815</b>	<b>89,894,569</b>	<b>-3.53%</b>	<b>92,460,300</b>	<b>2.85%</b>

In the following section, detailed discussions of the City's six major revenue sources will include explanations of the revenue forecasts for FY 2002/2003 and beyond. However, for several other revenue sources the comparison between revised projections for FY 2001/2002 and recommended projections for FY 2002/2003 shown on Table II needs some explanation.

The decrease shown in anticipated interest earned is the result of reserve balances being drawn down to balance the recommended FY 2002/2003 Budget. This situation will be discussed in detail in the section below on *General Fund Reserves*.

As will be discussed below, the estimates for construction-related revenues for FY 2002/2003 have been reduced to reflect the current economic slowdown. This has resulted in declines in three categories represented in Table II. The drop in anticipated construction-related revenue largely accounts for the decline in anticipated revenue from Permits and Licenses. The decline in anticipated Construction Tax is the

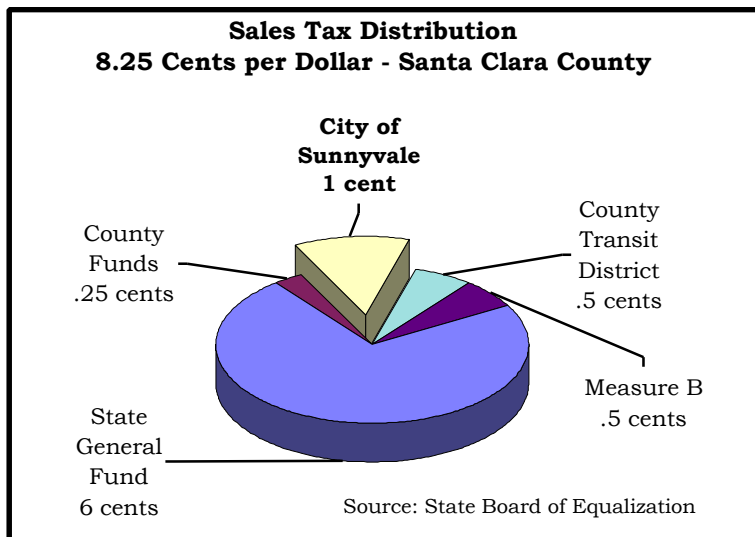
reason behind the expected reduction in revenue from Other Taxes. Service Fees revenue is expected to decline chiefly because of decreased receipts from Plan Check Fees.

Miscellaneous Revenues are made up primarily of contributions from developers and others and income generated from miscellaneous leases. Because this category is one-time and varied in nature, we have used an historical average to project future receipts.

Following are detailed discussions of six of the General Fund's major revenue sources: Sales and Use Tax, Property Tax, Utility Users Tax, Transient Occupancy Tax, construction-related revenues, and State-shared revenues.

### **Sales and Use Tax**

Sales and Use Tax represents the largest source of revenue to the General Fund (28% in FY 2001/2002). The graph below shows how Sales Tax dollars are distributed within Santa Clara County. The State receives the largest share of the eight and one quarter cents per dollar of sales, while cities receive only one cent of the rate.



Sales and Use Tax is composed of two parts - general retail sales and business-to-business sales. In Sunnyvale, as well as some other Silicon Valley cities, an unusually high proportion of overall Sales Tax has traditionally been business-to-business in nature. During FY 2000/2001, our ratio was 48% retail to 52% business-to-business. It is telling to note that our ratio for the most recent quarter is now 61% retail to 39% business-to-business.

Our revised Sales Tax estimate for FY 2001/2002, down nearly 30% or \$11.2 million compared to our actual receipts for FY 2000/2001, reflects the "bursting" of the economic bubble. This estimate is based on actual receipts to date, and has been confirmed by our Sales Tax consultant, Hinderliter, deLlamas & Associates (HdL). It also now appears from information received from the State Board of Equalization (SBOE) that the record level of Sales Tax received by the City in FY 2000/2001 contained some misallocations that overstated our actual revenue base. For example, we received word from the SBOE during this year that approximately \$1 million from one company and \$500,000 from another had been incorrectly allocated to Sunnyvale in the firms' tax returns. These misallocations were taken from our receipts in the current year, and they also reduce our base permanently.

In forecasting our Sales Tax revenues for the next two years and the balance of the financial plan, three fundamental questions were addressed. First, what is our actual underlying Sales Tax base? Second, when will we return to the actual base level? And, finally, what will be the rate of recovery?

Information discussed above, and also in the section of this Transmittal Letter on *Current Economic Conditions and Outlook*, indicates that the Sales Tax revenues enjoyed by the City in FY 1999/2000 and FY 2000/2001 were a “bubble” that does not reflect the sustainable level of our Sales Tax base. Staff analysis and discussions with Mr. Levy and with HdL have led to the conclusion that FY 1998/1999 is a better reflection of the underlying level of Sales Tax that we can expect when the recovery occurs. Consequently, our projections are based on returning to that level when the economy has fully rebounded.

The questions as to when the recovery will occur and what will be the rate of recovery are a bit more problematic. It is clear that Silicon Valley is recovering more slowly than the rest of the Bay Area and California because of our dependence on technology-related business. However, Mr. Levy and the majority of economists are of the opinion that the technology decline has bottomed out and that the rebound will occur in mid 2003. Further indications are that the recovery will not be sharp, but will be slow and measured. Our projections, as described below, reflect these assumptions. It should be noted, however, that the City’s Sales Tax receipts can lag the marketplace by up to six months, and so our revenue projections will reflect this delay.

Sales Tax projections for FY 2002/2003 are that the City will receive 4% more revenue than in the current year. This is comprised of a 2% actual revenue growth as well as the effect of inflation (2%). Our projection for FY 2003/2004 reflects our belief that we will experience moderate economic growth as a result of the general economic recovery. We have projected base growth of 3% as well as an increase of 2% attributable to inflation, for a total of 5% increase. We expect to experience real growth of 4% over and above the 2% inflation assumption in FY 2004/2005 and FY 2005/2006 to reflect the full recovery to our underlying base level of Sales Tax revenue.

As discussed above under *Revenue Estimation Methodology*, we have assumed that Sales Tax receipts will grow more slowly in the final decade of our Long-Term Financial Plan to reflect demographic assumptions.

In summary, Sales Tax revenues have experienced wild swings over the last several years. Sunnyvale experienced unprecedented growth of about 20% per year in Sales Tax receipts in FY 1999/2000 and FY 2000/2001 due to a “boom” in high technology business. Unfortunately, this level of revenue was not sustainable. The current economic recession was already impacting City revenues a year ago, as the stock market was undergoing dramatic declines and numerous companies across the nation were implementing cost saving measures that included reducing capital investment. We have since experienced the full effects of the recession and the resulting declines in our Sales Tax revenues. We are now anticipating a recovery over the next several years to a more realistic on-going level.



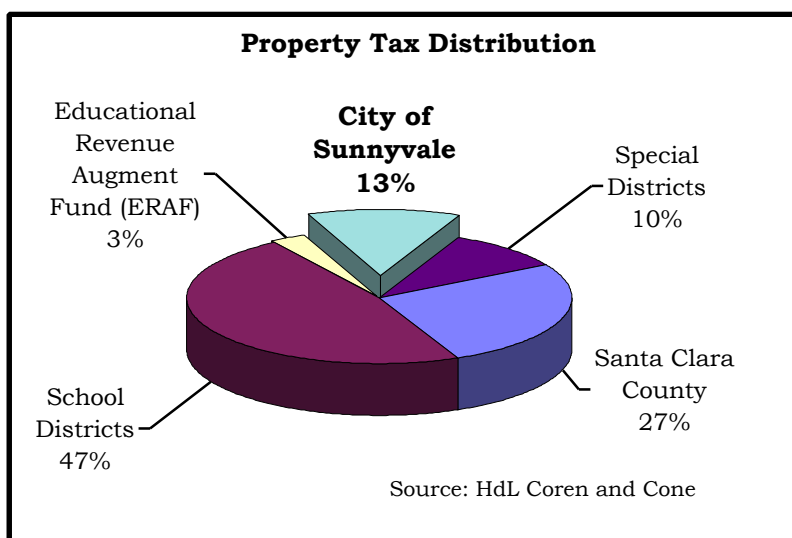
Finally, two major factors that may have an impact on our Sales Tax revenues should be noted. First, we have not included any potential new revenue to be generated from our economic development efforts in the Downtown area. When the Town Center Mall remodel project has been completed, the City will be in a better position to identify realistic revenue and expenditure effects. Second, we have not included any recognition of the increasing negative effect of Internet commerce on our Sales Tax base beyond that which is built into our results to date.

**Property Tax**

The Property Tax represents the second largest source of General Fund revenue (24.28% in FY 2001/2002). Property Tax is up considerably as a percent of General Fund revenues compared to the prior year as a result of sharply declining receipts from Sales Tax.

The following graph shows how Property Tax dollars are distributed in Santa Clara County. Sunnyvale receives 13% of every Property Tax dollar paid by property owners in the City.

Property Tax has also been the revenue most affected by voter initiatives and legislative actions. With approval of Proposition 13 more than 20 years ago, Property Tax revenues were reduced by two-thirds and thereafter limited to 2% annual increases or the CPI, whichever is less. In the early 1990s, the State legislature shifted a larger portion of the Property Tax to schools. This shift was made to the State's Educational Revenue



Augmentation Fund (“ERAF”) to backfill a portion of the State’s obligation for school funding. As shown in the graph above, this “ERAF shift” is now 3% of the Property Tax dollar, representing an annual loss to the City of Sunnyvale of approximately \$5.9 million.

Even with the recent declines in the real estate market, our Property Tax revenues have grown. This is due to the fact that the Property Tax typically lags economic conditions by a year or more because of the assessment schedule and the time it takes to get a property transactions onto the rolls. Previous increases in real estate values and an increase in new construction over the last several years are now being reflected on the assessment rolls. We expect an 11% increase in Property Tax revenue in FY 2001/2002 compared to the amount received in FY 2000/2001.

Revenue from secured Property Tax, which represents about 80% of total Property Tax revenues, is projected to remain flat next year. While home sale prices have continued to hold relatively steady in moderately priced properties, there are declines in the commercial market, and we expect a rise in the number of assessment appeals. In the following year, FY 2003/2004, we expect real growth of 1% over inflation, followed by 2% real growth from FY 2004/2005 through FY 2011/2012. Again, we have moderated our growth estimates for the last decade of the financial plan to account for the anticipated demographic changes discussed earlier. For the remaining Property Tax categories, we have based the FY 2002/2003 estimates on the average actual receipts for the most recent five years through FY 2000/2001.

### **Utility Users Tax and Franchise Fees**

Utility Users Tax (UUT) and Franchise Fees combined represent the third largest source of General Fund revenue (12% in FY 2001/2002). Historically, these two revenue categories have been combined because one of the primary sources of revenue for both is sale of electricity and gas.

As indicated in Table II, receipts from UUT are expected to decline by less than a quarter of a percent in FY 2001/2002 compared to last year's receipts. This is despite a dramatic decline in receipts from Enron energy sales and PG&E gas sales. Losses in those categories have been recovered by dramatic gains in revenues from PG&E electricity sales.

It should be noted that in March 2001 Pacific Gas & Electric (PG&E) declared bankruptcy. It is unclear how this may affect our receipt of UUT and Franchise Fee revenues in the long run. PG&E has continued to remit these monies to us. However, recent correspondence from PG&E has indicated that the California Department of Water Resources (CDWR) is disputing the right of municipalities to collect Franchise Fees on CDWR power sales, which account for about 23% of total electric sales. The case is currently being heard in proceedings of the California Public Utilities Commission (CPUC). PG&E has paid the disputed funds to us, reserving the right to a refund if the proceedings find in favor of CDWR. The amount Sunnyvale would lose in this case is approximately \$400,000 annually. The City has joined in a legal brief prepared by the City and County of San Francisco supporting the right of cities to collect these Franchise Fees. Staff will monitor the bankruptcy case and the CDWR case carefully to protect this important source of revenue.

For FY 2001/2002, Franchise Fee receipts are anticipated to be approximately 16% higher than originally forecasted. This improvement is due primarily to a sharp increase in revenue from the PG&E franchise, reflecting escalating electric rates due to the statewide energy crisis. It should be noted that both gas and electric rates have moderated, and PG&E has recently filed a General Rate Case which reflects a slight reduction in electric rates.

Projections of Franchise Fee revenues for FY 2002/2003 reflect a decline of about 5%. This decline is made up primarily of expected decreases in four revenues, chiefly a decrease in PG&E franchise receipts from surcharges on direct providers. Although these revenues from PG&E are included in our FY 2001/2002 receipts, we do not

expect them to continue because of the drastic reduction in number of direct providers. We have therefore not included them in estimates for future years.

AT&T cable Franchise Fees are also estimated at a slightly lower rate in FY 2002/2003 as we used an historical average as our base for future forecasts. The garbage collection contract and the SMaRT Station franchise revenues are also lower, due to a 7% decrease in tonnage, as discussed later in this Transmittal Letter under *Solid Waste Management Fund*.

We have included estimated Franchise Fee revenue increases of 3% to 4% per year for most of the remainder of the financial plan, beginning in FY 2003/2004.

### **State-Shared Revenue**

State-shared revenues represent about 8.5% of General Fund revenues in the current year and are the fourth largest revenue source. Vehicle License Fees (VLF) make up by far the largest portion of these revenues. VLF is an annual fee on the ownership of a registered vehicle in California, levied in place of a property tax on vehicles. These fees are collected by the State and distributed to local jurisdictions on a per-capita basis. Total revenues are allocated 61% to the State, 27% to counties, and 12% to cities. The local portion of the VLF is constitutionally protected as to allocation formula.

The revised FY 2001/2002 estimate for VLF based on the state's projection is \$7.15 million, up less than 3% over the FY 2000/2001 receipts

Growth in this revenue in prior years had been driven by extremely strong auto sales resulting from the robust economy. Estimates for FY 2001/2002 assumed that auto sales would drop about 5% as the economy softened. However, even as the economy faltered, statewide vehicle sales remained surprisingly strong, in part due to unusually generous financing offers. Even so, we do not anticipate growth in this revenue in the near future and have held our estimates flat until FY 2004/2005. Then, we expect modest growth of 2% over inflation through the end of FY 2011/2013, followed by inflation-only in the last decade of the financial plan.

It should be noted that this projection does not take into account the fact that approximately two thirds of these receipts are potentially subject to reduction by the State. As part of the State's 1998 budget, the VLF was cut by 25%. In subsequent years, additional cuts were made, and currently the reductions equal 67.5% of the total fee. To date, the State has been backfilling the local portion of the revenue by giving an equivalent amount to cities and counties from its general fund. Unfortunately, this revenue is particularly vulnerable to State takeaways, since the backfill is not constitutionally guaranteed. The risk that cities will lose this important revenue has become greater as the State's projected budget deficit has grown to \$22 billion. Loss of the backfill represents between \$4.6 and \$4.9 million to Sunnyvale and would require substantial cuts in service to our citizens. Despite the State's negative fiscal position, our forecast assumes that the State will continue the backfill of this revenue or the cuts in VLF rates will be reversed by the State Legislature.

### **Transient Occupancy Tax**

Transient Occupancy Tax (TOT) represents 6.86% of General Fund revenues in the current year and is the fifth largest revenue source. Last year, TOT was the third largest source and constituted about 10% of the total.

The year 2000 was a banner year in the hotel industry, and especially so for Silicon Valley hotels. During the boom of FY 1999/2000 and FY 2000/2001, the City's TOT revenue enjoyed significant growth. Beginning in approximately 1995, improved economic conditions led to higher occupancy rates and room charges, as well as the addition of several new hotel and motel properties. Our TOT rate was also increased from 8% to 8.5% in 1995. However, this revenue is particularly susceptible to economic cycles because both occupancy rates and room rates are closely linked to economic conditions. The bulk of our TOT revenue stems from weekday business travel.

After another strong first quarter in 2001, occupancy rates fell drastically as a result of the recession, the dot.com bust, and the terrorist attacks of September 11. For instance, the San Jose Convention and Visitor's Bureau forecasts a 54% average occupancy rate for 2002, compared to 73% in 1999, 78% in 2000, and 57% in 2001. Sunnyvale staff informally surveyed some Sunnyvale hotels and estimated occupancy rates of 65% for 2002, considerably lower than in the recent past.

As a result of these economic factors, we have seen a dramatic drop in our TOT revenues this year, which we forecast will be more than 40% lower than last year's receipts. Compared to FY 2000/2001, this translates to a reduction of more than \$4.3 million.

Staff believes that some of this decline is one-time in nature and therefore that this revenue has reached its lowest point. For FY 2002/2003 we expect to see growth resulting from the return to more normal patterns of business travel as there is easing of both the recession and fear of terrorism. However, as with Sales Tax, we do expect that the normal base for this revenue is the FY 1998/1999 level rather than the levels of the last two boom years.

As indicated previously, we have for the first time separated real growth from inflationary growth in our estimates. We estimate real growth in TOT receipts of 6% over inflation in FY 2002/2003 and for each of the four subsequent years, reflecting a return to the normal base. We then expect much more moderate growth (1%) over inflation through the end of the first decade of the financial plan, followed by inflation-only growth in the second decade. This decline in growth over the longer term reflects such factors as the City's inability to continuously add to the number of hotel rooms and the aging stock of our some of our properties.

### **Construction-Related Revenue**

Construction-related revenues represent about 8.5% of General Fund revenues in the current year. This category includes Construction Tax as well as receipts from the issuance of building, electrical and other permits. Plan Check Fees are also reflected here. Due to a number of large projects, as well as general increases in construction,

these revenues showed extraordinarily large gains in FY 1999/2000 and FY 2000/2001. The FY 2001/2002 estimate assumes a return to a less robust economy, with fewer major construction projects. The forecast is based on a six-year average, adjusted for inflation, plus 20%. To date receipts for the current year are tracking with or slightly higher than the budget. The FY 2002/2003 projection utilizes a six-year average, excluding FY 2000/2001. The following years are based on the average adjusted for inflation.

### **General Fund Expenditures**

Table III outlines the recommended expenditures for the General Fund and Gas Tax Fund combined. Although these are separate funds, they are added together in Table III to better represent the proposed changes from one year to the next. It is in the interest of the City to expend Gas Tax Funds for eligible projects and operating activities before utilizing General Fund money. This results in increases and decreases from year to year regarding the amount of road maintenance operations that are funded by the Gas Tax Fund and General Fund respectively. By combining the two funds, a clearer picture results as to the year-to-year changes.

As Table III below indicates, the overall combined recommended expenditures of the General Fund and Gas Tax Fund for FY 2002/2003 are 1.96% above the adopted FY 2001/2002 Budget. Further, because certain aspects of the budget can change dramatically from year to year, notably capital, infrastructure and special projects, a more precise understanding of the comparative budget is in the operating area. The operating portion of the recommended FY 2002/2003 Budget is 6.41% above the Revised FY 2001/2002 Budget.

Expenditure Character	2000/2001 Actual	2001/2002 Revised Budget	2002/2003 Recommended Budget	% Growth 2002/2003 over 2001/2002	2003/2004 Recommended Budget	% Growth 2003/2004 over 2002/2003
Operating	76,774,577	83,563,732	88,921,580	6.41%	94,174,862	5.91%
Projects	5,902,320	11,396,360	5,557,334	-51.24%	3,443,660	-38.03%
Budget Supplements*	0	0	2,129,424	N/A	2,117,122	-0.58%
Debt	416,473	418,883	415,648	-0.77%	416,568	0.22%
Equipment	19,174	75,331	300,000	298.24%	0	N/A
<b>TOTAL</b>	<b>83,112,544</b>	<b>95,454,306</b>	<b>97,323,986</b>	<b>1.96%</b>	<b>100,152,212</b>	<b>2.91%</b>

\* Recommended budget supplements were as follows: FY 2000/2001 totaled \$2,515,798 and FY 2001/2002 totaled \$214,207. Upon Council approval these costs are included in the Operating and/or Projects character line for those years.

For a deeper understanding of this operating increase, each component must be reviewed. There are two components with significant increases above the assumed inflation rate: salaries and benefits and internal service charges.

First, the growth of salaries and benefits is estimated at 8%. This number reflects salary increases and the cost of benefits such as medical care, retirement, workers'

compensation, and leave time. The recommended FY 2002/2003 Budget fully reflects all salary increases during FY 2001/2002, as well as anticipated increases in FY 2002/2003. In general, all employees saw significant salary increases as the result of our local labor market and the City's competitive compensation philosophy. For example, PSOA received increases of approximately 6% in FY 2001/2002. SEA saw an average increase of 6% in July 2001, including the move to 1% above market as required by the MOU. For FY 2002/2003, SEA salaries will reflect market plus 1.5%, with a movement to 2% above market required for FY 2003/2004. The management group received raises averaging 5% using a methodology that maintains both market competitiveness and internal equity. The agreement reached with SEIU in FY 2000/2001 provided 5% in July 2001 and 9.5% for FY 2002/2003.

A more disturbing trend, with significant fiscal implications for the future, is the rapid escalation being experienced in the cost of personnel benefits. The recommended FY 2002/2003 Budget contains an increase of 14.8% in expenditures for the Employee Benefits Fund over the prior year, and 11.4% for FY 2003/2004. The largest components of this increase for FY 2002/2003 are for the cost of medical insurance (\$1.2 million), Safety retirement contributions (\$1.3 million) and workers' compensation (\$1.4 million). The rate of escalation of these benefits, if left unchecked, is unsustainable in the longer term and will ultimately have severe effects on our ability to provide services to our citizens. Detailed discussions of each of these costs are included in the *Detailed Fund Reviews* section of this Transmittal Letter under *Employee Benefits and Insurance Fund*.

The second operating component that increased significantly is in the internal service charges area. These are costs for internal services such as Building Services, Information Technology Services and Fleet Services and are operated out of the General Services Fund. In particular, the Technology Services program had salary increases and increases in software licensing and support costs that necessitated a 14% rise in rental rates. This situation is discussed more fully in the *Detailed Fund Reviews* section under *General Services Fund*.

Additionally, it should be noted that the recommended FY 2002/2003 Budget includes an increase of 5,430 hours in the Department of Human Resources. This includes hours for Classification and Compensation, the Training Program, and Risk and Insurance. These additional hours are needed to decrease our reliance on classification and compensation consultants, to manage our disability program with full-time resources rather than casual employee hours, and to provide appropriate management and supervision of the Recruitment and Selection function which has never been adequately staffed. This has caused cumulative negative effects to the organization. With these proposed changes, there is a corresponding reduction of \$50,000 for the use of consultants and an exchange of 750 casual hours for full-time hours to staff the City's disability program.

Table IV, on the following page, outlines the recommended expenditures for the General Fund only. Looking at just the General Fund, the proposed operating expenditures for FY 2002/2003 are 7.81% above the Revised FY 2001/2002 Budget. The contributing factors previously mentioned in the General/Gas Tax Fund discussion are applicable here as well. Total General Fund recommended

expenditures, including projects, debt, and equipment, are 5.39% above the Revised FY 2001/2002 Budget.

<b>Table IV Recommended Expenditures – General Fund</b>						
Expenditure Character	2000/2001 Actual	2001/2002 Revised Budget	2002/2003 Recommended Budget	% Growth 2002/2003 over 2001/2002	2003/2004 Recommended Budget	% Growth 2003/2004 over 2002/2003
Operating	73,475,228	81,644,219	88,021,580	7.81%	93,274,862	5.97%
Projects	5,170,024	7,536,067	3,638,762	-51.72%	2,220,149	-38.99%
Budget Supplements*	0	0	2,129,424	N/A	2,117,122	-0.58%
Debt	416,473	418,883	415,648	-0.77%	416,568	0.22%
Equipment	19,174	75,331	300,000	298.24%	0	N/A
<b>TOTAL</b>	<b>79,080,899</b>	<b>89,674,500</b>	<b>94,505,414</b>	<b>5.39%</b>	<b>98,028,701</b>	<b>3.73%</b>

\* Recommended budget supplements were as follows: FY 2000/2001 totaled \$2,515,798 and FY 2001/2002 totaled \$214,207. Upon Council approval these costs are included in the Operating and/or Projects character line for those years.

### **Budget Supplements**

In the City of Sunnyvale, the budget supplement process is used to draw a distinction between the service levels provided in the baseline budget and recommended expansion or reduction of service levels. Supplements are presented to the City Manager by staff for consideration in the recommended budget. While the City Manager makes the recommendations for funding, the Council is responsible for the ultimate decision. If a supplement is approved, that particular activity is moved into the baseline budget before Council adopts the entire budget in June.

For this coming fiscal year, six budget supplements were submitted for consideration and five were recommended for funding beginning in FY 2002/2003. The recommended budget supplements total \$2,353,244 in FY 2002/2003, \$2,160,382 in FY 2003/2004, and ongoing costs of \$164,991 for the balance of the financial plan. Four of the supplements are in the General Fund. Two are in the Community Recreation Fund, which would require an increase in subsidy from the General Fund for the supplements. Because the predominant effect is on the General Fund, these supplements are all discussed within this fund review.

Council should note that a full report regarding each budget supplement is included in the budget document, *Volume I*, under *Budget Supplements*.

Five budget supplements are being recommended to the City Council for approval:

- **Budget Supplement #1 – Expanded Public Safety Recruitment:** This supplement adds 63,760 hours of officer training and staff support to the Public Safety budget and related goods and services over a two-year period to cover expenses associated with the expanded recruitment and training effort for sworn public safety personnel. Current attrition and staffing projections indicate a need for accelerated recruitment and training efforts to maintain approved levels of

sworn personnel. The average age of our sworn personnel and their years of service indicate that a large number of them are eligible for retirement within the immediate future. Although the approved budget service level includes funding for 17 recruits to be successfully trained on an annual basis, recent separation trends necessitate a level double that. The actual number of recruits in process during FY 2001/2002 averaged 30, with 29 currently in various stages of training. For FY 2002/2003 and FY 2003/2004, this funding request includes 30 new officers successfully recruited, trained and on the job each year. This requires an average weekly total of 46 new officers in-training to account for the historical dropout rate of 24%.

This supplement also includes the cost of two additional Public Safety Field Training Lieutenants for the same two-year period to provide recruit supervision for the expanded number of recruit officers attending the Police Academy, Fire Academy, and their respective Field Training Programs. Experience has shown that much of the dropout rate of new officers occurs at the field training level, and these two positions will ensure that the City's investment in new recruits will have a successful conclusion. The first year salary for the police lieutenant will be funded from the Asset Forfeiture Fund. This request is only for the two years of expanded recruitment activity described above. It is anticipated that these Lieutenants will fill patrol vacancies resulting from attrition as the recruit training wanes.

Funds recommended for this supplement total \$1,767,041 in General Fund monies and \$150,828 in Asset Forfeiture funds for FY 2002/2003 and \$2,213,767 in General Funds for FY 2003/2004. For the General Fund portion, we are suggesting that this be a two-year package allotting \$2 million each year, which will allow staff to move funds forward or backward depending on how the recruiting and training "wave" occurs.

- **Budget Supplement #2 – Additional Performance Auditor:** This supplement adds 1850 hours of a Management Analyst to the Internal Audit function of the Department of Finance. These additional hours would increase the staff to two Internal Auditors, allowing one auditor to focus full-time on the performance audit component of the City's Planning and Management System while the other auditor would focus on operational and financial audits. The number of performance audits of City programs and activities would double under this proposal. The annual cost of this supplement is \$94,424.
- **Budget Supplement #3 – Increased Traffic Calming Efforts:** This supplement adds \$20,000 annually to the Department of Public Works Traffic Engineering Division budget to allow for increased implementation of traffic calming studies and projects. The funds would increase the service level from 1-2 major studies per year to the equivalent of 3-4 a year.
- **Budget Supplement #4 – Recruitment Video for Boards and Commissions Program:** This supplement provides a one-time \$15,000 addition to the Office of the City Manager budget for FY 2002/2003 for a professionally produced recruitment video to attract qualified candidates for City Boards and Commissions.



- **Budget Supplement #5 – Increased Fee Waiver Program for Leisure Programs:** This supplement recommends an increase to the annual fee waiver program in the Parks and Recreation Department to provide continued opportunities for participation in recreational activities by economically disadvantaged citizens. The fee waiver program, which provides leisure services to eligible Sunnyvale residents, has been in place since FY 1980/1981 and has gradually outgrown the funds available. This supplement will bring the budget up to the level of assistance granted in the past few years. An additional 10,000 program hours of usage resulting from waived fees would be provided.

A sixth budget supplement was submitted for consideration and is not being recommended at this time:

- **Budget Supplement #6 – Creation of Master Plan for Public Art and Art Resources for Developers.** This supplement provides funds for creation of a master plan for public art and development of resources to assist developers in complying with the art in private development requirement. The master plan will identify high profile locations on public property and in public buildings for the installation of public art funded by in-lieu fees held in a Public Art Fund. The resources for developers will include a “How to Get Started” pamphlet, a “Public Art Brochure,” and an artist resource file. The one-time cost of this supplement is \$30,992 to be added to the operating budget of the Leisure Services Division of the Parks and Recreation Department for FY 2002/2003.

### **General Fund Projects**

This is the second year of the two-year budgeting cycle for projects. Therefore, staff efforts were limited to review of newly proposed projects and those that had changed significantly in scope or cost. By and large, the General Fund projects contained in last year’s Ten-Year Resource Allocation Plan have experienced few changes in timing, cost, or scope. This Transmittal Letter focuses on newly developed or significantly revised projects. Descriptions and detailed financial information on all projects can be found in the budget document, *Volume II Projects Budget*. There are two helpful indexes of all the City’s projects, one alphabetically oriented (by project name) and the other numerically oriented (by project number).

As mentioned earlier in this Transmittal Letter under *Major Project Efforts*, General Fund-related projects are found in several places in the budget. They are in the General Fund, the Gas Tax Fund, the Capital Projects Fund, and the Infrastructure Renovation and Replacement Fund. In general, these categories are considered to be related to the General Fund because it is the ultimate source of financial support through contributions or transfers. For example, the General Fund is scheduled to make annual contributions to fund its infrastructure projects in the Infrastructure Renovation and Replacement Fund and to fund its capital projects in the Capital Projects Fund.

Several major capital or special projects have been discussed earlier in this Transmittal Letter in the *Major Project Efforts* section. The following are new projects affecting the General Fund included in the recommended FY 2002/2003 Budget:

- **Develop Pocket Parks:** This project provides for the development of pocket parks on vacant fenced parcels of City and PG&E property on Ramona, Lois, and Dona Avenues. It is scheduled for FY 2008/2009 and is dependent upon future park grants or additional Park Dedication funds in the amount of \$1,240,000.
- **Mary Avenue Route 280 Bicycle Footbridge:** This project provides funding to a bicycle and pedestrian overcrossing of Route 280 to Mary Avenue. This effort was initiated by the City of Cupertino. \$110,000 in Gas Tax funds has been programmed, based on the estimated cost of Sunnyvale mitigation measures.
- **Evelyn Avenue Bike Lanes from Bernardo Avenue to Sunnyvale Avenue:** The purpose of the project is to provide an east/west commute route for cyclists on Evelyn Avenue, connecting Wolfe Road and Reed Avenue. Funds in the amount of \$150,000 are available from the Santa Clara County Transportation Enhancements Program, with a match of \$20,000 from Gas Tax funds.
- **Connecting North and South Sunnyvale for Bicyclists:** This project provides efficient north/south commute routes for cyclists on Mathilda Avenue from Caribbean Drive to U.S. 101 and Wolfe Road from Old San Francisco Road to Maria Lane. Funds in the amount of \$150,000 are available from the Santa Clara County Transportation Enhancements Program, with a match of \$20,000 from Gas Tax funds.
- **Awahnee Avenue Soundwall Landscape:** This project provides for completion of landscaping on the west side of the Awahnee Avenue Soundwall. Gas tax funds of \$91,080 have been programmed for this purpose.
- **Supervisory/Managerial Development in Public Safety:** This project combines \$69,000 of General Fund monies with Asset Forfeiture funds of \$195,806 to implement a comprehensive supervisory skills work plan in the Public Safety Department. The objective is to create a specific, clearly identifiable and effective set of supervisory practices that will incorporate the City's newly adopted Guiding Principles.
- **City Property Acquisition Related Activity:** This project would fund property-related costs such as real estate appraisals, environment assessments and consultant services for properties that do not have an existing capital project. General Fund monies of \$50,000 each year have been programmed from FY 2002/2003 to FY 2003/2004.
- **Printing of City Publications in Multiple Languages:** This project provides \$250,000 in General Fund monies for printing and translating resources to prepare City brochures and publications in multiple languages depending on the targeted audiences. Costs will be budgeted in this project for one year, and will be identified and allocated to individual programs from FY 2003/2004 forward.
- **Optimal Public Safety Staffing Study:** This project provides funds to study the optimal number of full-time sworn public-safety officers for the City. \$50,000 in General Fund monies have been appropriated in FY 2002/2003 for this purpose.

Additionally, the following are projects included in the recommended FY 2002/2003 Budget that are either noteworthy or have changed in scope or cost:

- **Lawrence Expressway and Wildwood Avenue Realignment:** Funds in the amount of \$1,315,000 were programmed in FY 2001/2002 to identify possible mitigation measures to help divert neighborhood traffic that has resulted from the Mercado development in Santa Clara. Measures being considered include a traffic signal and road realignment at Wildwood Avenue and Lawrence Expressway. Project funding has been increased to a total of \$2,116,695 in FY 2002/2003.
- **Fair Oaks Avenue and Iris Avenue Traffic Signal:** This project appropriated \$35,000 in FY 2001/2002 to begin a traffic study of the intersection of Fair Oaks and Iris Avenues to determine need and configuration. Funds for construction in the amount of \$330,000 are programmed in FY 2002/2003.
- **Lawnmower Buyback Program:** Funds of \$19,483 were programmed in FY 2001/2002 to provide a monetary incentive for exchange of gas-powered lawn mowers with electric mowers. An additional \$20,233 has been proposed in FY 2002/2003.
- **Cherry Chase Sports Field Renovation:** An infrastructure project for renovation of the Cherry Chase sports field will begin in FY 2002/2003, with construction scheduled for FY 2003/2004. The total project cost is \$594,133.
- **Lakewood Park Recreation Facilities Improvement:** An infrastructure project to renovate recreation facilities at Lakewood Park including the multi-purpose concrete bowl, amphitheater, and the space station began the planning phase in FY 2001/2002, with construction scheduled for FY 2002/2003. Funds in the amount of \$653,606 from the State Parks Bond Act (Proposition 12) are programmed for this project.
- **De Anza Park Sports Field Irrigation Renovation:** Renovation of the De Anza Park sports field is programmed as an infrastructure project beginning in FY 2002/2003, with construction scheduled in FY 2003/2004. Funds appropriated total \$292,500.
- **San Francisco Bay Trail – Yahoo!:** This multi-year project beginning in FY 2002/2003 was created to provide a trail connection between the Yahoo! campus and the existing San Francisco Bay Trail in Sunnyvale. Funds of \$60,000 have been provided by Yahoo! and \$40,000 has been programmed in Proposition 40 funds.

### ***General Fund Reserves***

One of the most powerful aspects of multi-year financial planning is its capability to recognize trends over time and begin at an early point to consider the necessary steps to alter the long-term forecasted position of a particular fund should that appear necessary.

There is no place in the overall budget more significant in this regard than understanding fully the General Fund's Long-Term Financial Plan. As will become clear in the following paragraphs, this long-term strategic approach paints a very different picture than what would be assumed in the more typical governmental framework of one-year or two-year budgeting and financial planning.

The Council's attention is directed to two key aspects of the General Fund's financial plan contained in the *Financial Plans* section of the recommended Budget document, *Volume I*. First, please review the *Reserves* section under the sub-heading, *Designated Reserves*. By Council policy, contingency reserves in the amount of 20% of the operating budget are required as well as an additional 5% of operating costs for the *Service Level Contingency Reserve*. These reserves are met throughout the 20-year financial plan and grow along with operations.

Your attention is also directed in the same section to the *Non-Recurring Events Reserve*. This reserve contains funds from FY 1997/1998 and FY 1998/1999 that resulted from greater than anticipated revenues and lesser than anticipated expenditures as this extraordinary economic cycle saw continued growth. By Council action, these types of one-time funds resulting from the peak of the economic cycle are set aside for significant high-priority capital and special projects and not used to add recurring services. In prior years, these funds were programmed over a several year period for the following major projects:

- Senior Center Construction,
- Animal Field and Shelter Facility Construction, and
- Fremont Pool Construction.

An additional \$1.5 million was added to the *Non-Recurring Events Reserve* in the adopted FY 2001/2002 Budget to be spent as necessary on important one-time projects. The recommended FY 2002/2003 Budget shows this reserve being reduced from \$8,985,864 to \$1,367,892 to pay for the Senior Center Construction project. The reserve then remains at that level and is available to fund other priorities that the Council may identify.

Next please focus, again in the same *Designated Reserves* section, on the 20-Year Resource Allocation Plan reserve, entitled "*20 Year RAP*." This reserve functions in the General Fund and many other funds to levelize economic cycles from year to year. By letting this line item vary each year, the fund can absorb the cyclical effects of the economy and specifically plan for project-related expenditures. As can be seen, it is estimated that by the end of FY 2001/2002, \$52.9 million will be present in the *20 Year RAP Reserve*, in addition to the required contingency reserves and the *Non-Recurring Events Reserve*. At the end of FY 2000/2001, the *20 Year Rap Reserve* was \$59.6 million. This means that the reserve was drawn down by about \$6.7 million during the current year to cover revenue shortfalls that were discussed earlier.

The function of the *20 Year RAP Reserve* and its strength is particularly apparent in the recommended FY 2002/2003 Budget and Long-Term Financial Plan. In prior years when the City was experiencing strong economic growth, the reserve was building up over time to the \$59.6 million level reached last year. Now, as the effects of the economic downturn are being fully felt, the reserve is available to provide a

“cushion” to maintain City services at desired levels. Council will note that under current economic forecasts, the Long-Term Financial Plan shows the *20 Year RAP Reserve* being drawn down until FY 2009/2010, or over the first eight years of the planning period. In FY 2010/2011 the *20 Year RAP Reserve* stabilizes and begins to grow again until the middle of the second ten years. Since the City policy is to fix the reserve at zero in the twentieth year, it again is drawn down over the final five years of the financial plan.

In short, the *20 Year RAP Reserve* functions very effectively as the City positions itself to “live at the trend line.” It prevents us at the top of the economic cycle from adding services that cannot be sustained, and it allows us to maintain the Council-approved services levels during economic downturns. This is in sharp contrast to jurisdictions like the State of California, which greatly increased spending during the boom and is now faced with making draconian expenditure reductions in the face of revenue shortfalls. Our citizens are well served by our longer term approach.

Over the last several years a trend has been identified in the Long-Term Financial Plan where current requirements begin to exceed current resources on a consistent basis in the latter half of the 20-year time frame. In last year’s forecast, for example, this pattern began in FY 2012/2013, with sharp declines in the last eight years of the 20-year plan. As discussed above, this pattern has now changed due to the economic downturn we are experiencing when our revenues do not keep pace with inflation while our expenditures grow more rapidly.

While not a reserve, another important element of the financial plan is the planned expenditure called *Fiscal Uncertainties*. The *Fiscal Uncertainties* line item is contained within the Expenditures section of the financial plan, and it represents the on-going latitude that is available to increase service levels, add new annual programs, or address unexpected fiscal pressures. This number is normally derived from the last year of the 20-year plan. It is essentially determined by setting the *20 Year RAP Reserve* at zero for the 20th year but maintaining the required contingency reserve. If a positive number appears in the *Fiscal Uncertainties* line in year one, this reflects the remaining latitude the City has to deal with any issues or assumptions not included in this recommended financial plan. If this number turns negative, then it reflects the amount of budget reduction and/or revenue increase that is needed at the beginning of the planning period in order to avoid the long-term plan effectively going into true deficit.

For the recommended FY 2002/2003 Budget, the *Fiscal Uncertainties* line item has been handled differently than in the past. During the Future Fiscal Issues study session held in January, Council expressed concern that this line item not be taken away, but remain at substantially its existing level. Consequently, *Fiscal Uncertainties* has been held at its previous level of approximately \$900,000 for FY 2002/2003 increasing by inflation over the life of the plan. This will provide the City with some latitude to deal with any additional fiscal pressures that may occur or any unexpected requirements for ongoing service level increases.

**General Fund Financial Position**

As Council can see, the City’s long-term financial position continues to be stable and balanced over the 20-year planning period. However, the position of the *20 Year Rap Reserve* has worsened for the first eight years of the plan. The reasons for this change are many and complex and are discussed in detail throughout this Transmittal Letter. Principally, the City’s revenue position has weakened due to a variety of economic pressures that we are experiencing. Additionally, there are a number of pressures on the expenditure side that are growing significantly faster than inflation. Some of these pressures are out of our control or are the result of previous City action and have already been included in the recommended FY 2002/2003 Budget. Items in this category are primarily personnel costs and benefits including medical insurance, workers’ compensation, and retirement costs.

In closing this section, it is essential that the Council understand that this discussion relates to the long-term financial condition of the City. Because so few government agencies utilize long-range financial planning, it is the short-term context that most understand best. In this regard, the City is in excellent shape in spite of the decrease that we will be experiencing over the first ten years of the planning period. Adequate reserves have been established, service levels are retained and slightly expanded with the budget supplements under consideration, infrastructure is maintained at optimal levels, and our General Fund infrastructure renovation and rehabilitation needs have been funded. Even though a number of other Silicon Valley cities have substantially higher revenues per capita than does Sunnyvale, we believe that the present-day financial picture of our City is exceptional by any standard. This is even more true under the current economic circumstances where our long-range approach shields us from major service level reductions. In areas that are often “hidden liabilities” for most other cities, such as infrastructure, Sunnyvale has taken steps to address problems that others have not yet acknowledged. The fiscal issues and challenges outlined earlier do not impact only the City of Sunnyvale, and our long-term approach to financial planning puts us in a far better position to address them.

**Gas Tax Fund**

The Gas Tax Fund is required by State law to account for gas taxes collected and allocated by the State. These taxes are levied on gasoline and other motor fuels in terms of cents per gallon, and these funds are then distributed to the State, cities and counties on a formula based on population. Revenue forecasts for this fund utilized year-to-date projected receipts increased by the Association of Bay Area Governments (ABAG) estimated population growth rate for Sunnyvale.

Gas Tax funds are spent on maintenance and capital related to public streets and highways. As noted in the previous discussion of the General Fund, the Gas Tax Fund works in tandem with the General Fund. Essentially, a level of Gas Tax funding for operations is established, with remaining funds used to cover Gas Tax-eligible capital projects. It should be noted that in prior years certain projects funded by Federal grants and other similar sources were included in the Gas Tax Fund if they were street related. As of FY 2000/2001, all such new projects with multiple fund sources were accounted for in the Capital Projects Funds rather than the Gas Tax Fund.

Beginning in FY 2001/2002 new state funding for streets and road systems (AB 2928 - State Traffic Congestion Relief Program) is held and accounted for in the Gas Tax Fund as required by state law. A complete discussion of this revenue source and the projects associated with it can be found in the *Major Project Efforts* section of this Transmittal Letter.

A description of major projects funded with Gas Tax revenues can be found in the *General Fund Projects* section above. Operating expenses programmed for street maintenance in this fund are \$900,000 for FY 2002/2003 and remain rather steady throughout the entire financial plan.

## **ENTERPRISE FUNDS**

The Enterprise Fund Group of the City incorporates programs and activities that are either fully self-supporting by way of user charges and fees or partially self-supporting. Those that are partially self-supporting require some level of transfer from the City's General Fund.

The City has three utilities that are fully self-supporting, including the Water Supply and Distribution Fund, Solid Waste Management Fund, and Wastewater Management Fund. Additionally, the SMaRT Station® Fund has been established to account for operations at the Sunnyvale Materials Recovery and Transfer Station, which is a partnership among the three cities of Sunnyvale, Mountain View and Palo Alto. This fund consists of two sub-funds, one used to account for SMaRT Station operations and the other used to account for equipment replacement needs.

In April 2002 Council approved the following rate changes as recommended by staff:

Utility	Rate Change
Wastewater	4.0%
Water	4.5%
Solid Waste	4.5%

Each rate increase and the factors contributing to the need for such increases are discussed in detail below. As a result of these increases, monthly costs associated with solid waste, water, and wastewater services for an average residential customer will increase by 3.5% overall. It is important to note that even with the rate changes, Sunnyvale residents enjoy utility rates that are 31% lower than the average of surrounding communities. This amounts to annual savings of approximately \$329 per household.

In prior years, the Patent Library Fund, which includes the Sunnyvale Center for Innovation, Invention, and Ideas (Sc[i]³) program and reflects its services and revenues, was classified as an enterprise fund. This program required an annual General Fund subsidy for operations because fees did not cover the full cost of all activities. As discussed below, a study issue conducted in FY 2001/2002 concluded that the Patent Library program should be reduced and moved back into the Library facility. Financial changes associated with this recommendation included removing the enterprise fund designation and eliminating the General Fund transfer. These

recommendations were approved by the Council in mid FY 2001/2002. The Long-term Financial Plan for the Patent Library Fund reflects these changes.

There is one enterprise fund that requires an annual transfer from the General Fund for operations because it is not fully sustaining. The Community Recreation Fund incorporates Leisure Services activities including golf, tennis, and recreation programs. The decision to utilize an enterprise fund approach for these programs was based on two factors. First is the existence of competition in the marketplace. Users of Leisure Services have a wide variety of other options to supply these services. Second is the desire that these programs be managed in an environment similar to the market. By this, we mean that issues of pricing, marketing and appropriate service niches are more applicable for these kinds of activities than for other City services.

Finally, the FY 1999/2000 Budget and Ten-Year Resource Allocation Plan created a new Information Technology Enterprise Fund to account for the City's efforts to market and sell the SunGIS computer system.

### **Water Supply and Distribution Fund**

The Water Supply and Distribution Fund accounts for all revenues and expenses related to the City-operated water utility. Expenses include costs for wholesale water, project-related costs, debt service, and other operating costs. Revenues consist of service fees for water and recycled water, water-related public works and construction fees, and interest income. Once expenditure levels are developed, then water rates must be set to maintain the fund in a sustainable financial position. The fact that Sunnyvale utilizes long-range financial planning and sets utility rates every year helps minimize wild rate swings.

Approximately seventy percent of the Water Fund's direct expenditure budget is the cost of purchased water, so each year staff reviews the costs of wholesale water and the quantities planned to be purchased. The City purchases water from two wholesalers: San Francisco Water Department (SFWD/Hetch Hetchy) and the Santa Clara Valley Water District (SCVWD). Currently, we are paying \$392 per acre-foot to SFWD, and \$410 per acre-foot to SCVWD.

In general, each of the City's suppliers provides price projections for a one to four year period. Staff then takes these numbers, factors in all known price increases, and projects water usage over the long-term plan to optimize the use of the least expensive sources of water within the terms of the contracts.

The recommended FY 2002/2003 Budget assumes moderate increases from SFWD and SCVWD over the next three years, based on estimates provided by each supplier. The rate increase assumed for next year for SFWD was 5% in mid-April when the rate calculations were made. Projections for FY 2003/2004 were also 5%. Since SFWD did not forecast any further, staff assumed an annual increase of 4% for the remainder of the twenty-year planning period. This is the information that was utilized to propose new water rates. Subsequently, in late April, SFWD staff recommended and the San Francisco Public Utilities Commission (SFPUC), the governing body responsible for the Hetch Hetchy System, approved no rate increase for FY 2002/2003. In light of the fact that SFWD is projecting massive infrastructure projects and is likely to approve a



revenue bond measure in the near future that will raise rates significantly, staff recommended that the rates go forward as projected based on the 5% assumption. This will have the effect of at least partially stabilizing the rates over the near term.

SCVWD staff has provided estimates for purchased water that show an increase of 2.4% for FY 2002/2003, followed by 8.3% for FY 2003/2004 and 4.8% for FY 2004/2005. Projections for FY 2003/2004 and 2004/2005 are up from projections that we received last year. As with SFWD, an annual increase of 4% was utilized for the remainder of the planning period. These estimates were incorporated into our rate calculations.

Neither SFWD nor SCVWD will provide projections beyond the next four years, nor will either entity guarantee that they have accounted for all possible increases. The potential for additional costly water treatment requirements continues to exist, pending finalization of new drinking water quality regulations. Any significant changes in water quality regulation will increase the charges to us from SFWD and SCVWD and therefore affect rates in future years.

A major potential influence on water rates continues to be the need for significant improvement to the SFWD infrastructure. As staff has mentioned for several years, SFWD has identified a need for approximately \$4.6 billion in capital improvements to restore the reliability of the Hetch Hetchy system. The Hetch Hetchy system (the sixth largest in the nation) delivers an average of 206 million gallons of water per day to 2.4 million people in San Francisco, San Mateo, Santa Clara, and Alameda counties. Much of the system was built in the late 1800s and early 1900s and has reached or exceeded its life expectancy. The system crosses three major earthquake fault lines between San Francisco and its sources of water, 160 miles away in the Sierra Nevada mountain range. Seismic studies indicate that a major earthquake could cause system failure resulting in a loss of water for sixty days or more.

Sunnyvale is one of 29 jurisdictions outside of the City of San Francisco who make up approximately 70% of the system's customers (the "Suburban Users"). The SFPUC estimates that \$2.9 billion of the total needed capital improvements are directly related to the provision of water to communities outside of San Francisco. The SFPUC has identified the needed improvements and is in the process of evaluating and adopting a Long Term Strategic Plan for Capital Improvements.

According to current law, the SFPUC must obtain approval from San Francisco voters to sell revenue bonds for the needed capital improvements. This translates to 100% of the decision making power residing with 30% of the system's users, resulting in the potential for the capital improvement projects to either be unfunded, or only partially funded. To address this issue, apply pressure to the SFPUC to take action, and provide a back up plan in the event that the San Francisco voters turn down the bond measure, three separate bills have been introduced in the State Legislature in Sacramento. The following is a summary of the bills and how they would affect the system:

- AB 1823: Requires the SFPUC to complete all critical projects by 2015.
- SB 1870: Allows suburban water users to start a regional agency that could issue revenue bonds to fix the system.

- AB 2058: Allows suburban water users to start a regional authority that would be allowed to secure funds for critical projects and make those funds available to the SFPUC.

Sunnyvale currently supports all three bills and is working with the Bay Area Water Users Association (BAWUA), made up of all 29 Suburban Users, to pressure the SFPUC to address these issues.

The bottom line for Sunnyvale is that the capital improvements needed for the Hetch Hetchy system are required to ensure a safe and reliable water supply. In the future, as the capital plans are developed, the cost of these improvements will have a significant impact on the rates charged to the City by SFWD and therefore a significant impact on future Sunnyvale water rates. Since these improvements are not fully costed or scheduled at this time, it would be premature to reflect any provision for them in our current rates. Again, this will undoubtedly affect future water rates.

Several other issues affect the Water Fund and its revenue requirements for FY 2002/2003. As discussed last year, the Water Fund has appropriated approximately \$1.1 million over a two-year period for its share of two technology projects: the Maintenance Management System and the GIS Support for the Mapping of Utilities project. These appropriations began in FY 2001/2002 and continue through FY 2002/2003.

Additionally, the Water Supply and Distribution operating budget increased significantly this year due to the projected impacts of the conversion of temporary employees to full time employees. For the past four years, the budget of the Water Program has been held constant while it went through a restructure to outcome management. The program has been using temporary employees to help meet changes in service demands or regulatory requirements that have occurred during the four-year period. To address their needs, staff evaluated the current organizational structure and proposed permanent positions in the budget to cover work that temporaries currently are performing. The result of this proposal is the conversion of nine temporary positions to full time city positions. The budget impact to the water program is approximately \$600,000 per year. Staff was able to offset the impact of this change through savings in purchased water and other operational areas, enabling the financial position of the Water Fund to remain positive while holding rate increases as projected for FY 2002/2003.

Finally, the Long-Term Financial Plan for the Water Fund makes a provision for the long-term cost of infrastructure renovation and replacement for water facilities. It is clear that the water utility will represent one of our largest cost areas for infrastructure projects. Last year the fund began making a modest annual transfer to the Infrastructure Renovation and Replacement Fund. The current plan includes a more substantial annual transfer for the 20-year planning period beginning in FY 2007/2008. While setting aside these dollars will certainly help, there will be greater long-term requirements that will have to be addressed to fully fund our infrastructure needs.

The rate increase approved by Council for water utility services for FY 2002/2003 is 4.5%, the same as was anticipated last year. An annual rate increase of 4.5% is also

anticipated for FY 2003/2004. Increases of 4% are projected the remaining 17 years of the planning period.

If the wholesale water cost increases do not occur as anticipated, then future Sunnyvale water rate changes will be moderated. Likewise, if the worst case wholesale water cost increases are experienced, then the future rate increases will have to be revised in subsequent budget processes.

### **Wastewater Management Fund**

The Wastewater Management Fund accounts for the revenues and expenses related to the City-operated sewer collection and Water Pollution Control Plant (WPCP) services.

As mentioned in last year's Transmittal Letter, the recommended FY 2001/2002 Budget reflected the need for significant capital improvements to our sewer facilities over a four year period, mostly due to our aging infrastructure. The major infrastructure project is the Borregas Sanitary Trunk Sewer Replacement, budgeted at \$5.7 million over a four year period ending FY 2004/2005. Other significant projects include the rehabilitation of Storm Pump Station No. 1 (\$2.1 million) and Pond rehabilitation (\$575,000). Additionally, for FY 2002/2003 the capital projects budget for the Chlorinating/Dechlorinating Equipment replacement project, which is designed to replace obsolete chlorinating and dechlorinating equipment in the recycled water production system, reflects an increase of approximately \$500,000. This increase has been offset by decreases in other projects within the Wastewater Fund.

As detailed earlier in the *Major Projects* section of this Transmittal Letter, rather than fund these substantial projects on a cash basis, which would have a negative impact on rates, Council accepted staff's recommendation and issued Wastewater Revenue Bonds in December 2001. The Wastewater Fund Long-Term Financial Plan therefore reflects this approach in the Debt Service expenditure line, as well as the refunding of the existing Utilities Revenue Bonds and the Wastewater Fund's portion of the debt service on the bonds issued to purchase the Sunnyvale Office Center.

The recommended FY 2002/2003 Budget also includes two continuing special projects that relate to our National Pollutant Discharge Elimination System (NPDES) permit as well as four projects that provide for improvements to the processes at the Water Pollution Control Plant. As mentioned above in the discussion on the Water Fund, the Wastewater Fund is also paying for its portion of two technology projects: the Maintenance Management System and the GIS Support for the Mapping of Utilities project.

Finally, the Wastewater Fund was scheduled to make a modest contribution of \$600,000 per year to the Infrastructure Renovation and Replacement Fund starting in FY 2000/2001. The Wastewater Rate Study and Financing Plan completed this year suggested that an additional annual \$500,000 contribution be made, and this has been programmed into the second ten years of the long-term financial plan. Further increases in the transfers beginning in FY 2014/2015 are anticipated. Unfortunately, it is expected that infrastructure renovation and replacement requirements will be larger in the wastewater area than in any other area because of the WPCP facility. When Phase II of the Long Range Infrastructure Plan, which includes all utility funds,

is completed, Council will be presented with various alternative ways of developing the necessary funds to support the needed infrastructure improvements.

The Wastewater Management Fund was affected by a large decrease in connection fee revenues in FY 2001/2002, due to the downturn in the economy. Staff estimates that connection fees will come in \$1 million less than projected for this year. These projections have been revised to reflect this decrease throughout the Long-Term Financial Plan.

In FY 2001/2002, the City conducted a Wastewater Rate Study and Financing Plan, the recommendations of which were used to set rates last year. The net effect was a change in the base structure, with costs shifted away from residential rates and to commercial rates to reflect actual usage patterns. This year's recommended rates for the Wastewater Fund continue to reflect the results of the study.

The rate increase approved by Council for Wastewater services for FY 2002/2003 is 4%, the same as was anticipated last year. An annual rate increase of 4.5% is anticipated for FY 2003/2004 through FY 2011/2012. Increases of 4% are projected for the final ten years of the planning period.

The Wastewater Management Fund Long-Term Financial Plan continues to provide a good example of the power and flexibility created through multi-year financial planning. The Fund begins the planning period with substantial Rate Stabilization Reserves, which are drawn down beginning FY 2005/2006 to maintain stable rates closely approximating inflation over the next 20 years. Because of the substantial requirements for infrastructure renovation and replacement in the first years of the plan, the Interfund Loan Repayment to the General Fund has been restructured and deferred for two years in order to provide better cash flow in the first four years. This restructuring allows the Wastewater Fund to repay more of its loan in the later years of the plan when it has more financial capacity. Finally, the use of the Wastewater Revenue Bonds allows the City to keep the rates on an even basis over the plan rather than experiencing large cash outflows in the first five years. These various rate-flattening techniques assure that ratepayers both now and in the future are not subject to wild upward and downward variations in rates solely to accommodate year-to-year cash flow requirements. It should be noted that the use of bond financing also spreads the cost of major capital efforts more equitably across the City's customer base over a longer period of time.

### **Solid Waste Management Fund**

The Solid Waste Management Fund accounts for the revenues and expenses related to management of solid waste generated within the City of Sunnyvale. A private company, Bay Counties Waste Services (doing business in Sunnyvale as Specialty Solid Waste & Recycling), has been issued an exclusive franchise for collection of refuse and recyclable materials, and these contract costs are reflected here. Operations of the Sunnyvale Materials Recovery and Transfer Station and disposal of refuse at the Kirby Canyon Landfill are included in a separate fund, but the City's share of these activities is reflected in the Solid Waste Management Fund.

There are several factors that influence the Solid Waste Management Fund budget and therefore the user rates. The first of these is the cost of collection services performed by our contractor, Specialty Solid Waste and Recycling (“Specialty”). Costs for Specialty contract services are based upon an annual review of various cost components in accordance with the terms and conditions of the franchise agreement. The company’s payment for FY 2002/2003 is based on actual expenses for FY 2000/2001 that have been adjusted by various contract-specified cost of living indexes. The contractor payment to Specialty for FY 2002/2003 is virtually unchanged from the prior year because lower fuel costs balance increased costs in other areas of their operation.

The second factor having a major impact on Solid Waste operations and rates is the City’s share of SMaRT Station expenses. An RFP for a new contractor to operate the SMaRT Station issued during FY 1999/2000 by Sunnyvale and its partners resulted in a significant savings for the three partner cities.

Two other factors had a negative influence on the financial status of the Solid Waste Fund in FY 2001/2002. These were a reduction in tonnage and corresponding revenues. In the prior Long-Term Financial Plan, it was expected that City of Sunnyvale customers would generate 127,454 tons of solid waste per year. The current plan has been updated to reflect recent delivery history and anticipates a substantial 7% decrease to 118,703 tons in FY 2002/2003. This reduction in tonnage is directly related to the economic downturn. In solid waste collection and disposal, tonnage drives both revenue and expenditures. However, the impact on revenues from a decrease in tonnage is about three times larger than the corresponding decrease in expenditures due to fixed costs associated with collecting solid waste and maintaining the closed Sunnyvale Landfill.

Solid waste revenues are also very responsive to the economy in terms of discretionary services. The Fund has seen a decline in revenues from the FY 2001/2002 Long-Term Financial Plan projections for FY 2002/2003 of approximately \$1.6 million. The largest impact has been on construction bin revenues, which are down substantially.

The continued rate benefit received from the decrease in the cost of operating the SMaRT Station is, to a degree, offsetting losses in revenue. Revenue loss is also offset by using the Rate Stabilization Reserve to levelize the rates. As a result, FY 2002/2003 solid waste rates are projected to increase by 4.5%, as planned last year. In order to maintain the Fund in solid financial condition, rates are projected to go up 4.5% annually until FY 2011/2012 and 4% annually for the remainder of the planning period. These overall rates are slightly higher than had been projected in the previous Long-Term Financial Plan.

Solid Waste rates are set on a cost of service basis that apportions Solid Waste Management Fund expenses and revenues to various service rates according to policies established by the Council in 1993. Every three to five years, the Solid Waste Program does a cost of service study to reallocate the costs of the City’s solid waste services among the various customer classes based on their use of the solid waste collection and disposal system. Rates were adjusted substantially to reflect those policies in 1993 and somewhat less substantially in 1997. In both cases, the adjustments resulted in a number of significant shifts among rate classes. More

recently, adjustments were also made to the debris box rates in April 2000.

During FY 2001/2002 staff worked with consultants Hilton, Farnkopf and Hobson (HF&H), who helped develop the original cost of service model, to identify the current operating and fixed costs. HF&H first reviewed the costs associated with the collection of solid waste in Sunnyvale. This review included an analysis of Specialty collection costs, tipping fees at Kirby Canyon Landfill, and operations at the SMaRT Station. They then generated a cost of service for each customer class and recommended adjustments to the solid waste rate structure to ensure that costs are recovered on an equitable basis from the different customers. Staff has taken these adjustments and then applied the 4.5% across-the-board increase to each rate class to generate the proposed new rates.

In general, as with last year's Wastewater Cost of Service Study, costs shifted from residential customers to commercial customers. While the Solid Waste Fund's revenue requirement increased by 4.5% overall, the net rate increase taking into account the cost of service study for three typical benchmark services is:

- Residential unlimited collection rates increased by 2.65%
- The rate for a 3 cubic yard bin collected once a week increased by 10%
- The delivery and rental of a 30 cubic yard bin increased by 14.2%

Nevertheless, Sunnyvale's solid waste collection rates remain among the lowest in the surrounding area.

### **Sunnyvale Materials Recovery and Transfer (SMaRT) Station**

The Sunnyvale Materials Recovery and Transfer Station Fund consists of two sub-funds. The SMaRT Station Fund accounts for operations at the SMaRT Station and receives its revenue from charges to the cities of Sunnyvale (Solid Waste Management Fund), Mountain View, and Palo Alto. Major operating cost components include the contract with the SMaRT Station operator and disposal fees and taxes collected by the Kirby Canyon Landfill. The fund is designed so that annual revenues and expenditures are in balance and that no fund balance is carried forward to the next year. Operating costs and revenues from the sale of recyclables are charged to or distributed to the cities based on the numbers of tons of solid waste each community brings to the SMaRT Station for materials recovery, transfer, and disposal.

The SMaRT Station Replacement sub-fund provides for the replacement of City-owned SMaRT Station equipment. The three participating cities contribute to these replacement efforts and to payment of debt service based on fixed percentages established by the SMaRT Station Memorandum of Understanding (MOU) among the cities.

As discussed earlier in the *Solid Waste Management Fund* section of this Transmittal Letter, selection of a new operator for the SMaRT Station has resulted in significant savings for SMaRT Station operations over the planning period. Because these expenditures are passed on to the three participating cities, a corresponding drop in revenues is also projected.

The SMaRT Station Fund shows decreases in both revenues and expenditures over the planning period based on updated tonnage projections submitted by all three participating cities. SMaRT operations are affected by the same economic conditions that were discussed earlier in relationship to the City's Solid Waste program. Large swings in tonnage projections are anticipated to be seen in future SMaRT Station Fund Long-Term Financial Plans in response to economic cycles, the independent solid waste management strategies of the three cities, and other factors.

The status of the SMaRT Station Replacement Fund remains essentially unchanged from last year.

### **Community Recreation Fund**

This fund, which was created ten years ago, contains the leisure service activities of the City, including the two City-operated golf courses, the tennis center, and recreation classes and services. Prior to the initiation of the Fund, leisure services were part of the General Fund, which routinely contributed more than \$2.5 million annually to the effort. The creation of the Community Recreation Fund included the merger of the City's golf and Tennis Center operations with the remainder of all other leisure service activities, as well as the adoption of new, entrepreneurial approaches to service delivery. This approach resulted in a significant reduction in the General Fund subsidy required to support leisure services in Sunnyvale—to the point where nearly a decade later, the Fund will require a smaller subsidy than it did in 1992. This is true in spite of considerable increases in service levels and the compounding effect of inflation on expenditures since that time.

Based on early gains, long-term projections were made soon after this Fund was created suggesting that it might be self-sufficient by FY 2000/2001. Careful examination of the assumptions subsequently indicated that some of the revenue estimates could not be achieved, and the Transmittal Letter for FY 1997/1998 acknowledged that self-sufficiency was not realistic for leisure services in the current environment. Given recent Council-approved increases in heavily subsidized service areas (e.g., teen programs), a new Senior Center, and the development of the new 50-meter pool at Fremont High School, this is all the more true today.

At the same time, staff has identified the need to reconsider the overall impact of some of the strategies used to achieve this Fund's remarkable financial success. While representing a significant positive effect on the bottom line, the elimination of four management positions within the Division has caught up with the Department in terms of its ability to manage both day-to-day operations and non-routine projects. Two managers currently oversee a larger operation than six managers did prior to the establishment of the Enterprise Fund, and this has created an ever-increasing strain on staff.

Another strategy aimed at reducing expenses within the Fund has been to rely heavily on the use of "temporary" employees or contract labor for the delivery of recreational services. While a good number of these positions are truly temporary in nature, many more are relied upon to deliver on-going services, and deserve to either be classified as regular part-time or full-time City positions.

The recommended FY 2002/2003 Budget addresses both these staffing issues. First, hours have been added to provide expanded capacity at the first line management level. Second, a number of contract hours were converted to regular full-time or regular part-time hours to recognize the ongoing nature of their assignments and level of responsibility. These changes have resulted in a significant increase in expenditures for the cost of personnel. These costs are above and beyond those increases related to medical coverage, worker's compensation, and other labor expenses that have been discussed previously in the *General Fund Expenditures* section of this Transmittal Letter. However, revenue generation in the Community Recreation Fund is also projected to increase significantly and certain operational changes have been made to reduce costs. The net effect of these changes is that the General Fund subsidy will increase by approximately \$700,000 over the first ten years, and \$2.8 million in the second ten years of the planning period. The increase in subsidy for FY 2002/2003 is \$89,768.

A fundamental tenet of this Fund, however, is that it can always reduce costs, to the point of becoming self-sufficient at any time by reducing or eliminating services. This is an important concept, and a reassuring one from a worst-case financial planning perspective. The dilemma, of course, is that those heavily subsidized services that would need to be eliminated to achieve self-sufficiency represent some of the most important services the Leisure Services Division provides in terms of community benefit (e.g., teen programming/older adult services). There are very few, if any, adult services which are not financially self-supporting. There is little to be gained financially by eliminating them—in fact, in many cases just the opposite is true.

Golf operations continue to be the greatest single source of revenue for this Fund. A number of new employees are now overseeing related operations, and they have had an immediate and positive effect on both the services we provide our golfers, and the financial posture of golf services. The courses have never been in better condition, and satisfaction surveys suggest our golfers are very pleased with playing conditions. Beginning in FY 2001/2002, this Fund reflected a modest improvement in golf revenues, reflecting the City's assumption of golf services formerly provided by Art Wilson Golf Services, Inc. Staff believes, and has demonstrated this past year, that this transition to City operations will result in improved service as well as an improvement to golf's financial bottom line.

Future year projections of golf revenues take into account the golf industry's trend toward increased numbers of golf courses without corresponding increases in rounds of play. This is a trend we expect to experience as well, with several new courses developed or renovated in this area, and a projected decrease in golf rounds as a result. Everything is relative, of course, and Sunnyvale continues to lead the local courses in terms of golf rounds played.

Council's continued support of market-based golf fees regardless of residency remains a critical factor in maintaining this important revenue stream and supporting other subsidized leisure services.

For FY 2002/2003, the recommended Budget reflects a General Fund transfer of approximately \$2.4 million. That transfer then grows at a varying rate over the course of the rest of the planning period. Over the past several years, reserve funds were



used to maintain existing services as an alternative to increasing the General Fund transfer. However, the Community Recreation Fund *20-Year RAP* will be totally depleted during this coming year. Over the first ten years of the planning period, an additional \$700,000 will be needed to maintain leisure services programming at its current level, largely because of the staffing issues mentioned earlier.

As discussed in this Transmittal Letter in the section on *Major Project Efforts*, funds for the lease of the existing Senior Center from the Sunnyvale School District have been included in the Community Recreation Fund through the first part of FY 2003/2004. In anticipation of the construction and completion of the new, expanded Senior Center, ongoing maintenance costs appropriate to the larger site have been included in the operating costs of the Community Recreation Fund beginning in FY 2002/2003. The City has recently received a letter from the Sunnyvale School District which seeks to increase the rent on the existing site by approximately \$500,000. Staff is currently in discussions with the District to attempt to mitigate this increase and is also exploring alternative arrangements.

As indicated earlier, we have increased the amount of the General Fund transfer to the Community Recreation Fund over the 20-year planning period to the amount necessary to support existing service levels. The provision of additional leisure services to the public, unless they are self-supporting, will require either additional General Fund transfers or a reduction in other services.

The recommended FY 2002/2003 Budget and Ten-Year Resource Allocation Plan includes no new capital projects in the Community Recreation Fund. Two budget supplements have been proposed: an increase in the fee waiver program and a master plan for the public art program. The first of these has been recommended by the City Manager and reflected in the General Fund Transfer to the Community Recreation Fund. The second is not recommended. More discussion of these supplements can be found in the *General Fund Detailed Fund Review* section of this Transmittal Letter. Additionally, a full report on each budget supplement is included in *Volume I* of the budget document, under *Budget Supplements*.

### **Patent Library Fund**

Sunnyvale Public Library has served the needs of the intellectual property community for nearly 40 years. In the mid 1990s, the City and the United States Patent and Trademark Office formed a partnership which elevated the level of service available in Sunnyvale to nearly equal that of the office in Washington, D.C. The partnership, Sunnyvale Center for Innovation, Invention and Ideas Sc[i]<sup>3</sup>, is the flagship of the Patent and Trademark Depository Library Partnerships which also includes a center in the Detroit Public Library. A third partnership at Rice University recently closed because revenues were insufficient to cover the cost of the operation.

Sc[i]<sup>3</sup> is recognized as an important contribution that the City of Sunnyvale makes to the economic development in the region. Services and products designed and tailored to the needs of Silicon Valley inventors, intellectual property attorneys, corporate legal staff, researchers, patent agents and paralegal staff have been offered through Sc[i]<sup>3</sup> for the past six years. Several years ago the availability of patent and trademark

information on the Internet began to undermine some of these services, and the patent library revenue stream has been negatively affected.

In the adopted FY 2000/2001 Budget, Council approved a \$250,000 two-year special project to support marketing and fundraising activities by Sc[i]<sup>3</sup>. The intent of the activities was to find permanent, stable funding for the patent and trademark center so that the City's General Fund will not be adversely impacted by increasing annual financial contributions to make up the difference between the Patent Library's revenues and operating costs. The library undertook five initiatives to achieve this goal: 1) develop an advisory group to assist in program planning, communication, marketing and fundraising; 2) secure state funding through special legislation or other means; 3) develop and implement a fundraising plan; 4) develop and implement a training and curriculum plan to increase revenues; and 5) develop and implement a marketing plan to publicize and promote Sc[i]<sup>3</sup> services and support fundraising.

While efforts to secure State funding were unsuccessful, the library was able to establish a non-profit foundation (The Friends of Sc[i]<sup>3</sup>), develop an active advisory committee, enhance the high quality training program, and develop a marketing plan. Despite these successes, it became clear at the beginning of FY 2001/2002 that revenues from many services continued to decline as the costs of operating the separate branch library continued to increase. In addition, we recognized that fundraising is difficult in the current economic environment and that success of the training program is dependent on continually developing new courses, a costly undertaking.

In July 2001 the City Council approved a plan to redesign the services and relocate Sc[i]<sup>3</sup> to the Main Library. A number of steps were taken to reduce the potential cost to the City for the operation of Sc[i]<sup>3</sup>. The entire operation was relocated in January 2002. The free public patent and trademark reference services have been fully merged into the existing Adult Services area (Program 637), with that program reflecting budget increases of \$100,000 per year to support the new services. The remaining fee-based services were scaled back to include only those activities that are likely to result in total self-sufficiency of the operation. The cost of the lease was eliminated and staff size was reduced by more than half. Other economies were achieved by reducing the amount of equipment and materials needed to support the operations. These changes have provided increased flexibility in the management of Sc[i]<sup>3</sup>, allowing us to react appropriately to policy changes at the United States Patent and Trademark Office or to new competition presented by the use of technology in providing patent and trademark services. As a result of the changes made to Sc[i]<sup>3</sup>, the City will realize net savings of approximately \$2.5 million over the 20-year planning period.

### **Information Technology Enterprise Fund**

As part of Sunnyvale's innovative efforts to streamline building permitting processes, the Information Technology Department developed a permitting software program called SunGIS. Other municipalities expressed a desire to purchase this product, and in FY 1999/2000 the City established the Information Technology Enterprise Fund to represent the revenues and expenditures associated with enhancement and marketing of City-developed software. In September 2000, the City entered into an agreement with Berryman & Henigar Enterprises to allow that firm to market, sell and support

software developed by Sunnyvale in return for royalties, software maintenance, enhancements and support.

The agreement relieves the City of previously anticipated expenditures associated with provision of maintenance, enhancement and support. Consequently, there are no expenditures shown in the fund beyond FY 2001/2002. Under the terms of the agreement, the City's royalties will be a percentage of the licensee's gross revenues. We have not attempted to project those revenues, but have instead recognized only revenue sufficient to reimburse the General Fund for a \$29,185 loan made to the Information Technology Enterprise Fund in FY 1999/2000. As we gain experience with revenue receipts per the agreement, we will adjust our projections accordingly.

## **SPECIAL REVENUE FUNDS**

The Special Revenue Fund Group is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

### **Housing Fund**

The Housing Fund is comprised primarily of revenues from HOME grants and housing mitigation fund receipts. Expenditures are for capital and special projects targeted to achieve the goals of the City's Housing and Community Revitalization Sub-Element of the General Plan and the 2000-2005 Consolidated Plan. The Consolidated Plan is a five-year comprehensive planning document submitted to the federal government. It identifies a jurisdiction's overall needs for affordable housing and non-housing community development. The federal government requires the City to submit annual updates during the intervening years of the Consolidated Plan, and this is generally done in May of each year.

Housing mitigation funds are maintained in a separate sub-fund, accruing interest solely for housing mitigation purposes as required by law. This fund shows receipts through FY 2005/2006, reflecting only development approved to date; the extended time reflects the five-year payment period approved for Applied Materials in their specific development agreement with the City.

\$280,000 in HOME funds has been expended for the PACE Autism Center project over the past year. Additionally, non-profit agencies are expected to utilize HOME funds to provide new and rehabilitated housing projects for low-income families, seniors and the disabled. These projects target the goals of the City's General Plan and the 2000-2005 Consolidated Plan.

In the Housing Mitigation Fund, a major expenditure in FY 2000/2001 was a \$500,000 contribution to the Housing Trust Fund of Santa Clara County. This fund was created in 1997 to build and sustain a revolving loan fund and grant-making program to complement existing affordable housing efforts and leverage other housing finance resources. The goal is to help almost 5,000 individuals and families affected by the affordable housing crisis. Another \$1.425 million was given to the Emergency Housing Consortium to acquire a multi-family property for transition housing; however, this project will not go forward and these monies have been returned to fund reserves.

In FY 2001/2002, Council appropriated \$719,912 for the Housing Assistance for Teachers and City Employees project. This allocation includes funding for all three components of the program: Homebuyer Education, Security Deposit Loan Program and the soon to be implemented Down Payment Assistance Program. Staff has proposed an additional \$173,000 for this project in the recommended FY 2002/2003 Budget.

Staff is working with Mid Peninsula Housing Coalition on phase two of the Homestead Park project. Mid-Peninsula has requested \$800,000 of HOME funds in FY 2002/2003 for the construction of sixty-six new rental units for very low income seniors and families. During FY 2002/2003, as other funding sources are committed to this project, Mid-Peninsula will seek further funding from the City's Housing Mitigation Fund of approximately \$600,000 to support this effort.

Finally, Staff will develop a comprehensive strategy in the coming year for the most cost-effective allocation of \$10 million of accumulated housing mitigation funds over the next five to ten years.

### **Community Development Block Grant Fund**

The Community Development Block Grant Fund is comprised of revenues from Community Development Block Grants, rental income from the City's Manzanita property, and the repayment of commercial and residential loans. Primary expenditures are for housing opportunities, special projects, and most of the City's outside group funding efforts.

On the revenue side, Community Development Block Grants are shown through FY 2002/2003. The Federal Government has notified the City of its FY 2002/2003 entitlement. Similar to the long-standing strategy used with all federally financed programs, future grant receipts are not shown beyond the immediate planning horizon. When and if these entitlements are no longer provided, expenditure levels would drop considerably. At that time, Council would have to make determinations as to where the priorities will be regarding the relatively small amount of income that would continue to be available on an annual basis from loan repayments. As a side note, the General Fund's long-term financial plan sets aside a fraction of the City's total outside group funding efforts in case this possibility becomes a reality.

CDBG funds are used primarily to address the City's affordable housing strategy. This includes support of housing and human service agencies; rehabilitation and retrofitting of the existing housing stock; and the acquisition, rehabilitation, and construction of affordable housing by non-profit developers. As in the Housing Fund, capital and special projects are targeted to achieve the goals of the City's Housing and Community Revitalization Sub-Element of the General Plan and the 2000-2005 Consolidated Plan. In addition, CDBG funds may be used for programs or projects that benefit groups with special needs such as senior and handicapped citizens.

For FY 2002/2003, funds in the amount of \$300,000 will be appropriated for construction of the Sunnyvale Senior Center. These funds are in addition to the \$1.7 million previously allocated from CDBG, bringing the total to \$2 million. The Housing

and Human Services Commission has recommended \$265,769 in support of the programs of 13 non-profit social service agencies. Funds will also be allocated for a wide variety of housing and housing related activities, including the acquisition/development of new affordable housing units, rehabilitation of existing and affordable housing units, lead-based paint abatement, the removal of architectural barriers, and fair housing services.

The City has created a new operating program for FY 2002/2003 that separates the Housing division from Neighborhood Preservation efforts. The new program provides better reporting capabilities for the various funding sources supporting the housing and human service efforts. This program was approved by Council as an Outcome restructure in FY 2001/2002.

### **Park Dedication Fund**

The Park Dedication Fund was established to meet statutory requirements regarding the accounting for park dedication monies. In general, the City collects park in-lieu fees for multi-family residential projects that do not dedicate land for use as parks or open space. Those revenues are recognized in the Park Dedication Fund, and then available resources are transferred to the Capital Projects Funds for designated and approved park-related projects.

Some years ago, the methodology for determining park in-lieu fees included a determination of fair market value on a project by project basis. This process was sometimes contentious and time-consuming for both the project proponent and staff. In 2000, Council approved an alternative methodology for determining park in-lieu fees that eliminated the need to determine fair market value on a project by project basis.

In past years, this fund was earmarked to help cover the costs of approved park-related projects. Projects have included both the renovation of existing parks and the addition of new parks. The City has never relied on this fund in order to plan its open space projects. In other words, park projects have been planned on the basis of community need as opposed to the amount of funding available in the Park Dedication Fund. In fact, the General Fund has funded the vast majority of past park projects, with the Park Dedication Fund simply an additional funding mechanism to periodically offset costs planned in the General Fund.

In FY 1999/2000 the City received over \$1.4 million in park dedication fees in relation to three large residential projects (the Irvine Apartments on the Olson property, the Villa del Sol apartments at Sunnyvale and Evelyn Avenues, and the Las Palmas homes on the Stowell property). No park dedication funds were received in FY 2000/2001, and staff does not anticipate any for FY 2001/2002. Opportunities for the type of large residential activity that occurred in FY 1999/2000 are limited, and so projections for future years have not been made. The concept is that the City cannot count on, nor predict, this revenue stream. Therefore, appropriations will only follow the actual receipt of park dedication fees. This will be done in the context of the budget process.

In prior years an appropriation of approximately \$2 million was made of Park Dedication funds for the design and construction of a new Downtown Plaza Park at Evelyn Avenue and Frances Street. For FY 2000/2001 this was programmed as a transfer to the Capital Projects Funds to reflect the fact that other funds will be available for this plaza project. Discussion of this project and progress to date is included in the *Major Project Efforts* section of this Transmittal Letter.

Two projects were funded with the use of Park Dedication funds in the recommended FY 2001/2002 Budget. These included the construction of the Fair Oaks Skateboard Park (\$575,000) and the expansion of Ortega Park's playground (\$76,000). For FY 2002/2003, \$95,750 is recommended for the expansion of Murphy Park. This project was at one time included in the City's long-term plan, but was eliminated following the State takeover of property taxes in the early 1990s. It necessitates the acquisition of additional park property via residential purchase. Some of these properties have been acquired and this fund sees rental income, as well as maintenance costs, from these properties until the City has acquired all the necessary parcels for planned park expansion. The fact that dollars are programmed for Murphy Park expansion in FY 2002/2003 only represents a placeholder since the City cannot predict when the additional parcels will be acquired.

At the end of this current fiscal year, the City will have approximately \$814,000 remaining in this fund's reserves after appropriations have been made for the projects mentioned above. These uncommitted funds may be needed for existing park projects that cost more than planned or construction of the Downtown Plaza Park. Absent this need, use of these funds would be considered in the next two-year projects budget process.

### **Asset Forfeiture Fund**

The Asset Forfeiture Fund was established to account for monies received through drug and other law enforcement activities as allowed under Federal and State asset forfeiture guidelines. Because the purposes for which asset forfeiture can be used are limited, the strategy currently employed and recommended for future years is one that would draw down funds for new one-time expenses targeted for law enforcement services. The objective over time would be to draw down all of the resources in this fund. By the same token, caution should be used to assure that these expenses are ones that fit into the City's priorities.

In this current fiscal year, Council has adopted two budget modifications that created specific projects to be funded with asset forfeiture revenues. The first project, Bomb-Detecting Canine Unit, enables the City to more effectively respond to bomb threats and suspicious items. In light of the September 11<sup>th</sup> terror attacks, this project will improve the Department of Public Safety's capacity to react to domestic terrorist threats. The second item allows the City to cover allowable ongoing costs related to the yearly asset forfeiture audit.

For the recommended FY 2002/2003 Budget and Ten-Year Resource Allocation Plan the following special projects are included for funding:

- **Police Services Equipment Acquisition:** This project is appropriated each year to purchase special law enforcement equipment to supplement police services. Funding will enhance police communications by covering costs associated with cellular phone service.
- **Bomb-Detecting Canine Unit:** This project provides related expenses for training, canine care/maintenance and other supplemental costs, and has a General Fund component for canine handler specialty pay.
- **Supervisory/Managerial Development in Public Safety:** This project will augment work begun in FY 2001/2002 to implement a comprehensive set of supervisory practices consistent with the newly adopted Guiding Principles, and is timely due to a number of supervisory and managerial retirements. Implementation will occur largely through the utilization of consultant services. This project also has a General Fund component.
- **Police Services Vehicle Acquisition:** This project will fund the lease and associated maintenance of two sedan vehicles to be utilized by Department of Public Safety Captains in order to ensure 24-hour response capability.

In addition to the special projects listed above, asset forfeiture funding is budgeted in FY 2003/2004 to cover costs associated with the law enforcement portion of the building remodel at the Department of Public Safety Headquarters.

The continuing transfer to General Fund from the Asset Forfeiture Fund is to support juvenile diversion activities within Police Services.

### **Police Services Augmentation Fund**

The Police Services Augmentation Fund is closely related to the Asset Forfeiture Fund. This fund accounts for two grant programs, which provide monies for law enforcement purposes. The first is the Supplemental Law Enforcement Services (SLES) program established by the State five years ago, and the second is a small Federal block grant from the Bureau of Justice Administration (BJA). Both of these funds have been used to establish a Bureau of Professional Standards, which includes two Lieutenant positions. This function provides a higher level of service to the public by allowing for timely completion of internal affairs investigations and increased direct contact between Public Safety and members of the community. In addition, SLES funds provide for the continuation of a Police Patrol Team Captain position.

State and Federal law requires that SLES/LLEBG funds be spent by the end of the fiscal year subsequent to the fiscal year in which they were received. The City is in compliance with this requirement. The transfer from the General Fund to this fund represents the City's matching requirements for the BJA block grant.

The financial plan for the Police Services Augmentation Fund reflects revenue only through FY 2002/2003 in keeping with our policies of not recognizing speculative grant revenues. It is important to note that two developments, in the form of declining grant amounts and increased operational expenditures, will cause reserve monies to be depleted by the end of FY 2002/2003, raising the likelihood of service modifications

and/or reductions in subsequent years.

### **Employment Development Fund**

The Employment Development Fund is required by Federal regulations to account for the use of various Federal funds and program revenues for the workforce development activities conducted by the North Valley (NOVA) Job Training Consortium. NOVA, formed in 1983, serves the cities of Cupertino, Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara, and Sunnyvale and is administered by the Department of Employment Development of the City of Sunnyvale. NOVA programs receive no General Fund resources. NOVA has a wide variety of programs funded in different ways, with baseline funding coming from the Federal Government through the State of California. A significant amount of additional grant money is received from Federal and State sources, as well as local companies and foundations.

Since July 1, 2000 primary funding for the Department of Employment Development/NOVA is the Workforce Investment Act (WIA.) While WIA funds are still a key portion of NOVA's budget, NOVA has significantly decreased its reliance on WIA funds over the past three years, from 78% of the budget in FY 1999/2000 to 57% in FY 2001/2002, through intentional diversification of funding sources.

The WIA allocated funding for NOVA for FY 2002/2003 has just been released by the State of California and amount to a total of \$1,895,891. In addition to this, NOVA has a history of being very competitive for additional Federal and State resources to address the workforce development needs of the region. For example, in FY 2001/2002 NOVA applied for and received \$7 million, over two years, from WIA's Star XI Grant.

For the purposes of the City's recommended FY 2002/2003 Budget, we have taken the funds that were available in FY 2001/2002 and used these as a starting point for NOVA's FY 2002/2003 programs and service levels. It is important to note that the Department is currently restructuring its programs to the outcome management format. The current programs and activities, based on specific grants (many of which are no longer active) are not applicable or functional for staff. Therefore, the current programs are not included in this recommended budget. Rather, the base funding level will be appropriated to an interim program until the new program structures are created. The interim program will be included in the adopted budget. As in past years, staff will submit budget modifications to Council to incorporate additional grant resources as they are received throughout the year.

Again, in keeping with City policy for grant-funded programs, the Employment Development Fund Long-Term Financial Plan reflects grant revenues only for the immediate planning period.

### **Parking District Fund**

The Parking District Fund is a small fund that provides for the ongoing maintenance of downtown parking lots as well as the retirement of outstanding debt obligations utilized to purchase land and make improvements. This Fund's revenue sources are special assessments and property taxes.



The Downtown Parking District includes all public parking in the downtown area with the exception of the parking structure adjacent to the Sunnyvale Town Center, which is under ownership of the Redevelopment Agency and leased to the shopping mall.

The approval of Proposition 218 had a significant effect on the methodologies utilized to raise assessments to fund maintenance and operations within the Parking District. Proposition 218 not only deals with the approach and methodologies to be used for benefit assessments, but also the approval process. Essentially, after a method has been selected, a vote occurs by those who would be assessed, with votes weighted according to the amount of assessment. If this weighted majority does not approve the assessment, then it does not go forward. The only exception is for outstanding bonded indebtedness that the City has a continued right to collect. Annual debt service is approximately \$70,000, with all debt service to be paid by FY 2003/2004. Annual debt service continues to be funded by ad valorem property taxes.

Beginning in FY 1998/1999, voters in the District approved the new assessment methodology and assessed themselves for operation and maintenance. Based on this prior approval, the Fund's Long-term Financial Plan projects that revenues to cover operations and maintenance will come in large part from special assessments from the property owners again in FY 2002/2003, with debt service to be paid through a continued ad valorem property tax.

Because of the various new developments occurring in the downtown area, staff has recommended that the assessment for operations and maintenance continue at approximately the current level for FY 2001/2002. Further, the downtown development is likely to change the character of the parking assessment district, making it extremely difficult at this time to project expenses and revenues into the future. Therefore, the Parking District Fund Long-Term Financial Plan shows that the assessment revenue remains the same, with a slight inflationary factor over the remainder of the planning period, with existing *20 year RAP Reserve* funds being drawn down to pay the full cost of maintenance. Operational expenses are then shown as decreasing beginning in FY 2008/2009 to equal special assessments. It should be noted that once all of the various factors related to parking in the downtown are defined and stabilized, the Parking District may be reconfigured considerably.

One other issue concerning the Downtown Parking District is the possibility of the voters not approving the assessments at some point in time. It is likely that those who framed Proposition 218 did not consider its impact in situations such as this. Downtown merchants rely on this parking, and obtained authorization to operate their businesses based upon the availability of shared parking. Most have no private parking available. Nonetheless, it is possible that owners would not approve of the assessment and, as a result, funds would not be available for continued operation of the District. In such an event, the question would be how the City would fund the District. There is no question that the cost to the merchants for publicly provided parking is far below that which would have been the case had they had to acquire the necessary land, make the required improvements, maintain the improvements, and pay property taxes on the improvements. These are costs that anywhere else in the City the private sector must bear without public assistance. It would therefore be necessary for staff to explore other potential revenue raising possibilities in the event

that the assessment would not be approved. Certainly one of the alternatives is paid parking.

Finally, the Parking District Fund includes a major capital project that was approved by Council in FY 2001/2002. This project provides for construction of a 250-space underground public parking facility constructed in conjunction with the Mozart Development Corporation project in Downtown. Parking District property previously used as surface parking was sold to Mozart, who agreed to construct replacement parking for the District in a structure beneath the future Downtown Plaza Park. This capital project reflects that transaction. \$117,700 from this transaction also remains available in a reserve to be used for future downtown improvements.

### **Youth and Neighborhood Services Fund**

The Youth and Neighborhood Services Fund accounts for the revenues and ongoing operating program expenditures associated with the management and maintenance of the Columbia Neighborhood Center. The Columbia Neighborhood Center was developed to meet the health, social, recreational, and education needs of North Sunnyvale residents through a coordinated network of services. The development of the Columbia Neighborhood Center was a collaborative effort between the City, the Sunnyvale School District, Advanced Micro Devices, and numerous community agencies that began in the fall of 1994. In FY 1996/1997, Council invested \$500,000 as seed funding for the development of the Columbia Neighborhood Center. This was essentially the City's share of the Advanced Micro Devices contribution to Columbia Neighborhood Center. When this Fund was established, it carried with it a commitment to maintain this \$500,000 to generate interest to help offset ongoing operating program expenditures. Also included in the ongoing fund balance were contributions made to the City in the amount of \$6,658 on behalf of former employees which bring the current endowment total to \$506,658.

At this time, only the operating program expenditures and Columbia Neighborhood Center related projects are in this fund along with the associated program revenues. As outlined in the partnership agreement with the Sunnyvale School District, a portion of the operating program expenditures are reimbursed for the youth services provided at the Columbia Middle School site.

Operating expenses for the Columbia Neighborhood Center in the recommended FY 2002/2003 Budget are 11.9% over the prior year. Proposed services have increased in the area of community outreach to heighten public awareness of services provided by the Center; costs include 180 additional contract hours and funds for printing and postage for new marketing materials. As a result of these increased costs, the Transfer from the General Fund is approximately \$438,000 greater over the first ten years of the planning period than was projected last year, and \$718,000 higher in the second ten years.

The outcome and budget structure for this program has undergone changes following a performance audit conducted during FY 2000/2001. Changes to outcome measures at the program level were approved by Council in FY 2001/2002 and are incorporated in this recommended FY 2002/2003 Budget.

In FY 2001/2002, funds in the amount of \$175,000 were appropriated for a capital project to expand the Columbia Neighborhood Center Facility. During FY 2000/2001, the findings from the Columbia Neighborhood Center Replication Study were released, which verified that the Columbia Neighborhood Center service area is the community's greatest need. The current facility houses multi-disciplinary services in limited office space, thus compromising safety, quality of care, customer comfort, efficiency of service delivery, and confidentiality. Additional space will enable a reorganization of the current space to provide health services and the new space (approximately 2,900 square feet) will house existing and expanded social and recreational services. New space will further enable the Columbia Neighborhood Center to house new partnering agencies, thus leveraging additional needed services for the community. An additional \$222,726 has been appropriated to this project in FY 2002/2003. These amounts represent the City's contribution towards the expansion cost, estimated at approximately \$1 million. Also included are additional annual project operating expenditures in the amount of \$35,066, along with additional revenues from the cost-sharing agreement with the Sunnyvale School District.

Although this project is included in the recommended FY 2002/2003 Budget, it is dependent on external financial support. The Sunnyvale School District has informally committed to participating in the project and Advanced Micro Devices has approved a grant in the amount of \$50,000. Additional sources of funds will need to be secured to make up the remaining costs. No action on this project will occur until grants and cost sharing and reimbursement agreements are secured in writing.

The expansion of the Columbia Neighborhood Center will enable the current Council approved service levels to improve. Since services are dependent on the in-kind support of community organizations, and cannot be defined until the completion of the expansion, the service levels (specifically, health care, after-school programs, and social services) are not available at this time.

### **Redevelopment Agency Fund**

The Redevelopment Agency is a separate governmental and legal entity from the City. However, the Agency is a component unit of the City for which the City is financially responsible. Further, due to certain agreements between the Redevelopment Agency and the City, the General Fund of the City is inextricably tied to the financial condition of the Redevelopment Agency. As a result, the Redevelopment Agency Fund is traditionally covered as a part of this Transmittal Letter.

At the close of FY 2000/2001 the Redevelopment Agency had an outstanding loan due to the City General Fund of approximately \$37.9 million. This is largely the result of the Redevelopment Agency's inability to raise sufficient tax increment revenue to repay the City for annual lease payments made by the City for the downtown parking structure. The original financial plan established by the City Council in the mid-1970s was turned upside down with the passage of Proposition 13, which stripped the agency of approximately two-thirds of its property tax increment. Since that time, the State has enacted several laws that placed further restrictions on redevelopment agencies. These include capping the time period for collection of tax increment for each redevelopment project area; for Sunnyvale's project area, the cap year is currently 2025. More important was the establishment of revenue limits for

redevelopment agencies, referred to as property tax increment caps. The revenue limit/increment cap for the Sunnyvale Redevelopment Agency is \$118 million, effectively making it impossible for the City to ever fully recover its loan.

In previous financial plans, the downtown area was represented as it existed, without any of the new development either underway or anticipated. In this case, the Agency reached its increment cap just before the time limit was reached in 2025. However, the recommended FY 2001/2002 Budget contained several significant changes to our long-term assumptions. First, the incremental property tax revenue increased by \$1.2 million in FY 2003/2004 to reflect the projected completion of the 460,000 square foot Mozart office project. Second, as a result of including the increased taxes from the Mozart project, the property tax increment cap of \$118 million is reached just after FY 2018/2019.

Given these assumptions, the nature of the Redevelopment Agency Fund Long-Term Financial Plan has changed. First, the increased speed at which we reach our cap forces us to set aside funds for the Agency's debt obligations which are due after FY 2018/2019 when tax increment ceases. This is done by assuring adequate balances in the *20 Year RAP Reserve* line item until the last year of debt service payments (FY 2022/2023). Second, a new expenditure line item has been added: *Downtown Increased Tax Benefit*. It is assumed that any increase to property tax revenues in the downtown can be used for two purposes beyond payment of debt service: repayment to the City on the outstanding loan or downtown projects. For the financial plan the repayment to the City was held constant at the level previously planned, and the debt service payments were maintained for the required time period. The *20-Year RAP Reserve* was then balanced to zero in FY 2022/2023 to reflect the completion of the Fund's debt service obligations. Finally, any remaining funds were shown in the *Downtown Increased Tax Benefit* expenditure line item on a level annual basis. This line item reflects the potential additional tax increment funds that the City has available for downtown projects or repayment to the City.

In FY 2001/2002 Council approved a capital project for improvements to the Downtown area, to be funded by an advance of \$1.5 million from the General Fund to the Redevelopment Agency Fund. This advance was based on the expectation of the new tax increment from the Mozart project, which would allow us to realize additional funds for the project area through a Tax Allocation Bond financing. The current financial plan shows a repayment of this advance over a four-year period beginning in FY 2003/2004, the year that the City currently anticipates the Mozart property tax to begin. Following that repayment, the Downtown Increased Tax Benefit line-item begins at approximately \$500,000 annually. Staff is working with our investment advisor to refine these projections and develop a financing plan.

It is important to note that no further development activity has yet been anticipated in the financial plan. To the extent that the Town Center Mall is redeveloped and development occurs on the north of Washington block, more tax increment will be produced for the Agency, which will cause the City to reach its revenue limit earlier. To address the issue of the property tax increment cap, the City is currently in the process of evaluating the feasibility of amending the Redevelopment Plan to increase the revenue limit.

For FY 2002/2003, the Redevelopment Agency is projected to make a repayment to the City in the amount of \$1,089,160. No new special or capital projects have been programmed in the Redevelopment Agency Fund.

It is important to emphasize that in spite of the outstanding General Fund loan, the downtown redevelopment project instituted by the City in the mid-1970s has more than paid for itself. This is because any new incremental Sales Tax generated goes directly to the General Fund but is not credited against the outstanding loan. If credit were given for the sales tax increment, even at its current level, there would be no outstanding loan.

## **CAPITAL PROJECT FUNDS**

Capital Projects Funds are used for major capital acquisition, construction activities, and renovation or replacement of fixed assets. The City currently operates two of these funds: the Capital Projects Fund and the Infrastructure Renovation and Replacement Fund.

### **Capital Projects Fund**

The Capital Projects Fund was established in FY 1997/1998 to account for capital projects that are funded by the General Fund and other governmental funds or that are funded by multiple sources. The Capital Projects Fund is divided into distinct sub-funds that receive direct transfers from the funds that are responsible for the particular projects. Each sub-fund records revenues, interest earnings, transfers and expenses separately. At its establishment, four sub-funds were created: the General Assets sub-fund, the Sewer Assets sub-fund, the Water Assets sub-fund, and the Refuse Assets sub-fund. The FY 2000/2001 Budget expanded the use of this Fund with the addition of the Gas Tax sub-fund and the Measure B sub-fund. The FY 2001/2002 Budget also includes an expansion of this Fund with the addition of the Traffic Mitigation sub-fund. As we move toward our goal of reporting and accounting for all applicable City capital-related activities in this fund, it has become apparent that this fund will continue to grow.

Major project efforts included in the Capital Projects Fund are discussed throughout this Transmittal Letter under their applicable funding source. The table below is an overview of expenditures by sub-fund for FY 2002/2003.

<b><i>Capital Projects Fund - Project Expenditures by Sub-fund</i></b>	
<b>Sub-fund</b>	<b>2002/2003 Recommended Budget</b>
General Fund Assets	\$ 9,315,160
Wastewater Management	788,303
Water Distribution	419,103
Gas Tax	2,500,000
Measure B	897,040
<b>TOTAL</b>	<b>\$ 13,919,606</b>

## **Infrastructure Renovation and Replacement Fund**

The Infrastructure Renovation and Replacement Fund was introduced with the FY 1996/1997 Budget and Ten-Year Resource Allocation Plan. It has grown with each subsequent year as staff identifies projects to address the City's need to fund the renovation and replacement of its extensive physical infrastructure. This growth will continue until staff completes the Long-Range Infrastructure Plan (LRIP).

Similar to the Capital Projects Fund, this fund is divided into distinct sub-funds that receive direct transfers from the funds that are responsible for the particular infrastructure projects. Each sub-fund records revenues, interest earnings, transfers and expenses separately. The sub-funds are General, Wastewater, Water, Solid Waste, Community Recreation, and General Services.

Major projects contained in this fund are described throughout the Transmittal Letter. The following table contains expenditures by sub-fund for FY 2002/2003.

<b>Infrastructure Fund - Project Expenditures by Sub-fund</b>	
Sub-fund	2002/2003 Recommended Budget
General Fund Assets	\$ 2,472,418
Wastewater Management	2,266,669
Water Distribution	712,203
Solid Waste Management	91,869
Community Recreation	52,644
General Services	26,741
<b>TOTAL</b>	<b>\$5,622,544</b>

It should be noted that information on each of the projects is available in the *Volume II Projects Budget*.

## **INTERNAL SERVICE FUNDS**

The City utilizes internal service funds to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City. There are two such funds that operate on a cost reimbursement basis: the General Services Fund and the Employee Benefits and Insurance Fund. Both of these funds play an important role in the overall ability of the City to conduct business. Sunnyvale's full cost accounting methodology results in all of the costs of these funds being charged back to user activities on a rental rate or additive rate basis. Therefore, the total expenditures of these two funds are not added to the overall budget.

Beginning in FY 2002/2003, the City has created two additional internal service funds. One of the new funds accounts for activities associated with the Sunnyvale Office Center, an office complex located at 505 W. Olive purchased last year to provide

potential expansion opportunities for the Civic Center complex. The other new fund has been created to separate property and liability insurance costs from the Employee Benefits and Insurance Fund.

### **General Services Fund**

The General Services Fund provides a wide range of important support services to programs within the City. These services range from fleet, to building maintenance, to technology and communication services. Funding for these services is recovered through rental rates charged to benefiting program operating budgets. The rental rates may include not only the cost of operations, but also the cost of replacement for depreciable equipment. This assures the availability of funds to replace equipment at the most cost-effective time.

There are a number of sub-funds within the General Services Fund in order to recognize distinct support service functions and establish appropriate rental rates for each. These include:

- **Fleet Services:** The Fleet Services program reflects the cost of ownership of City vehicles and equipment. A primary objective of Fleet Services is to provide rental rates that are competitive with those offered in the private sector.
- **Building Services:** The Building Services program reflects the cost of maintaining City facilities, free standing furniture, modular furniture, and building equipment.
- **Technology Services:** The Technology Services program reflects the cost of ownership of the City's computing equipment. Eight factors contribute to the total user charge: central computer maintenance, desktop maintenance, software maintenance, training, development of equipment specifications and/or applications, project maintenance, administrative and support services, and equipment replacement costs.
- **Communication Services:** The Communication Services program reflects the cost of ownership of City communication and office equipment. Five equipment categories are included: communication equipment, office equipment, mail services, print shop services, and telecommunication franchise (all KSUN related equipment).
- **Sewer Equipment:** The Sewer General Services program has responsibility for all equipment at the Water Pollution Control Plant and all equipment for the wastewater collection system. These rental rates are applied exclusively to the Wastewater Management Fund.
- **Public Safety Equipment:** The Public Safety Department has responsibility for the General Services program that manages all fire and police service equipment. All rental rates are applied exclusively to the General Fund.
- **Parks and Recreation Equipment:** The Parks and Recreation Department has responsibility for the General Services program that manages all leisure services

equipment. All rental rates are applied exclusively to the Community Recreation Fund.

Aggregate rental rate increases for General Services Fund activities are projected at 6.3% for FY 2002/2003 and 5.6% for FY 2003/2004 through FY 2004/2005. They then vary from 5% to 2% over the remaining years of the financial plan, with the higher rates occurring in the first ten years. As a result, rentals to user departments would be above the budgetary inflationary factor by 3.3% for FY 2002/2003 and then be above by various amounts over the next nine years of the financial plan.

Rental rates continue to grow at a higher rate than the basic elements of the budget primarily due to increases in two operating programs, Building Services and Technology Services.

The Building Services program is projecting a 4.7% increase in rental rates for FY 2002/2003, followed by 8.2% in FY 2003/2004 and 2004/2005. Increases then moderate for the remainder of the planning period. The primary reason for these increases is the expanded space being occupied by City staff in the Sunnyvale Office Center due to our efforts to partially address the office space shortage. As discussed earlier in the *Future Fiscal Issues* section of this Transmittal Letter, in FY 2002/2003 staff will begin occupying all vacant space in the Office Center. An additional \$297,306 has been included in the recommended FY 2002/2003 Budget to enable the Building Services program to make all required lease payments for the expanded space. It is anticipated that when the Sunnyvale Office Space is no longer available, these lease funds will be used for renting outside space as necessary. The General Fund expenditure line-item for *Public Facilities Space Issues* has been reduced by a corresponding amount to cover the increased rental rates for General Fund programs. Non-General Fund programs have also been charged for the increased space.

Additionally, the Building Service program budget includes an increase of \$55,000 in FY 2002/2003 due to projected utility rate increases from PG&E for gas and electric and for approved City water and wastewater services.

The recommended FY 2002/2003 Budget includes the first year of implementation of the Building Service program's outcome budget structure, which was approved by Council during this current year.

The Technology Services program also has rental rates that have increased substantially more than the budgetary inflation factor. An increase of 14% is projected for FY 2002/2003, followed by 8.5% for FY 2003/2004 through FY 2007/2008. These large increases are due to two main factors within the operating program. First, the costs for licensing and support of the City's various software systems have risen by approximately \$188,000 due to the increasing number of systems in use and their complexity. Further, many of the City's older legacy systems were developed in-house and therefore had no licensing and software support costs. Second, the recommended FY 2002/2003 Budget includes the reclassification of two lower level positions to reflect the higher technical requirements of the current environment. As discussed earlier in this Transmittal Letter in the section on *Fiscal Strategies*, technology is making up a growing percentage of the City budget. The City is committed to ensuring that these technology investments are focused on those



areas that have a significant return on investment in the areas of efficiency and customer service.

**Employee Benefits and Insurance Fund**

The Employee Benefits and Insurance Fund receives its revenue from direct service programs by way of additive rates applied to staff salaries. Expenditures are for payment of pension costs, employee insurance plans, workers’ compensation costs, and all leave time including accrual of outstanding leave benefits. To better track and analyze expenditures, the Fund has been separated into four sub-funds for FY 2002/2003. The four sub-funds are: Leaves and Benefits, Retirement Benefits, Workers’ Compensation and Insurance and Other Benefits. Liability and property insurance and administration, previously a part of the Employee Benefits and Insurance Fund, has been broken out into its own fund because these costs are not related to salary expenditures, but rather are recovered on claims experience and building space usage.

Incorporated into the recommended FY 2002/2003 Budget and Long-Term Financial Plan are significant increases in employee benefit costs. For FY 2002/2003 total expenditures in the combined fund are up by \$4 million over the current budget. The major causes of this increase are:

- **PERS Costs:** Sunnyvale contributes to two California Public Employees Retirement System (CalPERS) plans for and on behalf of its employees: Safety (3% @ 50 Plan) and Miscellaneous (2% @ 55 Plan). Current rates for FY 2002/2003 are shown below:

CalPERS Plan	Employee Rate	Employer Rate
Safety (3% @ 50)	11.25%	7.73%
Miscellaneous (2% @ 55)	7.00%	0.00%

These rates are applied against employee salaries (PERSable earnings) in order to calculate the dollar amounts the City must contribute. The City is responsible for both the employer and employee share.

It is important to note that these rates were set by CalPERS using actuarial analysis that is two years old. In the last year, substantial losses in the CalPERS investment portfolio have occurred, resulting from the dramatic decline in the stock market. The actuarial valuation that the current rates are based on is for the period ending June 30, 2000. Underlying actuarial assumptions from CalPERS are that earnings will be 8¼% annually. In FY 2000/2001, the CalPERS portfolio experienced a real 7% decline in earnings, for a net negative position of 15¼%. So far in FY 2001/2002, current forecasts anticipate a 0% change by the end of the year, which means that the loss has been limited to 8¼%. Combined with the prior year loss, assets over the two year period have lost 23% of their FY 1999/2000 base value. This will mean significant rate increases in the near term for all jurisdictions. As a result, staff has incorporated increasing rates into the Long-Term Financial Plan for this sub-fund. These estimates were developed in conjunction with our Consulting Actuary from Aon Consulting who calculated

changes in assets and liabilities up through June 2002 based on current results and then projected rates based on CalPERS underlying actuarial assumptions.

For Miscellaneous employees, expenditures were calculated with the above rates for FY 2002/2003, but an 18% increase has been incorporated for FY 2003/2004.

With the increase in the Public Safety retirement plan from 2% @ 50 to 3% @ 50 last year, which represents a 50% increase in the value of the retirement benefits for Public Safety members, and the extraordinary losses in CalPERS assets, significant increases were required for the Safety retirement costs. Staff has budgeted an increase of almost 60% in the cost for Public Safety PERS for FY 2002/2003 compared to the current budget, followed by an increase of nearly 23% the following year.

- **Medical Insurance:** Staff has discussed the rising costs of medical insurance and the impact to the City with the CalPERS Health Benefits Services Division staff to gain insight into the immediate and near term trends they project for medical costs. CalPERS staff indicated that calendar year 2003 rates will be significantly higher than current rates, with an increase in the 20- 25% range. A major factor is increasing hospital costs, which have been increasingly difficult for HMO's to hold down. CalPERS will be looking at ways to curtail costs in the future years, but still anticipate increases in the low teens for the next three to four years, with high single digit increases for the foreseeable future. These significant increases are a troubling trend with no easy solutions for cost containment at this time. Because the new rates will not go into effect until January 2003, staff has increased the cost of medical insurance by 13% for FY 2002/2003 and 15% for FY 2003/2004, and reflected the projections mentioned above for the first ten years of the planning period.
- **Workers' Compensation Claims:** In past years, the budget for workers' compensation claims has utilized an historical average. However, with the rapidly increasing costs of claims, the average is no longer effective in setting rates, and actual expenditures have exceeded estimates for the last few years. Therefore, the FY 2002/2003 budget reflects the actual cost of claims at this time, resulting in an increase of more than 40% over current budget. Staff is working aggressively to moderate this trend. I have convened an interdepartmental task force to develop and implement steps to moderate and contain workers' compensation claims. In anticipation of the results of this effort, the Long-Term Financial Plan does not continue the sharp ascent in costs, but rather, forecasts more incremental cost increases in the out years.

Reserves in the Employee Benefits and Insurance Fund have been set at amounts recently established by actuarial studies. The reserve levels are as follows:

<b>Reserve Item</b>	<b>FY 2001/2002 Year-End Amount</b>
Workers' Compensation	\$ 14,379,861
Vacation Leave	7,586,163
Post Employment Medical Benefits	11,935,086
PERS Retirement Benefits	1,294,804
Liability and Property*	1,019,358
<b>Total Employee Benefits Fund Reserves</b>	<b>\$ 36,215,273</b>

\*Liability and Property have been separated into a new fund for FY 2002/2003.

A November 2000 actuarial study by Bickmore and Associates estimated the City's needs for reserve levels in both liability and workers' compensation. Aon Consulting, a firm that specializes in public sector employee benefits, estimated the requirement for post employment medical benefits. The vacation leave reserve and post employment medical reserve must grow annually over the Long-Term Financial Plan with the budgetary inflation factor.

Finally, a current employee benefits-related court case may have a potential adverse financial impact on the California cities. Cargill, et al. v. Metropolitan Water District is a class action lawsuit brought by a group of private sector "temporary agencies." The plaintiffs claim that employees who work for public agencies and are designated as temporary employees or consultants are truly "regular employees." They further claim that this misclassification has resulted in loss of compensation, benefits and other employment rights. The crux of the argument is whether these employees should be members of the CalPERS retirement system. CalPERS decided to intervene in this litigation given its involvement. On February 2, 2001 a trial court held a hearing on the limited issue of CalPERS membership and found that all "common law employees" of the Metropolitan Water District must be enrolled in CalPERS. The court flatly rejected the District's claim that an employee must be directly paid by a public agency employer to qualify for CalPERS membership. However, the court failed to address issues such as the inclusion of part-time employees, the calculation of service credit or the calculation of final salary. An appeals court upheld the trial court opinion. However, the California Supreme Court has agreed to review this decision. The potential dollar impact on the City of Sunnyvale is large, but also unknown. Even if only certain segments of our workforce suddenly qualify as CalPERS members, retroactivity could result in a substantial financial impact on our Long-Term Financial Plans.

### **Liability and Property Insurance Fund**

This is a new fund for FY 2002/2003, set up to separate out liability and property insurance costs from the Employee Benefits and Insurance Fund. Separating these costs into its own fund provides better accountability of expenditures and allows the City to recover costs based on usage rather than on salary expenditures. Liability and Property Insurance for FY 2002/2003 is up 16% from the current budget then

moderately increases over the Long-Term Financial Plan.

### **Sunnyvale Office Center Fund**

This new fund has been established in the recommended FY 2002/2003 Budget to account for the activities of the Sunnyvale Office Center located at 505 W. Olive Avenue, across from the main City Hall. The Sunnyvale Office Center was purchased in April 2001 by the issuance of variable rate Certificates of Participation (COPs) to provide expansion opportunities for the Civic Center Complex. Activities included in this fund include maintenance and operations of the office facility and debt service. For FY 2002/2003 a capital project has been established in the amount of \$41,000 to provide funds for repairs as necessary to the facility. Revenues to this fund consist of rental from outside tenants and City operations, and interest on reserves. Since the fund is new for FY 2002/2003, a portion of the proceeds of the COPs was transferred in from the Capital Projects Fund, where they had originally been deposited. It is projected that the existing office buildings will be operated and leased through FY 2005/2006, when a long-term solution to the City's office space problem could be in place. If this is not the case, future financial plans will show additional years of operation.

## **CONCLUSION**

As your City Manager, I am honored to have the opportunity to present to you my recommendations for the FY 2002/2003 Budget, the Ten-Year Resource Allocation Plan, and 20-year financial forecast.

Sunnyvale's emphasis on results-oriented service delivery and long-range financial planning have served the community well. The short-term fiscal outlook for the City reflects the current economic downturn, with revenues significantly reduced from their recent high points. However, due to the strength of our planning and management systems, service levels have been maintained and expanded with the Budget Supplements that have been recommended.

I am pleased to report that again, all Long-Term Financial Plans are balanced to the twentieth year. The overall operating budget for FY 2002/2003 is 5.31% above the current year budget, and the General Fund/Gas Tax Fund operating budget is 6.41% above the current year budget. This budget proposal reflects the off year for the City's project budget and so contains very few new projects. I am recommending \$29,381,466 in capital and special projects in the coming fiscal year, as well as a total of \$111 million over the ten-year planning period. These efforts are spread across the City's many and varied funds and have been made possible, in large part, because of special funding available for streets, transportation and parks, as well as a wastewater bond issuance.

Two overarching fiscal issues have been identified that could impact our fiscal security. These are the economic condition of Sunnyvale, the Silicon Valley region, and the State of California; and the State budget situation. We are committed to maintaining

our sound and responsible fiscal position and addressing these issues so that the City will continue to provide outstanding services to our residents and ratepayers.

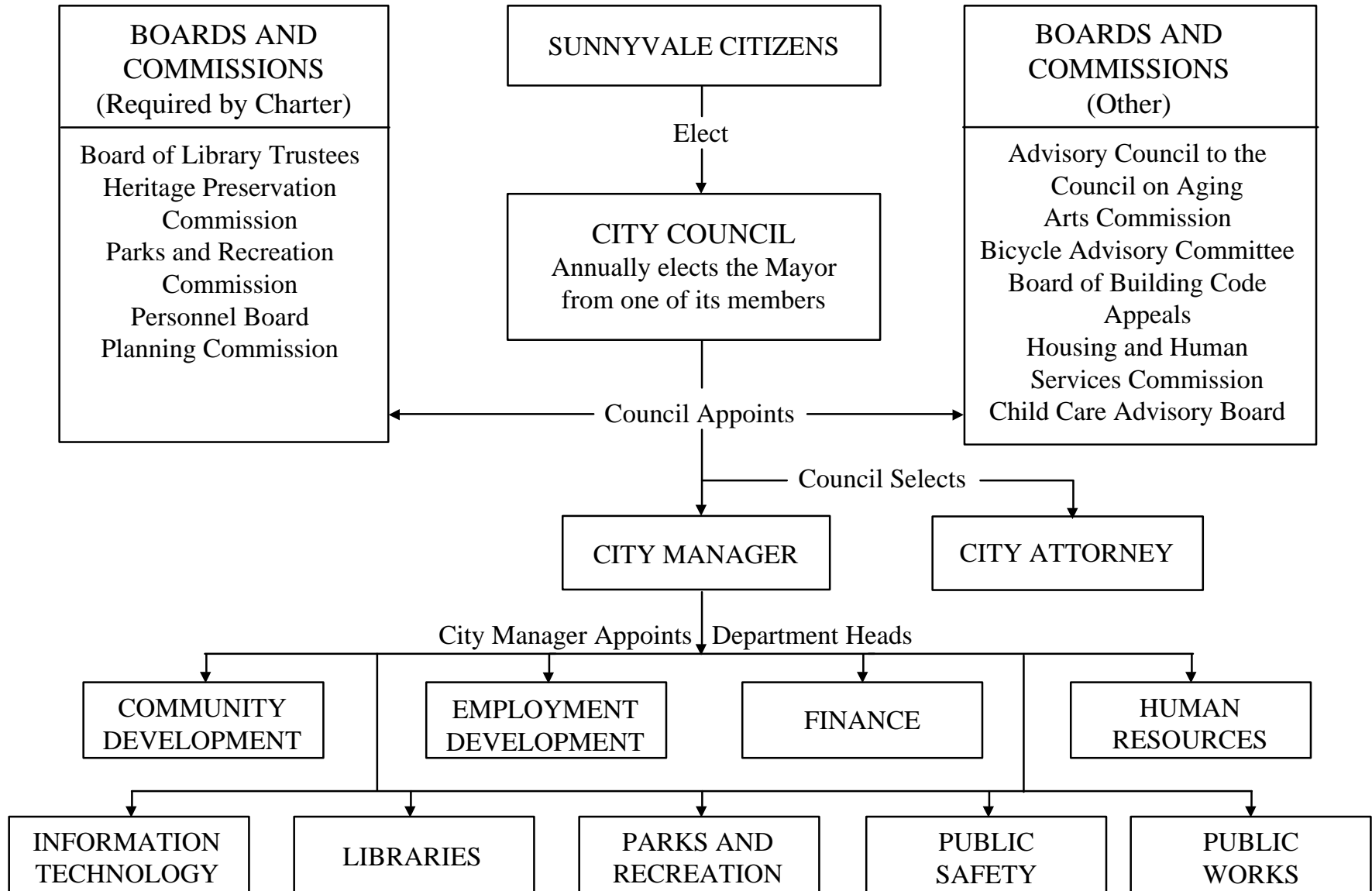
The City's approach to budgeting and long-term financial planning is complex, and highly valued in this organization and in our community. In preparing the recommended FY 2002/2003 Budget and Ten-Year Resource Allocation Plan, I am fortunate to have had the support and assistance of exceptional staff who continually go beyond the call of duty. In particular, I would like to thank the talented and dedicated budget team led by Mary Bradley, Director of Finance and Grace Kim, Finance Manager. These team members include Cheryl Waldrip and Kurtis Mock along with the assistance of Ryan Minniear, Tim Kirby, Peter Gonda, Nasi Raissian, and Bob Merrill.

Respectfully Submitted,

By: /s/ROBERT S. LASALA  
Robert S. LaSala  
City Manager

May 7, 2002

# CITY OF SUNNYVALE ORGANIZATION CHART



**City of Sunnyvale**  
**DIRECTORY OF CITY OFFICIALS**  
July 1, 2002

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**Frederik Fowler**  
Mayor

**Julia Miller**  
Vice-Mayor  
**John Howe**  
Councilmember  
**Tim Risch**  
Councilmember

**Jack Walker**  
Councilmember  
**Manuel Valerio**  
Councilmember  
**Patricia Vorreiter**  
Councilmember

**Robert S. LaSala**  
City Manager

**Irwin Bakin**  
Director of Public Safety  
**Mary J. Bradley**  
Director of Finance  
**Amy Chan**  
Assistant City Manager  
**Mike Curran**  
Director of Employment Development  
**Mark Gregersen**  
Director of Human Resources

**Shawn Hernandez**  
Director of Information Technology  
**Victoria Johnson**  
Director of Libraries  
**Robert Paternoster**  
Director Of Community Development  
**Charles Schwabe**  
Deputy City Manager  
**Marvin Rose**  
Director of Public Works  
**Robert Walker**  
Director of Parks and Recreation

**Valerie J. Armento**  
City Attorney

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# **CITIZENS' GUIDE TO THE SUNNYVALE MANAGEMENT SYSTEM**

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## **Planning and Management System (PAMS)**

The system was designed to integrate the policymaking, service delivery, fiscal control and evaluation activities of the City into one strategic management blueprint. Comprised of three major components - General Plan, Service Delivery and Personnel/Program Evaluation - PAMS provides the City a more structured process of managing services, assigning responsibility and ensuring accountability.

## **General Plan**

The General Plan is a long-term planning document that provides the City a framework for action, as well as the direction in which to focus that action. General Plan Elements are areas in which the City has elected to administer and manage the delivery of services to its citizens and customers. The seven General Plan Elements are Transportation, Community Development, Environmental Management, Public Safety, Socio-Economic, Cultural, and Planning and Management. Elements are then divided into sub-elements.

## **Service Delivery**

The service delivery component of PAMS is the area in which the role of the program manager becomes essential. Program managers are ultimately responsible for meeting the service levels set by the Council and reflected in the Operating Budget. Achievement of the desired program results contributes to the accomplishment of the sub-element goal to which the operating program is related. A service delivery plan is composed of specific activities which personnel perform to accomplish output (measured in production units). Activity production units constitute the direct delivery of services.



## **Ten-Year Resource Allocation Plan and Twenty-Year Financial Planning**

The Ten-year Resource Allocation Plan is the backbone of the City's financial planning process. For operating expenditures, ten planning years are projected at assumed inflation and salary rates off the last year in which a detailed operating budget is presented. For capital expenditures, projects are planned out over the entire ten-year horizon. For revenues, each major source has unique drivers that affect projections. This long-range planning gives the Council a tool in which it can project revenues, operating requirements and capital spending. It allows the cost of any policy decision to be measured in terms of long-range expenditure requirements, thereby raising "red flags" in areas where financial conditions may be unacceptable in the future. The Ten-year Resource Allocation Plan has helped the City establish a pay-as-you-go philosophy, allowing money to be set aside in reserve funds for future service expansion or capital projects. Twenty-Year Financial Planning is an extension of this process. This twenty-year plan serves several purposes. It is a planning tool useful in projecting where the City is heading financially. It is less for the accuracy that might exist in forecasting revenues and expenditures and more for understanding the trend and effects of the City's actions on its financial health.

## **Two-Year Operating and Projects Budget**

Although the City reviews its budget on an annual basis, it prepares a detailed Operating Budget covering two years every other year. This means that operating budgets are not modified during the second year of the two-year budget. The two-year cycle for operating and projects do not coincide so staff focuses on one side of the budget each year. The Projects Budget is comprised of "non-operating efforts". Capital Improvements/Special Projects is probably the most crucial area in which the City must allocate and administer. This is where developments of the City's infrastructure as well as its major internal operating activities are managed. The Projects portion of the Resource Allocation Plan is segregated into four categories: Capital, Special, Infrastructure and Outside Group Funding. Within each category, projects are divided by type: General, Housing, Parks, Sanitary Sewer, Solid Waste, Storm Drain, Street and Traffic Signal, Water and Community Development Block Grant (CDBG) Projects.

## **Types of Expenditures**

There are four major types of expenditures in the City's spending plan: operating, equipment, capital improvements and debt service. Operating expenditures are related to a program's base budget and include such items as general supplies, personnel costs and equipment rental. Major equipment expenses like computer hardware or city cars are provided for separately under a general services program to allow for compatibility and coordination. Capital improvements are expenditures, which affect the economic vitality and quality of life in the community. A good example would be construction of a park or resurfacing a city street. Debt service allows an improvement to proceed earlier, when it is needed rather than being delayed until funds are accumulated in the City's treasury. It is used like a credit card - buying something today and paying for it over time. Debt service may be used to finance, for example, a new community center building.

## **Cost Accounting**

A method of accounting, which provides for all the elements of cost incurred to accomplish a purpose, to carry on an activity or to complete a unit of work. By using this financial technique, the City is able to assess the true cost of providing a service. The City's internal users of information management, fleet and equipment, and buildings are assessed rental rates through their programs for the use and eventual replacement of such services and equipment. Employee benefits such as leave usage, retirement and insurances are also recovered by charging the programs that use personnel services. The City also uses an allocation system to distribute administrative costs to those activities that provide a service.

## **Basis of Budgeting**

Basis of budgeting refers to the method used for recognizing revenues and expenditures in the budget. For the City of Sunnyvale, the basis of budgeting is the same basis used for accounting. The modified accrual basis is followed in the governmental and agency funds (for example, the General Fund and special revenue funds such as the Park Dedication Fund). Under this basis, revenues are recognized when they become susceptible to accrual, that is, when they are both measurable and available. Measurable means that the amount of the transaction can be

determined. Available means expected to be collected within the next two months for property taxes and next twelve months for all other revenues. Intergovernmental revenues (primarily grants) which are received as reimbursement for specific purposes or projects, are recognized based upon when the related expenditures are recorded. Intergovernmental revenues which are virtually unrestricted as to purpose and revocable only for failure to meet prescribed compliance requirements are reflected as revenues at the time of receipt or earlier if availability criterion are met.

The accrual basis is used in the proprietary fund types (for example, Enterprise Funds and Internal Service Funds). Revenues are recognized when earned and expenses are recognized when the related liabilities are incurred. The Comprehensive Annual Financial Report (CAFR) is prepared according to the “generally accepted accounting principles” (GAAP). The City prepares its budget in accordance with GAAP with the following exceptions:

- Loans requiring the use of current resources need to be budgeted as expenditures; in the CAFR, the disbursement of loans are treated as balance sheet items.
- Appropriated budgets are not always needed for all of the City’s funds. For example, a budget is not appropriated for the advance refunding of bonds since the resulting bond proceeds are deposited into escrow accounts and are considered restricted assets.
- Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability in the CAFR while such items are treated as expenses in the budget.
- Capital outlay within the Enterprise Funds and Internal Service Funds are capitalized as fixed assets in the CAFR in contrast to being treated as expenses in the budget.
- The budget does not record depreciation expenses.
- The GAAP requires the reporting of investments at fair value. Since the City’s policy is to hold investments to maturity, the changes in fair value are not reflected in the budget.

The CAFR shows fund expenditures and revenues on both a GAAP and Budget basis for comparison purposes.

## **Budgetary Policy and Control**

The City follows the provisions of its Planning and Management System, which is enacted as legislative policy when the annual budget is adopted. These provisions involve the City management, employees, the public, boards and commissions and the City Council at various times during the year culminating in the establishment of new or revised General Plan goals and objectives. The budget must implement the policies contained in the General Plan, and therefore, must be consistent therewith in all respects. The City follows these procedures, contained in the Planning and Management System, in establishing the budgetary data reflected in its financial statements:

1. During January of each year, a City Council workshop is held to discuss important fiscal issues, which may have short-term or long-term effects, on how the City provides and maintains services to its citizens and customers.
2. During May of each year, the City Manager submits to the City Council, a recommended budget for the fiscal year commencing July 1. The City Charter requires that the City Council receive the City Manager's budget no later than thirty-five days prior to June 30.
3. The City Manager's recommended budget include budgets for equipment, operating costs, debt service costs, and capital, infrastructure and special projects for the ensuing year. The recommended budget also contains detailed long-term financial plans with projections for expenditures, revenues and reserves for an additional nineteen years.
4. During May of each year the City Council holds a workshop on the budget. The workshop is open to the public.
5. During June of each year the City Council holds a public hearing, legally required by the City Charter, where the public may submit written or oral comments regarding the entire budget or portions thereof.

6. Prior to June 30 of each year, the budget as modified by the City Council, is legally enacted by adoption of a budget resolution. Financial control is placed by the City Council at the program level.
7. The City Manager is authorized to transfer budgeted amounts within programs, and to appropriate funds from each fund's Twenty-Year Resource Allocation Plan reserve account. Any revisions, which exceed a fund's reserve account, must be approved by City Council.
8. Budgets are legally adopted for all Governmental funds except for the Special Assessment Debt Service Fund. The Special Assessment Debt Service Fund does not have an adopted budget because the City is only required to make Debt Service payments in the event of property owner's default. Budgets are also legally adopted for all Proprietary Funds. Formal budgets are employed as a management control device for all funds in which a budget has been adopted. However, it serves as the primary means of spending control for the General Fund, Special Revenue Funds, Debt Service Funds and Capital Project Funds.
9. Budgets can be modified during the fiscal year if the need arises due to legislative mandate, City Council or City Manager directive or unanticipated change in service level. Budget Modifications must be approved by City Council and cover one fiscal year only. This allows management to focus on changes to the base budget during the next budget process.

### **Citizen Participation**

Citizens have an opportunity to participate in the Resource Allocation Planning Process through avenues such as Council-appointed boards and commissions, study sessions and public hearings. Each fall, various boards and commissions examine changing conditions and prepare documents for Council consideration; citizens may attend study sessions dealing with upcoming Council issues; and, of course, every Tuesday at City Council meetings, citizens are given an opportunity to speak on an item during the public hearing period. In addition, staff and Council work together to prepare issues for the annual budget workshop which is also geared toward citizen involvement.

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# FISCAL POLICIES

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The Fiscal Sub-Element of the General Plan includes the following guiding fiscal policies for the City's Budget and Resource Allocation Plan.

***Accounting Principles***

Maintain accounting systems and financial management practices in conformance with Generally Accepted Accounting Principles.

***Capital Improvement Design***

Design capital improvements to assure cost efficiency and to accomplish City goals and policies.

***Capital Improvement Funding***

Use all available funding sources to finance capital improvement projects consistent with City priorities.

***Capital Improvements Maintenance and Replacement***

Provide for optimal maintenance of capital improvements and schedule equipment for future replacement at the most cost-effective time.

***Debt Limits***

Limit use of debt so as not to place a burden on the fiscal resources of the City and its taxpayers.

***Enterprise Funds***

Fully account for and apportion all costs, fees, and General Fund transfers associated with enterprise funds.

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## FISCAL POLICIES

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### *General Fund Surplus*

Plan the effective use of surplus funds in order to accelerate service programming or reduce taxes.

### *Intergovernmental Funds*

Recognize in long-range planning the lack of stability inherent in intergovernmental funds and reduce reliance on intergovernmental assistance.

### *Internal Controls*

Maintain financial integrity and provide assurance that adequate internal controls are in place.

### *Land Acquisition*

Acquire land to meet City goals in the most cost efficient and timely manner.

### *Performance Budget System*

Maintain and refine the Performance Budget System to assure its use for multi-year planning, full-cost accounting and budget monitoring.

### *Purchasing Practices*

Maintain a purchasing system in conformance with generally accepted purchasing practices.

### *Reserves*

Provide a prudent level of reserves for future unexpected expenses and revenue declines; to accumulate funds to support future planned capital improvements; and to level high and low expenditure years in the Ten-Year Resource Allocation Plan.

### *Resource Allocation*

Allocate resources in direct relation to general plan goals.

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## FISCAL POLICIES

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***Revenue Base***

Maintain a diversified and stable revenue base for the City.

***Revenue Collection***

Develop and maintain an aggressive revenue collection program to assure that monies due the City are received in a timely fashion.

***Revenue Forecasting and  
Monitoring***

Develop and maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Sunnyvale  
California**

For the Biennium Beginning

**July 1, 2001**

*Timothy Brown*

President

*Jeffrey R. Eason*

Executive Director

**CITY OF SUNNYVALE  
ADOPTED FY 2002/2003 BUDGET SUMMARY**

**Revenue Sources:**

Sales Tax	\$ 27,418,302
Refuse Collection and Disposal Service Fees	24,283,150
Property Tax	24,004,033
Reserves	23,053,989
Water Supply and Distribution Service Fees	18,076,594
Wastewater Management Service Fees	15,126,396
SMaRT Station Operations Reimbursement*	11,385,674
State Shared Revenues	9,130,545
Interest Income	8,281,484
Recreation Service Fees	7,487,943
Transient Occupancy Tax	6,904,275
Franchises Fees	6,591,253
Utility Users Tax	6,019,940
Workplace Improvement Act Grant	5,344,111
Rents and Concessions	3,649,278
Permits and Licenses	3,492,305
Miscellaneous Revenues	2,592,825
State Highway Users Tax (Gas Tax)	2,563,123
Federal Grants	2,040,503
Other Taxes	2,029,337
Other Fees and Services	2,004,436
Other Agencies Contributions	2,002,697
Community Development Block Grant	1,364,000
Santa Clara County Measure A/B Pavement Management Program	997,040
SMaRT Station Revenues	763,102
Fines and Forfeitures	706,916
HOME Program Grant	617,000
State Traffic Congestion Relief Program (AB 2928)	460,180

**Total Revenues Sources\*\***

**\$ 218,390,431**

\* SMaRT Station Operations Reimbursement includes the City of Mountain View and the City Palo Alto's reimbursement for SMaRT Station operating expenditures.

\*\* Excludes internal service fund revenues.

**CITY OF SUNNYVALE  
ADOPTED FY 2002/2003 BUDGET SUMMARY**

**Expenditures:**

**Operating Budget by General Plan Element:**

Land Use and Transportation Element:

Transportation Operations	\$	2,321,232		
Pavement Operations		3,638,713		
Total Land Use and Transportation Element		5,959,945	\$	5,959,945

Community Development Element:

Neighborhood Parks and Open Space Management	\$	5,613,086		
Roadside and Median Right-of-Way Services		4,533,600		
Development Services		3,256,388		
Housing and Human Services		671,290		
Neighborhood Preservation		621,411		
Sunnyvale Baylands Park		768,196		
Community Planning		741,922		
Economic Prosperity		724,108		
Parking District Landscaping		102,260		
Public Parking Lot Maintenance		86,517		
Total Community Development Element:		17,118,778	\$	17,118,778

Environmental Management Element:

Refuse Collection and Disposal*	\$	25,848,306		
Water Supply and Distribution		14,494,945		
Wastewater Management		10,971,216		
SMaRT Station Operations**		10,354,891		
Engineering Services		853,381		
Public Works Support Services		512,790		
Total Environmental Management Element		63,035,529	\$	63,035,529

\* Refuse Collection and Disposal includes the City's share of SMaRT Station operating expenditures.

\*\* SMaRT Station Operations includes the City of Mountain View and the City of Palo Alto's share of SMaRT Station operating expenditures.

**CITY OF SUNNYVALE  
ADOPTED FY 2002/2003 BUDGET SUMMARY**

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**Operating Budget by General Plan Element (Continued):**

Public Safety Element:			
Police Services	\$	21,523,011	
Fire Services		16,253,010	
Public Safety Administrative and Technical Services		9,011,636	
Animal Control		703,175	
Emergency Preparedness		374,694	
Total Public Safety Department		<u>                    </u>	\$ 47,865,526
 Socio-Economic Element:			
Employment Development Department	\$	10,577,869	
Columbia Neighborhood Center		664,274	
Total Socio-Economic Element		<u>                    </u>	\$ 11,242,143
 Cultural Element:			
Leisure Services for Non-Dependent Populations	\$	3,975,728	
Leisure Services for Dependent Populations		3,564,546	
Library Collection Management		3,266,455	
Leisure Services		2,727,409	
Library Programs and Services		1,729,451	
Library Learning Environment		918,113	
Parks and Recreation Management		571,737	
Sunnyvale Center for Innovation, Invention, and Ideas - SC[i]3		429,960	
Total Cultural Element		<u>                    </u>	\$ 17,183,399

**CITY OF SUNNYVALE  
ADOPTED FY 2002/2003 BUDGET SUMMARY**

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**Operating Budget by General Plan Element (Continued):**

Planning and Management Element:		
Utility Business Management	\$ 1,659,260	
Human Resources Department	1,518,091	
Procurement Management	1,387,727	
Office of the City Attorney	1,279,105	
Financial Management and Analysis	1,224,513	
External Relations	739,510	
Accounting and Financial Reporting	736,577	
Organizational Effectiveness	661,454	
Treasury/Cash Management	641,257	
Budget Management	592,213	
Council Policy Assistance and Support	572,987	
Executive Management	504,329	
Official Records and Elections	363,079	
City Council	312,846	
Compensation Management	261,712	
Child Care Services	162,891	
Total Planning and Management Element:	<hr/>	\$ 12,617,551
Project Operating Budget		1,859
<b>Total Operating Budget***</b>		<hr/> <b>\$ 175,024,730</b> <hr/>

\*\*\* Excludes internal service fund operating budget.

**CITY OF SUNNYVALE  
ADOPTED FY 2002/2003 BUDGET SUMMARY**

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**Projects Budget:**

Capital Projects	\$ 17,306,827
Special Projects	8,150,555
Infrastructure Projects	5,622,545
Lease Payments	1,215,678
Project Administration	784,119
Outside Group Funding	362,950

**Total Projects Budget**

\$ 33,442,674

**Other Expenditures:**

Debt Service	\$ 6,978,839
Public Facilities (City) Space Issues	1,239,674
Fiscal Uncertainties	889,514
Paramedic Services Set-Aside	515,000
Equipment	300,000

**Total Other Expenditures**

\$ 9,923,027

**Total Adopted Budget**

\$ 218,390,431

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## SUMMARY OF BUDGETED PERSONNEL HOURS

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**Purpose:** This report provides additional FTE (Full-Time Employee) information, illustrating personnel hours by classification on a city-wide basis. The City of Sunnyvale budgets by work hours, not by position. This enables staff to determine the cost of providing a service. Below is an estimate of FTEs using the following calculations:

- Management Staff: 1850 hours equals one FTE
- Non-Management Staff: 1800 hours equals one FTE
- Public Safety Officers: 1910 hours equals one FTE

Full-Time Employees Estimate (City-Wide)  
Fiscal Year Comparison

<i>Fiscal Year</i>	<i>Actual</i> 2000/2001	<i>Current</i> 2001/2002	<i>Budget</i> 2002/2003	<i>Budget</i> 2003/2004
Management	82.7	102.6	116.7	115.7
Non-Management	578.1	666.4	713.7	715.8
Public Safety Officers	235.9	241.8	243.0	240.9
<b>Total</b>	<b>896.7</b>	<b>1010.8</b>	<b>1073.4</b>	<b>1072.4</b>

The variance between 2001/2002 Current and 2000/2001 Actual is primarily due to unfilled vacancies.

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>0000 Non Job Code Hours</b>				
Work Hours - Regular	5,151.20	0.00	0.00	0.00
Work Hours - Regular Part-Time	379.60	0.00	0.00	0.00
Work Hours - Casual/Seasonal	211.00	0.00	0.00	0.00
Work Hours - Contract Personnel	324,670.97	281,892.60	191,113.00	190,358.00
Work Hours - Overtime - Comp Time Earned	3.50	0.00	0.00	0.00
Work Hours - Overtime - Regular	1,572.30	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	156.50	0.00	0.00	0.00
<b>0010 City Manager</b>				
Work Hours - Regular	1,784.00	1,860.00	1,850.00	1,850.00
<b>0011 City Attorney</b>				
Work Hours - Regular	1,812.00	1,860.00	1,850.00	1,850.00
<b>0012 Senior Assistant City Attorney</b>				
Work Hours - Regular	895.00	1,860.00	1,850.00	1,850.00
<b>0013 Assistant City Attorney</b>				
Work Hours - Regular	1,114.00	1,860.00	1,850.00	1,850.00
<b>0014 Deputy City Attorney</b>				
Work Hours - Regular	1,804.00	1,860.00	1,850.00	1,850.00
<b>0110 Assistant City Manager</b>				
Work Hours - Regular	1,661.00	1,860.00	1,850.00	1,850.00
<b>0115 Deputy City Manager</b>				
Work Hours - Regular	1,892.60	1,860.00	1,850.00	1,850.00
<b>0120 Director of Community Developm</b>				
Work Hours - Regular	1,755.50	1,840.00	1,840.00	1,840.00
<b>0130 Director of Finance</b>				
Work Hours - Regular	1,784.00	1,706.00	1,850.00	1,850.00
<b>0140 Director of Employment Develop</b>				
Work Hours - Regular	1,715.00	1,785.00	1,850.00	1,850.00
<b>0145 Director of Human Resources</b>				
Work Hours - Regular	290.20	1,860.00	1,850.00	1,850.00



## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>0155 Director of Libraries</b> Work Hours - Regular	1,723.50	1,860.00	1,830.00	1,830.00
<b>0160 Director of Parks and Recreati</b> Work Hours - Regular	1,647.00	1,860.00	1,850.00	1,850.00
<b>0170 Director of Public Safety</b> Work Hours - Regular	1,890.00	1,810.00	1,810.00	1,810.00
<b>0180 Director of Public Works</b> Work Hours - Regular	1,844.00	1,860.00	1,850.00	1,850.00
<b>0190 Director of Information Techno</b> Work Hours - Regular	1,794.00	1,860.00	1,800.00	1,800.00
<b>0200 Special Projects II</b> Work Hours - Regular	377.00	1,825.00	0.00	0.00
<b>0202 Housing Officer</b> Work Hours - Regular	1,262.00	0.00	1,800.00	1,800.00
<b>0203 City Clerk</b> Work Hours - Regular	0.00	0.00	1,850.00	1,850.00
<b>0204 Neighborhood Preservation Mana</b> Work Hours - Regular	0.00	0.00	1,850.00	1,850.00
<b>0205 Assistant Director of Public W</b> Work Hours - Regular	317.00	1,860.00	1,900.00	1,900.00
<b>0206 Assistant City Engineer</b> Work Hours - Regular	1,638.00	1,860.00	1,700.00	1,700.00
<b>0210 Superintendent of Building Ins</b> Work Hours - Regular	1,937.00	1,860.00	1,850.00	1,850.00
<b>0212 Superintendent of Building Mai</b> Work Hours - Regular	1,537.50	1,860.00	1,850.00	1,850.00
<b>0215 Community Relations Officer</b>				
<b>0221 Superint of Golf</b>				

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>0222 Superintendent of Parks</b> Work Hours - Regular	1,734.00	1,856.00	1,846.00	1,846.00
<b>0223 Superintendent of Trees and La</b> Work Hours - Regular	1,749.20	1,544.00	1,562.00	1,562.00
<b>0230 Planning Officer</b> Work Hours - Regular	1,763.50	1,860.00	1,850.00	1,850.00
<b>0235 Public Safety Captain I</b> Work Hours - Regular	4,934.00	11,220.00	11,290.00	9,440.00
Work Hours - Light Duty	483.50	0.00	0.00	0.00
<b>0240 Public Safety Commander</b>				
<b>0255 Special Projects I</b> Work Hours - Regular	1,513.00	0.00	0.00	0.00
<b>0256 Superintendent of Cultural Art</b> Work Hours - Regular	1,668.50	1,800.00	1,850.00	1,850.00
<b>0257 Leisure Services Manager</b> Work Hours - Regular	1,751.00	1,860.00	1,850.00	1,850.00
<b>0258 Assistant To Dir Of Parks/Rec</b> Work Hours - Regular	1,099.00	0.00	3,700.00	3,700.00
<b>0260 Economic Development Manager</b> Work Hours - Regular	1,753.00	1,814.00	1,814.00	1,814.00
<b>0261 Housing and Neighborhood Prese</b>				
<b>0270 Superintendent of Field Servic</b> Work Hours - Regular	866.00	1,770.00	1,640.00	1,640.00
Work Hours - Overtime - Regular	8.00	0.00	0.00	0.00
<b>0275 Solid Waste Program Manager</b> Work Hours - Regular	1,675.70	1,814.00	1,850.00	1,850.00
<b>0278 Management Analyst</b> Work Hours - Regular	10,020.50	9,783.00	18,500.00	18,500.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>0280 Risk and Insurance Manager</b> Work Hours - Regular	1,512.00	1,860.00	1,850.00	1,850.00
<b>0290 Transportation and Traffic Man</b> Work Hours - Regular	276.00	1,790.00	1,850.00	1,850.00
<b>0295 Environmental Division Manager</b> Work Hours - Regular	1,746.00	1,860.00	1,860.00	1,860.00
<b>0300 Administrative Assistant</b> Work Hours - Regular	4,957.50	16,148.00	7,260.00	7,260.00
<b>0301 Employment Training Manager</b> Work Hours - Regular	9,022.00	1,777.00	7,400.00	7,400.00
<b>0304 Operations Officer (DED)</b>				
<b>0305 Administrative Librarian</b> Work Hours - Regular	5,146.30	5,458.00	3,659.00	3,659.00
<b>0306 Supervising Accountant</b>				
<b>0307 Administrative Services Manage</b> Work Hours - Regular	629.70	7,250.00	1,850.00	1,850.00
<b>0310 Supervising Librarian</b> Work Hours - Regular	6,924.70	9,354.00	7,710.00	7,710.00
<b>0315 Revenue Systems Supervisor</b> Work Hours - Regular	1,457.50	1,860.00	1,850.00	1,850.00
<b>0320 Assistant to the City Manager</b> Work Hours - Regular	1,641.00	3,410.00	1,850.00	1,850.00
<b>0322 Senior Management Analyst</b> Work Hours - Regular	4,682.30	5,870.00	12,970.00	13,070.00
<b>0324 Mgr, Bureau Of Tech Services</b> Work Hours - Regular	40.00	0.00	1,800.00	1,800.00
<b>0325 Operations Manager</b> Work Hours - Regular	3,445.50	3,520.00	3,650.00	3,650.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>0326 Recycling Supervisor</b> Work Hours - Regular	1,782.00	1,860.00	1,850.00	1,850.00
<b>0327 Golf Operations Supervisor</b> Work Hours - Regular	2,116.00	3,720.00	3,700.00	3,700.00
<b>0330 Parks Supervisor</b> Work Hours - Regular	5,058.50	5,580.00	14,620.00	14,620.00
<b>0331 Manager, Information Technolog</b> Work Hours - Regular	1,808.00	1,860.00	1,850.00	1,850.00
<b>0332 Mgr, Applications Development</b> Work Hours - Regular	0.00	1,860.00	1,850.00	1,850.00
<b>0333 Technical Support Manager</b> Work Hours - Regular	0.00	1,860.00	1,850.00	1,850.00
<b>0336 Human Resources Officer</b>				
<b>0337 Human Resources Supervisor</b> Work Hours - Regular	3,380.50	3,720.00	3,900.00	3,900.00
<b>0340 Public Safety Captain II</b> Work Hours - Regular	7,430.00	9,350.00	9,410.00	9,410.00
<b>0345 Urban Landscape Supervisor</b> Work Hours - Regular	3,399.00	3,340.60	3,483.00	3,483.00
<b>0350 Public Works Supervisor</b> Work Hours - Regular	4,584.00	5,840.00	5,387.00	5,387.00
<b>0365 Finance Manager</b> Work Hours - Regular	6,396.00	7,226.00	7,400.00	7,400.00
<b>0375 Program Quality and Operations</b> Work Hours - Regular	3,579.50	1,800.00	3,700.00	3,700.00
<b>0380 Fleet Manager</b> Work Hours - Regular	1,914.00	1,860.00	1,850.00	1,850.00
<b>0388 City Property Manager/Senior A</b> Work Hours - Regular	1,645.50	0.00	1,850.00	1,850.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>0390 WPCP Supervisor</b>				
Work Hours - Regular	1,122.50	1,965.00	1,965.00	1,965.00
<b>0394 Manager, Data Systems and Netw</b>				
Work Hours - Regular	324.00	0.00	0.00	0.00
<b>0395 WPCP Maintenance and Facility</b>				
Work Hours - Regular	1,733.00	1,860.00	1,860.00	1,860.00
<b>0396 WPCP Operations Manager</b>				
Work Hours - Regular	1,704.00	1,860.00	1,940.00	1,940.00
<b>0397 Communications Systems Manager</b>				
<b>0900 Management Intern</b>				
Work Hours - Regular	0.00	0.00	1,850.00	1,850.00
<b>1000 Accountant</b>				
Work Hours - Regular	9,264.20	7,073.00	10,800.00	10,800.00
Work Hours - Overtime - Regular	230.50	60.00	142.00	142.00
Work Hours - Overtime - Comp Time Earned	68.00	0.00	0.00	0.00
<b>1001 Accountant-Confidential</b>				
Work Hours - Regular	1,774.50	0.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	83.60	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	6.50	0.00	0.00	0.00
<b>1010 Senior Accountant</b>				
Work Hours - Regular	1,828.40	1,840.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	86.40	100.00	0.00	0.00
<b>1060 Paralegal</b>				
Work Hours - Regular	1,804.00	1,814.00	1,800.00	1,800.00
Work Hours - Overtime - Comp Time Earned	8.00	0.00	0.00	0.00
<b>1100 Administrative Aide</b>				
Work Hours - Regular	16,415.40	22,649.00	23,369.00	23,369.00
Work Hours - Overtime - Regular	551.20	140.00	235.00	235.00
Work Hours - Overtime - Comp Time Earned	470.70	0.00	0.00	0.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>1101 Administrative Aide-Confidenti</b>				
Work Hours - Regular	6,720.20	3,624.00	9,550.00	9,550.00
Work Hours - Overtime - Regular	96.00	0.00	75.00	75.00
Work Hours - Overtime - Comp Time Earned	102.50	0.00	0.00	0.00
<b>1130 Public Safety Records Coordina</b>				
Work Hours - Regular	1,797.00	1,814.00	1,765.00	1,765.00
Work Hours - Overtime - Regular	10.80	50.00	35.00	35.00
Work Hours - Overtime - Comp Time Earned	4.50	0.00	0.00	0.00
<b>1140 Senior Buyer</b>				
Work Hours - Regular	1,837.00	1,825.00	1,800.00	1,800.00
<b>1160 Employment Training Program Co</b>				
Work Hours - Regular	12,880.50	7,610.00	18,022.00	18,022.00
Work Hours - Overtime - Regular	76.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	206.00	0.00	0.00	0.00
<b>1200 Associate Planner</b>				
Work Hours - Regular	9,313.50	11,900.00	11,900.00	11,900.00
Work Hours - Overtime - Regular	444.10	150.00	154.00	154.00
Work Hours - Overtime - Comp Time Earned	171.00	0.00	0.00	0.00
<b>1250 Administrative Analyst</b>				
Work Hours - Regular	4,834.80	8,984.00	16,303.00	16,218.00
Work Hours - Overtime - Regular	126.50	0.00	40.00	40.00
Work Hours - Overtime - Comp Time Earned	183.20	0.00	26.00	26.00
<b>1251 Assistant Planner</b>				
Work Hours - Regular	2,123.00	1,806.00	1,806.00	1,806.00
Work Hours - Overtime - Regular	119.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	42.00	0.00	0.00	0.00
<b>1260 Senior Planner</b>				
Work Hours - Regular	660.00	1,806.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	65.00	25.00	25.00
Work Hours - Overtime - Comp Time Earned	33.00	0.00	0.00	0.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>1300 Senior Environmental Chemist</b>				
Work Hours - Regular	3,285.30	3,681.00	3,381.00	3,381.00
Work Hours - Overtime - Regular	7.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	40.00	0.00	0.00	0.00
<b>1345 Solid Waste Contract Administr</b>				
Work Hours - Regular	622.50	0.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	15.00	0.00	40.00	40.00
Work Hours - Overtime - Comp Time Earned	4.00	0.00	0.00	0.00
<b>1349 Senior Industrial Waste Inspec</b>				
Work Hours - Regular	1,800.60	1,715.00	1,715.00	1,715.00
Work Hours - Overtime - Comp Time Earned	48.40	0.00	0.00	0.00
<b>1350 Industrial Waste Inspector</b>				
Work Hours - Regular	4,686.60	7,145.00	7,125.00	7,125.00
Work Hours - Overtime - Regular	-1.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	76.50	0.00	0.00	0.00
<b>1351 Environmental Chemist II</b>				
Work Hours - Regular	1,724.40	10,236.00	10,184.00	10,184.00
Work Hours - Overtime - Regular	4.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	17.50	0.00	0.00	0.00
<b>1400 Civil Engineer</b>				
Work Hours - Regular	3,435.00	3,648.00	3,935.00	3,935.00
Work Hours - Overtime - Regular	234.50	230.00	5.00	5.00
<b>1410 Engineering Assistant II</b>				
Work Hours - Regular	1,025.00	0.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	6.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	75.80	0.00	0.00	0.00
<b>1426 Software Applications Leader</b>				
Work Hours - Regular	1,849.00	1,814.00	1,850.00	1,850.00
Work Hours - Overtime - Regular	4.50	0.00	100.00	100.00
Work Hours - Overtime - Comp Time Earned	31.00	0.00	0.00	0.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>1450 Human Resources Analyst</b>				
Work Hours - Regular	5,195.70	7,256.00	7,200.00	7,200.00
Work Hours - Overtime - Regular	10.90	80.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	208.70	0.00	0.00	0.00
<b>1500 Engineering Assistant I</b>				
Work Hours - Regular	1,857.50	1,904.00	175.00	175.00
Work Hours - Overtime - Regular	5.00	66.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	102.50	0.00	0.00	0.00
<b>1600 Librarian</b>				
Work Hours - Regular	21,260.30	23,568.00	25,328.00	25,328.00
Work Hours - Overtime - Regular	29.60	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	184.60	0.00	0.00	0.00
<b>1695 Urban Design Planner</b>				
<b>1700 Principal Planner</b>				
Work Hours - Regular	3,060.50	3,630.00	3,619.00	3,619.00
Work Hours - Overtime - Regular	182.00	270.00	307.00	307.00
Work Hours - Overtime - Comp Time Earned	26.00	0.00	0.00	0.00
<b>1775 Human Resources Technician</b>				
Work Hours - Regular	6,220.80	5,442.00	5,400.00	5,400.00
Work Hours - Overtime - Regular	116.80	70.00	50.00	50.00
Work Hours - Overtime - Comp Time Earned	110.30	0.00	0.00	0.00
<b>1800 Senior Engineer</b>				
Work Hours - Regular	5,037.50	7,341.00	5,495.00	5,495.00
Work Hours - Overtime - Regular	345.00	682.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	326.50	0.00	0.00	0.00
<b>1840 Environmental Engineering Coor</b>				
Work Hours - Regular	1,472.00	1,814.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	0.00	50.00	50.00
Work Hours - Overtime - Comp Time Earned	6.00	0.00	0.00	0.00
<b>1850 Senior Construction Inspector/</b>				
Work Hours - Regular	1,781.00	1,889.00	1,775.00	1,775.00
Work Hours - Overtime - Regular	511.00	276.00	0.00	0.00



## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>1860 Senior Traffic Engineer</b>				
Work Hours - Regular	725.00	1,830.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	45.00	100.00	100.00	100.00
<b>1861 Transportation Planner</b>				
Work Hours - Regular	1,087.50	3,620.00	1,750.00	1,750.00
Work Hours - Overtime - Regular	10.50	230.00	140.00	140.00
Work Hours - Overtime - Comp Time Earned	72.50	0.00	0.00	0.00
<b>1875 Sr Transportation Planner</b>				
Work Hours - Regular	1,410.50	0.00	1,750.00	1,750.00
Work Hours - Overtime - Regular	165.00	0.00	110.00	110.00
<b>1950 Traffic Engineer</b>				
Work Hours - Regular	2,895.00	3,307.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	975.00	315.00	375.00	375.00
<b>2000 Buyer</b>				
Work Hours - Regular	3,574.50	5,290.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	114.00	10.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	41.00	30.00	0.00	0.00
<b>2100 Library Assistant</b>				
Work Hours - Regular	4,938.90	1,636.00	7,140.00	7,140.00
Work Hours - Overtime - Regular	8.30	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	62.60	0.00	0.00	0.00
<b>2115 Permit Technician</b>				
Work Hours - Regular	1,633.00	0.00	0.00	0.00
Work Hours - Overtime - Regular	186.50	0.00	0.00	0.00
<b>2120 Technical Support Specialist</b>				
Work Hours - Regular	1,758.80	1,815.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	153.90	135.00	135.00	135.00
Work Hours - Overtime - Comp Time Earned	27.40	0.00	0.00	0.00
<b>2145 Senior Community Services Offi</b>				
Work Hours - Regular	0.00	1,814.00	5,260.00	5,260.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>2150 Community Services Officer</b>				
Work Hours - Regular	10,022.40	16,304.00	7,326.00	7,326.00
Work Hours - Overtime - Regular	234.00	0.00	50.00	50.00
Work Hours - Overtime - Comp Time Earned	203.50	0.00	0.00	0.00
<b>2200 Programmer Analyst</b>				
Work Hours - Regular	819.50	1,814.00	1,800.00	1,800.00
<b>2201 Senior Programmer Analyst</b>				
Work Hours - Regular	4,635.50	9,711.00	9,000.00	9,000.00
Work Hours - Overtime - Regular	5.30	50.00	125.00	125.00
Work Hours - Overtime - Comp Time Earned	36.30	0.00	0.00	0.00
<b>2202 Principal Programmer Analyst</b>				
Work Hours - Regular	1,620.50	0.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	100.40	100.00	100.00	100.00
<b>2203 Senior Programmer Analyst-Conf</b>				
Work Hours - Regular	1,870.90	1,814.00	1,875.00	1,875.00
Work Hours - Overtime - Regular	18.20	0.00	25.00	25.00
Work Hours - Overtime - Comp Time Earned	8.20	0.00	0.00	0.00
<b>2300 Leisure Services Coordinator I</b>				
Work Hours - Regular	10,462.10	20,048.00	26,975.00	26,975.00
Work Hours - Overtime - Regular	109.00	543.00	238.00	238.00
Work Hours - Overtime - Comp Time Earned	239.10	8.00	63.00	63.00
<b>2310 Senior Leisure Services Coordi</b>				
Work Hours - Regular	6,791.00	9,070.00	0.00	0.00
Work Hours - Overtime - Regular	29.00	36.00	6.00	6.00
Work Hours - Overtime - Comp Time Earned	78.90	10.00	10.00	10.00
<b>2345 Senior Neighborhood Preservati</b>				
Work Hours - Regular	1,916.00	3,455.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	8.00	75.00	75.00	75.00
Work Hours - Overtime - Comp Time Earned	27.50	0.00	0.00	0.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>2349 Neighborhood Preservation Spec</b>				
Work Hours - Regular	3,465.30	7,240.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	44.50	136.00	100.00	100.00
Work Hours - Overtime - Comp Time Earned	69.50	0.00	0.00	0.00
<b>2351 Leisure Services Coordinator I</b>				
Work Hours - Regular	7,736.20	8.00	0.00	0.00
Work Hours - Overtime - Regular	16.80	86.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	124.10	0.00	0.00	0.00
<b>2400 Senior Library Assistant</b>				
Work Hours - Regular	2,713.60	3,558.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	2.10	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	50.80	0.00	0.00	0.00
<b>2450 Information Technology Coordin</b>				
Work Hours - Regular	8,286.20	10,894.00	12,600.00	12,600.00
Work Hours - Overtime - Regular	267.20	250.00	680.00	680.00
Work Hours - Overtime - Comp Time Earned	427.70	85.00	114.00	114.00
<b>2500 Employment Development Aide</b>				
Work Hours - Regular	49,244.80	69,932.00	70,640.00	70,640.00
Work Hours - Overtime - Regular	144.90	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	456.50	0.00	0.00	0.00
<b>2550 Workforce Development Analyst</b>				
Work Hours - Regular	280.00	0.00	3,600.00	3,600.00
<b>2650 Ed Information Systems Analyst</b>				
Work Hours - Regular	3,707.00	1,640.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	289.60	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	40.40	0.00	0.00	0.00
<b>2925 Housing Loan Specialist</b>				
Work Hours - Regular	1,731.50	1,825.00	1,749.00	1,749.00
Work Hours - Overtime - Regular	177.50	30.00	100.00	100.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>3000 Public Safety Officer in Train</b>				
Work Hours - Regular	16,998.80	17,777.00	17,777.00	17,777.00
Work Hours - Light Duty	867.90	0.00	0.00	0.00
Work Hours - Overtime - Regular	288.40	460.00	460.00	460.00
<b>3001 Public Safety Officer II</b>				
Work Hours - Regular	275,233.60	289,411.00	297,717.00	297,717.00
Work Hours - Light Duty	1,708.10	0.00	0.00	0.00
Work Hours - Overtime - Regular	54,608.20	29,680.00	33,479.00	33,479.00
Work Hours - Overtime - Comp Time Earned	2,251.50	0.00	0.00	0.00
<b>3002 Public Safety Officer I</b>				
Work Hours - Regular	10,547.50	29,888.00	17,936.00	17,936.00
Work Hours - Light Duty	32.00	0.00	0.00	0.00
Work Hours - Overtime - Regular	516.50	1,560.00	581.00	581.00
<b>3010 PSO-Police Services (budget on</b>				
<b>3020 PSO-Fire Services (budget only</b>				
<b>3030 PSO-Police/Support Services (b</b>				
<b>3050 PSO-Community Services (budget</b>				
<b>4000 Building Inspector/Coordinator</b>				
Work Hours - Regular	6,833.00	9,010.00	7,400.00	7,400.00
Work Hours - Overtime - Regular	41.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	82.50	0.00	0.00	0.00
<b>4070 Computer Systems Specialist</b>				
Work Hours - Regular	5,505.00	3,628.00	5,400.00	5,400.00
Work Hours - Overtime - Regular	94.60	190.00	190.00	190.00
Work Hours - Overtime - Comp Time Earned	151.60	0.00	0.00	0.00
<b>4080 Plan Check Coordinator</b>				
Work Hours - Regular	1,793.00	0.00	2,025.00	2,025.00
Work Hours - Overtime - Regular	241.50	0.00	0.00	0.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>4100 Water System Operator</b>				
Work Hours - Regular	1,510.00	1,719.00	1,865.00	1,865.00
Work Hours - Overtime - Regular	456.50	130.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	72.00	0.00	0.00	0.00
<b>4125 Latent Print Examiner</b>				
Work Hours - Regular	0.00	1,814.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	50.00	50.00	50.00
<b>4150 Senior Crime Analyst</b>				
Work Hours - Regular	1,834.00	1,814.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	26.00	0.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	37.20	0.00	0.00	0.00
<b>4200 Traffic Engineering Assistant</b>				
Work Hours - Regular	0.00	310.00	30.00	30.00
<b>4201 Traffic Engineering Assistant</b>				
Work Hours - Regular	1,419.50	3,590.00	3,570.00	3,570.00
Work Hours - Overtime - Regular	148.00	190.00	260.00	260.00
Work Hours - Overtime - Comp Time Earned	10.00	0.00	0.00	0.00
<b>4325 Senior Housing Rehabilitation Sp</b>				
Work Hours - Regular	1,148.00	1,806.00	1,700.00	1,700.00
Work Hours - Overtime - Regular	4.50	105.00	40.00	40.00
Work Hours - Overtime - Comp Time Earned	4.00	0.00	0.00	0.00
<b>4400 Housing Rehabilitation Specialis</b>				
Work Hours - Regular	995.50	0.00	0.00	0.00
Work Hours - Overtime - Regular	201.50	30.00	0.00	0.00
<b>4420 Hazardous Materials Coordinato</b>				
Work Hours - Regular	1,830.70	1,814.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	2.00	150.00	150.00	150.00
<b>4450 Hazardous Materials Inspector</b>				
Work Hours - Regular	3,971.40	5,682.00	5,682.00	5,682.00
Work Hours - Overtime - Regular	49.00	60.00	210.00	210.00
Work Hours - Overtime - Comp Time Earned	4.50	0.00	0.00	0.00
<b>4451 Plan Check/Fire Protection Eng</b>				

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>4480 Fire Protection Engineer</b>				
Work Hours - Regular	5,853.50	7,910.00	6,963.00	6,963.00
Work Hours - Overtime - Regular	447.10	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	163.40	0.00	0.00	0.00
<b>4500 Public Safety Dispatcher</b>				
Work Hours - Regular	23,181.70	24,360.00	23,683.00	23,683.00
Work Hours - Overtime - Regular	2,013.40	460.00	560.00	560.00
Work Hours - Overtime - Comp Time Earned	985.60	0.00	0.00	0.00
<b>4525 Public Safety Dispatcher-In-Tr</b>				
Work Hours - Regular	625.50	0.00	0.00	0.00
Work Hours - Overtime - Regular	5.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	12.50	0.00	0.00	0.00
<b>4550 Senior Public Safety Dispatche</b>				
Work Hours - Regular	6,716.00	9,064.00	12,966.00	12,966.00
Work Hours - Overtime - Regular	451.70	320.00	510.00	510.00
Work Hours - Overtime - Comp Time Earned	215.00	0.00	0.00	0.00
<b>4600 Communications Technician</b>				
<b>4601 Public Safety Lieutenant</b>				
Work Hours - Regular	77,826.50	83,618.00	86,333.00	82,705.00
Work Hours - Light Duty	173.50	0.00	0.00	0.00
Work Hours - Overtime - Regular	14,459.20	9,376.00	9,464.00	9,246.00
Work Hours - Overtime - Comp Time Earned	592.10	0.00	0.00	0.00
<b>4610 Public Safety Lieutenant (Poli</b>				
<b>4620 Public Safety Lieutenant (Fire</b>				
Work Hours - Regular	0.00	0.00	295.00	295.00
<b>4630 Public Safety Lieutenant (Admi</b>				
<b>4650 Public Works Construction Insp</b>				
Work Hours - Regular	5,263.50	4,630.00	7,170.00	7,170.00
Work Hours - Overtime - Regular	340.40	180.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	141.50	0.00	0.00	0.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>4700 Senior Building Inspector/Coor</b>				
Work Hours - Regular	3,586.00	5,763.00	3,650.00	3,650.00
Work Hours - Overtime - Regular	97.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	8.00	0.00	0.00	0.00
<b>4800 Solid Waste Specialist</b>				
Work Hours - Regular	1,358.50	1,814.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	79.50	0.00	80.00	80.00
Work Hours - Overtime - Comp Time Earned	45.00	0.00	0.00	0.00
<b>4805 Plan Checker II</b>				
Work Hours - Regular	245.00	0.00	2,000.00	2,000.00
Work Hours - Overtime - Comp Time Earned	10.00	0.00	0.00	0.00
<b>4825 Network Engineer</b>				
Work Hours - Regular	3,606.50	3,628.00	5,400.00	5,400.00
Work Hours - Overtime - Regular	221.40	100.00	100.00	100.00
Work Hours - Overtime - Comp Time Earned	41.00	0.00	0.00	0.00
<b>4855 Plan Checker I</b>				
Work Hours - Regular	252.50	0.00	2,100.00	2,100.00
Work Hours - Overtime - Regular	18.00	0.00	0.00	0.00
<b>4875 Plan Check Engineer</b>				
Work Hours - Regular	1,737.00	2,260.00	2,050.00	2,050.00
Work Hours - Overtime - Regular	25.70	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	100.30	0.00	0.00	0.00
<b>4900 Environmental Chemist I</b>				
Work Hours - Regular	7,431.80	0.00	0.00	0.00
Work Hours - Overtime - Regular	75.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	88.50	0.00	0.00	0.00
<b>4950 Laboratory/Field Technician</b>				
Work Hours - Regular	6,817.20	7,326.00	8,903.00	8,903.00
Work Hours - Overtime - Regular	10.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	106.20	0.00	0.00	0.00
<b>4955 Crime Analyst</b>				

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>5025 Golf Course Equipment Mechanic</b>				
Work Hours - Regular	1,765.00	0.00	1,814.00	1,814.00
Work Hours - Overtime - Regular	35.00	125.00	125.00	125.00
<b>5050 Equipment Mechanic</b>				
Work Hours - Regular	14,864.50	18,140.00	17,037.00	17,037.00
Work Hours - Overtime - Regular	808.20	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	361.50	0.00	0.00	0.00
<b>5100 Equipment Operator</b>				
Work Hours - Regular	15,109.50	18,157.00	20,260.00	20,260.00
Work Hours - Overtime - Regular	845.80	250.00	90.00	90.00
Work Hours - Overtime - Comp Time Earned	351.20	0.00	0.00	0.00
<b>5150 Lead Equipment Mechanic</b>				
Work Hours - Regular	3,085.50	3,858.00	3,426.00	3,426.00
Work Hours - Overtime - Regular	100.50	120.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	101.00	0.00	0.00	0.00
<b>5200 Maintenance Craftworker</b>				
Work Hours - Regular	2,980.50	3,541.00	5,614.00	5,614.00
Work Hours - Overtime - Regular	391.70	179.00	135.00	135.00
Work Hours - Overtime - Comp Time Earned	2.00	0.00	0.00	0.00
<b>5250 Maintenance Leader</b>				
<b>5350 Parks Leader</b>				
Work Hours - Regular	14,777.20	16,398.00	16,398.00	16,398.00
Work Hours - Overtime - Regular	234.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	116.00	0.00	0.00	0.00
<b>5400 Plant Mechanic</b>				
Work Hours - Regular	8,839.50	11,332.00	11,282.00	11,282.00
Work Hours - Overtime - Regular	48.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	178.30	0.00	0.00	0.00
<b>5425 Senior Plant Mechanic</b>				
Work Hours - Regular	1,793.00	1,814.00	1,814.00	1,814.00
Work Hours - Overtime - Regular	126.20	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	91.80	0.00	0.00	0.00



## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>5430 Water Conservation Coordinator</b>				
Work Hours - Regular	1,591.50	0.00	1,865.00	1,865.00
Work Hours - Overtime - Comp Time Earned	84.00	0.00	0.00	0.00
<b>5431 Recycled Water Coordinator</b>				
Work Hours - Regular	0.00	0.00	1,806.00	1,806.00
<b>5450 Print Shop Operator</b>				
Work Hours - Regular	773.00	1,814.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	7.00	16.00	16.00	16.00
<b>5500 Public Works Leader</b>				
Work Hours - Regular	13,781.50	16,042.00	14,299.00	14,299.00
Work Hours - Overtime - Regular	1,754.40	664.00	705.00	705.00
Work Hours - Overtime - Comp Time Earned	767.60	0.00	0.00	0.00
<b>5550 Recycling Coordinator</b>				
<b>5600 Senior Park Utility Worker</b>				
Work Hours - Regular	19,279.50	37,747.35	33,002.35	33,002.35
Work Hours - Overtime - Regular	985.50	132.00	77.00	77.00
Work Hours - Overtime - Comp Time Earned	277.10	0.00	15.00	15.00
<b>5610 Senior Building Utility Worker</b>				
Work Hours - Regular	3,292.50	2,604.00	0.00	0.00
Work Hours - Overtime - Regular	89.00	110.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	137.00	0.00	0.00	0.00
<b>5650 Senior Public Works Leader</b>				
Work Hours - Regular	11,163.00	12,746.00	14,399.00	14,399.00
Work Hours - Overtime - Regular	1,297.90	325.00	175.00	175.00
Work Hours - Overtime - Comp Time Earned	396.60	0.00	0.00	0.00
<b>5651 Senior Building Services Leade</b>				
Work Hours - Regular	2,909.80	3,673.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	391.50	600.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	171.80	0.00	0.00	0.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>5700 Senior Utility Worker</b>				
Work Hours - Regular	22,325.00	26,802.00	20,176.00	20,176.00
Work Hours - Overtime - Regular	2,288.60	1,407.00	715.00	715.00
Work Hours - Overtime - Comp Time Earned	1,100.70	0.00	0.00	0.00
<b>5750 Senior WPCP Operator</b>				
Work Hours - Regular	8,771.10	300.00	377.00	377.00
Work Hours - Overtime - Regular	940.80	0.00	70.00	70.00
Work Hours - Overtime - Comp Time Earned	241.70	0.00	0.00	0.00
<b>5751 Senior WPCP Operator-(C) Certi</b>				
Work Hours - Regular	0.00	8,872.00	9,106.00	9,106.00
Work Hours - Overtime - Regular	0.00	766.00	925.00	925.00
<b>5840 Water Meter Repair Leader</b>				
Work Hours - Regular	0.00	1,810.00	175.00	175.00
<b>5880 Water Meter Repair Worker</b>				
Work Hours - Regular	2,926.00	3,628.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	334.70	0.00	0.00	0.00
<b>5885 Water Meter Shop Leader</b>				
Work Hours - Regular	1,814.50	0.00	1,690.00	1,690.00
Work Hours - Overtime - Regular	684.90	0.00	0.00	0.00
<b>5900 WPCP Operator</b>				
Work Hours - Regular	29,904.40	2,237.00	1,323.00	1,323.00
Work Hours - Overtime - Regular	1,210.60	60.00	230.00	230.00
Work Hours - Overtime - Comp Time Earned	615.40	0.00	0.00	0.00
<b>5901 WPCP Operator-Certified</b>				
Work Hours - Regular	0.00	30,021.00	29,384.00	29,384.00
Work Hours - Overtime - Regular	0.00	591.00	1,015.00	1,015.00
<b>6000 Administrative Secretary</b>				
Work Hours - Regular	6,714.50	9,236.00	5,400.00	5,400.00
Work Hours - Overtime - Regular	27.70	177.00	100.00	100.00
Work Hours - Overtime - Comp Time Earned	85.40	0.00	0.00	0.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>6050 Public Safety Records Speciali</b>				
Work Hours - Regular	3,566.80	0.00	0.00	0.00
Work Hours - Overtime - Regular	88.90	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	26.60	0.00	0.00	0.00
<b>6051 Public Safety Records Speciali</b>				
Work Hours - Regular	15,285.30	25,191.00	24,655.00	24,655.00
Work Hours - Overtime - Regular	1,566.70	389.00	405.00	405.00
Work Hours - Overtime - Comp Time Earned	523.50	0.00	0.00	0.00
<b>6052 Public Safety Records Senior S</b>				
Work Hours - Regular	7,182.10	7,124.00	7,135.00	7,135.00
Work Hours - Overtime - Regular	1,274.90	255.00	265.00	265.00
Work Hours - Overtime - Comp Time Earned	22.80	0.00	0.00	0.00
<b>6100 Legal Secretary</b>				
Work Hours - Regular	72.00	1,814.00	1,800.00	1,800.00
<b>6150 Meter Reader</b>				
Work Hours - Regular	5,317.50	5,498.00	5,400.00	5,400.00
Work Hours - Overtime - Regular	380.00	506.00	575.00	575.00
<b>6200 Office Assistant</b>				
Work Hours - Regular	1,737.50	4,016.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	0.00	10.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	2.00	0.00	0.00	0.00
<b>6250 Office Clerk</b>				
Work Hours - Regular	7,606.80	17,546.00	10,800.00	10,800.00
Work Hours - Overtime - Regular	0.00	20.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	77.00	0.00	0.00	0.00
<b>6255 Assistant Professional - Level</b>				
Work Hours - Regular	0.00	1,814.00	1,814.00	1,814.00
<b>6300 Principal Office Assistant</b>				
Work Hours - Regular	15,855.50	16,258.00	17,177.00	17,177.00
Work Hours - Overtime - Regular	777.90	436.00	230.00	230.00
Work Hours - Overtime - Comp Time Earned	390.00	0.00	0.00	0.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>6301 Principal Office Assistant-Con</b>				
Work Hours - Regular	1,871.70	0.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	9.50	0.00	111.00	111.00
Work Hours - Overtime - Comp Time Earned	20.40	0.00	0.00	0.00
<b>6350 Public Safety Property Clerk</b>				
Work Hours - Regular	3,684.70	3,676.00	3,676.00	3,676.00
Work Hours - Overtime - Regular	2.00	160.00	160.00	160.00
Work Hours - Overtime - Comp Time Earned	42.20	0.00	0.00	0.00
<b>6400 Secretary</b>				
Work Hours - Regular	3,320.50	5,445.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	6.00	20.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	54.00	0.00	0.00	0.00
<b>6410 Executive Assistant</b>				
Work Hours - Regular	3,447.20	1,816.00	3,560.00	3,560.00
Work Hours - Overtime - Regular	0.00	20.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	23.00	0.00	6.00	6.00
<b>6430 Secretary to the City Council</b>				
Work Hours - Regular	0.00	1,816.00	0.00	0.00
Work Hours - Overtime - Regular	0.00	20.00	0.00	0.00
<b>6450 Senior Meter Reader</b>				
Work Hours - Regular	1,804.00	1,824.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.50	35.00	100.00	100.00
<b>6500 Senior Office Assistant</b>				
Work Hours - Regular	39,175.40	43,092.00	63,596.00	63,596.00
Work Hours - Overtime - Regular	459.40	225.00	377.00	377.00
Work Hours - Overtime - Comp Time Earned	532.30	30.00	31.50	31.50
<b>6501 Senior Office Assistant-Confid</b>				
Work Hours - Regular	4,303.70	1,814.00	3,900.00	3,900.00
Work Hours - Overtime - Regular	46.90	0.00	25.00	25.00
Work Hours - Overtime - Comp Time Earned	70.90	0.00	0.00	0.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>6550 Senior Secretary</b>				
Work Hours - Regular	7,841.30	9,527.00	5,400.00	5,400.00
Work Hours - Overtime - Regular	0.00	60.00	25.00	25.00
Work Hours - Overtime - Comp Time Earned	85.50	0.00	0.00	0.00
<b>6600 Senior Storekeeper</b>				
Work Hours - Regular	1,921.00	1,724.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	168.50	10.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	23.00	30.00	0.00	0.00
<b>6650 Staff Office Assistant</b>				
Work Hours - Regular	26,575.80	44,447.00	37,720.00	39,070.00
Work Hours - Overtime - Regular	405.00	120.00	10.00	10.00
Work Hours - Overtime - Comp Time Earned	229.90	20.00	40.00	40.00
<b>6651 Staff Office Assistant-Confide</b>				
Work Hours - Regular	1,773.80	1,814.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	1.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	0.80	0.00	0.00	0.00
<b>6675 Customer Service Representativ</b>				
Work Hours - Regular	4,877.90	7,507.00	10,800.00	10,800.00
Work Hours - Overtime - Regular	21.80	90.00	90.00	90.00
Work Hours - Overtime - Comp Time Earned	18.20	0.00	0.00	0.00
<b>6680 Assistant Professional - Level</b>				
Work Hours - Regular	0.00	3,628.00	3,628.00	3,628.00
<b>6700 Storekeeper</b>				
Work Hours - Regular	1,937.00	3,446.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	128.50	80.00	15.00	15.00
Work Hours - Overtime - Comp Time Earned	1.00	10.00	0.00	0.00
<b>6750 Assistant Buyer</b>				
Work Hours - Regular	0.00	0.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	0.00	20.00	20.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>6800 Accounting Technician</b>				
Work Hours - Regular	10,343.10	10,661.00	12,600.00	12,600.00
Work Hours - Overtime - Regular	283.70	30.00	60.00	60.00
Work Hours - Overtime - Comp Time Earned	141.60	100.00	0.00	0.00
<b>6850 Senior Accounting Technician</b>				
Work Hours - Regular	8,114.00	5,595.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	301.60	147.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	79.60	0.00	0.00	0.00
<b>7100 Equipment Mechanic-In-Training</b>				
Work Hours - Regular	706.50	1,814.00	0.00	0.00
Work Hours - Overtime - Regular	86.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	53.00	0.00	0.00	0.00
<b>7200 Gardener</b>				
Work Hours - Regular	4,142.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	2.00	0.00	0.00	0.00
<b>7300 Greenskeeper</b>				
Work Hours - Regular	1,834.00	1,814.00	1,814.00	1,814.00
Work Hours - Overtime - Regular	22.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	55.00	0.00	0.00	0.00
<b>7301 Senior Greenskeeper</b>				
Work Hours - Regular	1,817.00	1,814.00	1,814.00	1,814.00
Work Hours - Overtime - Regular	58.50	0.00	0.00	0.00
<b>7320 Senior Parks Leader</b>				
Work Hours - Regular	6,823.00	7,256.00	7,256.00	7,256.00
Work Hours - Overtime - Regular	62.00	0.00	5.00	5.00
Work Hours - Overtime - Comp Time Earned	72.50	0.00	0.00	0.00
<b>7325 Groundsworker</b>				
Work Hours - Regular	25,586.80	24,343.15	33,254.45	33,254.45
Work Hours - Overtime - Regular	1,428.60	0.00	35.00	35.00
Work Hours - Overtime - Comp Time Earned	302.50	0.00	0.00	0.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>7400 Maintenance Worker</b>				
Work Hours - Regular	6,224.40	5,612.00	16,338.00	16,338.00
Work Hours - Overtime - Regular	27.00	75.00	150.00	150.00
Work Hours - Overtime - Comp Time Earned	22.20	0.00	0.00	0.00
<b>7500 Press Operator</b>				
Work Hours - Regular	1,867.00	1,814.00	1,850.00	1,850.00
Work Hours - Overtime - Regular	38.50	0.00	0.00	0.00
<b>7600 Parks Worker I</b>				
Work Hours - Regular	3,847.50	190.00	7,500.00	7,500.00
Work Hours - Overtime - Regular	82.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	64.00	0.00	0.00	0.00
<b>7650 Parks Worker II</b>				
Work Hours - Regular	20,633.00	35,152.00	42,300.00	42,300.00
Work Hours - Overtime - Regular	172.50	896.00	896.00	896.00
Work Hours - Overtime - Comp Time Earned	227.50	0.00	0.00	0.00
<b>7675 Parks Worker III</b>				
Work Hours - Regular	13,529.50	7,297.00	12,640.00	12,640.00
Work Hours - Overtime - Regular	302.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	100.00	0.00	0.00	0.00
<b>7800 Utility Worker</b>				
Work Hours - Regular	68,644.40	73,985.00	70,042.00	70,042.00
Work Hours - Overtime - Regular	4,455.20	750.00	409.00	409.00
Work Hours - Overtime - Comp Time Earned	1,838.20	0.00	5.00	5.00
<b>7900 WPCP Operator In Training</b>				
Work Hours - Regular	2,158.80	3,062.00	3,578.00	3,578.00
Work Hours - Overtime - Regular	66.00	177.00	80.00	80.00
Work Hours - Overtime - Comp Time Earned	52.00	0.00	0.00	0.00
<b>8102 Part-Time Office Assistant</b>				
Work Hours - Regular Part-Time	2,388.50	2,541.00	13,982.00	13,782.00
<b>8103 Part-Time Staff Office Assista</b>				
Work Hours - Regular Part-Time	3,870.20	1,370.00	11,312.00	12,692.00

## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>8104 Part-Time Senior Office Assist</b>				
Work Hours - Regular Part-Time	1,440.00	5,544.00	2,650.00	2,650.00
<b>8105 Part-Time Principal Office Ass</b>				
Work Hours - Regular Part-Time	2,813.80	7,495.00	3,149.00	3,149.00
<b>8301 Custodian</b>				
Work Hours - Regular	40.00	0.00	0.00	0.00
Work Hours - Regular Part-Time	3,189.00	4,840.00	1,700.00	3,100.00
Work Hours - Overtime - Part-Time	63.00	0.00	0.00	0.00
<b>8303 Building Services Worker</b>				
Work Hours - Regular Part-Time	947.50	1,340.00	0.00	0.00
<b>8400 Part-Time Librarian</b>				
Work Hours - Regular	-2.00	0.00	0.00	0.00
Work Hours - Regular Part-Time	6,561.70	8,413.00	8,413.00	8,413.00
<b>8402 Library Specialist I</b>				
Work Hours - Regular Part-Time	7,297.50	8,081.00	11,081.00	11,081.00
<b>8404 Library Specialist III</b>				
Work Hours - Regular Part-Time	27,555.90	29,173.00	30,673.00	30,673.00
Work Hours - Overtime - Part-Time	3.80	0.00	0.00	0.00
<b>8405 Library Specialist III - Bookm</b>				
Work Hours - Regular Part-Time	562.50	1,140.00	1,140.00	1,140.00
<b>8406 Part Time Shop Staff - Level 2</b>				
Work Hours - Regular Part-Time	0.00	2,184.00	2,184.00	2,184.00
<b>8500 Part-Time Administrative Aide</b>				
Work Hours - Regular Part-Time	0.00	1,250.00	0.00	0.00
<b>8510 Accountant Part-Time</b>				
<b>8600 Nuisance Vehicle Inspector</b>				
Work Hours - Regular Part-Time	2,215.20	2,496.00	2,496.00	2,496.00
<b>8901 WPCP Technical Worker I</b>				
<b>8903 WPCP Technical Worker III</b>				
Work Hours - Regular Part-Time	86.00	0.00	0.00	0.00



## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>9009 Casual Crime Prevention Assist</b> Work Hours - Casual/Seasonal	1,464.60	3,100.00	2,950.00	2,950.00
<b>9010 Casual Crossing Guard</b> Work Hours - Casual/Seasonal	12,357.10	24,000.00	24,000.00	24,000.00
<b>9014 WPCP Lab Technician</b> Work Hours - Casual/Seasonal	0.00	507.00	488.00	488.00
<b>9015 Laborer</b>				
<b>9017 Intern 2</b> Work Hours - Casual/Seasonal	0.00	500.00	0.00	0.00
<b>9018 Intern 3</b> Work Hours - Casual/Seasonal	0.00	900.00	1,050.00	1,050.00
<b>9022 Casual Librarian</b> Work Hours - Casual/Seasonal	3,881.70	0.00	0.00	0.00
<b>9023 Capital Project Assistant</b> Work Hours - Casual/Seasonal	1,006.50	810.00	810.00	810.00
<b>9024 Grant Assistant</b> Work Hours - Casual/Seasonal	1.00	1,319.00	0.00	0.00
<b>9030 Casual Library Clerk I</b> Work Hours - Casual/Seasonal	9,224.90	13,086.00	0.00	0.00
<b>9250 Casual Public Safety Cadet</b> Work Hours - Casual/Seasonal	2,605.70	0.00	0.00	0.00
<b>9299 Nova Youth Worker</b> Work Hours - Casual/Seasonal	6,891.70	3,234.00	0.00	0.00
<b>9450 Recreation Leader</b> Work Hours - Casual/Seasonal	0.00	315.00	0.00	0.00
<b>9650 Recreation Specialist</b> Work Hours - Casual/Seasonal	39.80	1,138.00	0.00	0.00
<b>9700 Casual Library Clerk IV</b> Work Hours - Casual/Seasonal	4,863.30	0.00	0.00	0.00

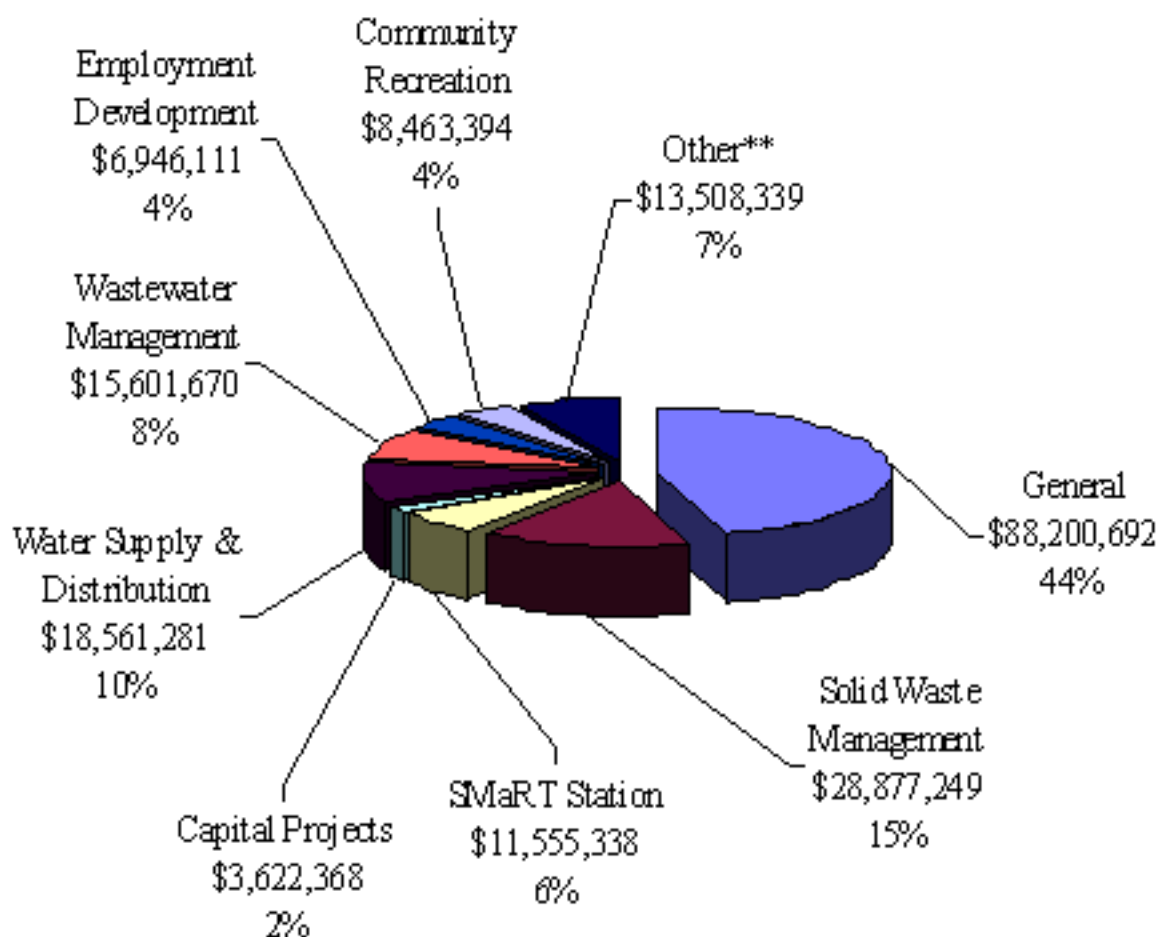
## Summary of Budgeted Personnel Hours City-Wide

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>9800 Casual Library Clerk II</b> Work Hours - Casual/Seasonal	303.30	0.00	13,086.00	13,086.00
<b>9857 Recreation Official/Instructor</b> Work Hours - Casual/Seasonal	449.00	0.00	0.00	0.00
<b>9862 Recreation Instructor/Official</b> Work Hours - Casual/Seasonal	35.00	162.00	0.00	0.00
<b>9980 Casual Management</b> Work Hours - Casual/Seasonal	4,325.90	400.00	2,995.00	2,995.00
<b>9981 Casual Professional</b> Work Hours - Regular	3.00	0.00	0.00	0.00
Work Hours - Casual/Seasonal	2,604.10	300.00	2,640.00	2,640.00
<b>9982 Casual Paraprofessional</b> Work Hours - Casual/Seasonal	168.80	500.00	0.00	0.00
<b>9983 Casual Technical</b> Work Hours - Casual/Seasonal	2,333.00	4,759.00	5,789.00	5,789.00
<b>9986 Casual Clerical</b> Work Hours - Casual/Seasonal	244.10	500.00	900.00	900.00
<b>9988 Seasonal Clerical</b>				
<b>9991 Seasonal Professional</b> Work Hours - Casual/Seasonal	328.50	633.00	0.00	0.00
<b>9992 Seasonal Service Maintenance</b>				
<b>9994 Seasonal Technical</b> Work Hours - Casual/Seasonal	857.50	0.00	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	1.50	0.00	0.00	0.00
<b>9995 Seasonal Unskilled Laborer</b> Work Hours - Casual/Seasonal	4,514.50	200.00	200.00	200.00
Work Hours - Overtime - Casual/Seasonal	244.50	0.00	0.00	0.00
<b>9996 Seasonal Executive</b> Work Hours - Casual/Seasonal	0.00	585.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
City-Wide**

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>9997 Part Time Prof I</b>				
<b>9998 Part Time Prof II</b>				
<b>9999 Part Time Prof III</b>				
<b>Total Personnel Hours - City-Wide</b>	<u><u>1,999,084.17</u></u>	<u><u>2,133,332.70</u></u>	<u><u>2,155,981.30</u></u>	<u><u>2,153,475.30</u></u>

Graph 1.1 Revenues by Fund - All Funds\*



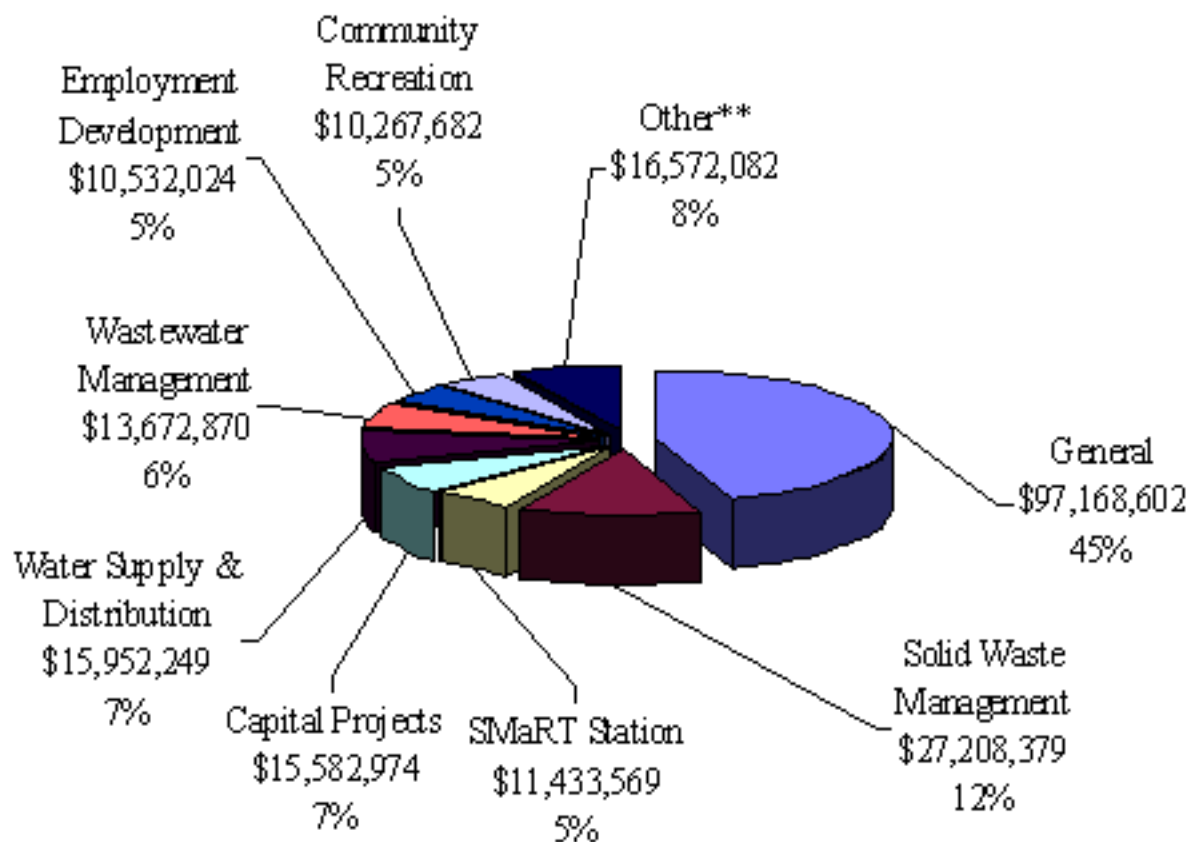
**Total Revenues**

**\$195,336,442**

\*Excludes internal service fund charges.

\*\*Other includes Community Development Block Grant, Housing, Gas Tax, Redevelopment Agency, Patent Library, and Youth and Neighborhood Services.

Graph 1.2 Expenditures by Fund - All Funds\*



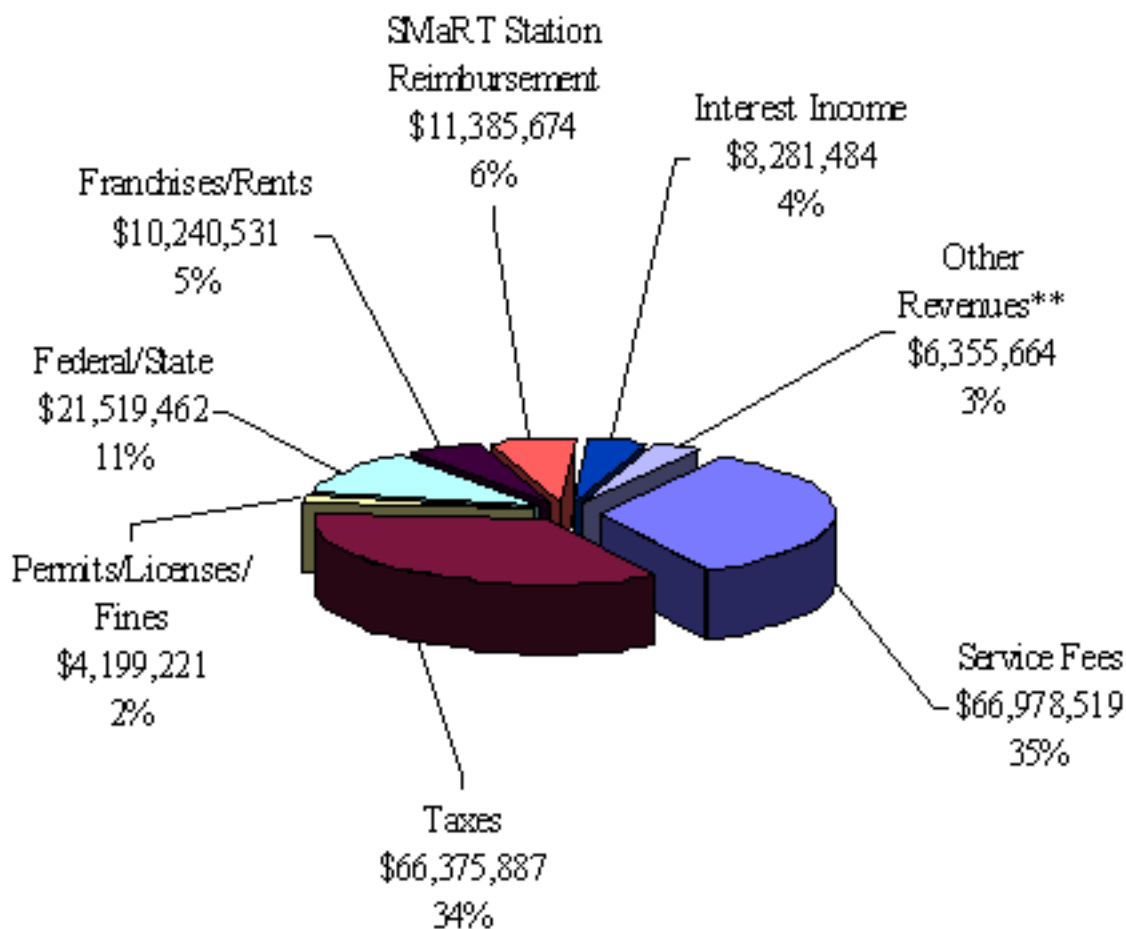
**Total Expenditures**

**\$218,390,431**

\*Excludes internal service fund operating budgets.

\*\*Other includes Community Development Block Grant, Housing, Gas Tax, Redevelopment Agency, Patent Library, and Youth and Neighborhood Services.

## Graph 1.3 Revenues By Source - All Funds\*



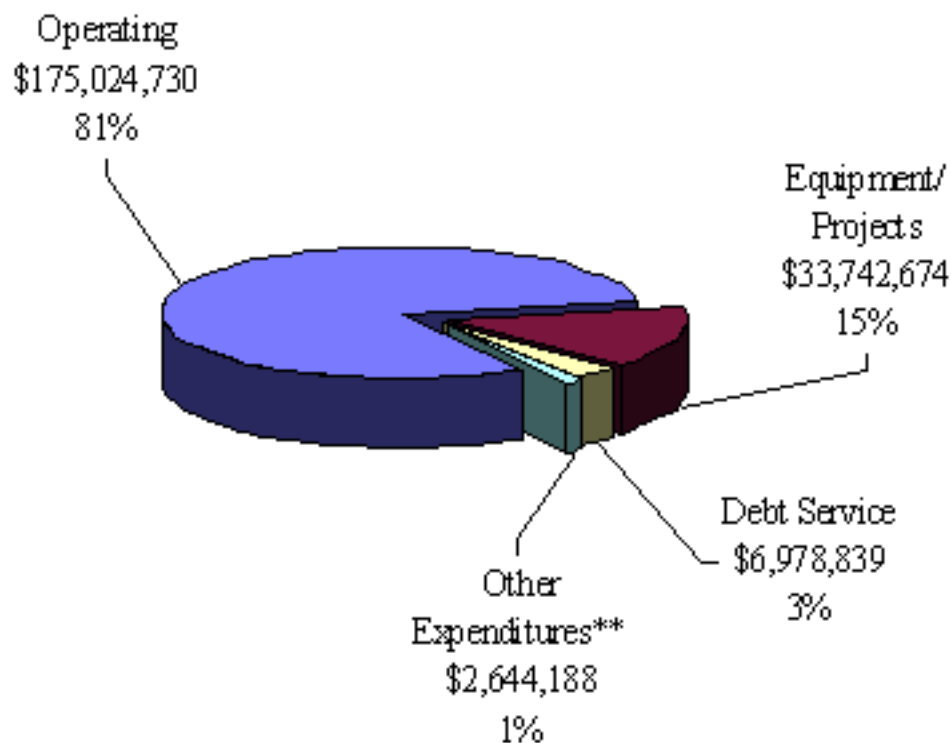
### Total Revenues

**\$195,336,442**

\*Excludes internal service fund charges.

\*\*Other Revenues includes Miscellaneous Revenues, Santa Clara County Measure A/B Pavement Management Program, SMaRT Station Revenues, and Contributions.

## Graph 1.4 Expenditures by Type - All Funds\*



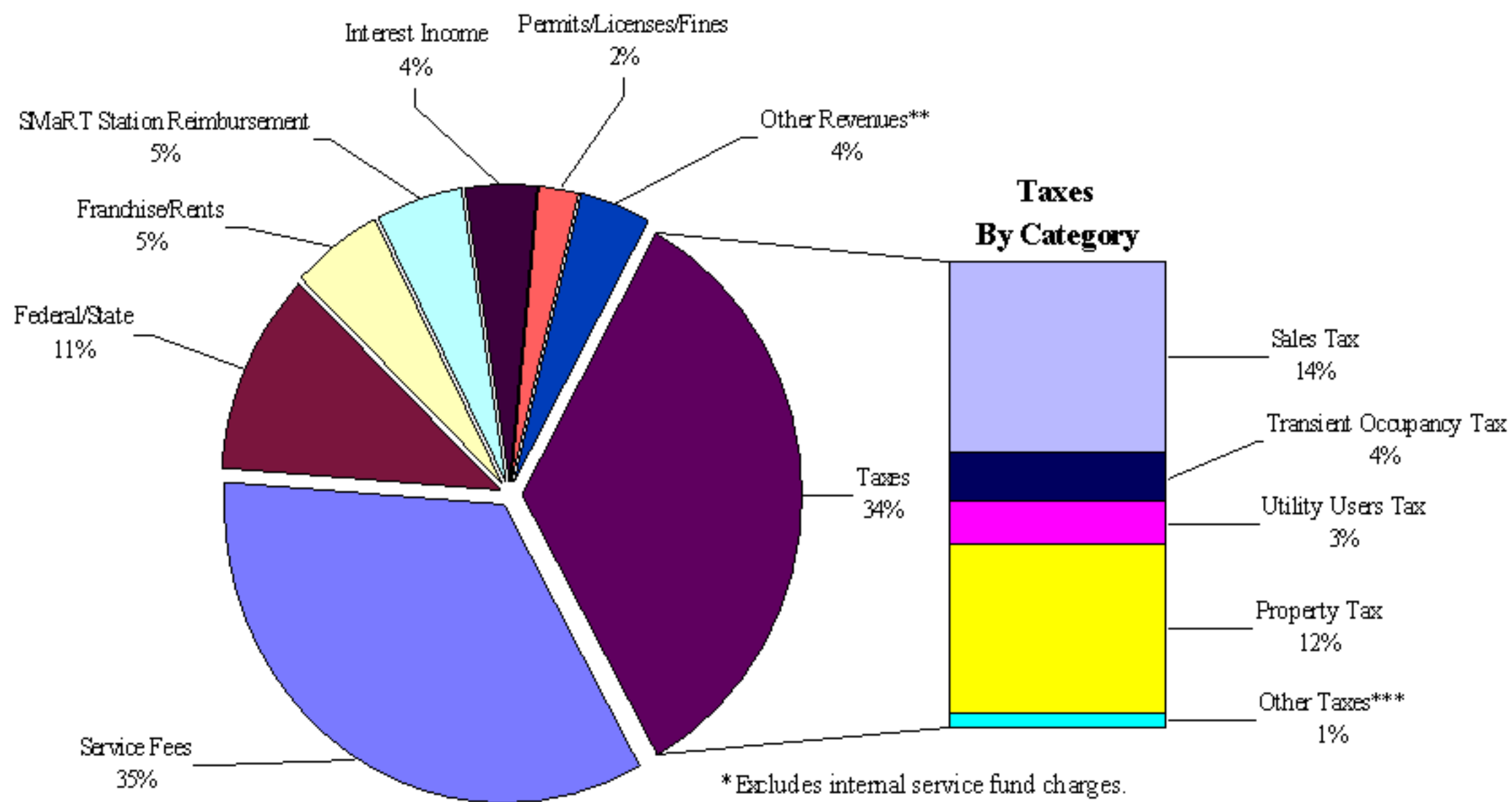
### Total Expenditures

**\$218,390,431**

\*Excludes internal service fund operating budgets.

\*\*Other Expenditures includes the General Fund's line-items Fiscal Uncertainties, Paramedic Services Set-Aside and Public Facilities (City) Space Issues.

**Graph 1.5 Revenues by Source - Taxes by Category\***



**Total Revenues**  
**\$195,336,442**

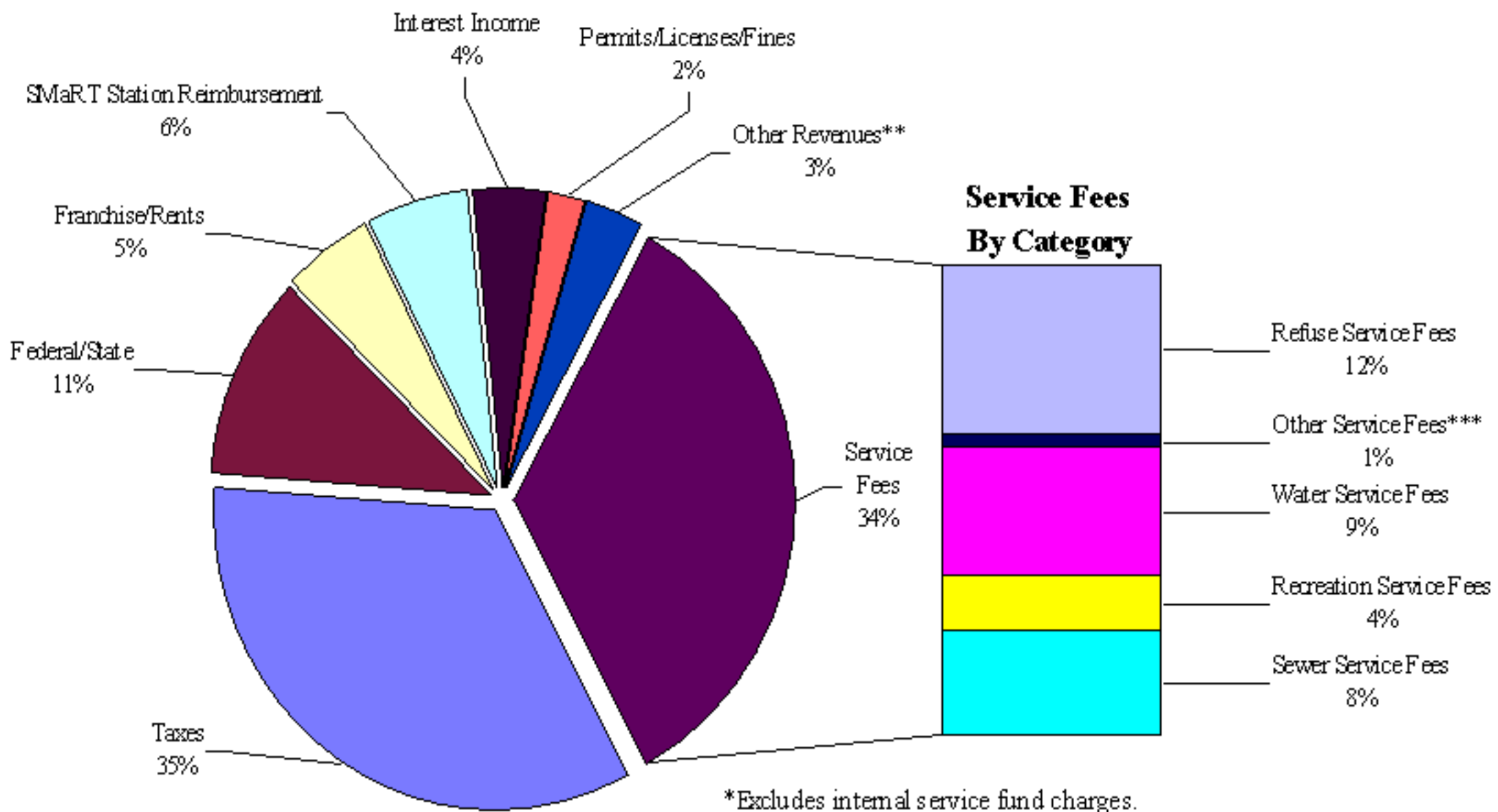
\* Excludes internal service fund charges.

\*\*Other Revenues includes Miscellaneous Revenues, Santa Clara County Measure A/B Pavement Management Program, SMaRT Station Revenues, and Contributions.

\*\*\*Other Taxes includes Construction, Real Property Transfer, and Business License Taxes.



**Graph 1.6 Revenues by Source - Service Fees by Category\***



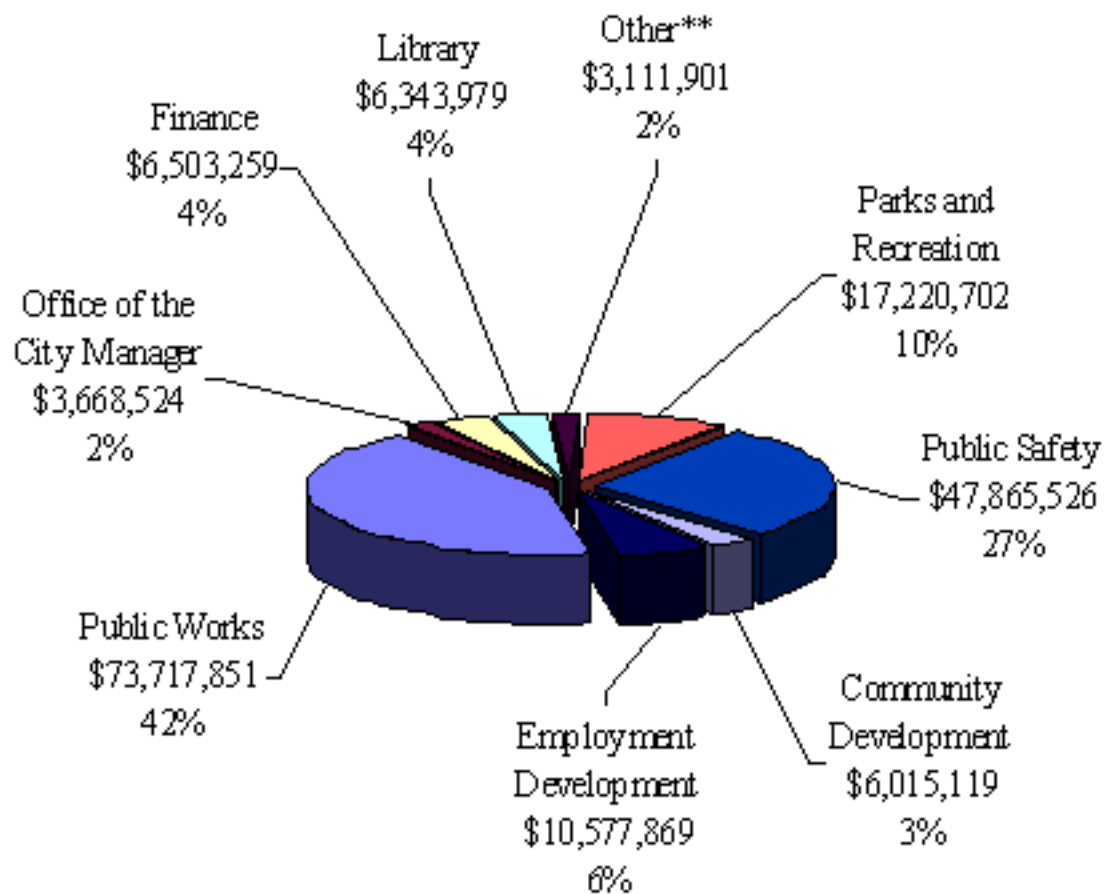
**Total Revenues**  
**\$195,336,442**

\*Excludes internal service fund charges.

\*\*Other Revenues includes Miscellaneous Revenues, Santa Clara County Measure A/B Pavement Management Program, SMaRT Station Revenues, and Contributions.

\*\*\* Other Service Fees includes Patent Library, Community Development, Library,

## Graph 1.7 Operating Expenditures by Department - All Funds\*



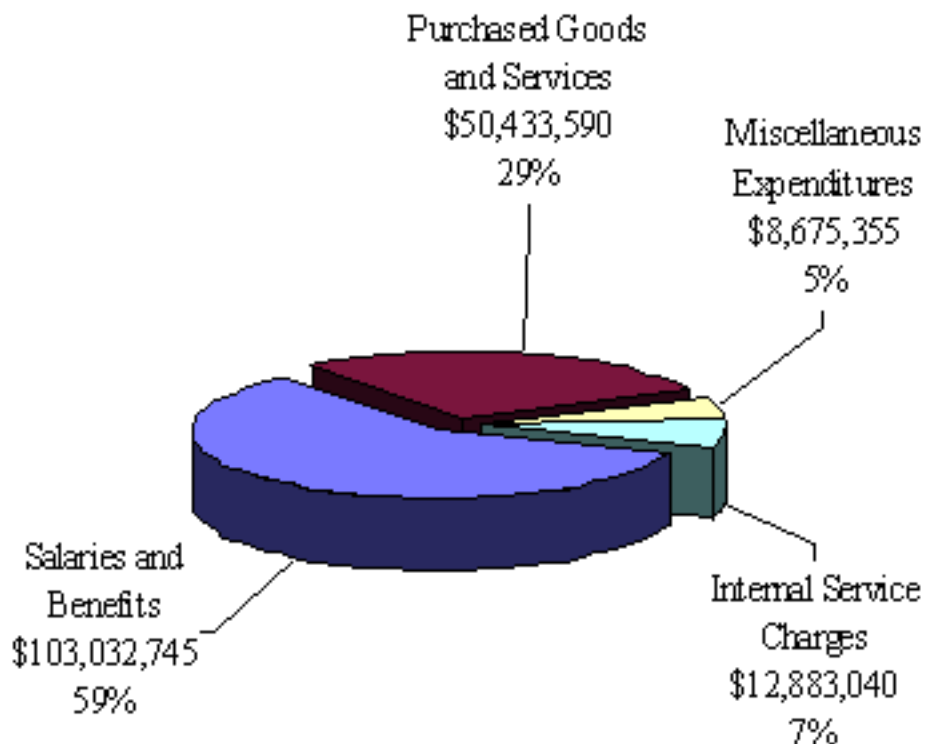
### Total Expenditures

**\$175,024,730**

\*Excludes internal service fund operating budgets. Budget Supplements are included in the respective Departments.

\*\*Other includes Office of the City Attorney, City Council, Human Resources Department, and Project Operating Costs.

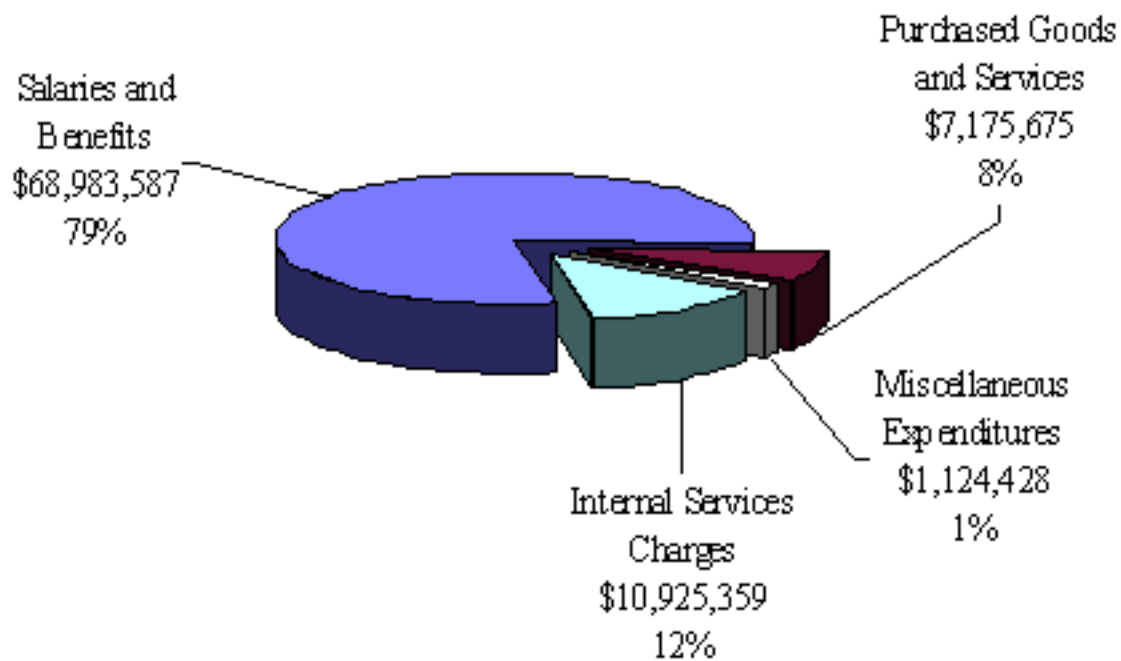
# Graph 1.8 Operating Expenditures by Character - All Funds\*



**Total Expenditures**  
**\$175,024,730**

\*Excludes internal service fund operating budgets.

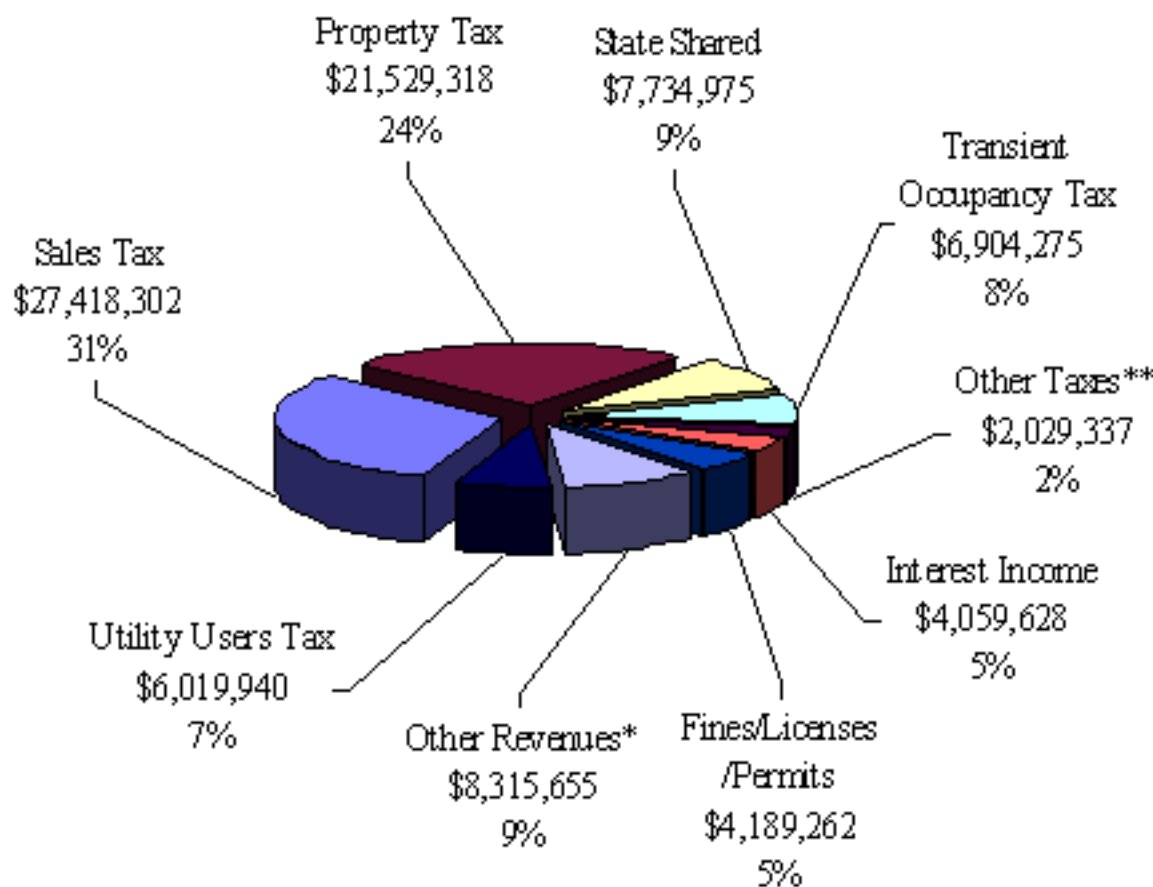
## Graph 2.1 Operating Expenditures by Character - General Fund\*



**Total Expenditures**  
**\$88,209,049**

\*Includes Budget Supplements and Project Operating Costs.

## Graph 2.2 Revenues by Source - General Fund



### Total Revenues

**\$88,200,692**

\*Other Revenues includes Interfund Revenues, Franchises Fees, Rents and Concessions, Miscellaneous Revenues, and Service Fees.

\*\*Other Taxes includes Construction, Real Property Transfer, and Business License Taxes.

**CITY OF SUNNYVALE  
035. GENERAL FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2001 TO JUNE 30, 2012**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
RESERVES/FUND BALANCE, JULY 1	67,949,814	89,249,518	85,157,848	69,874,065	61,729,694	58,566,952	55,977,475	54,103,105	50,922,903	47,476,657	45,938,153	47,038,660	89,249,518
<b>CURRENT RESOURCES:</b>													
Property Tax	20,360,778	22,612,456	21,529,318	22,170,989	23,051,426	23,966,974	24,919,036	25,909,072	26,938,598	28,009,193	29,122,499	30,280,221	278,509,783
Sales Tax	37,620,492	26,376,992	27,418,302	28,760,851	30,442,677	32,239,144	33,528,710	34,869,858	36,264,652	37,715,238	39,223,848	40,792,802	367,633,073
Other Taxes	3,562,065	2,140,159	2,029,337	2,076,285	2,124,500	2,174,016	2,224,867	2,277,092	2,330,727	2,385,810	2,442,380	2,500,479	24,705,652
Transient Occupancy Tax	10,735,481	6,390,780	6,904,275	7,537,570	8,202,781	8,952,942	9,745,536	10,147,318	10,540,690	10,974,278	11,400,729	11,868,718	102,665,617
Utility Users Taxes	5,858,806	5,844,602	6,019,940	6,200,538	6,386,554	6,578,151	6,775,496	6,978,760	7,188,123	7,403,767	7,625,880	7,854,656	74,856,468
Franchises	4,690,090	5,450,515	5,182,536	5,333,496	5,489,035	5,649,130	5,813,914	5,983,656	6,158,545	6,339,115	6,524,717	6,949,104	64,873,763
Rents and Concessions	1,215,726	1,148,146	1,186,446	1,239,431	1,292,557	1,264,776	1,315,301	734,463	153,728	157,348	161,076	82,979	8,736,251
Federal Grants	56,081	0	0	0	0	0	0	0	0	0	0	0	0
State Shared Revenues	8,568,106	7,952,832	7,734,975	7,636,870	7,924,823	8,224,274	8,535,684	8,859,529	9,196,306	9,546,532	9,910,745	10,289,504	95,812,073
Other Inter-Governmental Revenues	184,469	0	0	0	0	0	0	0	0	0	0	0	0
Permits and Licenses	6,415,077	3,974,113	3,482,346	3,574,096	3,668,280	3,764,968	3,864,220	3,966,108	4,070,704	4,171,513	4,281,576	4,394,464	43,212,388
Fines and Forfeitures	641,008	704,025	706,916	725,136	743,875	763,145	782,967	803,354	824,324	845,893	868,080	833,131	8,600,847
Service Fees	3,184,737	1,724,801	1,370,585	1,398,734	1,427,627	1,456,989	1,487,734	1,518,993	1,551,078	1,584,021	1,617,833	1,652,550	16,790,946
Interest	5,175,513	4,969,493	4,059,628	3,566,161	3,335,316	3,190,968	3,081,395	2,691,747	2,708,643	2,623,544	2,690,820	2,801,123	35,718,837
Inter-Fund Revenues	3,136,398	3,322,171	1,744,796	1,706,199	3,333,369	3,400,469	3,470,631	3,543,866	3,620,176	4,033,073	6,275,839	6,379,047	40,829,637
Miscellaneous	668,759	751,098	576,088	587,500	596,239	599,980	743,020	384,892	388,980	393,191	397,529	414,565	5,833,081
In-Lieu Charges	5,935,510	6,307,437	6,563,812	6,793,027	6,996,818	7,206,722	7,422,924	7,645,612	7,874,980	8,111,230	8,354,567	8,605,204	81,882,331
Transfers From Other Funds	609,381	93,545	116,666	622,833	623,485	643,759	501,423	141,598	147,663	677,511	684,461	691,950	4,944,894
<b>TOTAL CURRENT RESOURCES</b>	<b>118,618,476</b>	<b>99,763,164</b>	<b>96,625,966</b>	<b>99,929,716</b>	<b>105,639,360</b>	<b>110,076,406</b>	<b>114,212,857</b>	<b>116,455,918</b>	<b>119,957,919</b>	<b>124,971,258</b>	<b>131,582,578</b>	<b>136,390,499</b>	<b>1,255,605,642</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>186,568,290</b>	<b>189,012,682</b>	<b>181,783,815</b>	<b>169,803,781</b>	<b>167,369,054</b>	<b>168,643,358</b>	<b>170,190,332</b>	<b>170,559,023</b>	<b>170,880,822</b>	<b>172,447,915</b>	<b>177,520,731</b>	<b>183,429,159</b>	<b>1,344,855,160</b>
<b>EXPENDITURES:</b>													
Equipment	19,174	75,331	300,000	0	0	0	0	0	0	0	0	0	375,331
Debt Service	416,473	418,883	415,648	416,568	416,458	415,238	417,878	414,069	181,610	179,870	177,745	180,090	3,634,057
Operations	73,475,228	81,531,939	88,209,049	92,509,374	94,814,694	98,068,738	101,183,294	104,203,386	107,357,200	110,749,450	114,136,503	117,680,587	1,110,444,213
Capital Projects	1,670,222	1,421,798	153,422	65,123	64,695	65,989	67,309	68,655	70,028	71,429	72,857	74,314	2,195,619
Project Operating Costs	0	(61,000)	(53,045)	882,609	956,123	1,007,320	1,037,532	1,062,688	1,106,866	1,220,077	1,256,679	1,294,383	9,710,232
Special Projects	1,680,201	4,649,858	3,990,939	2,712,253	706,102	741,101	703,131	596,250	417,248	426,129	528,027	445,044	15,916,082
Outside Group Funding Projects	98,944	115,928	97,178	84,842	86,539	88,269	90,035	91,835	93,672	95,546	97,456	99,405	1,040,705
Infrastructure Fund Contribution	2,130,450	2,494,364	2,319,195	2,388,771	2,460,434	2,534,247	2,610,274	2,688,583	2,769,240	2,852,317	2,937,887	3,026,023	29,081,336
Capital Projects Fund Contribution	11,758,770	4,690,874	7,646,371	5,272	5,430	5,593	5,761	124,372	766,134	6,295	6,547	6,809	13,269,458
Project Administration Charges	504,958	908,705	195,545	141,253	382,759	650,389	673,074	772,347	808,684	840,773	885,697	926,644	7,185,870
Lease Payments	1,215,698	1,218,753	1,215,678	1,216,678	1,211,728	1,210,558	1,212,920	1,213,805	1,208,280	1,210,892	1,206,475	1,205,118	13,330,885
Paramedic Services Set-Aside	0	425,962	515,000	530,450	546,364	562,754	579,637	597,026	614,937	633,385	646,053	658,974	6,310,542
Public Facilities (City) Space Issues	0	508,636	1,239,674	1,154,073	1,139,960	1,125,256	1,109,935	1,093,971	1,077,336	1,060,001	1,041,937	1,023,112	11,573,890
Fiscal Uncertainties	0	185,520	889,514	929,322	957,148	985,822	1,015,372	1,045,823	1,077,204	1,109,544	1,142,872	1,177,219	10,515,362
<b>TOTAL EXPENDITURES</b>	<b>92,970,120</b>	<b>98,585,551</b>	<b>107,134,168</b>	<b>103,036,587</b>	<b>103,748,433</b>	<b>107,461,276</b>	<b>110,706,152</b>	<b>113,972,810</b>	<b>117,548,438</b>	<b>120,455,708</b>	<b>124,136,735</b>	<b>127,797,723</b>	<b>1,234,583,582</b>



**CITY OF SUNNYVALE**  
**035. GENERAL FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2012 TO JUNE 30, 2022**

	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2012/2013 TO FY 2021/2022	FY 2001/2002 TO FY 2021/2022
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	TOTAL	TOTAL
RESERVES/FUND BALANCE, JULY 1	49,066,232	50,889,687	51,756,621	54,590,375	56,809,521	58,061,547	58,503,888	57,873,735	55,848,186	52,399,295	49,066,232	89,249,518
<b>CURRENT RESOURCES:</b>												
Property Tax	31,323,808	32,414,021	33,542,283	34,709,925	35,918,322	37,168,900	38,463,132	39,802,546	41,188,720	42,623,290	367,154,946	645,664,729
Sales Tax	42,220,550	43,698,269	45,227,708	46,810,678	48,449,052	50,144,769	51,899,836	53,716,330	55,596,402	57,542,276	495,305,869	862,938,943
Other Taxes	2,582,403	2,667,355	2,755,448	2,846,798	2,941,528	3,039,762	3,141,631	3,247,268	3,356,814	3,470,417	30,049,424	54,755,076
Transient Occupancy Tax	12,212,390	12,590,732	12,956,064	13,356,716	13,745,027	14,169,348	14,582,038	15,031,469	15,470,023	15,946,094	140,059,901	242,725,518
Utility Users Taxes	8,221,790	8,427,334	8,638,018	8,853,968	9,075,317	9,302,200	9,534,755	9,773,124	10,017,452	10,267,889	92,111,847	166,968,315
Franchises	7,226,871	7,515,815	7,816,385	8,129,056	8,454,318	8,792,681	9,144,676	9,510,858	9,891,801	10,241,826	86,724,286	151,598,049
Rents and Concessions	84,976	87,052	89,211	91,456	93,791	68,520	71,045	73,672	76,404	79,245	815,370	9,551,621
Federal Grants	0	0	0	0	0	0	0	0	0	0	0	0
State Shared Revenues	10,488,959	10,692,135	10,899,444	11,110,973	11,326,809	11,547,042	11,771,760	12,001,059	12,235,033	12,473,613	114,546,829	210,358,902
Other Inter-Governmental Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Permits and Licenses	4,553,477	4,719,214	4,891,007	5,069,080	5,253,662	5,444,993	5,643,320	5,848,900	6,061,999	6,282,894	53,768,547	96,980,935
Fines and Forfeitures	811,314	839,315	868,435	898,720	930,215	962,969	997,033	1,032,457	1,069,299	1,107,432	9,517,189	18,118,036
Service Fees	1,751,193	1,806,209	1,863,241	1,922,363	1,983,652	2,047,188	2,113,053	2,181,334	2,252,187	2,325,639	20,246,061	37,037,007
Interest	3,291,845	3,250,550	3,621,061	3,769,176	3,854,186	3,886,234	3,848,298	3,717,981	3,495,819	3,160,878	35,896,027	71,614,863
Inter-Fund Revenues	6,496,137	6,619,154	8,787,711	8,923,468	9,056,052	9,200,835	9,348,276	9,503,779	9,573,985	9,622,688	87,132,086	127,961,723
Miscellaneous	231,964	139,892	139,892	139,892	139,892	139,892	139,892	139,892	139,892	139,892	1,490,991	7,324,072
In-Lieu Charges	8,949,411	9,307,387	9,679,684	10,066,871	10,469,546	10,888,327	11,323,860	11,776,815	12,247,888	12,737,802	107,447,591	189,329,922
Transfers From Other Funds	919,813	927,079	934,693	942,672	707,376	716,140	725,324	211,442	221,531	118,288	6,424,358	11,369,252
<b>TOTAL CURRENT RESOURCES</b>	<b>141,366,902</b>	<b>145,701,514</b>	<b>152,710,285</b>	<b>157,641,812</b>	<b>162,398,745</b>	<b>167,519,798</b>	<b>172,747,929</b>	<b>177,568,925</b>	<b>182,895,248</b>	<b>188,140,164</b>	<b>1,648,691,322</b>	<b>2,904,296,964</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>190,433,133</b>	<b>196,591,201</b>	<b>204,466,906</b>	<b>212,232,187</b>	<b>219,208,267</b>	<b>225,581,346</b>	<b>231,251,817</b>	<b>235,442,660</b>	<b>238,743,434</b>	<b>240,539,458</b>	<b>1,697,757,554</b>	<b>2,993,546,482</b>
<b>EXPENDITURES:</b>												
Equipment	0	0	0	0	0	0	0	0	0	0	0	375,331
Debt Service	181,770	197,540	0	0	0	0	0	0	0	0	379,310	4,013,367
Operations	121,712,449	126,404,402	131,038,883	135,957,592	141,030,955	146,281,648	151,877,640	157,367,079	163,361,494	169,547,288	1,444,579,429	2,555,023,642
Capital Projects	750,000	780,000	811,200	843,648	877,394	912,490	948,989	986,949	1,026,427	1,067,484	9,004,580	11,200,199
Project Operating Costs	1,346,158	1,400,005	1,456,005	1,514,245	1,574,815	1,637,807	1,703,320	1,771,453	1,842,311	1,916,003	16,162,121	25,872,353
Special Projects	493,144	544,968	600,427	654,522	712,240	768,755	829,241	854,751	917,462	982,054	7,357,563	23,273,645
Outside Group Funding Projects	102,388	105,459	108,623	111,882	115,238	118,695	122,256	125,924	129,702	133,593	1,173,760	2,214,465
Infrastructure Fund Contribution	3,147,064	3,272,947	3,403,865	3,540,019	3,681,620	3,828,885	3,982,040	4,141,322	4,306,975	4,479,254	37,783,992	66,865,328
Capital Projects Fund Contribution	7,081	7,364	7,659	7,965	8,284	8,615	8,960	9,318	9,691	10,079	85,016	13,354,474
Project Administration Charges	1,033,810	1,076,038	1,119,964	1,165,658	1,213,189	1,267,844	1,324,016	1,378,574	1,436,589	1,497,221	12,512,903	19,698,773
Lease Payments	1,206,523	1,205,689	1,202,750	1,202,750	1,200,750	1,201,625	1,200,250	1,235,625	1,235,625	1,235,626	12,127,213	25,458,098
Paramedic Services Set-Aside	685,333	712,746	741,256	770,906	801,742	833,812	867,165	901,851	937,925	975,442	8,228,178	14,538,720
Public Facilities (City) Space Issues	886,348	872,167	857,554	842,496	826,979	810,987	794,507	777,521	760,014	743,135	8,171,707	19,745,597
Fiscal Uncertainties	1,222,807	1,270,172	1,319,386	1,370,521	1,423,651	1,478,857	1,536,218	1,595,820	1,657,750	1,722,101	14,597,282	25,112,644
<b>TOTAL EXPENDITURES</b>	<b>132,774,874</b>	<b>137,849,496</b>	<b>142,667,571</b>	<b>147,982,204</b>	<b>153,466,858</b>	<b>159,150,020</b>	<b>165,194,602</b>	<b>171,146,186</b>	<b>177,621,964</b>	<b>184,309,280</b>	<b>1,572,163,054</b>	<b>2,806,746,636</b>





**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
0150	Secured Tax	16,247,668	18,171,248	18,171,248	18,716,385	19,465,041	20,243,642	21,053,388	21,895,524	22,771,345	23,682,198	24,629,486	25,614,666	234,414,172
0152	Unitary Roll - AB454	378,952	412,592	420,844	429,261	437,846	446,603	455,535	464,646	473,939	483,417	493,086	502,947	5,020,715
0155	Tax Delinquencies	783,219	624,917	643,664	662,974	689,493	717,073	745,756	775,586	806,610	838,874	872,429	907,326	8,284,702
0156	Unsecured Tax	1,985,856	2,357,001	1,802,442	1,856,515	1,930,776	2,008,007	2,088,327	2,171,860	2,258,735	2,349,084	2,443,047	2,540,769	23,806,564
0157	Supplemental Roll	1,170,866	1,252,416	703,009	724,099	753,063	783,186	814,513	847,094	880,977	916,217	952,865	990,980	9,618,419
0159	Administrative Fees	(205,783)	(205,718)	(211,889)	(218,246)	(224,793)	(231,537)	(238,483)	(245,638)	(253,007)	(260,597)	(268,415)	(276,467)	(2,634,789)
<b>TOTAL PROPERTY TAXES</b>		<b>20,360,778</b>	<b>22,612,456</b>	<b>21,529,318</b>	<b>22,170,989</b>	<b>23,051,426</b>	<b>23,966,974</b>	<b>24,919,036</b>	<b>25,909,072</b>	<b>26,938,598</b>	<b>28,009,193</b>	<b>29,122,499</b>	<b>30,280,221</b>	<b>278,509,783</b>
0300	Sales and Use Tax	36,302,796	25,000,000	26,000,000	27,300,000	28,938,000	30,674,280	31,901,251	33,177,301	34,504,393	35,884,569	37,319,952	38,812,750	349,512,496
0301	Sales and Use Tax - Public Safety	1,317,696	1,376,992	1,418,302	1,460,851	1,504,677	1,564,864	1,627,458	1,692,557	1,760,259	1,830,669	1,903,896	1,980,052	18,120,577
<b>TOTAL SALES AND USE TAXES</b>		<b>37,620,492</b>	<b>26,376,992</b>	<b>27,418,302</b>	<b>28,760,851</b>	<b>30,442,677</b>	<b>32,239,144</b>	<b>33,528,710</b>	<b>34,869,858</b>	<b>36,264,652</b>	<b>37,715,238</b>	<b>39,223,848</b>	<b>40,792,802</b>	<b>367,633,073</b>
0450	Business License Tax	287,252	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	3,025,000
0451	Construction Tax	2,419,062	1,365,159	1,136,337	1,164,745	1,193,864	1,223,711	1,254,303	1,285,661	1,317,803	1,350,748	1,384,516	1,419,129	14,095,976
0452	Real Property Transfer Tax	855,751	500,000	618,000	636,540	655,636	675,305	695,564	716,431	737,924	760,062	782,864	806,350	7,584,676
<b>TOTAL OTHER TAXES</b>		<b>3,562,065</b>	<b>2,140,159</b>	<b>2,029,337</b>	<b>2,076,285</b>	<b>2,124,500</b>	<b>2,174,016</b>	<b>2,224,867</b>	<b>2,277,092</b>	<b>2,330,727</b>	<b>2,385,810</b>	<b>2,442,380</b>	<b>2,500,479</b>	<b>24,705,652</b>
0453-01	Transient Occupancy Tax	10,699,743	6,333,280	6,903,275	7,524,570	8,201,781	8,939,942	9,744,536	10,134,318	10,539,690	10,961,278	11,399,729	11,855,718	102,538,117
0453-02	Transient Occupancy Tax Penalties	25,418	2,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,500
0453-03	Transient Occupancy Tax - Audit	10,200	44,000	0	10,000	0	10,000	0	10,000	0	10,000	0	10,000	94,000
0453-04	Transient Occupancy Tax - Audit	121	11,000	0	2,000	0	2,000	0	2,000	0	2,000	0	2,000	21,000
<b>TOTAL TRANSIENT OCCUPANCY TAX</b>		<b>10,735,481</b>	<b>6,390,780</b>	<b>6,904,275</b>	<b>7,537,570</b>	<b>8,202,781</b>	<b>8,952,942</b>	<b>9,745,536</b>	<b>10,147,318</b>	<b>10,540,690</b>	<b>10,974,278</b>	<b>11,400,729</b>	<b>11,868,718</b>	<b>102,665,617</b>
0454-02	Utility User's Tax - Pacific Bell	506,666	540,750	556,973	573,682	590,892	608,619	626,877	645,684	665,054	685,006	705,556	726,723	6,925,816
0454-03	Utility User's Tax - NSC	17,090	10,022	10,323	10,632	10,951	11,280	11,618	11,967	12,326	12,696	13,076	13,469	128,360
0454-04	Utility User's Tax - Other Phone	392,562	302,823	311,908	321,265	330,903	340,830	351,055	361,586	372,434	383,607	395,115	406,969	3,878,495
0454-05	Utility User's Tax - MCI	132,011	112,044	115,405	118,867	122,434	126,107	129,890	133,786	137,800	141,934	146,192	150,578	1,435,037
0454-06	Utility User's Tax - Sprint	134,320	189,283	194,961	200,810	206,835	213,040	219,431	226,014	232,794	239,778	246,971	254,381	2,424,298

**035. GENERAL FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
0454-07 Utility User's Tax - AT&T	109,492	113,300	116,699	120,200	123,806	127,520	131,346	135,286	139,345	143,525	147,831	152,266	1,451,123
0454-08 Utility User's Tax - Other Electric	905,593	131,678	135,628	139,697	143,888	148,205	152,651	157,230	161,947	166,806	171,810	176,964	1,686,505
0454-09 Utility User's Tax - PG&E Electric	2,347,213	4,063,286	4,185,185	4,310,740	4,440,062	4,573,264	4,710,462	4,851,776	4,997,329	5,147,249	5,301,667	5,460,717	52,041,737
0454-10 Utility User's Tax - PG&E Gas	1,313,858	381,416	392,858	404,644	416,784	429,287	442,166	455,431	469,094	483,166	497,661	512,591	4,885,098
<b>TOTAL UTILITY USERS TAXES</b>	<b>5,858,805</b>	<b>5,844,602</b>	<b>6,019,940</b>	<b>6,200,538</b>	<b>6,386,554</b>	<b>6,578,151</b>	<b>6,775,496</b>	<b>6,978,760</b>	<b>7,188,123</b>	<b>7,403,767</b>	<b>7,625,880</b>	<b>7,854,656</b>	<b>74,856,468</b>
0600-01 Franchise - Air Products	38,144	38,907	39,685	40,479	41,288	42,114	42,956	43,816	45,130	46,483	47,878	49,314	478,050
0600-02 Franchise - Cal Water Service	12,235	11,499	11,729	11,964	12,203	12,447	12,696	13,077	13,469	13,873	14,289	14,718	141,964
0600-03 Franchise - Taxicab Service	37,605	26,000	25,750	26,523	27,319	28,139	28,982	29,851	30,478	31,669	32,620	33,599	320,930
0600-04 Franchise - Metricom	19,609	0	0	0	0	0	0	0	0	0	0	0	0
0602 Franchise - AT&T Cable	812,705	832,012	769,356	788,589	808,304	828,512	849,225	870,455	892,217	914,522	937,385	970,194	9,460,771
0603 Franchise - PG&E	1,678,763	2,305,092	2,125,644	2,189,413	2,255,096	2,322,749	2,392,431	2,464,204	2,538,130	2,614,274	2,692,702	2,773,483	26,673,218
0604 Franchise - Specialty Garbage	1,305,708	1,384,050	1,408,717	1,450,978	1,494,508	1,539,343	1,585,523	1,633,089	1,682,082	1,732,544	1,784,520	1,838,056	17,533,410
0606 Host Fees - Garbage	785,321	852,955	801,655	825,550	850,317	875,826	902,101	929,164	957,039	985,750	1,015,323	1,269,740	10,265,420
<b>TOTAL FRANCHISE FEES</b>	<b>4,690,090</b>	<b>5,450,515</b>	<b>5,182,536</b>	<b>5,333,496</b>	<b>5,489,035</b>	<b>5,649,130</b>	<b>5,813,914</b>	<b>5,983,656</b>	<b>6,158,545</b>	<b>6,339,115</b>	<b>6,524,717</b>	<b>6,949,104</b>	<b>64,873,763</b>
0751-01 Rental - Bus Station	6,555	7,354	7,568	7,796	8,029	8,270	8,518	8,774	9,037	9,308	9,589	9,875	94,118
0751-02 Rental - Chamber of Commerce	6,000	6,180	9,425	9,708	9,999	10,299	10,608	10,926	11,254	11,592	11,939	12,297	114,227
0751-04 Rental - American Medical Response	4,785	5,377	5,377	5,377	5,377	5,377	5,377	5,377	5,377	5,377	5,377	5,377	59,147
0751-05 Rental - Cal West Automotive	13,313	17,432	19,650	20,650	21,720	22,750	23,920	24,638	25,377	26,138	26,922	27,730	256,927
0751-06 Rental - Excess City Land	750	0	0	0	0	0	0	0	0	0	0	0	0
0751-08 Rental - 5th Matador	34,625	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	304,700
0751-11 Rent-CDBG Property	208	0	0	0	0	0	0	0	0	0	0	0	0
0751-17 Rental - Downtown Properties	67,841	74,670	72,390	75,240	78,090	0	0	0	0	0	0	0	300,390
0754-01 Tower/Antenna Rental - Cellular One	31,805	36,924	40,071	41,273	42,512	43,787	45,100	46,453	47,847	49,283	50,761	0	444,011
0754-02 Tower/Antenna Rental - Nextel	20,902	16,509	16,499	16,994	17,504	18,029	18,570	19,127	19,701	20,292	20,901	0	184,126

**035. GENERAL FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
0754-03 Tower/Antenna Rental - Metricom	12,162	0	0	0	0	0	0	0	0	0	0	0	0
0754-04 Tower/Antenna Rental - Sprint	3,000	6,000	6,226	6,413	6,606	6,804	7,008	7,218	7,435	7,658	7,887	0	69,255
0755 Security Deposits Forfeited	1,590	0	0	0	0	0	0	0	0	0	0	0	0
0756-01 Morse Avenue - Base Rent	851,341	950,000	981,540	1,028,280	1,075,020	1,121,760	1,168,500	584,250	0	0	0	0	6,909,350
0756-02 Morse Avenue - Area Maint	157,849	0	0	0	0	0	0	0	0	0	0	0	0
0756-03 Morse Avenue - Late Fees	3,000	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL RENTS AND CONCESSIONS</b>	<b>1,215,726</b>	<b>1,148,146</b>	<b>1,186,446</b>	<b>1,239,431</b>	<b>1,292,557</b>	<b>1,264,776</b>	<b>1,315,301</b>	<b>734,463</b>	<b>153,728</b>	<b>157,348</b>	<b>161,076</b>	<b>82,979</b>	<b>8,736,251</b>
0900 Emergency Management Assist	14,405	0	0	0	0	0	0	0	0	0	0	0	0
0930 Bureau of Justice Grant	8,662	0	0	0	0	0	0	0	0	0	0	0	0
0940 Seismic Retrofit Program	25,700	0	0	0	0	0	0	0	0	0	0	0	0
0960 FEMA Disaster Reimbursement	7,314	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL FEDERAL GRANTS</b>	<b>56,081</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
1006 AB 1661 - ERAF Relief	518,251	0	0	0	0	0	0	0	0	0	0	0	0
1012 Homeowner's Property Tax Relief	232,536	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	2,640,000
1014 Motor Vehicle License Fees	7,008,033	7,150,000	7,150,000	7,150,000	7,436,000	7,733,440	8,042,778	8,364,489	8,699,068	9,047,031	9,408,912	9,785,269	89,966,986
1016 Off Highway In Lieu (861)	2,604	3,147	3,147	3,147	3,147	3,147	3,147	3,147	3,147	3,147	3,147	3,147	34,617
1018 POST Reimbursement	92,312	56,918	63,195	65,090	67,043	69,054	71,126	73,260	75,458	77,721	80,053	82,455	781,373
1022 State Library Grant	220,739	203,975	0	0	0	0	0	0	0	0	0	0	203,975
1025 Mandated Cost - SB 90	115,291	100,000	100,000	0	0	0	0	0	0	0	0	0	200,000
1027 Miscellaneous State Grants	5,000	0	0	0	0	0	0	0	0	0	0	0	0
1029 State Disaster Reimbursement	53,531	0	0	0	0	0	0	0	0	0	0	0	0
1034 Library Services and Tech Act	141,175	20,159	0	0	0	0	0	0	0	0	0	0	20,159
1036 Booking Fee Abatement	178,633	178,633	178,633	178,633	178,633	178,633	178,633	178,633	178,633	178,633	178,633	178,633	1,964,963
<b>TOTAL STATE SHARED REVENUE</b>	<b>8,568,105</b>	<b>7,952,832</b>	<b>7,734,975</b>	<b>7,636,870</b>	<b>7,924,823</b>	<b>8,224,274</b>	<b>8,535,684</b>	<b>8,859,529</b>	<b>9,196,306</b>	<b>9,546,532</b>	<b>9,910,745</b>	<b>10,289,504</b>	<b>95,812,073</b>

**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
1107	Library - CLSA Inter-Library Loan	2,514	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
1114	Other Agencies - Reimbursement	153,633	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INTER-GOVERNMENTAL		156,147	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,500
1202	Contributions From Developer	0	183,036	0	0	0	0	0	0	0	0	0	0	183,036
1208	Restricted Cash Donations	400	0	0	0	0	0	0	0	0	0	0	0	0
1216	Misc Grants - Other	18,939	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PRIVATE DONATIONS		19,339	183,036	0	0	0	0	0	0	0	0	0	0	183,036
1349	Certified Unified Program Agency	0	130,000	133,900	137,917	142,055	146,316	150,706	155,227	159,884	164,680	169,621	174,709	1,665,013
1350	Bicycle Licenses	736	550	550	550	550	550	550	550	550	550	550	550	6,050
1351	Major Permit Application Fees	64,659	54,409	56,041	57,723	59,454	61,238	63,075	64,967	66,916	68,924	70,991	73,121	696,859
1352	Minor Permit Application Fees	35,241	35,000	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337	45,667	47,037	448,274
1353	Permit - Bingo	550	550	550	550	550	550	550	550	550	550	550	550	6,050
1354	Permit - Building	2,083,134	1,504,686	1,175,182	1,204,562	1,234,676	1,265,542	1,297,181	1,329,611	1,362,851	1,396,922	1,431,845	1,467,641	14,670,699
1355	Permit - Electrical	758,225	335,383	299,495	306,982	314,657	322,523	330,586	338,851	347,322	356,005	364,906	374,028	3,690,740
1356	Permit - Fire Prevention	1,417,380	655,946	568,223	582,429	596,989	611,914	627,212	642,892	658,964	675,439	692,325	709,633	7,021,965
1358	Permit - Grading	17,800	5,220	5,245	5,376	5,511	5,648	5,789	5,934	6,083	6,235	6,391	6,550	63,982
1359	Permit - Hazardous Materials	484,480	564,100	595,987	613,866	632,282	651,251	670,788	690,912	711,639	732,989	754,978	777,627	7,396,419
1360	Permit - Mechanical	540,404	259,184	226,477	232,139	237,942	243,891	249,988	256,238	262,644	262,644	269,210	275,940	2,776,297
1361	Permit - Miscellaneous	11,408	18,702	15,551	15,940	16,338	16,747	17,165	17,595	18,034	18,485	18,947	19,421	192,926
1362	Permit - Operations	83,380	80,500	82,967	85,455	88,019	90,660	93,380	96,181	99,066	102,038	105,099	108,252	1,031,617
1363	Permit - Plumbing and Gas	690,939	286,586	238,501	244,464	250,575	256,839	263,260	269,842	276,588	283,503	290,590	297,855	2,958,604
1364	Permit - Sign	10,430	6,606	5,492	5,629	5,770	5,914	6,062	6,214	6,369	6,528	6,691	6,859	68,135
1365	Permit - Street Cut	206,830	25,000	32,136	33,100	34,093	35,116	36,169	37,254	38,372	39,523	40,709	41,930	393,402
1366	Permit - Temporary Building	549	3,966	3,304	3,387	3,471	3,558	3,647	3,738	3,832	3,927	4,026	4,026	40,881

**035. GENERAL FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
1368 Permit - Transportation	8,933	7,725	6,695	6,896	7,103	7,316	7,535	7,761	7,994	8,234	8,481	8,735	84,475
<b>TOTAL PERMITS AND LICENSES</b>	<b>6,415,078</b>	<b>3,974,113</b>	<b>3,482,346</b>	<b>3,574,096</b>	<b>3,668,280</b>	<b>3,764,968</b>	<b>3,864,220</b>	<b>3,966,108</b>	<b>4,070,704</b>	<b>4,171,513</b>	<b>4,281,576</b>	<b>4,394,464</b>	<b>43,212,388</b>
1502 Fines - Overdue Library Material	151,604	140,000	145,642	150,011	154,512	159,147	163,921	168,839	173,904	179,121	184,495	190,030	1,809,622
1503 Fines - Parking	139,904	154,000	140,390	141,794	143,212	144,644	146,090	147,551	149,027	150,517	152,022	153,542	1,622,790
1504 Fines - Traffic and Criminal	330,078	400,000	412,000	424,360	437,091	450,204	463,710	477,621	491,950	506,708	521,909	479,778	5,065,330
1505 Hazardous Material Recovery	3,489	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
1506 Juvenile Diversion	1,904	225	0	0	0	0	0	0	0	0	0	0	225
1507 Late Payment Penalties	2,941	4,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	34,000
1509 Returned Check Charge	3,397	2,800	2,884	2,971	3,060	3,151	3,246	3,343	3,444	3,547	3,653	3,781	35,880
1510 SART Exam Reimbursement	270	0	0	0	0	0	0	0	0	0	0	0	0
1512 Community Dev Code Violations	7,421	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL FINES AND FORFEITURES</b>	<b>641,008</b>	<b>704,025</b>	<b>706,916</b>	<b>725,136</b>	<b>743,875</b>	<b>763,145</b>	<b>782,967</b>	<b>803,354</b>	<b>824,324</b>	<b>845,893</b>	<b>868,080</b>	<b>833,131</b>	<b>8,600,847</b>
1650 Administrative Request Fees	16,851	15,000	9,397	9,679	9,969	10,268	10,576	10,893	11,220	11,557	11,903	12,261	122,723
1651 Advantage Plan Check Fees	8,944	0	0	0	0	0	0	0	0	0	0	0	0
1652 Demolition Fees	8,956	8,468	7,040	7,216	7,396	7,581	7,771	7,965	8,164	8,368	8,578	8,792	87,340
1653 Energy Plan Check Fees	160,814	59,538	49,534	50,772	52,042	53,343	54,676	56,043	57,444	58,880	60,352	61,861	614,486
1654 Environmental Review Fees	11,989	17,861	10,178	10,483	10,798	11,122	11,455	11,799	12,153	12,518	12,893	13,280	134,540
1655 Legislative Actions	6,424	11,743	12,095	12,458	12,832	13,217	13,613	14,022	14,442	14,876	15,322	15,782	150,402
1670 Plan Check Fees	1,829,724	868,862	722,551	740,615	759,130	778,108	797,561	817,500	837,938	858,886	880,358	902,367	8,963,877
1671 Rezone Application Fees	21,473	0	0	0	0	0	0	0	0	0	0	0	0
1672 Specific Plans	9,801	0	0	0	0	0	0	0	0	0	0	0	0
1673 Subdivision Map Filing Fee	25,679	16,823	21,251	21,889	22,545	23,222	23,918	24,636	25,375	26,136	26,920	27,728	260,443
1674 Weed Abatement Fees	2,215	4,120	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376	51,351
1676 Special Inspection Reimbursement	175,759	35,364	0	0	0	0	0	0	0	0	0	0	35,364
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>2,278,629</b>	<b>1,037,779</b>	<b>836,166</b>	<b>857,356</b>	<b>879,083</b>	<b>901,363</b>	<b>924,207</b>	<b>947,634</b>	<b>971,655</b>	<b>996,289</b>	<b>1,021,545</b>	<b>1,047,447</b>	<b>10,420,526</b>



**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
3355	Interest	5,175,513	4,969,493	4,059,628	3,566,161	3,335,316	3,190,968	3,081,395	2,691,747	2,708,643	2,623,544	2,690,820	2,801,123	35,718,837
TOTAL INTEREST INCOME		5,175,513	4,969,493	4,059,628	3,566,161	3,335,316	3,190,968	3,081,395	2,691,747	2,708,643	2,623,544	2,690,820	2,801,123	35,718,837
3529	Refuse Loan Repayment	0	0	0	0	0	0	0	0	0	314,966	2,459,103	2,459,103	5,233,172
3529	Redevelopment Agency Repayment	789,857	1,037,222	1,089,160	1,030,894	1,079,849	1,126,082	1,174,751	1,225,848	1,279,356	1,353,802	1,428,240	1,506,532	13,331,736
3529	Community Recreation Repayment	80,132	0	0	0	0	0	0	0	0	0	0	0	0
3529	Sewer Loan Repayment	1,648,409	1,648,409	0	0	1,557,956	1,557,956	1,557,956	1,557,956	1,557,956	1,557,956	1,557,956	1,557,956	14,112,054
3532	Power Generation Facility	618,000	636,540	655,636	675,305	695,564	716,431	737,924	760,062	782,864	806,350	830,540	855,457	8,152,674
TOTAL INTERFUND REVENUES		3,136,398	3,322,171	1,744,796	1,706,199	3,333,369	3,400,469	3,470,631	3,543,866	3,620,176	4,033,073	6,275,839	6,379,047	40,829,637
3800	Real Property Sale	(3,478)	0	0	0	0	0	0	0	0	0	0	0	0
3801	Personal Property Sale	34,605	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	0	229,276
TOTAL SALE OF PROPERTY		31,127	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	0	229,276
1110	Bus Shelter Advertising	8,983	12,300	9,476	9,760	10,053	10,355	10,665	10,985	11,315	11,654	12,004	12,364	120,931
4100	Miscellaneous Revenues	98,279	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619	33,598	0	295,195
4102	Damage to City Property	75,644	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239	67,196	67,196	657,587
4104	Jury Duty Reimbursement	501	0	0	0	0	0	0	0	0	0	0	0	0
4114	Cash Over/Short	(53)	0	0	0	0	0	0	0	0	0	0	0	0
4116-01	Photocopies - Community Dev	211	0	0	0	0	0	0	0	0	0	0	0	0
4116-02	Photocopies - Public Safety	59,043	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	58,000	638,000
4116-03	Photocopies - Library	3,840	3,840	3,840	3,840	3,840	3,840	3,840	3,840	3,840	3,840	3,840	3,840	42,240
4116-04	Photocopies - OCM	196	125	125	125	125	125	125	125	125	125	125	125	1,375
4117-01	Printed Material Sale - Finance	850	704	725	747	769	792	816	841	866	892	919	919	8,990
4117-02	Printed Material Sale - OCM	1,657	1,707	1,758	1,811	1,865	1,921	1,979	2,038	2,099	2,162	2,227	2,227	21,792
4117-03	Printed Material Sale - Official Plans	9,596	4,774	4,917	5,065	5,217	5,373	5,534	5,700	5,871	6,048	6,229	6,416	61,144
4117-04	Printed Material Sale - Maps	7,666	0	0	0	0	0	0	0	0	0	0	0	0
4117-05	Printed Material Sale - Public Works	1,431	515	515	530	546	563	580	597	615	633	652	672	6,418



**035. GENERAL FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
xxxx Conway Road Improvement Repayment	0	0	0	0	0	0	139,188	0	0	0	0	76,162	215,350
TOTAL MISCELLANEOUS	267,844	159,215	158,924	161,832	164,828	167,915	310,280	174,367	177,739	181,212	184,790	227,921	2,069,022
4400 Transfers In	6,544,891	6,400,982	6,680,478	7,415,860	7,620,302	7,850,481	7,924,348	7,787,210	8,022,644	8,788,741	9,039,028	9,297,154	86,827,225
TOTAL TRANSFERS IN	6,544,891	6,400,982	6,680,478	7,415,860	7,620,302	7,850,481	7,924,348	7,787,210	8,022,644	8,788,741	9,039,028	9,297,154	86,827,225
FUND TOTAL	118,618,476	99,763,164	96,625,966	99,929,716	105,639,360	110,076,406	114,212,857	116,455,918	119,957,919	124,971,258	131,582,578	136,390,499	1,255,605,642

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 35 - City General Fund</b>				
4500 - 01 Salaries - Regular	30,874,496.10	37,813,592.54	40,225,106.70	41,463,459.28
4500 - 02 Salaries - Regular Part-Time	633,726.66	901,111.60	885,535.85	954,990.19
4500 - 03 Salaries - Casual/Seasonal	667,959.03	630,241.85	820,035.48	830,509.52
4500 - 05 Salaries - Contract Personnel	1,516,859.55	1,156,105.87	896,897.21	883,309.65
4500 - 06 Salaries - City Council	111,316.14	117,000.00	121,000.00	126,600.00
4502 - 03 Overtime - FLSA Overtime Premium	73,516.83	47,905.32	47,905.32	47,905.32
4503 - 01 Overtime - Regular-Overtime	4,835,274.97	2,818,092.98	3,040,853.16	3,134,150.68
4503 - 02 Overtime - Part-Time	66.36	0.00	0.00	0.00
4503 - 03 Overtime - Casual/Seasonal	3,518.25	0.00	0.00	0.00
4503 - 04 Overtime - Comp Time Earned	477,164.36	6,865.20	3,677.99	3,812.86
4503 - 05 Overtime - Contract	1,572.00	0.00	0.00	0.00
4505 - 01 Other Pay - Bookmobile	1,148.44	0.00	0.00	0.00
4505 - 04 Other Pay - Public Safety Specialist	350,869.84	345,027.96	345,027.96	345,027.96
4505 - 07 Other Pay - Canine Handler	3,334.50	0.00	0.00	0.00
4505 - 08 Other Pay - Aerial Tree Specialist Pay	14,569.03	17,984.26	17,984.26	17,984.26
4510 - 02 Incentives - Management Achievement	12,231.16	0.00	0.00	0.00
4510 - 05 Incentives - SEA	6,500.00	0.00	0.00	0.00
4520 - 12 Other Benefits - Staff Medical Services	11,858.50	410.00	410.00	410.00
4521 - 05 Benefits - Tuition Reimbursement	16,910.02	2,400.00	1,400.00	1,400.00
4521 - 10 Benefits - Relocation Assistance	2,103.15	0.00	0.00	0.00
4525 - 09 Leaves - Mgmt Admin	62,631.88	0.00	0.00	0.00
4525 - 11 Leaves - Other	30,844.21	0.00	0.00	0.00
4525 - 22 Leaves - In-Lieu Holiday	53.86	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	6,412,679.74	6,440,415.72	0.00	0.00
4536 - 02 Regular Time Leave Additives - Part-Time	79,069.81	74,700.34	0.00	0.00
4536 - 03 Regular Time Leave Additives - Casual/Seasonal	3,098.12	5,541.72	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	6,501,773.98	6,698,949.85
4537 - 02 Regular Time Leave Additives - Part-Time	0.00	0.00	67,952.50	72,738.75
4537 - 03 Regular Time Leave Additives - Casual/Seasonal	0.00	0.00	198.48	205.12
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	3,153,792.04	3,231,176.17
4539 - 02 Regular Time Worker's Comp Add - Part-Time	0.00	0.00	7,970.18	8,502.90
4539 - 03 Regular Time Worker's Comp Add - Casual/Seasonal	0.00	0.00	16,549.18	16,483.16
4541 - 01 Regular Time Retire & Ins Add - Regular	11,727,035.21	12,907,719.40	0.00	0.00
4541 - 02 Regular Time Retire & Ins Add - Part-Time	162,879.39	177,818.24	0.00	0.00
4541 - 03 Regular Time Retire & Ins Add - Casual/Seasonal	63,337.84	80,194.77	0.00	0.00
4542 - 01 Overtime Worker's Compensation - Regular	0.00	0.00	401,776.77	412,179.21

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 35 - City General Fund</b>				
4543 - 01 Overtime Retire & Ins Add - Regular	310,530.81	186,929.20	0.00	0.00
4543 - 02 Overtime Retire & Ins Add - Part-Time	1.14	0.00	0.00	0.00
4543 - 03 Overtime Retire & Ins Add - Casual/Seasonal	376.34	0.00	0.00	0.00
4544 PARS - Operating Contribution	56,976.47	0.00	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	4,793,163.15	5,935,626.12
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	7,531,494.51	8,304,329.14
4547 - 02 Regular Time Insurance & Other - Part-Time	0.00	0.00	78,055.59	77,423.00
4547 - 03 Regular Time Insurance & Other - Casual/Seasonal	0.00	0.00	62,867.16	63,010.76
4600 Personnel Cost Savings	0.00	-62,694.83	-62,694.83	-62,694.83
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$58,524,509.71</b>	<b>\$63,667,362.14</b>	<b>\$68,958,732.64</b>	<b>\$72,567,489.07</b>
5000 Audio Visual Products	4,704.57	1,236.24	2,515.10	2,540.23
5002 Ammunition	54,187.33	35,925.27	35,925.27	36,284.52
5005 - 01 Auto Maint & Repair - Labor	2,450.64	158.71	107.20	108.27
5005 - 02 Auto Maint & Repair - Materials	2,079.00	0.00	0.00	0.00
5010 Supplies, Vehicles/Motor Equip	3,680.32	3,337.38	3,093.41	3,124.32
5011 Parts, Vehicles & Motor Equip	11,282.86	4,423.04	4,344.66	4,388.10
5012 Bldg Maint Matls & Supplies	43,363.76	35,999.91	39,299.91	39,692.87
5015 Books & Publications	64,791.57	68,474.31	69,216.91	72,147.82
5020 Chemicals	3,984.78	540.00	270.00	270.00
5025 Clothing, Uniforms & Access	298,319.16	219,684.19	295,186.92	298,138.75
5035 - 01 Comm Equip Maintain & Repair - Labor	7,520.40	0.00	0.00	0.00
5035 - 02 Comm Equip Maintain & Repair - Materials	491.72	0.00	5,390.00	5,393.50
5040 Advertising Services	133,594.58	120,478.75	161,419.54	167,699.90
5045 Computer Access & Supplies	0.00	1.00	0.00	0.00
5065 Construction Services	1,286,321.03	519,718.63	519,718.63	524,915.80
5070 Consultants	683,366.77	523,080.85	623,710.03	607,575.61
5080 Court & Litigation Costs	14,529.25	146,613.06	144,360.52	145,804.12
5085 Software Licensing & Support	14,427.03	12,651.18	12,393.63	12,517.56
5090 Hardware Maintenance	26,739.45	53,756.24	0.00	0.00
5095 Electrical Parts & Supplies	47,502.25	48,259.39	59,332.42	59,925.72
5100 - 01 Misc Equip Maint & Repair - Labor	5,063.93	18,460.90	13,807.07	13,945.09
5100 - 02 Misc Equip Maint & Repair - Materials	10,577.40	3,698.69	3,896.29	3,935.24
5105 Equipment Rental/Lease	61,731.48	26,342.29	41,372.75	41,786.46
5110 - 01 Facilities Maint & Repair - Labor	1,878.75	15,450.62	6,486.85	6,551.71
5110 - 02 Facilities Maint & Repair - Materials	882.79	0.00	500.00	505.00

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u>	<u>2001/2002</u>	<u>2002/2003</u>	<u>2003/2004</u>
		Actual	Current	Budget	Budget
<b>Fund 35 - City General Fund</b>					
5120	Financial Services	143,047.15	106,035.45	123,405.23	124,634.26
5125	Supplies, Fire Protection	1,644.96	802.89	807.62	815.69
5130	Supplies, First Aid	33,602.19	21,468.63	28,420.78	28,704.95
5131	Supplies, Safety	47,928.53	27,817.85	36,651.31	37,020.83
5140	Food Products	1,982.51	579.43	2,790.43	2,818.33
5145	Fuel, Oil & Lubricants	7,659.45	2,166.21	6,189.09	6,189.09
5155	General Supplies	451,181.44	375,207.03	431,299.00	427,602.54
5165	Services Maintain Land Improv	510,369.17	535,256.96	570,147.48	575,848.87
5170	Hand Tools	46,926.88	33,866.37	37,944.33	38,323.66
5175	HazMat Disposal	32,202.15	51,688.72	55,382.15	55,935.97
5180	Medical Services	83,856.05	89,318.56	70,486.44	71,191.30
5185	Host Fees	13.70	0.00	0.00	0.00
5195	Investigation Expense	12,476.59	19,642.81	15,718.20	15,875.38
5200	DED Services/Training	511.46	0.00	0.00	0.00
5210	Laundry & Cleaning Services	37,402.90	37,543.01	43,480.27	43,915.05
5215	Legal Services	90,178.98	162,413.89	176,330.00	178,093.30
5220	Library Acquisitions, Books	457,299.17	436,028.41	436,586.00	456,101.86
5222	Library Acquis, Audio/Visual	124,869.19	68,984.88	85,110.00	91,011.10
5223	Library Acquis, Periodicals	149,898.21	114,537.64	120,000.00	121,200.00
5224	Library Acquis, Pamphlets	417.91	2,144.05	0.00	0.00
5225	Lib Database Services (OCLC)	20,595.89	29,478.71	24,082.00	24,322.82
5230	Materials - Land Improve	1,123,344.72	1,037,720.56	936,794.73	946,162.50
5240	Miscellaneous Services	628,119.14	603,486.06	782,653.15	782,697.81
5255	Personnel Testing Services	61,754.26	43,953.08	80,000.00	80,800.00
5260	Photo Equip & Supplies	12,228.45	18,440.09	19,493.65	19,688.56
5265	Photo & Blueprinting Services	10,815.04	21,796.82	18,150.29	18,331.75
5275	Postage	151,849.65	233,641.18	220,103.33	222,304.30
5277	Mailing & Delivery Services	11,906.48	7,973.88	9,560.50	9,656.09
5280	Printing & Related Services	45,116.82	82,240.55	101,801.26	102,819.22
5285	Prisoner Meals	48.64	450.41	450.41	454.91
5290	Prisoner Transport	5,693.86	11,260.54	11,260.54	11,373.14
5300	Professional Services	189,120.96	228,410.51	225,442.51	358,996.89
5315	Real Property Rental/Lease	67,763.78	39,211.63	21,040.85	21,251.26
5325	Records Related Services	29,543.71	33,175.46	32,000.00	32,320.00
5357	Supplies, Office	185,831.01	65,772.93	84,479.06	85,323.81
5375	Training Expenses	421,865.43	370,927.10	322,187.06	332,579.80

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 35 - City General Fund</b>					
5380	Travel Related Services	1,572.09	0.00	0.00	0.00
5385	Utilities - Gas & Electric	737,004.10	913,176.38	837,662.25	854,415.48
5390	Util - Water, Sewer & Garbage	1,268.13	402,586.56	354,739.97	358,287.34
5390 - 01	Util - Water, Sewer & Garbage - Water	322,393.98	0.00	50,000.00	50,500.00
5390 - 02	Util - Water, Sewer & Garbage - Garbage	4,864.95	0.00	0.00	0.00
5390 - 03	Util - Water, Sewer & Garbage - Sewer	9,778.45	0.00	0.00	0.00
5400	Utilities - Telephone	33,628.31	5,306.73	10,259.10	10,361.68
5410	Vehicle Towing Services	7,295.00	5,824.83	5,824.83	5,883.07
5420	Water Lab Services	760.36	0.00	0.00	0.00
5900	Goods and Serv Cost Savings	0.00	-10,825.81	-10,825.81	-10,825.81
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$9,101,102.62</b>	<b>\$8,087,801.64</b>	<b>\$8,420,255.12</b>	<b>\$8,640,237.39</b>
5030	Communication Equipment	13,874.34	881.94	3,800.00	3,838.00
5050	Computer Hardware	29,604.35	309.06	4,355.95	10,399.50
5055	Computer Software	6,943.35	2,955.87	3,651.90	3,688.42
5115	Facilities Equipment	2,314.52	18,383.42	2,708.48	2,735.56
5135	Vehicles & Motorized Equip	3,926.86	0.00	0.00	0.00
5150	Furniture	14,150.22	1,587.13	6,000.00	6,060.00
5235	Miscellaneous Equipment	24,969.53	16,803.65	20,870.74	19,484.64
5245	Office Machines & Equip	5,276.58	1,589.67	624.85	631.09
<b>Property &amp; Capital Outlay Subtotal</b>		<b>\$101,059.75</b>	<b>\$42,510.74</b>	<b>\$42,011.92</b>	<b>\$46,837.21</b>
6000	Bond Principal	10.00	0.00	0.00	0.00
6003	Lease Expenditure - Interest	0.00	0.00	200.00	202.00
6004	Interest Expense - Misc.	17.72	0.00	0.00	0.00
6005	Conferences and Meetings	147,117.98	140,599.99	149,189.79	150,681.60
6011 - 01	Council Travel Expenses - Seat # 1	6,506.74	6,902.22	6,902.00	6,971.02
6011 - 02	Council Travel Expenses - Seat #2	6,932.33	6,902.22	9,402.22	6,971.24
6011 - 03	Council Travel Expenses - Seat #3	0.00	6,902.22	6,902.22	6,971.24
6011 - 04	Council Travel Expenses - Seat #4	5,778.26	6,902.22	6,902.22	6,971.24
6011 - 05	Council Travel Expenses - Seat #5	4,437.95	6,902.22	6,902.22	6,971.24
6011 - 06	Council Travel Expenses - Seat #6	6,266.15	6,902.22	9,402.22	6,971.24
6011 - 07	Council Travel Expenses - Seat #7	5,423.06	6,902.22	6,902.22	6,971.24
6011 - 08	Council Travel Expenses - Mayor	550.00	2,544.04	2,544.00	2,569.44
6030	Membership Fees	132,496.40	163,254.52	170,929.19	172,638.40
6035	Outside Group Funding	0.00	0.00	25,000.00	25,250.00

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 35 - City General Fund</b>				
6040 Recruitment Travel Expenses	67,023.18	12,864.31	50,000.00	50,500.00
6045 Special Events	22,749.80	39,655.06	37,428.87	37,803.13
6055 - 01 Taxes & Licenses - Misc	5,220.00	10,203.25	11,803.25	11,921.28
6060 Travel Expenses	1,960.43	85,445.07	42,209.22	42,631.24
6060 - 01 Travel Expenses - Mileage	2,300.98	952.28	2,221.02	2,243.23
6060 - 02 Travel Expenses - Other	64,606.92	16,448.67	48,471.78	48,956.47
6450 - 01 Budgeted Project Costs - Budgeted Project Cost	0.00	495,410.00	491,773.22	491,773.22
<b>Miscellaneous Expenditures Subtotal</b>	<b>\$479,397.90</b>	<b>\$1,015,692.73</b>	<b>\$1,085,085.66</b>	<b>\$1,085,968.47</b>
6503 Fleet Rental	2,731,228.11	2,844,481.52	2,927,530.84	2,986,081.49
6504 Misc Office Equip Rental	102,459.24	105,642.71	108,851.85	112,117.42
6505 Emergency Comm Equip Rental	528,666.06	583,271.74	608,290.70	626,539.42
6506 E - 911 Rental	9,326.98	9,943.88	4,343.23	4,473.53
6507 Computer Services Rental	2,767,376.17	3,168,263.54	3,636,878.94	3,945,688.14
6508 Facilities Rent	1,594,093.28	1,708,433.00	1,816,184.66	1,978,733.18
6510 Print Shop Charges	280,040.68	474,648.23	392,630.93	404,356.84
6511 Radio & Pagers Rental	62,202.92	77,979.72	80,044.67	82,446.01
6512 Phone Equip Rental	426,034.05	420,853.35	485,437.96	500,001.09
6513 Mail Services Rental	101,971.22	116,744.00	122,553.27	126,229.88
6518 Satellite Copier Rental	102,761.23	111,674.96	101,578.12	104,625.46
6520 IBM Copier Charges	27,129.77	12,657.89	15,429.45	15,892.34
6521 Records Storage Rental	0.00	0.00	1,000.00	1,000.00
6522 Parks Bldg Maint Rental	153,719.93	163,002.00	172,932.07	188,409.49
6523 Furniture Rental	310,637.08	281,315.00	266,051.86	275,996.13
6526 Misc Public Safety Equip	146,730.09	161,403.00	185,620.50	207,894.96
<b>Internal Service Charges Subtotal</b>	<b>\$9,344,376.81</b>	<b>\$10,240,314.54</b>	<b>\$10,925,359.05</b>	<b>\$11,560,485.38</b>
7050 Interprogram Allocations	-32,320.50	-30,929.76	-43,990.92	-46,742.96
7500 Intraprogram Allocations	-51.28	0.00	0.00	0.00
7503 SDP-Wide Allocations	-0.84	-0.01	-1,777.65	-1,904.98
7504 Program-Wide Allocations	2,394.83	0.00	-1,068.68	-1,140.55
7505 Dept - Wide Allocations	0.48	0.00	-0.28	-0.30
<b>Indirect Cost Allocations Subtotal</b>	<b>-\$29,977.31</b>	<b>-\$30,929.77</b>	<b>-\$46,837.53</b>	<b>-\$49,788.79</b>
7900 - 28 Transfers Out - Gas Tax Fund	0.00	-789,930.01	-900,000.00	-900,000.00
7900 - 81 Transfers Out - Infra Fund - General Assets	0.00	-302,748.00	-275,558.01	-441,855.00

**Summary of Budgeted Expenditures by Fund  
by Type**

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>Fund 35 - City General Fund</b>				
<b>Transfers Out Subtotal</b>	\$0.00	-\$1,092,678.01	-\$1,175,558.01	-\$1,341,855.00
<b>Total for Fund 35 - City General Fund</b>	<u><u>\$77,520,469.48</u></u>	<u><u>\$81,930,074.01</u></u>	<u><u>\$88,209,048.85</u></u>	<u><u>\$92,509,373.73</u></u>







**070. HOUSING FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
0904	HOME Grant	1,113,836	619,000	617,000	0	0	0	0	0	0	0	0	0	1,236,000
1001	Ca Housing Rehabilitation Admin	160	0	0	0	0	0	0	0	0	0	0	0	0
1112	Housing Monitoring Fees	17,964	25,364	25,364	25,364	25,364	25,364	25,364	25,364	25,364	25,364	25,364	25,364	279,004
1204	Housing Mitigation Fees	4,127,021	1,210,000	1,043,422	916,314	606,780	606,780	0	0	0	0	0	0	4,383,296
3200	Direct Loan Repayment - RRP	81,967	85,000	1,944	1,944	1,944	1,944	1,944	1,944	1,944	1,944	1,944	1,944	104,440
3355	Interest Income	537,877	505,311	638,727	574,162	480,233	470,536	333,714	278,542	249,914	189,419	155,141	88,647	3,964,346
4100	Miscellaneous Revenues	17,950	25,000	0	0	0	0	0	0	0	0	0	0	25,000
<b>FUND TOTAL</b>		<b>5,896,776</b>	<b>2,469,675</b>	<b>2,326,457</b>	<b>1,517,784</b>	<b>1,114,321</b>	<b>1,104,624</b>	<b>361,022</b>	<b>305,850</b>	<b>277,222</b>	<b>216,727</b>	<b>182,449</b>	<b>115,955</b>	<b>9,992,086</b>

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>Fund 70 - Housing</b>				
4500 - 01 Salaries - Regular	6,009.61	0.00	75,253.48	77,706.59
4503 - 01 Overtime - Regular-Overtime	2,671.41	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	1,248.35	0.00	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	12,163.61	12,554.51
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	610.46	623.35
4541 - 01 Regular Time Retire & Ins Add - Regular	2,014.45	0.00	0.00	0.00
4543 - 01 Overtime Retire & Ins Add - Regular	140.42	0.00	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	4,823.22	5,805.52
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	14,090.00	15,563.16
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$12,084.24</b>	<b>\$0.00</b>	<b>\$106,940.77</b>	<b>\$112,253.13</b>
5070 Consultants	0.00	0.00	12,000.00	12,000.00
5300 Professional Services	1,752.00	0.00	0.00	0.00
<b>Purchased Goods &amp; Services Subtotal</b>	<b>\$1,752.00</b>	<b>\$0.00</b>	<b>\$12,000.00</b>	<b>\$12,000.00</b>
<b>Total for Fund 70 - Housing</b>	<b>\$13,836.24</b>	<b>\$0.00</b>	<b>\$118,940.77</b>	<b>\$124,253.13</b>





**105. COMMUNITY DEVELOPMENT BLOCK GRANT FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
0751-11	CDBG Property Rental Revenue	9,896	10,104	10,104	10,104	10,104	10,104	0	0	0	0	0	0	50,520
0903	CDBG Grant Allocation	3,578,287	3,105,963	1,364,000	0	0	0	0	0	0	0	0	0	4,469,963
3200	Rehabilitation Loan Repayments	438,975	534,000	232,928	243,824	205,848	312,619	343,694	132,192	284,166	282,150	523,603	396,863	3,491,887
3800	Real Property Sale	0	0	0	0	0	0	400,000	0	0	0	0	0	400,000
<b>FUND TOTAL</b>		<b>4,027,157</b>	<b>3,650,067</b>	<b>1,607,032</b>	<b>253,928</b>	<b>215,952</b>	<b>322,723</b>	<b>743,694</b>	<b>132,192</b>	<b>284,166</b>	<b>282,150</b>	<b>523,603</b>	<b>396,863</b>	<b>8,412,370</b>

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 105 - CDBG</b>				
4500 - 01 Salaries - Regular	189,673.15	308,295.82	222,017.27	228,288.88
4500 - 02 Salaries - Regular Part-Time	5.66	0.00	0.00	0.00
4500 - 05 Salaries - Contract Personnel	61,761.12	0.00	23,200.00	23,200.00
4502 - 03 Overtime - FLSA Overtime Premium	574.86	0.00	0.00	0.00
4503 - 01 Overtime - Regular-Overtime	13,546.41	8,772.28	13,346.85	13,836.23
4503 - 04 Overtime - Comp Time Earned	3,438.17	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	39,442.71	52,508.95	0.00	0.00
4536 - 02 Regular Time Leave Additives - Part-Time	0.71	0.00	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	35,885.78	36,883.04
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	4,700.52	4,787.04
4541 - 01 Regular Time Retire & Ins Add - Regular	64,492.76	91,756.94	0.00	0.00
4541 - 02 Regular Time Retire & Ins Add - Part-Time	1.95	0.00	0.00	0.00
4542 - 01 Overtime Worker's Compensation - Regular	0.00	0.00	210.61	215.31
4543 - 01 Overtime Retire & Ins Add - Regular	487.12	694.21	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	14,229.76	17,055.68
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	41,569.19	45,721.90
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$373,424.62</b>	<b>\$462,028.20</b>	<b>\$355,159.98</b>	<b>\$369,988.08</b>
5015 Books & Publications	1,324.16	562.82	1,500.00	1,515.00
5040 Advertising Services	934.34	1,892.13	5,500.00	5,555.00
5070 Consultants	23,321.00	0.00	56,250.00	56,812.50
5105 Equipment Rental/Lease	0.00	0.00	3,600.00	3,636.00
5120 Financial Services	2,022.56	7,040.00	9,500.00	9,595.00
5155 General Supplies	2,391.26	1,657.35	2,784.00	2,811.84
5170 Hand Tools	0.00	151.15	0.00	0.00
5240 Miscellaneous Services	3,801.98	0.00	11,250.00	11,250.00
5260 Photo Equip & Supplies	15.60	0.00	0.00	0.00
5265 Photo & Blueprinting Services	0.00	201.54	0.00	0.00
5275 Postage	3,543.71	1,945.73	4,000.00	4,040.00
5277 Mailing & Delivery Services	20.35	0.00	0.00	0.00
5280 Printing & Related Services	0.00	1,725.97	500.00	505.00
5300 Professional Services	32,811.50	0.00	9,000.00	9,090.00
5357 Supplies, Office	643.01	0.00	7,700.00	7,777.00
5375 Training Expenses	0.00	1,240.33	5,200.00	5,252.00
5900 Goods and Serv Cost Savings	0.00	-26,414.20	0.00	0.00

## Summary of Budgeted Expenditures by Fund by Type

		2000/2001 Actual	2001/2002 Current	2002/2003 Budget	2003/2004 Budget
<b>Fund 105 - CDBG</b>					
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$70,829.47</b>	<b>-\$9,997.18</b>	<b>\$116,784.00</b>	<b>\$117,839.34</b>
5050	Computer Hardware	1,564.92	0.00	0.00	0.00
5055	Computer Software	102.33	0.00	0.00	0.00
5235	Miscellaneous Equipment	0.00	187.61	8,000.00	8,080.00
5245	Office Machines & Equip	329.67	0.00	0.00	0.00
<b>Property &amp; Capital Outlay Subtotal</b>		<b>\$1,996.92</b>	<b>\$187.61</b>	<b>\$8,000.00</b>	<b>\$8,080.00</b>
6005	Conferences and Meetings	884.26	1,508.34	2,250.00	2,272.50
6030	Membership Fees	0.00	444.73	4,300.00	4,343.00
6060	Travel Expenses	0.00	198.32	1,700.00	1,717.00
<b>Miscellaneous Expenditures Subtotal</b>		<b>\$884.26</b>	<b>\$2,151.39</b>	<b>\$8,250.00</b>	<b>\$8,332.50</b>
6503	Fleet Rental	3,757.05	3,505.38	3,543.46	3,614.33
6507	Computer Services Rental	20,043.01	21,588.00	19,419.94	21,070.63
6510	Print Shop Charges	3,631.51	3,866.52	4,624.99	4,763.74
6511	Radio & Pagers Rental	0.00	1,031.86	917.61	945.14
6512	Phone Equip Rental	3,744.00	3,708.60	4,859.20	5,004.98
6513	Mail Services Rental	222.04	254.04	256.97	264.68
6518	Satellite Copier Rental	580.06	180.48	173.00	178.19
6520	IBM Copier Charges	3,497.76	1,800.85	3,038.14	3,129.28
6523	Furniture Rental	2,117.05	1,766.00	1,670.79	1,733.22
<b>Internal Service Charges Subtotal</b>		<b>\$37,592.48</b>	<b>\$37,701.73</b>	<b>\$38,504.10</b>	<b>\$40,704.19</b>
<b>Indirect Cost Allocations Subtotal</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total for Fund 105 - CDBG</b>		<b>\$484,727.75</b>	<b>\$492,071.75</b>	<b>\$526,698.08</b>	<b>\$544,944.11</b>







**140. PARK DEDICATION FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
0752-09 Facilities Rent - City Property	91,174	79,230	68,400	58,710	60,240	0	0	0	0	0	0	0	266,580
3355 Interest Income	156,982	51,531	3,666	6,961	10,540	11,172	11,843	12,553	13,307	14,105	14,951	15,848	166,478
4100 Miscellaneous	4,764	0	0	0	0	0	0	0	0	0	0	0	0
<b>FUND TOTAL</b>	<b>252,920</b>	<b>130,761</b>	<b>72,066</b>	<b>65,671</b>	<b>70,780</b>	<b>11,172</b>	<b>11,843</b>	<b>12,553</b>	<b>13,307</b>	<b>14,105</b>	<b>14,951</b>	<b>15,848</b>	<b>433,058</b>





**175. PUBLIC SAFETY FORFEITURE FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2000/2001 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	TOTAL
1500	Asset Forfeitures	158,104	723,691	0	0	0	0	0	0	0	0	0	0	723,691
3355	Interest Income	139,701	141,979	115,362	117,619	71,974	71,157	70,039	68,587	66,770	64,552	61,893	58,753	908,685
4400	Transfers In	841,798	0	0	0	0	0	0	0	0	0	0	0	0
<b>FUND TOTAL</b>		<b>1,139,603</b>	<b>865,670</b>	<b>115,362</b>	<b>117,619</b>	<b>71,974</b>	<b>71,157</b>	<b>70,039</b>	<b>68,587</b>	<b>66,770</b>	<b>64,552</b>	<b>61,893</b>	<b>58,753</b>	<b>1,632,376</b>

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 175 - Asset Forfeiture</b>				
5300 Professional Services	0.00	0.00	3,000.00	3,000.00
<b>Purchased Goods &amp; Services Subtotal</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$3,000.00</b>	<b>\$3,000.00</b>
<b>Total for Fund 175 - Asset Forfeiture</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$3,000.00</b>	<b>\$3,000.00</b>

**CITY OF SUNNYVALE  
190. POLICE SERVICES AUGMENTATION FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2001 TO JUNE 30, 2012**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
RESERVES/FUND BALANCE, JULY 1	358,733	317,954	190,894	6,946	0	0	0	0	0	0	0	0	317,954
-----													
CURRENT RESOURCES:													
SLES Fund (AB3229)	289,000	267,997	260,000	0	0	0	0	0	0	0	0	0	527,997
BJA Block Grant	41,718	41,198	40,503	0	0	0	0	0	0	0	0	0	81,701
Interest Income	16,990	15,000	2,500	0	0	0	0	0	0	0	0	0	17,500
Transfer From General Fund	4,635	4,578	4,496	0	0	0	0	0	0	0	0	0	9,074
-----													
TOTAL CURRENT RESOURCES	352,343	328,773	307,499	0	0	0	0	0	0	0	0	0	636,272
-----													
TOTAL AVAILABLE RESOURCES	711,076	646,727	498,393	6,946	0	0	0	0	0	0	0	0	954,226
-----													
CURRENT REQUIREMENTS:													
Operations	393,122	455,833	491,447	6,946	0	0	0	0	0	0	0	0	954,226
-----													
TOTAL CURRENT REQUIREMENTS	393,122	455,833	491,447	6,946	0	0	0	0	0	0	0	0	954,226
-----													
RESERVES:													
20 Year RAP	317,954	190,894	6,946	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL RESERVES	317,954	190,894	6,946	0	0	0	0	0	0	0	0	0	0
-----													
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
=====													



**CITY OF SUNNYVALE**  
**190. POLICE SERVICES AUGMENTATION FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2012 TO JUNE 30, 2022**

	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2012/2013 TO FY 2021/2022 TOTAL	FY 2001/2002 TO FY 2021/2022 TOTAL
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022		
RESERVES/FUND BALANCE, JULY 1	0	0	0	0	0	0	0	0	0	0	0	317,954
-----												
CURRENT RESOURCES:												
SLES Fund (AB3229)	0	0	0	0	0	0	0	0	0	0	0	527,997
BJA Block Grant	0	0	0	0	0	0	0	0	0	0	0	81,701
Interest Income	0	0	0	0	0	0	0	0	0	0	0	17,500
Transfer From General Fund	0	0	0	0	0	0	0	0	0	0	0	9,074
-----												
TOTAL CURRENT RESOURCES	0	0	0	0	0	0	0	0	0	0	0	636,272
-----												
TOTAL AVAILABLE RESOURCES	0	0	0	0	0	0	0	0	0	0	0	954,226
-----												
CURRENT REQUIREMENTS:												
Operations	0	0	0	0	0	0	0	0	0	0	0	954,226
-----												
TOTAL CURRENT REQUIREMENTS	0	0	0	0	0	0	0	0	0	0	0	954,226
-----												
RESERVES:												
20 Year RAP	0	0	0	0	0	0	0	0	0	0	0	0
-----												
TOTAL RESERVES	0	0	0	0	0	0	0	0	0	0	0	0
-----												
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0
=====												



## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 190 - Police Services Augmentation</b>				
4500 - 01 Salaries - Regular	220,254.76	260,157.81	273,128.01	0.00
4503 - 01 Overtime - Regular-Overtime	14,267.42	35,335.20	15,419.85	0.00
4505 - 04 Other Pay - Public Safety Specialist	8,134.55	0.00	0.00	0.00
4525 - 09 Leaves - Mgmt Admin	815.02	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	45,752.82	44,310.09	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	44,147.04	0.00
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	40,118.95	0.00
4541 - 01 Regular Time Retire & Ins Add - Regular	90,482.35	100,249.21	0.00	0.00
4542 - 01 Overtime Worker's Compensation - Regular	0.00	0.00	2,264.98	0.00
4543 - 01 Overtime Retire & Ins Add - Regular	1,112.66	2,403.50	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	51,215.87	0.00
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	51,138.85	0.00
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$380,819.58</b>	<b>\$442,455.81</b>	<b>\$477,433.55</b>	<b>\$0.00</b>
5100 - 01 Misc Equip Maint & Repair - Labor	420.00	0.00	0.00	0.00
5100 - 02 Misc Equip Maint & Repair - Materials	105.00	0.00	0.00	0.00
5155     General Supplies	0.00	536.01	536.01	0.00
5195     Investigation Expense	26.46	0.00	0.00	0.00
<b>Purchased Goods &amp; Services Subtotal</b>	<b>\$551.46</b>	<b>\$536.01</b>	<b>\$536.01</b>	<b>\$0.00</b>
6503     Fleet Rental	11,700.00	12,841.54	13,477.58	0.00
<b>Internal Service Charges Subtotal</b>	<b>\$11,700.00</b>	<b>\$12,841.54</b>	<b>\$13,477.58</b>	<b>\$0.00</b>
7500     Intraprogram Allocations	51.30	0.00	0.00	0.00
<b>Indirect Cost Allocations Subtotal</b>	<b>\$51.30</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total for Fund 190 - Police Services Augmentation</b>	<b>\$393,122.34</b>	<b>\$455,833.36</b>	<b>\$491,447.14</b>	<b>\$0.00</b>

**CITY OF SUNNYVALE  
210. EMPLOYMENT DEVELOPMENT FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2001 TO JUNE 30, 2012**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
RESERVE/FUND BALANCE, JULY 1	427,833	423,136	3,631,758	0	0	0	0	0	0	0	0	0	423,136
-----													
CURRENT RESOURCES:													
Federal Grant	6,899,497	11,732,258	5,344,111	0	0	0	0	0	0	0	0	0	17,076,369
State Grant	669,517	276,481	0	0	0	0	0	0	0	0	0	0	276,481
Other Grants and Contributions	1,816,576	1,777,679	1,602,000	0	0	0	0	0	0	0	0	0	3,379,679
-----													
TOTAL CURRENT RESOURCES	9,385,590	13,786,418	6,946,111	0	0	0	0	0	0	0	0	0	20,732,529
-----													
TOTAL AVAILABLE RESOURCES	9,813,423	14,209,554	10,577,869	0	0	0	0	0	0	0	0	0	21,155,665
-----													
CURRENT REQUIREMENTS:													
Operations	9,345,836	10,532,024	10,532,024	0	0	0	0	0	0	0	0	0	21,064,048
In-Lieu Charges	44,451	45,772	45,845	0	0	0	0	0	0	0	0	0	91,617
-----													
TOTAL CURRENT REQUIREMENTS	9,390,287	10,577,796	10,577,869	0	0	0	0	0	0	0	0	0	21,155,665
-----													
RESERVES:													
20 Year RAP	423,136	3,631,758	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL RESERVES	423,136	3,631,758	0	0	0	0	0	0	0	0	0	0	0
-----													
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
=====													

**CITY OF SUNNYVALE**  
**210. EMPLOYMENT DEVELOPMENT FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2012 TO JUNE 30, 2022**

	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2012/2013 TO FY 2021/2022	FY 2001/2002 TO FY 2021/2022
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	TOTAL	TOTAL
RESERVE/FUND BALANCE, JULY 1	0	0	0	0	0	0	0	0	0	0	0	423,136
-----												
CURRENT RESOURCES:												
Federal Grant	0	0	0	0	0	0	0	0	0	0	0	17,076,369
State Grant	0	0	0	0	0	0	0	0	0	0	0	276,481
Other Grants and Contributions	0	0	0	0	0	0	0	0	0	0	0	3,379,679
-----												
TOTAL CURRENT RESOURCES	0	0	0	0	0	0	0	0	0	0	0	20,732,529
-----												
TOTAL AVAILABLE RESOURCES	0	0	0	0	0	0	0	0	0	0	0	21,155,665
-----												
CURRENT REQUIREMENTS:												
Operations	0	0	0	0	0	0	0	0	0	0	0	21,064,048
In-Lieu Charges	0	0	0	0	0	0	0	0	0	0	0	91,617
-----												
TOTAL CURRENT REQUIREMENTS	0	0	0	0	0	0	0	0	0	0	0	21,155,665
-----												
RESERVES:												
20 Year RAP	0	0	0	0	0	0	0	0	0	0	0	0
-----												
TOTAL RESERVES	0	0	0	0	0	0	0	0	0	0	0	0
-----												
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0
=====												



## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 210 - Employment Development</b>				
4500 - 01 Salaries - Regular	2,648,753.18	2,758,268.93	4,074,066.68	4,208,991.44
4500 - 02 Salaries - Regular Part-Time	28,251.25	44,021.68	21,312.89	22,984.53
4500 - 03 Salaries - Casual/Seasonal	39,646.68	131,311.83	43,200.00	43,200.00
4500 - 05 Salaries - Contract Personnel	1,219,747.92	1,047,035.73	1,080,000.00	1,080,000.00
4502 - 03 Overtime - FLSA Overtime Premium	278.98	0.00	0.00	0.00
4503 - 01 Overtime - Regular-Overtime	22,741.97	0.00	0.00	0.00
4503 - 04 Overtime - Comp Time Earned	31,879.30	0.00	0.00	0.00
4521 - 05 Benefits - Tuition Reimbursement	4,696.91	0.00	0.00	0.00
4523 - 03 Insurances - Medical	9,950.85	0.00	0.00	0.00
4525 - 09 Leaves - Mgmt Admin	8,266.99	0.00	0.00	0.00
4525 - 11 Leaves - Other	1,380.58	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	550,233.74	469,788.44	0.00	0.00
4536 - 02 Regular Time Leave Additives - Part-Time	3,524.90	3,649.31	0.00	0.00
4536 - 03 Regular Time Leave Additives - Casual/Seasonal	183.91	1,154.62	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	658,511.77	680,017.31
4537 - 02 Regular Time Leave Additives - Part-Time	0.00	0.00	1,635.47	1,750.66
4537 - 03 Regular Time Leave Additives - Casual/Seasonal	0.00	0.00	10.45	10.67
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	33,048.87	33,764.45
4539 - 02 Regular Time Worker's Comp Add - Part-Time	0.00	0.00	172.89	184.38
4539 - 03 Regular Time Worker's Comp Add - Casual/Seasonal	0.00	0.00	350.44	346.55
4541 - 01 Regular Time Retire & Ins Add - Regular	841,400.75	756,731.07	0.00	0.00
4541 - 02 Regular Time Retire & Ins Add - Part-Time	7,215.13	8,620.32	0.00	0.00
4541 - 03 Regular Time Retire & Ins Add - Casual/Seasonal	4,742.15	14,020.00	0.00	0.00
4543 - 01 Overtime Retire & Ins Add - Regular	391.30	0.00	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	261,119.24	314,457.99
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	762,803.81	842,980.97
4547 - 02 Regular Time Insurance & Other - Part-Time	0.00	0.00	1,878.62	1,863.40
4547 - 03 Regular Time Insurance & Other - Casual/Seasonal	0.00	0.00	3,311.89	3,277.59
4550 - 03 Workers Compensation - Insurance	1,864.61	0.00	0.00	0.00
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$5,425,151.10</b>	<b>\$5,234,601.93</b>	<b>\$6,941,423.02</b>	<b>\$7,233,829.94</b>
5015 Books & Publications	16,935.42	951.34	0.00	0.00
5035 - 01 Comm Equip Maintain & Repair - Labor	324.00	0.00	0.00	0.00
5040 Advertising Services	4,083.29	616.71	0.00	0.00
5065 Construction Services	4,505.00	0.00	0.00	0.00
5070 Consultants	0.00	1,739.76	0.00	0.00

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 210 - Employment Development</b>					
5085	Software Licensing & Support	73,948.40	0.00	0.00	0.00
5090	Hardware Maintenance	5,625.01	83.64	0.00	0.00
5095	Electrical Parts & Supplies	3.90	0.00	0.00	0.00
5100 - 01	Misc Equip Maint & Repair - Labor	5,272.00	3,854.39	0.00	0.00
5100 - 02	Misc Equip Maint & Repair - Materials	636.17	0.00	0.00	0.00
5105	Equipment Rental/Lease	61.81	10,150.92	0.00	0.00
5110 - 01	Facilities Maint & Repair - Labor	8,064.86	0.00	0.00	0.00
5110 - 02	Facilities Maint & Repair - Materials	64.00	0.00	0.00	0.00
5120	Financial Services	-3,439.71	3,919.92	0.00	0.00
5130	Supplies, First Aid	41.40	0.00	0.00	0.00
5131	Supplies, Safety	16.65	0.00	0.00	0.00
5140	Food Products	64.64	0.00	0.00	0.00
5155	General Supplies	43,432.67	26,268.98	0.00	0.00
5165	Services Maintain Land Improv	352.10	0.00	0.00	0.00
5200	DED Services/Training	2,613,759.96	4,906,376.91	3,325,860.71	3,325,786.71
5201	JTPA Participant Reimbursement	24,580.57	0.00	0.00	0.00
5210	Laundry & Cleaning Services	382.56	0.00	0.00	0.00
5220	Library Acquisitions, Books	27.43	0.00	0.00	0.00
5240	Miscellaneous Services	28,275.57	37,615.34	0.00	0.00
5260	Photo Equip & Supplies	7.42	0.00	0.00	0.00
5265	Photo & Blueprinting Services	315.30	0.00	0.00	0.00
5275	Postage	9,348.34	3,567.76	0.00	0.00
5277	Mailing & Delivery Services	2,814.48	0.00	0.00	0.00
5280	Printing & Related Services	36,473.66	2,472.17	0.00	0.00
5300	Professional Services	45,064.18	0.00	0.00	0.00
5315	Real Property Rental/Lease	489,229.92	51,335.93	0.00	0.00
5357	Supplies, Office	20,167.42	0.00	0.00	0.00
5375	Training Expenses	16,814.81	7,783.63	0.00	0.00
5385	Utilities - Gas & Electric	4,631.03	0.00	0.00	0.00
5390 - 02	Util - Water, Sewer & Garbage - Garbage	96.67	0.00	0.00	0.00
5400	Utilities - Telephone	20,805.11	440.91	0.00	0.00
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$3,472,786.04</b>	<b>\$5,057,178.31</b>	<b>\$3,325,860.71</b>	<b>\$3,325,786.71</b>
5050	Computer Hardware	98,450.82	0.00	0.00	0.00
5055	Computer Software	39,355.31	0.00	0.00	0.00
5150	Furniture	1,896.10	5,290.33	0.00	0.00



## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 210 - Employment Development</b>					
5235	Miscellaneous Equipment	0.00	38,181.11	0.00	0.00
5245	Office Machines & Equip	3,833.38	0.00	0.00	0.00
<b>Property &amp; Capital Outlay Subtotal</b>		<b>\$143,535.61</b>	<b>\$43,471.44</b>	<b>\$0.00</b>	<b>\$0.00</b>
6005	Conferences and Meetings	36,247.40	7,651.81	0.00	0.00
6015	Franchise Fees	59.95	0.00	0.00	0.00
6030	Membership Fees	4,079.00	446.51	0.00	0.00
6045	Special Events	492.50	0.00	0.00	0.00
6060	Travel Expenses	435.72	9,671.30	0.00	0.00
6060 - 01	Travel Expenses - Mileage	5,536.05	0.00	0.00	0.00
6060 - 02	Travel Expenses - Other	5,557.84	0.00	0.00	0.00
<b>Miscellaneous Expenditures Subtotal</b>		<b>\$52,408.46</b>	<b>\$17,769.62</b>	<b>\$0.00</b>	<b>\$0.00</b>
6503	Fleet Rental	2,192.75	4,999.57	5,054.57	5,155.67
6507	Computer Services Rental	5,019.95	5,847.41	6,145.78	6,668.17
6510	Print Shop Charges	108,807.89	39,386.13	119,043.14	122,614.43
6512	Phone Equip Rental	108,454.06	94,615.97	103,354.26	106,454.89
6513	Mail Services Rental	1,620.97	1,855.77	1,879.74	1,936.13
6518	Satellite Copier Rental	27,540.89	32,238.67	29,206.78	30,082.99
6523	Furniture Rental	66.95	59.00	56.28	58.38
<b>Internal Service Charges Subtotal</b>		<b>\$253,703.46</b>	<b>\$179,002.52</b>	<b>\$264,740.55</b>	<b>\$272,970.66</b>
7050	Interprogram Allocations	-1,748.60	0.00	0.00	0.00
<b>Indirect Cost Allocations Subtotal</b>		<b>-\$1,748.60</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
7900 - 03	Transfers Out - General Fund - General	44,451.00	0.00	0.00	0.00
<b>Transfers Out Subtotal</b>		<b>\$44,451.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total for Fund 210 - Employment Development</b>		<b>\$9,390,287.07</b>	<b>\$10,532,023.82</b>	<b>\$10,532,024.28</b>	<b>\$10,832,587.31</b>





**245. PARKING DISTRICT FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
0150	Property Taxes	94,102	74,950	73,150	0	0	0	0	0	0	0	0	0	148,100
2907	Special Assessment	153,569	147,635	149,369	153,850	158,466	163,220	168,116	173,160	178,354	183,705	189,216	194,893	1,859,983
3800	Sale of Real Property	9,000,000	0	0	0	0	0	0	0	0	0	0	0	0
3355	Interest Income	269,437	435,482	21,814	16,030	7,320	5,050	2,540	0	0	0	0	0	488,237
<b>FUND TOTAL</b>		<b>9,517,109</b>	<b>658,067</b>	<b>244,333</b>	<b>169,880</b>	<b>165,786</b>	<b>168,270</b>	<b>170,657</b>	<b>173,160</b>	<b>178,354</b>	<b>183,705</b>	<b>189,216</b>	<b>194,893</b>	<b>2,496,320</b>

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 245 - Parking District</b>				
4500 - 01 Salaries - Regular	65,736.91	86,205.82	79,795.02	82,348.59
4500 - 03 Salaries - Casual/Seasonal	878.00	0.00	0.00	0.00
4500 - 05 Salaries - Contract Personnel	938.57	0.00	0.00	0.00
4502 - 03 Overtime - FLSA Overtime Premium	3.19	0.00	0.00	0.00
4503 - 01 Overtime - Regular-Overtime	8,549.95	2,270.17	2,422.22	2,511.04
4503 - 03 Overtime - Casual/Seasonal	75.00	0.00	0.00	0.00
4503 - 04 Overtime - Comp Time Earned	2,620.14	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	13,655.41	14,682.55	0.00	0.00
4536 - 03 Regular Time Leave Additives - Casual/Seasonal	4.10	0.00	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	12,897.65	13,304.53
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	3,765.74	3,835.75
4541 - 01 Regular Time Retire & Ins Add - Regular	25,312.65	30,345.16	0.00	0.00
4541 - 03 Regular Time Retire & Ins Add - Casual/Seasonal	149.01	0.00	0.00	0.00
4542 - 01 Overtime Worker's Compensation - Regular	0.00	0.00	132.82	135.51
4543 - 01 Overtime Retire & Ins Add - Regular	924.31	243.95	0.00	0.00
4543 - 03 Overtime Retire & Ins Add - Casual/Seasonal	8.02	0.00	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	5,114.31	6,152.37
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	14,940.36	16,492.84
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$118,855.26</b>	<b>\$133,747.65</b>	<b>\$119,068.12</b>	<b>\$124,780.63</b>
5012 Bldg Maint Matls & Supplies	17.89	51.51	26.00	26.26
5025 Clothing, Uniforms & Access	110.23	128.78	110.00	111.10
5095 Electrical Parts & Supplies	438.11	557.88	557.88	563.45
5130 Supplies, First Aid	18.03	51.51	25.00	25.25
5131 Supplies, Safety	81.21	133.93	110.00	111.10
5145 Fuel, Oil & Lubricants	14.90	103.02	56.00	56.00
5155 General Supplies	591.93	314.22	590.00	595.90
5165 Services Maintain Land Improv	0.00	1,892.21	1,892.21	1,911.13
5170 Hand Tools	206.47	25.75	0.00	0.00
5210 Laundry & Cleaning Services	81.12	257.55	125.00	126.25
5230 Materials - Land Improve	2,711.55	5,742.49	4,764.24	4,811.87
5240 Miscellaneous Services	943.14	50.45	1,050.00	1,050.00
5357 Supplies, Office	149.00	0.00	150.00	151.50
5375 Training Expenses	0.00	206.04	206.00	208.06
5385 Utilities - Gas & Electric	9,021.57	13,581.53	13,536.37	13,807.09
5390 Util - Water, Sewer & Garbage	0.00	4,508.82	0.00	0.00

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 245 - Parking District</b>				
5390 - 01 Util - Water, Sewer & Garbage - Water	3,893.96	0.00	4,015.00	4,055.15
5400 Utilities - Telephone	659.30	61.81	680.00	686.80
<b>Purchased Goods &amp; Services Subtotal</b>	<b>\$18,938.41</b>	<b>\$27,667.50</b>	<b>\$27,893.70</b>	<b>\$28,296.91</b>
5030 Communication Equipment	0.00	185.44	150.00	151.50
5235 Miscellaneous Equipment	66.94	0.00	0.00	0.00
<b>Property &amp; Capital Outlay Subtotal</b>	<b>\$66.94</b>	<b>\$185.44</b>	<b>\$150.00</b>	<b>\$151.50</b>
6005 Conferences and Meetings	0.00	71.86	0.00	0.00
6030 Membership Fees	0.00	12.74	0.00	0.00
6055 - 01 Taxes & Licenses - Misc	0.00	31.22	0.00	0.00
6450 - 01 Budgeted Project Costs - Budgeted Project Cost	0.00	2,000.00	1,000.00	1,000.00
<b>Miscellaneous Expenditures Subtotal</b>	<b>\$0.00</b>	<b>\$2,115.82</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>
6503 Fleet Rental	35,992.97	37,091.37	38,275.14	39,040.64
6508 Facilities Rent	364.00	388.00	479.27	522.16
6511 Radio & Pagers Rental	663.00	1,129.94	1,030.92	1,061.85
6512 Phone Equip Rental	676.00	670.90	801.27	825.31
6518 Satellite Copier Rental	50.96	68.66	78.91	81.28
<b>Internal Service Charges Subtotal</b>	<b>\$37,746.93</b>	<b>\$39,348.87</b>	<b>\$40,665.51</b>	<b>\$41,531.24</b>
<b>Indirect Cost Allocations Subtotal</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total for Fund 245 - Parking District</b>	<b>\$175,607.54</b>	<b>\$203,065.28</b>	<b>\$188,777.33</b>	<b>\$195,760.28</b>







**280. GAS TAX FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
0938	ISTEA Federal Grant	33,142	300,014	0	0	0	0	0	0	0	0	0	0	300,014
1007	Gas Tax 2105	711,216	825,913	832,520	839,181	845,894	852,661	859,483	866,358	873,289	880,276	887,318	894,416	9,457,309
1008	Gas Tax 2106	503,118	616,150	621,080	626,048	631,057	636,105	641,194	646,324	651,494	656,706	661,960	667,255	7,055,373
1009	Gas Tax 2107	973,996	1,090,797	1,099,523	1,108,319	1,117,186	1,126,123	1,135,132	1,144,213	1,153,367	1,162,594	1,171,895	1,181,270	12,490,421
1010	Gas Tax 2107.5	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
1023	Trans. Dev. Act Article 3.0	1,873	113,507	0	0	0	0	0	0	0	0	0	0	113,507
1027	State Grants	19,562	20,000	0	0	0	0	0	0	0	0	0	0	20,000
1038	AB 2928 - Traffic Congestion Relief	949,530	359,100	460,180	502,740	529,340	557,270	0	0	0	0	0	0	2,408,630
1111	County Grants	0	0	300,000	0	0	0	0	0	0	0	0	0	300,000
1202	Contributions	0	375,000	0	0	0	0	0	0	0	0	0	0	375,000
3355	Interest Income	207,882	153,370	46,313	11,943	17,732	42,999	34,073	36,185	38,650	38,450	39,563	41,688	500,965
4100	Miscellaneous	7,700	0	0	0	0	0	0	0	0	0	0	0	0
<b>FUND TOTAL</b>		<b>3,418,020</b>	<b>3,863,851</b>	<b>3,369,616</b>	<b>3,098,231</b>	<b>3,151,208</b>	<b>3,225,159</b>	<b>2,679,882</b>	<b>2,703,080</b>	<b>2,726,801</b>	<b>2,748,026</b>	<b>2,770,735</b>	<b>2,794,630</b>	<b>33,131,219</b>

**Summary of Budgeted Expenditures by Fund  
by Type**

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>Fund 280 - Gas Tax Street Improvement</b>				
7900 - 03 Transfers Out - General Fund - General	0.00	789,930.01	900,000.00	900,000.00
<b>Transfers Out Subtotal</b>	<b>\$0.00</b>	<b>\$789,930.01</b>	<b>\$900,000.00</b>	<b>\$900,000.00</b>
<b>Total for Fund 280 - Gas Tax Street Improvement</b>	<b>\$0.00</b>	<b>\$789,930.01</b>	<b>\$900,000.00</b>	<b>\$900,000.00</b>





**295. YOUTH AND NEIGHBORHOOD SERVICES FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
1109	Sunnyvale School Dist Reimbursemer	71,385	97,764	100,697	103,718	124,362	128,093	131,936	135,894	139,971	144,170	148,495	152,950	1,326,484
2357	Youth Basketball League	12,082	13,500	13,500	13,905	14,322	14,752	15,194	15,650	16,120	16,603	17,101	17,614	162,730
2359	Fees - Adult League	15,052	23,672	24,000	24,720	25,462	26,225	27,012	27,823	28,657	29,517	30,402	31,315	31,315
2361	Physical Rec - Open Gym	85	0	0	0	0	0	0	0	0	0	0	0	85
2465	Columbia Co-Op Sports Program	19,201	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	189,201
2470	Columbia Adult Open Gym	4,384	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167	3,262	3,360	3,461	33,904
2475	Columbia Youth Open Gym	1,406	1,400	1,530	1,575	1,623	1,671	1,722	1,773	1,826	1,881	1,938	1,996	18,345
2480	Columbia After-School Programs	27,196	10,000	2,500	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	66,373
3355	Interest Income	30,142	30,399	30,399	30,399	30,399	30,399	30,399	30,399	30,399	30,399	30,399	30,399	334,137
3511	Facility Rentals	23,258	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	26,878	252,535
4400-03	Transfers From General Fund	241,985	496,215	618,862	464,095	496,906	513,185	529,971	547,281	565,131	583,538	602,522	623,028	5,659,691
<b>FUND TOTAL</b>		<b>446,175</b>	<b>712,525</b>	<b>831,740</b>	<b>682,362</b>	<b>737,832</b>	<b>759,917</b>	<b>782,684</b>	<b>806,153</b>	<b>830,346</b>	<b>855,288</b>	<b>881,002</b>	<b>908,441</b>	<b>8,074,798</b>

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 295 - Youth &amp; Neighborhood Services</b>				
4500 - 01 Salaries - Regular	107,242.98	105,974.81	131,309.99	134,007.76
4500 - 05 Salaries - Contract Personnel	17,195.64	11,526.27	14,656.27	14,656.27
4503 - 01 Overtime - Regular-Overtime	168.04	0.00	0.00	0.00
4503 - 04 Overtime - Comp Time Earned	1,671.23	0.00	376.93	390.75
4525 - 09 Leaves - Mgmt Admin	925.69	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	22,291.59	18,049.63	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	21,224.27	21,650.69
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	1,065.18	1,075.00
4541 - 01 Regular Time Retire & Ins Add - Regular	34,245.80	29,074.19	0.00	0.00
4543 - 01 Overtime Retire & Ins Add - Regular	11.85	0.00	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	8,416.08	10,011.83
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	24,585.71	26,839.17
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$183,752.82</b>	<b>\$164,624.90</b>	<b>\$201,634.43</b>	<b>\$208,631.47</b>
5000 Audio Visual Products	0.00	309.06	309.06	312.15
5012 Bldg Maint Matls & Supplies	7.58	0.00	0.00	0.00
5015 Books & Publications	323.99	523.47	309.06	312.15
5035 - 01 Comm Equip Maintain & Repair - Labor	66.24	0.00	0.00	0.00
5105 Equipment Rental/Lease	0.00	412.08	412.08	416.20
5140 Food Products	349.50	107.20	107.20	108.27
5155 General Supplies	1,479.89	4,112.66	9,921.03	10,020.23
5170 Hand Tools	13.52	0.00	0.00	0.00
5180 Medical Services	50.94	0.00	0.00	0.00
5240 Miscellaneous Services	863.50	31,699.25	37,699.25	37,699.25
5255 Personnel Testing Services	128.00	0.00	0.00	0.00
5260 Photo Equip & Supplies	7.31	0.00	0.00	0.00
5265 Photo & Blueprinting Services	0.00	618.12	618.12	624.30
5275 Postage	3,052.91	7,771.12	10,771.12	10,878.83
5277 Mailing & Delivery Services	683.28	107.20	107.20	108.27
5280 Printing & Related Services	1,422.42	947.78	947.78	957.25
5300 Professional Services	0.00	2,700.00	3,900.00	3,939.00
5315 Real Property Rental/Lease	13,965.69	127,288.58	127,288.58	128,561.46
5327 Rec Instructors/Officials	5,300.00	0.00	0.00	0.00
5357 Supplies, Office	3,117.45	1,751.34	1,751.34	1,768.85
5375 Training Expenses	25.00	3,090.60	3,090.60	3,121.50
5400 Utilities - Telephone	2,681.24	4,978.49	4,978.49	5,028.27

## Summary of Budgeted Expenditures by Fund by Type

		2000/2001 Actual	2001/2002 Current	2002/2003 Budget	2003/2004 Budget
<b>Fund 295 - Youth &amp; Neighborhood Services</b>					
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$33,538.46</b>	<b>\$186,416.95</b>	<b>\$202,210.91</b>	<b>\$203,855.98</b>
5150	Furniture	221.79	0.00	0.00	0.00
5235	Miscellaneous Equipment	50.88	0.00	0.00	0.00
<b>Property &amp; Capital Outlay Subtotal</b>		<b>\$272.67</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
6005	Conferences and Meetings	0.00	515.10	515.10	520.25
6030	Membership Fees	150.00	557.25	557.25	562.82
6045	Special Events	916.38	1,125.63	1,125.63	1,136.88
6060	Travel Expenses	0.00	857.62	857.62	866.19
6060 - 01	Travel Expenses - Mileage	173.28	214.41	214.41	216.55
6060 - 02	Travel Expenses - Other	0.00	2,194.33	2,194.33	2,216.27
6065	Recreation Fee Waivers	3,002.00	0.00	0.00	0.00
<b>Miscellaneous Expenditures Subtotal</b>		<b>\$4,241.66</b>	<b>\$5,464.34</b>	<b>\$5,464.34</b>	<b>\$5,518.96</b>
6504	Misc Office Equip Rental	5,760.95	6,265.69	6,298.84	6,487.81
6507	Computer Services Rental	10,720.97	9,947.35	11,973.29	12,991.02
6510	Print Shop Charges	7,800.00	12,205.73	16,275.32	16,763.58
6512	Phone Equip Rental	4,207.97	5,275.02	5,018.03	5,168.57
6513	Mail Services Rental	791.05	905.33	916.60	944.10
6518	Satellite Copier Rental	3,385.98	4,171.57	5,509.72	5,675.01
6523	Furniture Rental	1,577.03	1,416.00	1,340.30	1,390.38
<b>Internal Service Charges Subtotal</b>		<b>\$34,243.95</b>	<b>\$40,186.69</b>	<b>\$47,332.10</b>	<b>\$49,420.47</b>
7050	Interprogram Allocations	154,961.72	197,176.72	207,631.90	214,935.55
7504	Program-Wide Allocations	0.04	0.01	0.00	0.00
<b>Indirect Cost Allocations Subtotal</b>		<b>\$154,961.76</b>	<b>\$197,176.73</b>	<b>\$207,631.90</b>	<b>\$214,935.55</b>
<b>Total for Fund 295 - Youth &amp; Neighborhood Services</b>		<b>\$411,011.32</b>	<b>\$593,869.61</b>	<b>\$664,273.68</b>	<b>\$682,362.43</b>







**315. REDEVELOPMENT AGENCY FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
0150	Secured Property Tax	2,381,205	2,327,697	2,401,565	3,630,263	3,726,521	3,825,413	3,927,015	4,031,401	4,138,650	4,248,843	4,362,062	4,478,393	41,097,822
0753	Lease - Town Center Parking	1,215,698	1,218,753	1,215,678	1,216,678	1,211,728	1,210,558	1,212,920	1,213,805	1,208,280	1,210,893	1,206,475	1,205,118	13,330,883
3355	Interest Income	117,109	159,985	118,046	118,058	118,071	118,083	118,096	118,110	118,123	118,137	118,151	118,166	1,341,026
3531	General Fund Loan	0	1,500,000	0	0	0	0	0	0	0	0	0	0	1,500,000
4100	Miscellaneous	70,000	0	0	0	0	0	0	0	0	0	0	0	0
<b>FUND TOTAL</b>		<b>3,784,012</b>	<b>5,206,434</b>	<b>3,735,289</b>	<b>4,964,998</b>	<b>5,056,319</b>	<b>5,154,054</b>	<b>5,258,031</b>	<b>5,363,316</b>	<b>5,465,053</b>	<b>5,577,872</b>	<b>5,686,688</b>	<b>5,801,677</b>	<b>57,269,731</b>

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 315 - Redevelopment Special Revenue</b>				
4500 - 01 Salaries - Regular	208,482.09	345,894.64	337,802.24	343,582.72
4500 - 03 Salaries - Casual/Seasonal	22,722.50	0.00	0.00	0.00
4500 - 05 Salaries - Contract Personnel	31,720.93	0.00	0.00	0.00
4502 - 03 Overtime - FLSA Overtime Premium	198.03	0.00	0.00	0.00
4503 - 01 Overtime - Regular-Overtime	10,805.28	0.00	0.00	0.00
4503 - 04 Overtime - Comp Time Earned	2,879.25	0.00	0.00	0.00
4525 - 09 Leaves - Mgmt Admin	2,459.93	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	43,326.94	58,912.79	0.00	0.00
4536 - 03 Regular Time Leave Additives - Casual/Seasonal	105.37	0.00	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	54,600.65	55,510.24
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	2,740.26	2,756.24
4541 - 01 Regular Time Retire & Ins Add - Regular	66,738.37	94,896.24	0.00	0.00
4541 - 03 Regular Time Retire & Ins Add - Casual/Seasonal	1,816.15	0.00	0.00	0.00
4543 - 01 Overtime Retire & Ins Add - Regular	477.20	0.00	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	21,650.76	25,669.40
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	63,248.11	68,813.04
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$391,732.04</b>	<b>\$499,703.67</b>	<b>\$480,042.02</b>	<b>\$496,331.64</b>
5015 Books & Publications	442.99	1,545.30	1,300.00	1,313.00
5025 Clothing, Uniforms & Access	381.50	0.00	0.00	0.00
5035 - 01 Comm Equip Maintain & Repair - Labor	1,384.17	0.00	0.00	0.00
5040 Advertising Services	12,211.94	14,330.73	15,250.00	15,402.50
5070 Consultants	53,736.34	82,822.00	85,000.00	85,850.00
5095 Electrical Parts & Supplies	15.12	0.00	0.00	0.00
5105 Equipment Rental/Lease	43.73	0.00	0.00	0.00
5120 Financial Services	12,794.00	3,090.60	5,000.00	5,050.00
5131 Supplies, Safety	58.05	0.00	0.00	0.00
5140 Food Products	53.13	0.00	0.00	0.00
5155 General Supplies	1,388.92	2,575.50	2,300.00	2,323.00
5170 Hand Tools	21.15	0.00	0.00	0.00
5215 Legal Services	0.00	1,030.20	1,000.00	1,010.00
5230 Materials - Land Improve	101.22	0.00	0.00	0.00
5240 Miscellaneous Services	16,238.68	20,938.82	23,550.00	23,550.00
5260 Photo Equip & Supplies	0.00	1,030.20	1,000.00	1,010.00
5265 Photo & Blueprinting Services	114.69	1,545.30	1,500.00	1,515.00
5275 Postage	9,674.80	2,060.40	6,450.00	6,514.50

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 315 - Redevelopment Special Revenue</b>					
5277	Mailing & Delivery Services	2,098.99	8,756.70	9,300.00	9,393.00
5280	Printing & Related Services	1,299.32	15,244.91	15,000.00	15,150.00
5300	Professional Services	1,370.16	22,690.00	18,000.00	18,180.00
5315	Real Property Rental/Lease	8,000.00	0.00	0.00	0.00
5357	Supplies, Office	3,495.15	1,030.20	2,000.00	2,020.00
5375	Training Expenses	1,700.00	6,974.45	0.00	0.00
5400	Utilities - Telephone	4,671.66	0.00	0.00	0.00
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$131,295.71</b>	<b>\$185,665.31</b>	<b>\$186,650.00</b>	<b>\$188,281.00</b>
5050	Computer Hardware	4,618.78	0.00	0.00	0.00
5150	Furniture	235.00	0.00	0.00	0.00
5235	Miscellaneous Equipment	1,813.19	0.00	0.00	0.00
<b>Property &amp; Capital Outlay Subtotal</b>		<b>\$6,666.97</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
6005	Conferences and Meetings	5,467.85	10,302.00	8,500.00	8,585.00
6030	Membership Fees	6,693.75	5,100.00	3,750.00	3,787.50
6045	Special Events	1,882.33	0.00	3,000.00	3,030.00
6060	Travel Expenses	0.00	1,030.20	200.00	202.00
6060 - 01	Travel Expenses - Mileage	179.44	0.00	0.00	0.00
6060 - 02	Travel Expenses - Other	828.25	0.00	0.00	0.00
<b>Miscellaneous Expenditures Subtotal</b>		<b>\$15,051.62</b>	<b>\$16,432.20</b>	<b>\$15,450.00</b>	<b>\$15,604.50</b>
6503	Fleet Rental	915.00	0.00	0.00	0.00
6507	Computer Services Rental	9,702.94	15,858.09	15,722.38	17,058.78
6508	Facilities Rent	3,771.04	4,024.00	4,313.41	4,699.46
6510	Print Shop Charges	13,050.35	3,895.95	17,653.13	18,182.73
6512	Phone Equip Rental	2,210.00	1,518.36	2,457.42	2,531.14
6518	Satellite Copier Rental	5,224.96	1,620.37	1,557.01	1,603.72
6520	IBM Copier Charges	218.31	0.00	0.00	0.00
6523	Furniture Rental	300.04	277.00	262.23	272.03
<b>Internal Service Charges Subtotal</b>		<b>\$35,392.64</b>	<b>\$27,193.77</b>	<b>\$41,965.58</b>	<b>\$44,347.86</b>
7503	SDP-Wide Allocations	6,914.44	1,542.88	0.00	0.00
7504	Program-Wide Allocations	-0.49	0.00	0.00	0.00
<b>Indirect Cost Allocations Subtotal</b>		<b>\$6,913.95</b>	<b>\$1,542.88</b>	<b>\$0.00</b>	<b>\$0.00</b>

**Summary of Budgeted Expenditures by Fund  
by Type**

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>Fund 315 - Redevelopment Special Revenue</b>				
<b>Total for Fund 315 - Redevelopment Special Revenue</b>	<u><u>\$587,052.93</u></u>	<u><u>\$730,537.83</u></u>	<u><u>\$724,107.60</u></u>	<u><u>\$744,565.00</u></u>











**385/100. CAPITAL PROJECTS FUND/GENERAL ASSETS SUB-FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
0751-20 Rental Income - Sunnyvale Office Ce	368,422	926,015	0	0	0	0	0	0	0	0	0	0	926,015
1024 Transportation System Management C	50,616	1,352,629	0	0	0	0	0	0	1,396,411	0	0	0	2,749,040
1037 Proposition 12 - 2000 State Bond Act	0	777,447	0	0	0	0	0	0	0	0	0	0	777,447
1214 Contributions	1,780,960	10,961,285	0	0	0	0	0	0	0	0	0	0	10,961,285
3355 Interest Income	1,868,909	787,223	125,834	130,640	135,683	140,976	146,533	151,629	151,960	241,794	253,180	265,194	2,530,646
4400-03 Transfer From General Fund	11,758,770	5,743,614	7,646,371	5,272	5,430	5,593	5,761	124,372	766,134	6,295	6,547	6,809	14,322,197
4400-10 Transfer From CDBG Fund	735,356	900,000	300,000	0	0	0	0	0	0	0	0	0	1,200,000
4400-14 Transfer From Park Dedication Fund	2,051,431	1,346,000	95,750	0	0	0	0	0	0	0	0	0	1,441,750
4400-24 Transfer From Parking District Fund	2,444,300	0	0	0	0	0	0	0	0	0	0	0	0
4400-53 Transfer From Comm. Rec. Fund	0	390,000	0	0	0	0	0	0	0	0	0	0	390,000
4490 Bond Proceeds	32,829,564	0	0	0	0	0	0	0	0	0	0	0	0
<b>FUND TOTAL</b>	<b>53,888,329</b>	<b>23,184,213</b>	<b>8,167,955</b>	<b>135,912</b>	<b>141,113</b>	<b>146,569</b>	<b>152,294</b>	<b>276,001</b>	<b>2,314,505</b>	<b>248,089</b>	<b>259,726</b>	<b>272,002</b>	<b>35,298,380</b>





**385/200. CAPITAL PROJECTS FUND/WASTEWATER MANAGEMENT SUB-FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
3355 Interest Income	112,288	130,128	61,287	53,255	45,947	41,446	44,009	46,787	49,795	52,843	51,545	54,667	631,710
1214 Contributions	0	295,920	0	0	0	0	0	0	0	0	0	0	295,920
4400-43 Transfer From Wastewater Mgmt Fund	600,750	820,674	411,782	416,242	220,421	113,188	70,524	72,929	75,407	78,810	82,349	80,835	2,443,161
<b>FUND TOTAL</b>	<b>713,038</b>	<b>1,246,722</b>	<b>473,069</b>	<b>469,497</b>	<b>266,368</b>	<b>154,634</b>	<b>114,533</b>	<b>119,716</b>	<b>125,202</b>	<b>131,653</b>	<b>133,894</b>	<b>135,502</b>	<b>3,370,791</b>





**385/300. CAPITAL PROJECTS FUND/WATER SUPPLY AND DISTRIBUTION SUB-FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
3355 Interest Income	23,981	45,828	45,722	48,465	51,373	54,455	57,722	61,186	64,857	68,748	72,873	73,457	644,686
4400-41 Transfer From Water Supply & Distrib	0	549,242	371,500	0	0	0	0	0	0	0	0	0	920,742
4400-43 Transfer From Wastewater Mgmt Fund	439,144	0	0	0	0	0	0	0	0	0	0	0	0
4400-83 Transfer From Infrastructure Fund	29,596	0	0	0	0	0	0	0	0	0	0	0	0
<b>FUND TOTAL</b>	<b>492,721</b>	<b>595,070</b>	<b>417,222</b>	<b>48,465</b>	<b>51,373</b>	<b>54,455</b>	<b>57,722</b>	<b>61,186</b>	<b>64,857</b>	<b>68,748</b>	<b>72,873</b>	<b>73,457</b>	<b>1,565,428</b>







**385/400. CAPITAL PROJECTS FUNDS/SOLID WASTE MANAGEMENT SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	TOTAL
3355	Interest Income	0	2,315	2,454	2,601	2,757	2,922	3,098	3,283	3,480	3,689	3,911	3,736	34,246
FUND TOTAL		0	2,315	2,454	2,601	2,757	2,922	3,098	3,283	3,480	3,689	3,911	3,736	34,246

















**CITY OF SUNNYVALE**  
**385/950. CAPITAL PROJECTS FUND/TRAFFIC MITIGATION SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2012 TO JUNE 30, 2022**

	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2012/2013 TO FY 2021/2022 TOTAL	FY 2001/2002 TO FY 2021/2022 TOTAL
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022		
RESERVE/FUND BALANCE, JULY 1	0	0	0	0	0	0	0	0	0	0	0	2,993,130
-----												
CURRENT RESOURCES:												
Traffic Mitigation Fees	0	0	0	0	0	0	0	0	0	0	0	3,508,852
Interest Income	0	0	0	0	0	0	0	0	0	0	0	731,575
TOTAL CURRENT RESOURCES	0	0	0	0	0	0	0	0	0	0	0	4,240,427
TOTAL AVAILABLE RESOURCES	0	0	0	0	0	0	0	0	0	0	0	7,233,557
-----												
CURRENT REQUIREMENTS:												
Capital Projects	0	0	0	0	0	0	0	0	0	0	0	1,287,026
Special Projects	0	0	0	0	0	0	0	0	0	0	0	35,000
Future Land Use & Transportation Projec	0	0	0	0	0	0	0	0	0	0	0	3,743,510
Transfer To Gas Tax Sub-Fund	0	0	0	0	0	0	0	0	0	0	0	2,168,020
TOTAL CURRENT REQUIREMENTS	0	0	0	0	0	0	0	0	0	0	0	7,233,556
-----												
RESERVES:												
Capital Reserve	0	0	0	0	0	0	0	0	0	0	0	0
Future Land Use & Transportation Projec	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	0	0	0	0	0	0	0	0	0	0	0	0
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0
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**CITY OF SUNNYVALE**  
**440. INFORMATION TECHNOLOGY ENTERPRISE FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2001 TO JUNE 30, 2012**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
RESERVE/FUND BALANCE, JULY 1	35,148	30,041	9,000	0	0	0	0	0	0	0	0	0	30,041
-----													
CURRENT RESOURCES:													
Project Revenues	0	9,000	9,959	18,959	0	0	0	0	0	0	0	0	37,918
TOTAL CURRENT RESOURCES	0	9,000	9,959	18,959	0	0	0	0	0	0	0	0	37,918
-----													
TOTAL AVAILABLE RESOURCES	35,148	39,041	18,959	18,959	0	0	0	0	0	0	0	0	67,959
-----													
CURRENT REQUIREMENTS:													
Special Projects	5,107	30,041	0	0	0	0	0	0	0	0	0	0	30,041
General Fund Loan Repayment	0	0	18,959	18,959	0	0	0	0	0	0	0	0	37,919
TOTAL CURRENT REQUIREMENTS	5,107	30,041	18,959	18,959	0	0	0	0	0	0	0	0	67,960
-----													
RESERVES:													
20 Year RAP	30,041	9,000	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	30,041	9,000	0	0	0	0	0	0	0	0	0	0	0
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FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
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## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 455 - Utilities</b>				
4500 - 01 Salaries - Regular	4,400,816.75	5,427,055.07	6,388,355.64	6,603,394.76
4500 - 02 Salaries - Regular Part-Time	1,675.87	0.00	0.00	0.00
4500 - 03 Salaries - Casual/Seasonal	50,225.94	7,000.00	0.00	0.00
4500 - 05 Salaries - Contract Personnel	700,602.18	60,118.88	93,009.30	93,009.30
4502 - 03 Overtime - FLSA Overtime Premium	7,020.53	0.00	0.00	0.00
4503 - 01 Overtime - Regular-Overtime	399,397.97	157,871.75	196,407.29	203,608.95
4503 - 03 Overtime - Casual/Seasonal	230.10	0.00	0.00	0.00
4503 - 04 Overtime - Comp Time Earned	157,928.05	0.00	0.00	0.00
4520 - 12 Other Benefits - Staff Medical Services	0.00	342.74	342.74	342.74
4521 - 05 Benefits - Tuition Reimbursement	2,866.76	400.00	400.00	400.00
4525 - 09 Leaves - Mgmt Admin	6,493.60	0.00	0.00	0.00
4525 - 11 Leaves - Other	20.55	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	918,665.88	924,336.14	0.00	0.00
4536 - 02 Regular Time Leave Additives - Part-Time	209.12	0.00	0.00	0.00
4536 - 03 Regular Time Leave Additives - Casual/Seasonal	232.96	61.55	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	1,022,857.83	1,056,788.17
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	239,560.33	244,518.12
4541 - 01 Regular Time Retire & Ins Add - Regular	1,659,376.51	1,796,183.68	0.00	0.00
4541 - 02 Regular Time Retire & Ins Add - Part-Time	495.16	0.00	0.00	0.00
4541 - 03 Regular Time Retire & Ins Add - Casual/Seasonal	5,816.33	679.77	0.00	0.00
4542 - 01 Overtime Worker's Compensation - Regular	0.00	0.00	10,386.14	10,598.08
4543 - 01 Overtime Retire & Ins Add - Regular	40,118.23	16,501.21	0.00	0.00
4543 - 03 Overtime Retire & Ins Add - Casual/Seasonal	21.24	0.00	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	405,592.99	488,686.71
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	1,184,853.24	1,310,043.61
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$8,352,213.73</b>	<b>\$8,390,550.79</b>	<b>\$9,541,765.50</b>	<b>\$10,011,390.44</b>
5000 Audio Visual Products	-350.82	1,020.00	720.00	727.20
5005 - 01 Auto Maint & Repair - Labor	300.00	0.00	300.00	303.00
5005 - 02 Auto Maint & Repair - Materials	95.26	0.00	100.00	101.00
5010 Supplies, Vehicles/Motor Equip	7,148.02	4,776.66	4,981.66	5,031.47
5011 Parts, Vehicles & Motor Equip	1,472.47	0.00	275.00	277.75
5012 Bldg Maint Matls & Supplies	6,139.57	1,202.58	3,007.58	3,037.64
5015 Books & Publications	6,780.42	12,417.88	14,202.97	14,344.98
5020 Chemicals	1,489,370.85	1,697,738.00	1,541,511.00	1,541,511.00
5025 Clothing, Uniforms & Access	14,973.60	20,065.90	12,045.88	12,166.31



## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 455 - Utilities</b>				
5035 - 01 Comm Equip Maintain & Repair - Labor	2,503.85	173.40	173.40	175.13
5035 - 02 Comm Equip Maintain & Repair - Materials	912.20	0.00	0.00	0.00
5040 Advertising Services	19,678.60	51,727.50	47,163.70	47,635.33
5065 Construction Services	114,307.81	21,726.00	52,726.00	53,253.26
5070 Consultants	197,786.32	391,514.54	219,370.82	221,564.52
5085 Software Licensing & Support	230.88	3,714.84	4,664.84	4,711.48
5090 Hardware Maintenance	571.17	10,576.38	10,646.38	10,752.84
5095 Electrical Parts & Supplies	23,790.95	26,247.66	32,542.66	32,868.07
5100 - 01 Misc Equip Maint & Repair - Labor	213,444.44	241,851.95	237,630.55	240,007.14
5100 - 02 Misc Equip Maint & Repair - Materials	150,504.11	113,166.96	146,656.96	148,123.52
5105 Equipment Rental/Lease	107,924.50	7,772.30	21,558.66	21,774.23
5110 - 01 Facilities Maint & Repair - Labor	26,702.41	24,904.32	39,504.32	39,899.35
5110 - 02 Facilities Maint & Repair - Materials	7,891.26	11,424.00	13,074.00	13,204.74
5120 Financial Services	7,853.09	2,040.00	8,640.00	8,726.40
5125 Supplies, Fire Protection	712.84	326.40	566.40	572.06
5130 Supplies, First Aid	7,169.96	4,112.85	5,602.85	5,658.85
5131 Supplies, Safety	35,822.53	15,186.82	23,986.82	24,226.67
5140 Food Products	256.30	1,224.00	1,224.00	1,236.24
5145 Fuel, Oil & Lubricants	13,851.59	28,992.50	29,657.50	29,657.50
5155 General Supplies	442,623.57	327,967.48	343,000.52	346,430.47
5165 Services Maintain Land Improv	230,227.13	272,523.30	330,874.26	334,183.00
5170 Hand Tools	31,920.51	15,449.81	65,066.74	65,717.38
5175 HazMat Disposal	107,314.62	113,214.31	160,896.53	162,505.49
5180 Medical Services	3,950.33	0.00	3,550.00	3,585.50
5185 Host Fees	374,319.71	335,803.00	367,416.00	371,090.16
5195 Investigation Expense	6.56	0.00	0.00	0.00
5210 Laundry & Cleaning Services	43,671.63	26,195.36	44,016.50	44,456.65
5215 Legal Services	2,884.52	34,238.94	27,700.00	27,977.00
5230 Materials - Land Improve	364,706.55	361,839.36	325,696.35	328,953.29
5240 Miscellaneous Services	9,446,653.52	8,942,148.53	8,400,947.86	8,400,947.86
5255 Personnel Testing Services	37.00	0.00	0.00	0.00
5260 Photo Equip & Supplies	162.81	2,551.11	10,317.30	10,420.47
5265 Photo & Blueprinting Services	12,259.86	14,016.82	17,387.74	17,561.60
5275 Postage	13,195.72	24,933.17	18,219.14	18,401.32
5277 Mailing & Delivery Services	6,310.50	2,391.36	6,128.73	6,190.01
5280 Printing & Related Services	6,311.60	23,326.94	13,673.94	13,810.67

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u>	<u>2001/2002</u>	<u>2002/2003</u>	<u>2003/2004</u>
		Actual	Current	Budget	Budget
<b>Fund 455 - Utilities</b>					
5300	Professional Services	20,106.90	14,586.84	24,921.88	25,171.09
5315	Real Property Rental/Lease	8,395.00	8,338.97	8,656.00	8,742.56
5335	Recycling Services	3,914.48	2,913.68	3,600.00	3,636.00
5345	SMaRT Tipping Fees	0.00	728.42	0.00	0.00
5357	Supplies, Office	28,347.54	19,507.92	35,207.92	35,559.98
5375	Training Expenses	52,672.17	49,301.62	67,566.38	68,242.02
5385	Utilities - Gas & Electric	671,590.73	769,510.47	741,756.31	690,883.02
5386	Power Purchased from City	618,000.00	636,540.00	0.00	0.00
5390	Util - Water, Sewer & Garbage	518.24	96,374.49	13,350.98	13,484.47
5390 - 01	Util - Water, Sewer & Garbage - Water	11,993.34	0.00	2,000.00	2,020.00
5390 - 02	Util - Water, Sewer & Garbage - Garbage	18,292.15	0.00	70,000.00	70,700.00
5390 - 03	Util - Water, Sewer & Garbage - Sewer	12,827.24	0.00	0.00	0.00
5395	Pymt to Franch Garb Collector	12,952,733.04	14,039,177.00	14,162,200.00	14,162,200.00
5400	Utilities - Telephone	4,475.28	0.00	1,185.00	1,196.85
5415	Water for Resale	9,181,406.44	9,408,596.00	9,927,418.00	10,615,729.00
5420	Water Lab Services	249,932.26	212,247.71	220,729.30	222,936.58
5900	Goods and Serv Cost Savings	0.00	-115,000.00	-200,000.00	-200,000.00
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$37,379,605.13</b>	<b>\$38,333,326.05</b>	<b>\$37,686,017.33</b>	<b>\$38,354,280.12</b>
5030	Communication Equipment	1,494.94	12,793.42	13,793.42	13,931.35
5050	Computer Hardware	7,020.98	2,040.00	1,500.00	1,515.00
5055	Computer Software	862.92	883.35	1,531.26	1,546.57
5115	Facilities Equipment	0.00	2,644.96	2,537.76	2,563.12
5135	Vehicles & Motorized Equip	795.79	0.00	0.00	0.00
5150	Furniture	13,969.13	0.00	2,200.00	2,222.00
5235	Miscellaneous Equipment	7,132.44	46,896.85	46,553.57	47,019.08
5245	Office Machines & Equip	3,118.39	1,419.58	2,959.58	2,989.16
<b>Property &amp; Capital Outlay Subtotal</b>		<b>\$34,394.59</b>	<b>\$66,678.16</b>	<b>\$71,075.59</b>	<b>\$71,786.28</b>
6005	Conferences and Meetings	23,085.47	31,316.22	39,190.39	39,582.27
6015	Franchise Fees	1,305,708.00	1,384,050.00	1,408,717.00	1,450,978.00
6030	Membership Fees	25,680.99	29,812.81	43,094.24	43,525.16
6045	Special Events	5,277.86	2,468.81	2,740.00	2,767.40
6055 - 01	Taxes & Licenses - Misc	557,962.68	747,756.30	755,236.99	762,789.35
6060	Travel Expenses	355.00	11,781.52	14,331.60	14,474.91
6060 - 01	Travel Expenses - Mileage	1,484.01	969.00	3,597.00	3,632.97

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 455 - Utilities</b>				
6060 - 02 Travel Expenses - Other	11,714.02	3,029.40	3,029.40	3,059.69
6450 - 01 Budgeted Project Costs - Budgeted Project Cost	9,055.07	0.00	0.00	0.00
<b>Miscellaneous Expenditures Subtotal</b>	<b>\$1,940,323.10</b>	<b>\$2,211,184.06</b>	<b>\$2,269,936.62</b>	<b>\$2,320,809.75</b>
6503 Fleet Rental	366,881.99	383,945.68	397,710.33	405,664.52
6504 Misc Office Equip Rental	3,570.06	3,882.21	3,903.14	4,020.23
6507 Computer Services Rental	243,433.97	296,662.12	361,893.35	392,654.27
6508 Facilities Rent	83,463.90	88,133.00	93,457.19	101,821.61
6510 Print Shop Charges	24,768.17	56,128.32	39,508.50	40,693.77
6511 Radio & Pagers Rental	30,103.06	39,799.05	41,458.42	42,702.19
6512 Phone Equip Rental	58,487.91	58,795.23	63,595.45	65,503.31
6513 Mail Services Rental	11,011.65	12,604.92	12,765.63	13,148.60
6518 Satellite Copier Rental	8,814.78	11,012.02	11,488.86	11,833.51
6520 IBM Copier Charges	862.48	217.75	323.74	333.45
6523 Furniture Rental	16,137.94	14,823.00	14,025.65	14,549.74
6524 Sewer Equip Rental	671,265.01	691,404.00	712,133.38	733,497.39
<b>Internal Service Charges Subtotal</b>	<b>\$1,518,800.92</b>	<b>\$1,657,407.30</b>	<b>\$1,752,263.64</b>	<b>\$1,826,422.59</b>
7500 Intraprogram Allocations	0.03	0.00	0.00	0.00
7503 SDP-Wide Allocations	0.00	0.00	1,777.65	1,905.00
7504 Program-Wide Allocations	0.00	0.00	1,068.63	1,140.46
<b>Indirect Cost Allocations Subtotal</b>	<b>\$0.03</b>	<b>\$0.00</b>	<b>\$2,846.28</b>	<b>\$3,045.46</b>
<b>Total for Fund 455 - Utilities</b>	<b>\$49,225,337.50</b>	<b>\$50,659,146.36</b>	<b>\$51,323,904.96</b>	<b>\$52,587,734.64</b>





**455/100. WATER SUPPLY AND DISTRIBUTION FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
1103	SCVWD Reclaimed Water Rebate	172,615	134,665	158,355	182,045	205,850	205,850	205,850	205,850	205,850	205,850	205,850	205,850	2,121,865
1507	Late Payment Penalties	64,198	64,205	67,321	67,737	71,752	74,879	78,145	81,549	85,104	88,810	92,680	96,447	868,628
3050	Water Connection Fees	262,405	283,250	260,000	267,800	275,834	284,109	292,632	301,411	310,454	319,767	329,360	339,241	3,263,859
3051	Water Detector Fees	16,433	50,499	15,000	15,450	15,914	57,000	50,000	50,000	50,000	50,000	50,000	50,000	453,863
3052	Water Hydrant Fees	54,731	38,511	56,000	57,680	59,410	61,193	63,028	64,919	66,867	68,873	70,939	73,067	680,488
3053	Water Frontage Fees	80,184	77,250	80,000	82,400	84,872	40,000	35,000	35,000	35,000	35,000	35,000	35,000	574,522
3054	Water Meter Sales	33,927	48,148	33,000	33,990	35,010	36,060	37,502	39,002	40,563	42,185	43,872	45,627	434,960
3055	Water Meter Use Fees	1,443,498	1,476,681	1,520,982	1,566,611	1,613,609	1,662,018	1,711,878	1,763,234	1,816,132	1,870,615	1,926,734	2,003,803	18,932,298
3056	Water Sales - Metered	14,247,539	14,726,017	15,440,621	15,535,929	16,456,826	17,174,068	17,923,093	18,703,897	19,519,283	20,369,254	21,256,853	22,171,674	199,277,516
3057	Water Tapping Fees	14,935	13,261	13,659	14,069	14,491	15,000	10,000	10,000	10,000	10,000	10,000	10,000	130,479
3058	Water Turn On Fees	14,935	85,000	60,000	61,800	63,654	65,564	68,186	70,914	73,750	76,700	79,768	82,959	788,295
3060	Water Recycled	278,611	399,237	530,011	639,741	755,163	785,739	817,554	850,656	885,100	920,937	958,226	996,555	8,538,918
3355	Interest Income	257,329	386,630	326,332	305,381	328,760	356,467	391,892	381,816	378,222	382,038	394,185	463,982	4,095,705
3529	Interfund Loan Payment	167,512	167,512	167,512	167,512	167,512	167,512	167,512	167,512	167,512	167,512	167,512	167,512	1,842,630
4100	Miscellaneous	10,382	1,061	0	0	0	0	0	0	0	0	0	0	1,061
4490	Bond Proceeds	0	1,154,817	0	0	0	0	0	0	0	0	0	0	1,154,817
<b>FUND TOTAL</b>		<b>17,119,233</b>	<b>19,106,744</b>	<b>18,728,793</b>	<b>18,998,144</b>	<b>20,148,656</b>	<b>20,985,458</b>	<b>21,852,273</b>	<b>22,725,761</b>	<b>23,643,835</b>	<b>24,607,542</b>	<b>25,620,980</b>	<b>26,741,718</b>	<b>243,159,903</b>







**455/200. SOLID WASTE MANAGEMENT FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
0751	Long Term Rent	160,306	188,480	192,169	197,813	203,626	209,613	215,781	222,133	228,676	235,415	242,356	249,505	2,385,566
1004	County Wide AB939 Fee	163,357	145,918	135,570	135,570	135,570	135,570	135,570	135,570	135,570	135,570	135,570	134,742	1,500,791
1035	TFCA State Grant	200,000	200,000	1,000,000	0	0	0	0	0	0	0	0	0	1,200,000
1111	County of Santa Clara Reimbursements	400	412	426	439	452	466	480	494	509	524	540	556	5,300
1507	Late Payment Penalties	104,344	101,079	105,628	110,433	115,456	120,708	126,140	131,817	137,748	143,947	150,425	156,502	1,399,884
2906	Battery/Oil/Paint Drop Off Fee	9,308	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	99,000
3061	Refuse Service Fees - City	23,187,455	22,462,045	23,472,837	24,540,616	25,656,969	26,824,105	28,031,189	29,292,593	30,610,759	31,988,244	33,427,715	34,778,194	311,085,266
3062	Refuse Service Fees - Specialty	1,350,739	786,712	810,313	834,623	859,661	885,451	912,015	939,375	967,557	996,583	1,026,481	1,057,275	10,076,047
3063	Refuse Franchise Fees	1,305,708	1,384,050	1,408,717	1,450,978	1,494,508	1,539,343	1,585,523	1,633,089	1,682,082	1,732,544	1,784,520	1,838,056	17,533,411
3071	MRF Revenues - SMaRT	737,760	371,839	322,308	328,786	332,074	335,395	338,749	342,136	345,557	349,013	352,503	353,852	3,772,212
3080	Kirby Canyon SMaRT Operator	172,255	187,700	205,979	209,878	213,893	218,029	222,289	226,677	231,196	235,851	240,645	201,378	2,393,515
3081	Curbside	0	299,758	302,873	305,901	308,960	312,050	315,170	318,322	321,505	324,720	327,968	331,247	3,468,476
3084	Curbside Sales - General	1,010,031	0	200,000	202,000	204,020	206,060	208,121	210,202	212,304	214,427	216,571	218,737	2,092,443
3086	Yardwaste Sales - SMaRT	(87,569)	(66,687)	(68,057)	(66,378)	(67,042)	(67,712)	(68,389)	(69,073)	(69,764)	(70,461)	(71,166)	(71,878)	(756,608)
3087-01	Landfill Gas Acq & Security Payments	129,040	100,951	50,857	0	0	0	0	0	0	0	0	0	151,807
3087-02	Landfill Gas Lease Payments	48,228	43,654	21,992	0	0	0	0	0	0	0	0	0	65,646
3087-03	Landfill Gas Oper & Maint Payments	38,712	30,449	15,876	0	0	0	0	0	0	0	0	0	46,325
3355	Interest Income	745,038	708,559	690,762	632,252	581,356	547,900	549,313	574,361	638,196	720,513	710,685	737,142	7,091,038
4490	Bond Proceeds	0	92,895	0	0	0	0	0	0	0	0	0	0	92,895
<b>FUND TOTAL</b>		<b>29,275,112</b>	<b>27,046,814</b>	<b>28,877,250</b>	<b>28,891,912</b>	<b>30,048,505</b>	<b>31,275,979</b>	<b>32,580,951</b>	<b>33,966,696</b>	<b>35,450,896</b>	<b>37,015,890</b>	<b>38,553,813</b>	<b>39,994,309</b>	<b>363,703,014</b>





**455/300. WASTEWATER MANAGEMENT FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
1114 Other Agencies-Reimbursement	30,773	0	0	0	0	0	0	0	0	0	0	0	0
1367 Permit - Waste Discharge	2,574	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657	16,127	153,694
1507 Late Payment Penalties	50,824	57,325	59,646	62,359	65,196	68,162	71,262	74,504	77,893	81,437	81,437	89,014	788,234
2902 Storm Drain Fees	121,762	125,415	129,177	133,053	137,044	141,156	145,390	149,752	154,244	158,872	163,638	168,547	1,606,288
3066 Sewer Fees - City	12,859,197	13,331,340	13,871,126	14,502,123	15,161,825	15,851,536	16,572,623	17,326,512	18,114,695	18,938,732	19,800,255	20,700,968	184,171,735
3067 Sewer Fees - Non-City	380,968	394,369	410,337	429,003	448,519	468,922	490,253	512,555	535,871	560,247	585,733	612,378	5,448,186
3068 Sewer Connection Fees	1,027,768	625,000	643,750	663,063	682,954	703,443	724,546	746,283	768,671	791,731	815,483	839,948	8,004,872
3069 Sewer Frontage Fees	42,812	0	0	0	0	0	0	0	0	0	0	0	0
3355 Interest Income	498,297	498,674	475,274	487,088	515,613	448,316	381,667	333,630	306,082	300,679	319,957	367,374	4,434,354
4100 Miscellaneous	74,012	0	0	0	0	0	0	0	0	0	0	0	0
4490 Bond Proceeds	0	13,999,998	0	0	560,423	0	0	0	0	0	0	0	14,560,422
<b>FUND TOTAL</b>	<b>15,088,987</b>	<b>29,044,121</b>	<b>15,601,670</b>	<b>16,289,420</b>	<b>17,584,687</b>	<b>17,695,040</b>	<b>18,399,653</b>	<b>19,157,563</b>	<b>19,972,214</b>	<b>20,846,899</b>	<b>21,782,160</b>	<b>22,794,357</b>	<b>219,167,785</b>





**490/100. SMaRT STATION FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
3065 Curbside Revenue	0	475,806	622,117	628,338	634,621	640,968	647,377	653,851	660,389	666,993	673,663	680,400	6,984,524
3065-03 Yardwaste Revenue	(123,115)	(96,158)	(95,873)	(93,507)	(173,261)	(174,993)	(176,743)	(178,511)	(180,296)	(182,099)	(183,920)	(185,759)	(1,721,119)
3070 Host Fees - SMaRT Station	763,662	852,955	801,783	825,550	850,317	875,826	902,101	929,164	957,039	985,750	1,015,323	1,269,740	10,265,549
3071 MRF Revenues - SMaRT Station	1,546,042	769,020	656,750	669,950	676,650	683,416	690,251	697,153	704,125	711,166	718,277	879,301	7,856,059
3072-01 SMaRT Oper Cost Reimb - Mt. View	5,776,103	5,589,077	4,964,148	5,075,674	5,312,919	5,486,438	5,565,712	5,697,789	5,833,806	5,973,878	6,118,129	6,197,558	61,815,129
3072-02 SMaRT Oper Cost Reimb - Palo Alto	4,110,022	3,788,504	3,749,356	3,833,591	4,012,779	4,143,836	4,203,710	4,303,466	4,406,198	4,511,993	4,620,943	9,370,261	50,944,637
3072-03 SMaRT Oper Cost Reimb - Sunnyvale	9,030,936	8,779,273	8,397,356	8,586,014	8,987,338	9,280,862	9,414,962	9,638,384	9,868,469	10,105,416	10,349,431	10,483,793	103,891,299
3077-01 SMaRT Debt - Mountain View	436,068	436,429	436,201	435,264	434,736	434,529	434,657	434,013	433,731	432,606	431,773	432,301	4,776,239
3077-02 SMaRT Debt - Palo Alto	395,528	395,857	395,650	394,800	394,321	394,133	394,250	393,665	393,410	392,389	391,634	392,112	4,332,222
3077-03 SMaRT Debt - Sunnyvale	1,027,965	1,028,819	1,028,282	1,026,071	1,024,828	1,024,338	1,024,642	1,023,122	1,022,459	1,019,805	1,017,843	1,019,087	11,259,297
3080 Kirby Canyon Operation Reimbursement	360,822	388,192	419,713	427,657	435,839	444,266	452,946	461,887	471,096	480,581	490,351	500,414	4,972,942
<b>FUND TOTAL</b>	<b>23,324,033</b>	<b>22,407,774</b>	<b>21,375,483</b>	<b>21,809,403</b>	<b>22,591,088</b>	<b>23,233,619</b>	<b>23,553,865</b>	<b>24,053,984</b>	<b>24,570,426</b>	<b>25,098,480</b>	<b>25,643,448</b>	<b>31,039,208</b>	<b>265,376,777</b>







**490/200. SMaRT STATION REPLACEMENT FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
3074	Capital Replacement Contrib - Mt. View	87,586	90,212	104,315	107,248	110,272	113,389	116,602	118,800	122,243	125,790	129,436	134,945	1,273,252
3075	Capital Replacement Contrib - Palo Alto	79,443	81,827	94,617	97,278	100,021	102,848	105,762	107,756	110,879	114,097	117,403	122,400	1,154,887
3076	Capital Replacement Contrib - Sunnyvale	206,471	212,665	245,907	252,821	259,950	267,298	274,871	280,054	288,171	296,533	305,127	318,114	3,001,512
3355	Interest Income	121,970	148,852	169,664	136,845	170,208	208,836	236,974	225,651	214,849	258,423	306,354	326,127	2,402,783
4400-74	Transfer From Sewer Fund	1,452,462	0	0	0	0	0	0	0	0	0	0	0	0
<b>FUND TOTAL</b>		<b>1,947,932</b>	<b>533,556</b>	<b>614,503</b>	<b>594,191</b>	<b>640,451</b>	<b>692,371</b>	<b>734,209</b>	<b>732,261</b>	<b>736,143</b>	<b>794,843</b>	<b>858,320</b>	<b>901,587</b>	<b>7,832,434</b>







**525. COMMUNITY RECREATION FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
1955	Golf Cart Rental	339,169	346,000	356,380	367,071	378,084	389,426	401,109	413,142	425,536	438,302	451,451	464,995	4,431,497
1956	Driving Range Fees	407,919	365,000	358,000	368,740	379,802	391,196	402,932	415,020	427,470	440,295	453,503	467,108	4,469,067
1957	Golf Miscellaneous Fees	45,088	43,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,670	52,191	53,756	515,309
1963-11	SG Green Fees - Weekday	440,843	449,848	478,996	509,812	538,285	554,434	571,067	588,199	605,845	624,020	642,740	662,023	6,225,267
1963-12	SG Green Fees - Weekday Twilight	11,303	6,186	8,365	9,178	9,801	10,095	10,398	10,710	11,031	11,362	11,703	12,054	110,883
1963-13	SG Green Fees - Weekend/Holiday	389,710	391,328	427,367	461,561	493,862	508,678	523,938	539,656	555,846	572,521	589,697	607,388	5,671,843
1963-14	SG Green Fees - Weekend Twilight	12,929	10,627	11,999	13,461	14,307	14,736	15,178	15,634	16,103	16,586	17,083	17,596	163,310
1963-15	SG Green Fees - 10-Play Cards	11,403	10,713	11,343	12,172	13,052	13,444	13,847	14,262	14,690	15,131	15,585	16,053	150,292
1963-16	SG Green Fees - Golf Discount Cards	97,474	103,639	105,160	113,010	120,325	123,935	127,653	131,482	135,427	139,490	143,674	147,985	1,391,779
1963-17	SG Green Fees - Advantage Cards	10,734	12,128	11,880	12,690	13,442	13,845	14,261	14,688	15,129	15,583	16,050	16,532	156,229
1963-18	SG Green Fees - SMART Cards	0	3,675	3,765	3,765	3,765	3,765	3,765	3,765	3,765	3,765	3,765	3,765	41,325
1964	SG - Gift Certificates	3,143	0	0	0	0	0	0	0	0	0	0	0	0
2350	Sunken Gardens Restaurant Sales	3,193	0	0	0	0	0	0	0	0	0	0	0	0
2351	Vending	7,047	7,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438	10,751	101,462
2352	Catering Off-Site	110,174	75,000	169,950	175,049	180,300	185,709	191,281	197,019	202,930	209,018	215,288	221,747	2,023,291
2355	Baylands - Picnic Reservation	50,397	33,221	40,000	40,000	41,600	48,000	48,000	49,920	49,920	51,917	51,917	53,993	508,488
2356	Baylands - Vehicle Entry Fee	69,516	68,031	72,794	72,794	76,434	76,434	80,256	80,256	84,269	84,269	88,483	88,483	872,503
2357	Youth Basketball League	64,542	56,500	75,000	77,250	79,568	81,955	84,413	86,946	89,554	92,241	95,008	97,858	916,293
2358	Adult Leagues - Softball	54,720	58,000	58,000	59,740	61,532	63,378	65,280	67,238	69,255	71,333	73,473	75,677	722,906
2359	Adult Leagues - Basketball	63,662	60,000	66,000	67,980	70,019	72,120	74,284	76,512	78,807	81,172	83,607	86,115	816,616
2360	Adult Leagues - Volleyball	52,346	52,000	52,530	54,106	55,729	57,401	59,123	60,897	62,724	64,605	66,543	68,540	654,198
2361	Open Gym - Adult	39,410	34,000	48,000	49,440	50,880	52,320	53,760	55,200	56,640	58,080	59,520	60,960	578,800
2362	Martial Arts - Youth	17,290	15,000	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	244,278
2363	Martial Arts - Adult	25	0	0	0	0	0	0	0	0	0	0	0	0
2364	Fitness/Sports - Youth	74,417	71,000	88,000	90,640	93,359	96,160	99,045	102,016	105,077	108,229	111,476	114,820	1,079,821
2365	Fitness/Sports - Adult	91,108	91,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477	134,392	1,271,780

**525. COMMUNITY RECREATION FUND  
REVENUES BY SOURCE**

		ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
2366	Jazzercise	47,856	49,000	52,000	58,000	59,740	61,532	63,378	65,280	67,238	69,255	71,333	73,473	690,228
2367	Sports Camps - Youth	111,378	110,000	127,720	131,552	135,498	139,563	143,750	148,062	152,504	157,079	161,792	166,646	1,574,167
2369	Special Events - Cultural Diversity	0	100	927	955	983	1,013	1,043	1,075	1,107	1,140	1,174	1,210	10,727
2370	Special Events - HOTS	5,385	15,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829	8,063	85,847
2371	Special Events - July 4th	8,108	5,000	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842	126,620
2373	Special Events - Harvest	2,600	2,600	3,183	0	0	0	0	0	0	0	0	0	5,783
2374	Gymnastics - Preschool	39,037	33,612	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239	606,806
2375	Gymnastics - Youth	46,130	40,000	57,680	59,360	61,040	62,720	64,400	66,080	67,760	69,440	71,120	72,800	692,400
2376	Gymnastics - Teen	3,365	0	0	0	0	0	0	0	0	0	0	0	0
2377	Swim Classes - Youth	201,976	185,000	200,000	216,000	222,480	229,154	236,029	243,110	250,403	257,915	265,653	273,622	2,579,367
2378	Aquatics Classes - Preschool	18,590	10,000	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	239,278
2379	Recreation Swim - Youth	24,671	24,000	24,720	25,462	26,225	27,012	27,823	28,657	29,517	30,402	31,315	32,254	307,387
2380	Recreation Swim - Teens	2,398	2,300	2,369	2,440	2,513	2,589	2,666	2,746	2,829	2,914	3,001	3,091	29,458
2381	Pool Rental - Youth	256	100	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	45,956
2382	Pool Rental - Adult	11,485	18,000	4,000	4,120	4,124	4,124	4,124	4,124	4,124	4,124	4,124	4,124	59,110
2383	Aquatics Classes - Adult	31,362	34,000	35,020	35,020	35,020	35,020	35,020	35,020	35,020	35,020	35,020	35,020	384,200
2384	Aquatics - Lap Swim	24,906	23,000	10,000	0	0	0	0	0	0	0	0	0	33,000
2385	Special Interest - Child	36,510	35,500	40,170	40,170	41,375	42,616	43,895	45,212	46,568	47,965	49,404	50,886	483,761
2386	Special Interest - Adult	2,537	1,061	0	0	0	0	0	0	0	0	0	0	1,061
2387	Cultural Arts - Express	70,108	43,000	57,500	59,225	61,002	62,832	64,717	66,658	68,658	70,718	72,839	75,024	702,173
2388	Visual Arts - Child	31,896	31,827	33,000	38,192	39,338	40,518	41,734	42,986	44,275	45,604	46,972	48,381	452,828
2391	Visual Arts - Adult	110,539	110,000	115,000	118,450	122,004	125,664	129,434	133,317	137,316	141,435	145,679	150,049	1,428,346
2392	Dance Classes - Child	90,144	70,000	98,000	100,940	103,968	107,087	110,300	113,609	117,017	120,528	124,143	127,868	1,193,460
2393	Dance Classes - Adult	94,211	78,507	96,000	98,880	101,846	104,902	108,049	111,290	114,629	118,068	121,610	125,258	1,179,039
2394	Performing Arts - Child	75,095	64,006	81,000	83,430	85,933	88,511	91,166	93,901	96,718	99,620	102,608	105,687	992,580
2395	Performing Arts - Adult	12,623	13,184	13,596	14,004	14,424	14,857	15,302	15,761	16,234	16,721	17,223	17,740	169,047





**525. COMMUNITY RECREATION FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
4175	Golf Merchandise Sales	340,435	400,000	412,000	424,360	437,091	450,204	463,710	477,621	491,950	506,709	521,910	537,567	5,123,122
4180	Golf Instruction	0	32,000	32,960	33,949	34,967	36,016	37,097	38,210	39,356	40,537	41,753	43,005	409,849
4400	Transfers In	1,915,472	1,630,328	2,373,093	2,762,051	2,705,913	2,800,064	2,918,193	3,140,496	3,271,345	3,406,420	3,632,715	3,784,885	32,425,504
3418	Fremont Pool Revenues	0	0	6,000	19,000	38,000	51,000	52,530	54,106	55,729	57,401	59,123	60,897	453,786
<b>FUND TOTAL</b>		<b>9,839,979</b>	<b>9,563,927</b>	<b>10,790,369</b>	<b>11,618,230</b>	<b>12,009,606</b>	<b>12,409,189</b>	<b>12,810,142</b>	<b>13,224,421</b>	<b>13,652,491</b>	<b>14,094,828</b>	<b>14,636,577</b>	<b>15,115,313</b>	<b>139,925,094</b>

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 525 - Community Recreation</b>				
4500 - 01 Salaries - Regular	1,534,999.54	2,125,788.55	2,953,239.98	3,072,150.09
4500 - 02 Salaries - Regular Part-Time	54,744.37	141,510.59	606,718.39	698,794.96
4500 - 03 Salaries - Casual/Seasonal	12,617.88	13,501.22	0.00	0.00
4500 - 05 Salaries - Contract Personnel	2,103,875.31	1,921,396.20	1,217,499.67	1,178,528.67
4503 - 01 Overtime - Regular-Overtime	32,544.86	34,995.22	21,258.01	22,037.43
4503 - 04 Overtime - Comp Time Earned	23,831.01	1,810.80	4,634.55	4,804.47
4521 - 05 Benefits - Tuition Reimbursement	94.23	0.00	0.00	0.00
4523 - 03 Insurances - Medical	11,767.00	1,560.00	1,560.00	1,560.00
4525 - 09 Leaves - Mgmt Admin	1,360.49	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	318,880.64	362,064.41	0.00	0.00
4536 - 02 Regular Time Leave Additives - Part-Time	6,830.31	11,730.93	0.00	0.00
4536 - 03 Regular Time Leave Additives - Casual/Seasonal	58.53	118.72	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	477,787.51	496,802.29
4537 - 02 Regular Time Leave Additives - Part-Time	0.00	0.00	46,557.17	53,225.13
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	80,276.93	82,230.44
4539 - 02 Regular Time Worker's Comp Add - Part-Time	0.00	0.00	5,935.07	7,565.34
4541 - 01 Regular Time Retire & Ins Add - Regular	560,848.39	673,581.96	0.00	0.00
4541 - 02 Regular Time Retire & Ins Add - Part-Time	13,981.01	27,710.60	0.00	0.00
4541 - 03 Regular Time Retire & Ins Add - Casual/Seasonal	1,430.78	1,845.88	0.00	0.00
4542 - 01 Overtime Worker's Compensation - Regular	0.00	0.00	771.58	790.16
4543 - 01 Overtime Retire & Ins Add - Regular	2,910.77	2,329.58	492.31	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	189,456.70	229,734.64
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	553,457.23	615,859.29
4547 - 02 Regular Time Insurance & Other - Part-Time	0.00	0.00	53,479.25	56,652.68
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$4,680,775.12</b>	<b>\$5,319,944.66</b>	<b>\$6,213,124.35</b>	<b>\$6,520,735.59</b>
5000 Audio Visual Products	0.00	45.50	45.50	45.95
5010 Supplies, Vehicles/Motor Equip	337.38	836.24	836.24	844.59
5011 Parts, Vehicles & Motor Equip	9,412.27	0.00	2,500.00	2,525.00
5012 Bldg Maint Matls & Supplies	6,409.59	195.74	500.00	505.00
5015 Books & Publications	2,272.93	3,174.17	2,443.30	2,467.69
5020 Chemicals	10,397.57	11,725.75	12,925.75	12,925.75
5025 Clothing, Uniforms & Access	2,845.86	13,713.84	13,160.87	13,090.46
5035 - 01 Comm Equip Maintain & Repair - Labor	24.20	0.00	0.00	0.00
5035 - 02 Comm Equip Maintain & Repair - Materials	302.53	160.77	160.77	162.37
5040 Advertising Services	651.50	373.37	1,080.00	808.00

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 525 - Community Recreation</b>					
5070	Consultants	7,142.75	3,957.81	5,257.81	5,310.38
5082	Customized Products	26,297.20	26,803.74	25,368.64	25,622.31
5095	Electrical Parts & Supplies	709.84	284.15	759.15	766.73
5100 - 01	Misc Equip Maint & Repair - Labor	3,435.55	11,653.96	8,636.18	8,722.51
5100 - 02	Misc Equip Maint & Repair - Materials	11,244.99	5,389.56	7,164.56	7,236.19
5105	Equipment Rental/Lease	46,630.62	58,657.64	73,896.03	74,202.67
5110 - 01	Facilities Maint & Repair - Labor	15,394.34	31,480.06	25,842.74	26,101.14
5110 - 02	Facilities Maint & Repair - Materials	25,633.32	1,145.82	8,319.18	8,402.36
5120	Financial Services	82,886.66	57,425.41	71,375.55	72,089.29
5125	Supplies, Fire Protection	205.95	0.00	0.00	0.00
5130	Supplies, First Aid	2,159.75	2,155.75	2,754.58	2,730.01
5131	Supplies, Safety	1,371.23	247.47	271.96	274.66
5140	Food Products	101,413.73	20,854.28	117,488.08	118,662.96
5145	Fuel, Oil & Lubricants	6,830.73	10,599.61	10,599.61	10,599.61
5155	General Supplies	437,382.44	199,094.22	194,655.79	193,471.22
5158	Golf Merch for Resale	0.00	285,600.00	285,600.00	288,456.00
5165	Services Maintain Land Improv	12,800.53	26,622.48	31,422.48	31,736.68
5170	Hand Tools	1,371.52	1,188.86	1,188.86	1,200.73
5180	Medical Services	338.44	141.85	141.85	143.26
5210	Laundry & Cleaning Services	6,848.63	6,989.83	7,865.67	7,944.32
5215	Legal Services	500.00	0.00	500.00	505.00
5230	Materials - Land Improve	47,784.45	103,902.01	101,401.46	102,415.37
5237	Excursions	42,886.85	24,673.29	42,321.79	42,745.00
5240	Miscellaneous Services	50,325.63	169,743.19	69,687.63	69,507.63
5260	Photo Equip & Supplies	2,633.44	1,041.75	2,948.63	2,978.10
5265	Photo & Blueprinting Services	448.61	1,783.75	1,390.87	1,404.76
5275	Postage	61,008.33	37,788.76	63,829.81	64,468.10
5277	Mailing & Delivery Services	21.58	0.00	0.00	0.00
5280	Printing & Related Services	1,607.43	18,261.97	10,983.81	11,093.63
5300	Professional Services	72,091.02	97,150.00	92,215.00	93,137.15
5315	Real Property Rental/Lease	260,275.63	255,226.90	400,181.00	244,206.89
5327	Rec Instructors/Officials	463,903.43	337,961.84	485,302.26	490,155.25
5357	Supplies, Office	13,617.68	16,609.06	17,845.42	18,023.83
5360	Telecommunication Services	44.45	0.00	0.00	0.00
5375	Training Expenses	9,305.44	15,432.71	24,998.28	25,248.24
5380	Travel Related Services	39,489.09	19,367.76	25,515.62	25,770.76

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 525 - Community Recreation</b>					
5385	Utilities - Gas & Electric	98,676.98	107,035.33	121,724.37	124,158.83
5390	Util - Water, Sewer & Garbage	4,898.00	172,908.61	165,297.78	166,950.73
5390 - 01	Util - Water, Sewer & Garbage - Water	127,415.24	0.00	5,900.00	5,959.00
5390 - 02	Util - Water, Sewer & Garbage - Garbage	1,828.97	0.00	0.00	0.00
5390 - 03	Util - Water, Sewer & Garbage - Sewer	3,424.12	0.00	2,600.00	2,626.00
5400	Utilities - Telephone	0.00	1,752.66	1,442.05	1,456.46
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$2,124,938.42</b>	<b>\$2,161,157.47</b>	<b>\$2,548,346.93</b>	<b>\$2,409,858.57</b>
5050	Computer Hardware	3,628.85	0.00	0.00	0.00
5115	Facilities Equipment	-26.61	9,040.01	6,719.85	6,787.00
5150	Furniture	8,231.79	0.00	3,725.00	3,762.25
5235	Miscellaneous Equipment	740.71	7,059.59	6,078.69	6,139.46
5350	Sports & Athletic Equipment	1,426.94	1,784.64	4,057.46	4,098.03
<b>Property &amp; Capital Outlay Subtotal</b>		<b>\$14,001.68</b>	<b>\$17,884.24</b>	<b>\$20,581.00</b>	<b>\$20,786.74</b>
6005	Conferences and Meetings	3,728.09	4,869.78	17,504.32	17,679.34
6020 - 01	Insurances - Public Liability Ins Rebate	0.00	364.14	0.00	0.00
6030	Membership Fees	4,115.00	3,292.71	4,619.57	4,665.75
6035	Outside Group Funding	500.00	0.00	0.00	0.00
6045	Special Events	33,909.39	38,462.38	41,605.73	42,021.77
6055 - 01	Taxes & Licenses - Misc	563.99	0.00	125.00	126.25
6060	Travel Expenses	422.57	3,482.08	3,492.21	3,527.10
6060 - 01	Travel Expenses - Mileage	3,666.32	4,334.33	4,194.84	4,072.05
6060 - 02	Travel Expenses - Other	4,401.69	233.88	233.88	236.21
6065	Recreation Fee Waivers	99,664.00	65,775.80	107,775.80	111,009.07
6450 - 02	Budgeted Project Costs - Project Carryovers	0.00	927.18	927.18	927.18
<b>Miscellaneous Expenditures Subtotal</b>		<b>\$150,971.05</b>	<b>\$121,742.28</b>	<b>\$180,478.53</b>	<b>\$184,264.72</b>
6503	Fleet Rental	160,997.44	162,229.32	169,471.22	172,860.64
6504	Misc Office Equip Rental	36,558.86	37,968.80	41,520.17	42,765.78
6507	Computer Services Rental	95,677.01	107,950.85	111,944.30	121,459.57
6508	Facilities Rent	195,533.91	208,626.00	221,661.28	241,499.96
6509	Comm Center Rental	497,338.92	530,495.00	565,322.22	615,918.34
6510	Print Shop Charges	98,635.76	122,665.40	142,905.29	146,512.44
6511	Radio & Pagers Rental	5,965.96	5,133.78	5,155.62	5,310.29
6512	Phone Equip Rental	95,189.90	79,184.22	85,791.15	88,364.88

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u>	<u>2001/2002</u>	<u>2002/2003</u>	<u>2003/2004</u>
		Actual	Current	Budget	Budget
<b>Fund 525 - Community Recreation</b>					
6513	Mail Services Rental	8,727.03	9,990.96	10,118.01	10,421.55
6518	Satellite Copier Rental	15,572.05	19,544.47	20,595.18	21,213.04
6522	Parks Bldg Maint Rental	5,503.03	5,729.00	6,086.64	6,631.39
6523	Furniture Rental	79,308.97	71,235.00	67,411.41	69,930.29
6525	Misc Parks & Rec Equip	38,010.96	40,102.00	41,706.69	43,374.96
<b>Internal Service Charges Subtotal</b>		<b>\$1,333,019.80</b>	<b>\$1,400,854.80</b>	<b>\$1,489,689.18</b>	<b>\$1,586,263.13</b>
7050	Interprogram Allocations	-120,892.62	-166,246.96	-163,640.98	-168,192.59
7500	Intraprogram Allocations	-0.05	0.00	0.00	0.00
7503	SDP-Wide Allocations	0.11	0.00	0.00	0.01
7504	Program-Wide Allocations	-0.05	0.00	0.00	0.01
<b>Indirect Cost Allocations Subtotal</b>		<b>-\$120,892.61</b>	<b>-\$166,246.96</b>	<b>-\$163,640.98</b>	<b>-\$168,192.57</b>
<b>Total for Fund 525 - Community Recreation</b>		<b><u><u>\$8,182,813.46</u></u></b>	<b><u><u>\$8,855,336.49</u></u></b>	<b><u><u>\$10,288,579.01</u></u></b>	<b><u><u>\$10,553,716.18</u></u></b>

**CITY OF SUNNYVALE  
560. PATENT LIBRARY FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2001 TO JUNE 30, 2012**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
RESERVE/FUND BALANCE, JULY 1	(9,445)	47,039	12,031	5,371	0	0	0	0	0	0	0	0	47,039
-----													
CURRENT RESOURCES:													
Patent Library Fees	488,891	338,621	423,300	437,085	454,109	467,733	481,765	496,218	511,104	526,437	542,230	558,497	5,237,100
Miscellaneous	6,490	0	0	0	0	0	0	0	0	0	0	0	0
Interest	13,377	9,006	0	0	0	0	0	0	0	0	0	0	9,006
Operating Transfer From General Fund	532,828	431,296	0	0	0	0	0	0	0	0	0	0	431,296
TOTAL CURRENT RESOURCES	1,041,586	778,923	423,300	437,085	454,109	467,733	481,765	496,218	511,104	526,437	542,230	558,497	5,677,402
TOTAL AVAILABLE RESOURCES	1,032,141	825,962	435,331	442,456	454,109	467,733	481,765	496,218	511,104	526,437	542,230	558,497	5,724,441
-----													
CURRENT REQUIREMENTS:													
Operations	772,094	715,000	429,960	442,455	454,109	467,733	481,765	496,218	511,104	526,438	542,231	558,498	5,625,509
Special Projects	150,642	30,000	0	0	0	0	0	0	0	0	0	0	30,000
In-Lieu Charges	62,366	68,931	0	0	0	0	0	0	0	0	0	0	68,931
TOTAL CURRENT REQUIREMENTS	985,102	813,931	429,960	442,456	454,109	467,733	481,765	496,218	511,104	526,438	542,231	558,498	5,724,440
-----													
RESERVES:													
20 Year RAP	47,039	12,031	5,371	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	47,039	12,031	5,371	0	0	0	0	0	0	0	0	0	0
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
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**CITY OF SUNNYVALE  
560. PATENT LIBRARY FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2012 TO JUNE 30, 2022**

	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2012/2013 TO FY 2021/2022 TOTAL	FY 2001/2002 TO FY 2021/2022 TOTAL
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022		
RESERVE/FUND BALANCE, JULY 1	0	0	0	0	0	0	0	0	0	0	0	47,039
-----												
CURRENT RESOURCES:												
Patent Library Fees	580,837	604,071	628,234	653,363	679,497	706,677	734,944	764,342	794,916	826,713	6,973,594	12,210,694
Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0
Interest	0	0	0	0	0	0	0	0	0	0	0	9,006
Operating Transfer From General Fund	0	0	0	0	0	0	0	0	0	0	0	431,296
TOTAL CURRENT RESOURCES	580,837	604,071	628,234	653,363	679,497	706,677	734,944	764,342	794,916	826,713	6,973,594	12,650,996
TOTAL AVAILABLE RESOURCES	580,837	604,071	628,234	653,363	679,497	706,677	734,944	764,342	794,916	826,713	6,973,594	12,698,035
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CURRENT REQUIREMENTS:												
Operations	580,837	604,071	628,234	653,363	679,497	706,677	734,944	764,342	794,916	826,713	6,973,594	12,599,103
Special Projects	0	0	0	0	0	0	0	0	0	0	0	30,000
In-Lieu Charges	0	0	0	0	0	0	0	0	0	0	0	68,931
TOTAL CURRENT REQUIREMENTS	580,837	604,071	628,234	653,363	679,497	706,677	734,944	764,342	794,916	826,713	6,973,594	12,698,036
-----												
RESERVES:												
20 Year RAP	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	0	0	0	0	0	0	0	0	0	0	0	0
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0
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**560. PATENT LIBRARY FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
2100	Self Service	27,902	15,000	28,800	29,664	30,554	31,471	32,415	33,387	34,389	35,420	36,483	37,577	345,160
2106	Miscellaneous Patent Lib Charges	22,761	5,000	0	0	0	0	0	0	0	0	0	0	5,000
2107	Patent Document Delivery	140,772	80,000	59,500	61,285	63,124	65,017	66,968	68,977	71,046	73,177	75,373	77,634	762,101
2109	Patent Assisted Searches	66,940	51,500	84,000	86,520	89,116	91,789	94,543	97,379	100,300	103,309	106,409	109,601	1,014,466
2110	Patent On-Site Services	1,960	4,121	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829	72,904
2111	Patent Training Seminars	228,556	183,000	245,000	253,436	264,951	272,900	281,087	289,519	298,205	307,151	316,365	325,856	3,037,469
3355	Interest Income	13,377	9,006	0	0	0	0	0	0	0	0	0	0	9,006
4100	Miscellaneous Revenues	6,490	0	0	0	0	0	0	0	0	0	0	0	0
4400	Transfers In	532,828	431,296	0	0	0	0	0	0	0	0	0	0	431,296
<b>FUND TOTAL</b>		<b>1,041,586</b>	<b>778,923</b>	<b>423,300</b>	<b>437,085</b>	<b>454,109</b>	<b>467,733</b>	<b>481,765</b>	<b>496,218</b>	<b>511,104</b>	<b>526,437</b>	<b>542,230</b>	<b>558,497</b>	<b>5,677,402</b>



## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 560 - SCI3</b>				
4500 - 01 Salaries - Regular	178,811.98	270,839.60	102,555.73	105,883.47
4500 - 02 Salaries - Regular Part-Time	37,421.04	71,374.71	21,312.89	22,984.52
4500 - 03 Salaries - Casual/Seasonal	14,473.10	0.00	27,300.00	27,300.00
4500 - 05 Salaries - Contract Personnel	37,563.17	21,006.78	0.00	0.00
4503 - 01 Overtime - Regular-Overtime	621.49	0.00	0.00	0.00
4503 - 04 Overtime - Comp Time Earned	650.33	0.00	0.00	0.00
4525 - 09 Leaves - Mgmt Admin	309.02	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	37,143.92	46,129.42	0.00	0.00
4536 - 02 Regular Time Leave Additives - Part-Time	4,669.09	5,916.80	0.00	0.00
4536 - 03 Regular Time Leave Additives - Casual/Seasonal	67.12	0.00	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	16,576.56	17,106.85
4537 - 02 Regular Time Leave Additives - Part-Time	0.00	0.00	1,635.46	1,750.66
4537 - 03 Regular Time Leave Additives - Casual/Seasonal	0.00	0.00	6.61	6.74
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	831.93	849.36
4539 - 02 Regular Time Worker's Comp Add - Part-Time	0.00	0.00	172.89	184.38
4539 - 03 Regular Time Worker's Comp Add - Casual/Seasonal	0.00	0.00	221.46	219.00
4541 - 01 Regular Time Retire & Ins Add - Regular	56,809.88	74,304.87	0.00	0.00
4541 - 02 Regular Time Retire & Ins Add - Part-Time	9,556.89	13,976.59	0.00	0.00
4541 - 03 Regular Time Retire & Ins Add - Casual/Seasonal	1,156.56	0.00	0.00	0.00
4543 - 01 Overtime Retire & Ins Add - Regular	10.70	0.00	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	6,573.13	7,910.64
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	19,201.91	21,206.42
4547 - 02 Regular Time Insurance & Other - Part-Time	0.00	0.00	1,878.63	1,863.40
4547 - 03 Regular Time Insurance & Other - Casual/Seasonal	0.00	0.00	2,092.93	2,071.26
4600 Personnel Cost Savings	0.00	0.00	-6,000.00	-6,000.00
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$379,264.29</b>	<b>\$503,548.77</b>	<b>\$194,360.13</b>	<b>\$203,336.70</b>
5015 Books & Publications	43,550.54	51,604.00	500.00	505.00
5035 - 02 Comm Equip Maintain & Repair - Materials	70.00	0.00	0.00	0.00
5040 Advertising Services	7,301.16	10,404.00	7,500.00	7,575.00
5070 Consultants	3,443.60	0.00	25,000.00	25,250.00
5085 Software Licensing & Support	519.82	0.00	0.00	0.00
5095 Electrical Parts & Supplies	5.63	0.00	0.00	0.00
5110 - 01 Facilities Maint & Repair - Labor	282.00	0.00	0.00	0.00
5120 Financial Services	5,049.40	5,163.78	5,050.00	5,100.50
5140 Food Products	0.00	0.00	3,500.00	3,535.00

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 560 - SCI3</b>					
5155	General Supplies	5,692.07	8,000.00	7,550.00	7,625.50
5220	Library Acquisitions, Books	4,702.56	0.00	0.00	0.00
5222	Library Acquis, Audio/Visual	61.70	0.00	0.00	0.00
5223	Library Acquis, Periodicals	1,798.87	0.00	0.00	0.00
5225	Lib Database Services (OCLC)	28,275.95	30,953.00	55,000.00	55,550.00
5240	Miscellaneous Services	10,256.05	9,333.22	3,000.00	3,000.00
5275	Postage	10,419.94	8,000.00	6,000.00	6,060.00
5277	Mailing & Delivery Services	491.18	0.00	0.00	0.00
5280	Printing & Related Services	58.46	14,706.00	7,000.00	7,070.00
5300	Professional Services	46,475.50	20,000.00	80,000.00	80,800.00
5315	Real Property Rental/Lease	118,792.20	122,643.25	0.00	0.00
5357	Supplies, Office	11,733.94	13,392.60	500.00	505.00
5360	Telecommunication Services	132.36	0.00	500.00	505.00
5375	Training Expenses	187.14	0.00	0.00	0.00
5380	Travel Related Services	866.04	0.00	4,000.00	4,040.00
5400	Utilities - Telephone	0.00	1,530.00	750.00	757.50
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$300,166.11</b>	<b>\$295,729.85</b>	<b>\$205,850.00</b>	<b>\$207,878.50</b>
5030	Communication Equipment	707.45	0.00	0.00	0.00
<b>Property &amp; Capital Outlay Subtotal</b>		<b>\$707.45</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
6005	Conferences and Meetings	4,824.32	0.00	0.00	0.00
6030	Membership Fees	519.00	0.00	399.00	402.99
6060 - 01	Travel Expenses - Mileage	18.63	0.00	0.00	0.00
6060 - 02	Travel Expenses - Other	5.00	0.00	0.00	0.00
<b>Miscellaneous Expenditures Subtotal</b>		<b>\$5,366.95</b>	<b>\$0.00</b>	<b>\$399.00</b>	<b>\$402.99</b>
6503	Fleet Rental	14.50	0.00	0.00	0.00
6504	Misc Office Equip Rental	25,393.94	27,625.73	0.00	0.00
6507	Computer Services Rental	31,812.95	34,691.14	10,830.24	11,750.81
6510	Print Shop Charges	2,911.78	5,317.19	2,320.12	2,389.72
6512	Phone Equip Rental	11,559.99	9,404.40	13,261.36	13,659.21
6513	Mail Services Rental	5,062.07	5,788.99	1,524.63	1,570.37
6518	Satellite Copier Rental	8,126.04	11,145.43	0.00	0.00
6523	Furniture Rental	1,707.94	1,494.00	1,414.14	1,466.98
<b>Internal Service Charges Subtotal</b>		<b>\$86,589.21</b>	<b>\$95,466.88</b>	<b>\$29,350.49</b>	<b>\$30,837.09</b>

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>Fund 560 - SCI3</b>				
7504    Program-Wide Allocations	0.03	0.00	0.00	0.00
<b>Indirect Cost Allocations Subtotal</b>	<b>\$0.03</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total for Fund 560 - SCI3</b>	<b><u><u>\$772,094.04</u></u></b>	<b><u><u>\$894,745.50</u></u></b>	<b><u><u>\$429,959.62</u></u></b>	<b><u><u>\$442,455.28</u></u></b>





## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 595 - General Services</b>				
4500 - 01 Salaries - Regular	3,178,427.17	4,240,458.98	4,641,757.38	4,796,111.15
4500 - 02 Salaries - Regular Part-Time	47,883.14	73,607.99	0.00	0.00
4500 - 03 Salaries - Casual/Seasonal	34,727.50	20,216.52	0.00	0.00
4500 - 05 Salaries - Contract Personnel	454,440.49	238,099.46	48,150.06	48,150.06
4502 - 03 Overtime - FLSA Overtime Premium	3,222.86	0.00	0.00	0.00
4503 - 01 Overtime - Regular-Overtime	176,874.31	159,187.53	79,672.73	82,593.94
4503 - 02 Overtime - Part-Time	1,069.68	0.00	0.00	0.00
4503 - 04 Overtime - Comp Time Earned	120,336.31	3,994.57	6,047.09	6,268.80
4503 - 05 Overtime - Contract	1,048.00	0.00	0.00	0.00
4521 - 05 Benefits - Tuition Reimbursement	1,808.82	0.00	0.00	0.00
4525 - 09 Leaves - Mgmt Admin	4,496.46	0.00	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	660,240.47	722,235.00	0.00	0.00
4536 - 02 Regular Time Leave Additives - Part-Time	5,974.31	6,101.94	0.00	0.00
4536 - 03 Regular Time Leave Additives - Casual/Seasonal	161.03	177.76	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	750,270.46	774,874.13
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	112,762.29	115,176.03
4541 - 01 Regular Time Retire & Ins Add - Regular	1,116,666.19	1,298,140.35	0.00	0.00
4541 - 02 Regular Time Retire & Ins Add - Part-Time	16,526.77	21,023.16	0.00	0.00
4541 - 03 Regular Time Retire & Ins Add - Casual/Seasonal	2,775.11	1,971.81	0.00	0.00
4542 - 01 Overtime Worker's Compensation - Regular	0.00	0.00	660.09	676.78
4543 - 01 Overtime Retire & Ins Add - Regular	11,500.11	9,470.61	0.00	0.00
4543 - 02 Overtime Retire & Ins Add - Part-Time	114.42	0.00	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	297,504.11	358,322.23
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	869,094.88	960,569.97
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$5,838,293.15</b>	<b>\$6,794,685.68</b>	<b>\$6,805,919.09</b>	<b>\$7,142,743.09</b>
5005 - 01 Auto Maint & Repair - Labor	83,774.54	76,589.19	80,850.00	81,658.50
5005 - 02 Auto Maint & Repair - Materials	32,945.82	33,736.99	29,500.00	29,795.00
5010 Supplies, Vehicles/Motor Equip	17,284.36	19,624.49	17,150.00	17,321.50
5011 Parts, Vehicles & Motor Equip	305,742.38	308,258.51	306,100.00	309,161.00
5012 Bldg Maint Matls & Supplies	135,001.91	99,282.42	141,700.00	143,117.00
5015 Books & Publications	8,103.58	14,723.75	16,513.94	16,679.07
5025 Clothing, Uniforms & Access	2,706.31	2,325.12	2,750.00	2,777.50
5035 - 01 Comm Equip Maintain & Repair - Labor	167,244.98	230,813.71	281,304.26	284,117.28
5035 - 02 Comm Equip Maintain & Repair - Materials	2,245.13	12,265.51	3,350.00	3,383.50
5040 Advertising Services	2,106.60	12,435.50	500.00	505.00

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u>	<u>2001/2002</u>	<u>2002/2003</u>	<u>2003/2004</u>
		Actual	Current	Budget	Budget
<b>Fund 595 - General Services</b>					
5065	Construction Services	6,047.00	0.00	0.00	0.00
5070	Consultants	83,192.71	35,900.70	40,804.50	41,212.54
5082	Customized Products	156.03	0.00	157.00	158.57
5085	Software Licensing & Support	429,935.83	302,246.95	490,500.00	495,405.00
5090	Hardware Maintenance	261,205.67	390,040.76	324,295.48	327,538.43
5095	Electrical Parts & Supplies	12,212.31	11,809.82	12,690.00	12,816.90
5100 - 01	Misc Equip Maint & Repair - Labor	151,351.78	200,294.13	174,784.39	176,532.21
5100 - 02	Misc Equip Maint & Repair - Materials	48,948.92	35,543.19	51,900.00	52,419.00
5105	Equipment Rental/Lease	175,907.54	169,385.23	183,408.88	185,242.96
5110	Facilities Maint & Repair	0.00	6.00	0.00	0.00
5110 - 01	Facilities Maint & Repair - Labor	180,883.05	186,601.67	267,226.91	269,899.17
5110 - 02	Facilities Maint & Repair - Materials	8,781.23	0.00	9,600.00	9,696.00
5125	Supplies, Fire Protection	2,212.55	1,313.51	2,227.00	2,249.27
5130	Supplies, First Aid	4,842.44	5,857.11	6,755.00	6,822.55
5131	Supplies, Safety	1,814.94	1,628.75	3,050.00	3,080.50
5145	Fuel, Oil & Lubricants	424,539.24	376,449.35	393,550.00	393,550.00
5155	General Supplies	84,597.34	125,017.16	99,602.87	100,598.89
5170	Hand Tools	2,194.60	8,778.57	3,700.00	3,737.00
5175	HazMat Disposal	22,362.51	34,856.53	23,357.10	23,590.67
5180	Medical Services	541.78	0.00	250.00	252.50
5210	Laundry & Cleaning Services	28,265.07	20,496.93	28,900.00	29,189.00
5230	Materials - Land Improve	1,650.19	0.00	1,800.00	1,818.00
5240	Miscellaneous Services	18,048.59	18,202.40	17,741.97	17,741.97
5260	Photo Equip & Supplies	204.36	315.24	250.00	252.50
5275	Postage	759.57	1,667.33	774.41	782.15
5277	Mailing & Delivery Services	811.90	189.56	640.00	646.40
5280	Printing & Related Services	563,941.62	383,785.35	384,200.00	422,242.00
5315	Real Property Rental/Lease	1,872.00	3,216.08	1,900.00	1,919.00
5357	Supplies, Office	111,204.26	97,691.14	121,694.05	122,910.99
5360	Telecommunication Services	31.14	0.00	0.00	0.00
5375	Training Expenses	40,675.06	53,288.07	46,040.20	46,500.60
5385	Utilities - Gas & Electric	818,701.22	777,781.75	830,000.00	846,600.00
5390	Util - Water, Sewer & Garbage	0.00	54,218.57	0.00	0.00
5390 - 01	Util - Water, Sewer & Garbage - Water	29,315.16	0.00	32,400.00	32,724.00
5390 - 02	Util - Water, Sewer & Garbage - Garbage	3,446.78	0.00	3,850.00	3,888.50
5390 - 03	Util - Water, Sewer & Garbage - Sewer	41,158.04	0.00	32,000.00	32,320.00

## Summary of Budgeted Expenditures by Fund by Type

		2000/2001 Actual	2001/2002 Current	2002/2003 Budget	2003/2004 Budget
<b>Fund 595 - General Services</b>					
5400	Utilities - Telephone	400,318.30	422,953.43	502,400.00	507,424.00
5410	Vehicle Towing Services	8,861.50	7,882.08	9,000.00	9,090.00
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$4,728,147.84</b>	<b>\$4,537,472.55</b>	<b>\$4,981,167.96</b>	<b>\$5,069,366.62</b>
5030	Communication Equipment	1,001.05	0.00	0.00	0.00
5050	Computer Hardware	-185.00	0.00	0.00	0.00
5055	Computer Software	7,608.75	0.00	0.00	0.00
5115	Facilities Equipment	37,768.99	0.00	348,000.00	348,370.00
5150	Furniture	2,146.20	0.00	0.00	0.00
5235	Miscellaneous Equipment	0.00	750.41	0.00	0.00
5245	Office Machines & Equip	2,496.94	0.00	0.00	0.00
<b>Property &amp; Capital Outlay Subtotal</b>		<b>\$50,836.93</b>	<b>\$750.41</b>	<b>\$348,000.00</b>	<b>\$348,370.00</b>
6005	Conferences and Meetings	19,879.18	16,089.08	23,282.16	23,514.98
6030	Membership Fees	2,450.00	3,980.41	3,285.98	3,318.83
6055 - 01	Taxes & Licenses - Misc	7,977.87	5,111.95	6,950.00	7,019.50
6060	Travel Expenses	731.00	8,640.53	3,072.86	3,103.58
6060 - 02	Travel Expenses - Other	8,518.09	9,738.43	9,446.48	9,540.93
<b>Miscellaneous Expenditures Subtotal</b>		<b>\$39,556.14</b>	<b>\$43,560.40</b>	<b>\$46,037.48</b>	<b>\$46,497.82</b>
6503	Fleet Rental	127,407.57	136,314.34	144,994.07	147,893.94
6504	Misc Office Equip Rental	2,810.99	3,605.61	4,818.73	4,963.29
6507	Computer Services Rental	77,062.96	92,784.42	112,762.32	122,347.12
6508	Facilities Rent	226,561.01	241,729.00	256,887.42	279,878.86
6510	Print Shop Charges	4,081.04	27,668.86	13,780.73	14,194.15
6511	Radio & Pagers Rental	9,280.05	9,653.55	14,089.95	14,512.64
6512	Phone Equip Rental	87,626.11	103,091.52	119,433.21	123,016.21
6513	Mail Services Rental	3,673.93	4,205.90	4,259.26	4,387.03
6518	Satellite Copier Rental	2,949.05	3,272.12	3,294.08	3,392.90
6520	IBM Copier Charges	28.98	0.00	0.00	0.00
6523	Furniture Rental	54,038.92	47,808.00	45,240.94	46,931.37
<b>Internal Service Charges Subtotal</b>		<b>\$595,520.61</b>	<b>\$670,133.32</b>	<b>\$719,560.71</b>	<b>\$761,517.51</b>
7500	Intraprogram Allocations	80.80	0.00	0.00	0.00
7504	Program-Wide Allocations	-80.75	0.00	0.00	0.00
<b>Indirect Cost Allocations Subtotal</b>		<b>\$0.05</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>



**Summary of Budgeted Expenditures by Fund  
by Type**

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>Fund 595 - General Services</b>				
<b>Total for Fund 595 - General Services</b>	<u><u>\$11,252,354.72</u></u>	<u><u>\$12,046,602.36</u></u>	<u><u>\$12,900,685.24</u></u>	<u><u>\$13,368,495.04</u></u>





**595/100. GENERAL SERVICES FUND/FLEET SERVICES SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	TOTAL
1102	Santa Clara County Trans Cong Mg	70,446	82,330	0	0	0	0	0	0	0	0	0	0	82,330
1201	Bay Area Air Quality Management	22,500	37,500	0	0	0	0	0	0	0	0	0	0	37,500
3355	Interest Income	163,614	156,970	155,979	174,686	160,027	196,883	169,770	161,561	172,189	214,328	243,594	284,825	2,090,812
3509	Fleet Equipment Rental	3,442,111	3,632,295	3,704,533	3,778,624	3,854,196	3,931,280	4,009,906	4,090,104	4,171,906	4,255,344	4,340,451	4,427,260	44,195,899
3529	Intrafund Loan Repayment	0	0	0	0	0	0	0	0	0	545,811	545,811	545,811	1,637,434
3801	Personal Property Sale	70,819	68,621	70,680	72,800	74,984	77,234	79,551	81,937	84,395	86,927	89,535	92,221	878,884
4400-03	Transfer From General Fund	148,413	211,300	0	0	0	0	0	0	0	0	0	0	211,300
4400-15	Transfer From Asset Forfeiture Fi	0	100,000	0	0	0	0	0	0	0	0	0	0	100,000
4400-61	Transfer From Infrastructure Fund	0	2,456	0	0	0	0	0	0	0	0	0	0	2,456
<b>FUND TOTAL</b>		<b>3,917,903</b>	<b>4,291,472</b>	<b>3,931,192</b>	<b>4,026,110</b>	<b>4,089,207</b>	<b>4,205,397</b>	<b>4,259,226</b>	<b>4,333,602</b>	<b>4,428,490</b>	<b>5,102,410</b>	<b>5,219,391</b>	<b>5,350,117</b>	<b>49,236,615</b>





**595/200. GENERAL SERVICES FUND/BUILDING SERVICES SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
3511	Facility Rental	2,777,351	3,095,995	3,284,238	3,569,636	3,880,320	4,080,983	4,292,097	4,514,210	4,747,896	4,989,185	5,242,813	5,509,414	47,206,787
3517	Furniture Rental	467,769	421,778	399,137	414,051	429,522	445,572	462,221	479,492	497,409	515,995	535,275	555,276	5,155,728
3355	Interest Income	46,002	23,923	10,608	8,270	11,821	12,640	29,207	58,536	86,002	97,518	122,882	152,499	613,906
3801	Personal Property Sale	67	0	0	0	0	0	0	0	0	0	0	0	0
4108	Utilities Raynor Reimbursement	10,573	13,040	13,431	13,834	14,249	14,676	15,116	15,569	16,036	16,517	17,013	17,523	167,003
4400-03	Transfer From General Fund	9,268	0	0	0	0	0	0	0	0	0	0	0	0
4400-61	Transfer From Infrastructure Fund	0	87,447	0	0	0	0	0	0	0	0	0	0	87,447
<b>FUND TOTAL</b>		<b>3,311,029</b>	<b>3,642,183</b>	<b>3,707,414</b>	<b>4,005,790</b>	<b>4,335,912</b>	<b>4,553,870</b>	<b>4,798,641</b>	<b>5,067,807</b>	<b>5,347,343</b>	<b>5,619,215</b>	<b>5,917,984</b>	<b>6,234,713</b>	<b>53,230,871</b>







**595/210. GENERAL SERVICES FUND/SUNNYVALE OFFICE CENTER SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	TOTAL
0755	Security Deposit Revenue	0	0	41,000	0	0	0	0	0	0	0	0	0	41,000
3511	Facility Rental	0	0	506,368	659,076	688,475	708,484	0	0	0	0	0	0	2,562,403
3355	Interest Income	0	0	586,992	614,339	643,943	677,002	664,975	652,323	639,037	624,867	610,040	594,543	6,308,061
4400-71	Transfers from Capital Projs Fund	0	0	10,124,336	0	0	0	0	0	0	0	0	0	10,124,336
4400-92	Transfers from Building Svs Fund	0	0	297,306	310,365	320,601	332,935	0	0	0	0	0	0	1,261,207
<b>FUND TOTAL</b>		<b>0</b>	<b>0</b>	<b>11,556,002</b>	<b>1,583,780</b>	<b>1,653,019</b>	<b>1,718,421</b>	<b>664,975</b>	<b>652,323</b>	<b>639,037</b>	<b>624,867</b>	<b>610,040</b>	<b>594,543</b>	<b>20,297,007</b>





**595/300. GENERAL SERVICES FUND/TECHNOLOGY SERVICES SUB-FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
3513 Computer Service Charges	3,296,405	3,804,600	4,335,753	4,704,292	5,104,157	5,538,010	6,008,741	6,519,484	6,682,471	6,849,533	7,020,771	7,196,290	63,764,102
3355 Interest Income	149,828	81,299	40,899	44,652	40,470	59,720	85,932	115,371	140,020	54,314	109,856	117,254	889,787
3801 Personal Property Sale	11,360	0	0	0	0	0	0	0	0	0	0	0	0
4400-03 Transfer From General Fund	48,617	3,850	0	0	0	0	0	0	0	0	0	0	3,850
4400-41 Transfer From Water Revenue Fun	0	69,950	0	0	0	0	0	0	0	0	0	0	69,950
4400-43 Transfer From Wastewater Mgmt F	0	70,940	0	0	0	0	0	0	0	0	0	0	70,940
4400-61 Transfer From Infrastructure Fund	0	18,699	0	0	0	0	0	0	0	0	0	0	18,699
<b>FUND TOTAL</b>	<b>3,506,210</b>	<b>4,049,338</b>	<b>4,376,652</b>	<b>4,748,944</b>	<b>5,144,627</b>	<b>5,597,730</b>	<b>6,094,673</b>	<b>6,634,855</b>	<b>6,822,491</b>	<b>6,903,847</b>	<b>7,130,627</b>	<b>7,313,544</b>	<b>64,817,328</b>





**595/400. GENERAL SERVICES FUND/COMMUNICATION SERVICES SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	TOTAL
3501	IBM Copier Charges	32,149	16,219	18,830	19,395	19,976	20,576	21,193	21,829	22,484	23,158	23,853	24,569	232,081
3502	Typewriters Rental	176,554	184,991	0	0	0	0	0	0	0	0	0	0	184,991
3506	E-911 Rental	0	0	4,343	4,474	4,608	4,746	4,888	5,035	5,186	5,342	5,502	5,667	49,790
3510	Misc Electronic Equipment Rental	0	0	165,393	170,355	175,465	180,729	186,151	191,735	197,488	203,412	209,515	215,800	1,896,042
3512	Public Safety Communications Eq	537,993	593,216	608,291	626,539	645,336	664,696	684,637	705,176	726,331	748,121	770,564	793,681	7,566,587
3514	Print Shop Charges	612,804	755,855	771,420	794,563	818,400	842,952	868,240	894,287	921,116	948,750	977,212	1,006,528	9,599,323
3515	Tele-Com Equipment Rental	800,400	780,695	887,415	914,037	941,458	969,702	998,793	1,028,757	1,059,620	1,091,408	1,124,150	1,157,875	10,953,910
3516	Non-Emergency Comm Equip Ren	108,215	134,659	143,158	147,452	151,876	156,432	161,125	165,959	170,938	176,066	181,348	186,788	1,775,800
3518	Mail Service Charges	133,403	152,721	154,650	159,290	164,069	168,991	174,060	179,282	184,661	190,201	195,907	201,784	1,925,615
3526	Satellite Copier Charges	175,006	194,929	173,481	178,686	184,046	189,568	195,255	201,112	207,146	213,360	219,761	226,354	2,183,697
3355	Interest Income	21,951	26,702	36,954	61,149	85,515	109,322	136,694	167,246	164,259	190,894	236,370	256,656	1,471,761
4100	Miscellaneous	0	8,925	9,193	9,469	9,753	10,045	10,347	10,657	10,977	11,306	11,645	11,994	114,310
4103	Public Telephone Commission	1,823	4,993	5,143	5,297	5,456	5,620	5,788	5,962	6,141	6,325	6,515	6,710	63,949
4400-03	Transfer From General Fund	105,845	114,216	114,216	114,216	114,216	114,216	114,216	114,216	114,216	114,216	114,216	114,216	1,256,376
4400-61	Transfer From Infrastructure Fund	0	21,637	0	0	0	0	0	0	0	0	0	0	21,637
<b>FUND TOTAL</b>		<b>2,706,143</b>	<b>2,989,758</b>	<b>3,092,486</b>	<b>3,204,921</b>	<b>3,320,173</b>	<b>3,437,594</b>	<b>3,561,387</b>	<b>3,691,254</b>	<b>3,790,560</b>	<b>3,922,558</b>	<b>4,076,557</b>	<b>4,208,622</b>	<b>39,295,870</b>







**595/500. GENERAL SERVICES FUND/WASTEWATER MANAGEMENT EQUIPMENT SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
3506	Sewer Equipment Rental	671,265	691,404	712,133	733,497	755,502	778,167	801,512	825,558	850,325	875,834	902,109	929,173	8,855,215
3355	Interest Income	156,095	116,124	84,223	80,893	82,185	97,488	108,478	108,495	112,725	127,621	134,981	115,375	1,168,588
<b>FUND TOTAL</b>		<b>827,360</b>	<b>807,528</b>	<b>796,356</b>	<b>814,390</b>	<b>837,687</b>	<b>875,655</b>	<b>909,990</b>	<b>934,053</b>	<b>963,050</b>	<b>1,003,455</b>	<b>1,037,090</b>	<b>1,044,548</b>	<b>10,023,803</b>





**595/600. GENERAL SERVICES FUND/PUBLIC SAFETY EQUIPMENT SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
1028	CA Law Enforcement Equip Progr	146,044	71,297	0	0	0	0	0	0	0	0	0	0	71,297
3355	Interest Income	0	2,478	295	0	0	0	2,628	12,123	13,481	25,297	29,021	37,758	123,081
3528	Miscellaneous Equipment Rental	146,730	161,403	185,620	207,895	232,842	260,783	292,077	321,285	353,414	388,755	427,631	470,394	3,302,100
3531	General Fund Loan	450,000	0	0	0	0	0	0	0	0	0	0	0	0
4400-03	Transfer From General Fund	17,103	7,300	0	0	0	0	0	0	0	0	0	0	7,300
<b>FUND TOTAL</b>		<b>759,877</b>	<b>242,478</b>	<b>185,915</b>	<b>207,895</b>	<b>232,842</b>	<b>260,783</b>	<b>294,705</b>	<b>333,408</b>	<b>366,895</b>	<b>414,052</b>	<b>456,652</b>	<b>508,152</b>	<b>3,503,778</b>







**595/800. GENERAL SERVICES FUND/PROJECT ADMINISTRATION SERVICES SUB-FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
4400-03 Transfer From General Fund	504,958	908,705	195,545	141,253	382,759	650,389	673,074	772,347	808,684	840,773	885,697	926,644	7,185,870
4400-28 Transfer from Gas Tax Fund	0	0	417,809	668,934	234,846	460,404	470,445	390,549	386,613	388,906	377,153	371,685	4,167,344
4400- Transfer from Cap Projs - Meas B I	0	0	51,107	0	0	0	0	0	0	0	0	0	51,107
4400-41 Transfer From Water Fund	202,974	26,002	24,661	32,709	25,277	42,950	44,448	51,004	53,404	55,523	58,489	60,887	475,354
4400-42 Transfer From Solid Waste Fund	84,409	20,663	8,412	6,341	0	0	0	0	0	0	0	0	35,416
4400-43 Transfer From Wastewater Fund	238,520	117,652	86,585	313,517	554,756	79,823	82,607	94,790	99,250	103,188	108,702	113,727	1,754,597
<b>FUND TOTAL</b>	<b>1,030,861</b>	<b>1,073,022</b>	<b>784,119</b>	<b>1,162,755</b>	<b>1,197,637</b>	<b>1,233,566</b>	<b>1,270,573</b>	<b>1,308,691</b>	<b>1,347,951</b>	<b>1,388,390</b>	<b>1,430,041</b>	<b>1,472,943</b>	<b>13,669,688</b>





## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001 Actual</u>	<u>2001/2002 Current</u>	<u>2002/2003 Budget</u>	<u>2003/2004 Budget</u>
<b>Fund 610 - Infrastructure Renov &amp; Replace</b>				
<b>Salaries &amp; Benefits Subtotal</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
7900 - 03 Transfers Out - General Fund - General	0.00	302,748.00	275,558.01	441,855.00
<b>Transfers Out Subtotal</b>	<b>\$0.00</b>	<b>\$302,748.00</b>	<b>\$275,558.01</b>	<b>\$441,855.00</b>
<b>Total for Fund 610 - Infrastructure Renov &amp; Replace</b>	<b>\$0.00</b>	<b>\$302,748.00</b>	<b>\$275,558.01</b>	<b>\$441,855.00</b>





**610/100. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/GENERAL SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	TOTAL
1037	Proposition 12 - Parks Funding	32,981	670,214	0	0	0	0	0	0	0	0	0	0	670,214
3355	Interest Income	721,694	626,109	595,717	532,305	493,346	527,746	587,133	630,322	699,871	807,680	834,697	992,794	7,327,720
4400-03	Transfer From General Fund	2,130,450	2,494,364	2,319,196	2,388,772	2,460,435	2,534,247	2,610,274	2,688,584	2,769,241	2,852,317	2,937,887	3,026,023	29,081,340
<b>FUND TOTAL</b>		<b>2,885,125</b>	<b>3,790,687</b>	<b>2,914,913</b>	<b>2,921,077</b>	<b>2,953,782</b>	<b>3,061,994</b>	<b>3,197,407</b>	<b>3,318,906</b>	<b>3,469,111</b>	<b>3,659,997</b>	<b>3,772,584</b>	<b>4,018,817</b>	<b>37,079,275</b>

**CITY OF SUNNYVALE**  
**610/200. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/WASTEWATER SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2001 TO JUNE 30, 2012**

	ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	TOTAL
RESERVE/FUND BALANCE, JULY 1	1,305,031	1,597,085	2,567,984	4,222,474	3,568,995	3,042,882	2,243,061	1,770,273	1,137,791	947,549	812,162	359,836	1,597,085
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CURRENT RESOURCES:													
Interest Income	13,899	185,390	303,159	335,476	265,700	178,861	142,292	110,340	86,962	78,002	61,419	101,236	1,848,837
Transfer From Wastewater Fund	600,000	2,200,000	3,618,000	3,726,540	2,510,476	854,942	872,041	880,282	900,347	918,354	936,721	1,971,322	19,389,025
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TOTAL CURRENT RESOURCES	613,899	2,385,390	3,921,159	4,062,016	2,776,176	1,033,803	1,014,333	990,622	987,308	996,356	998,140	2,072,558	21,237,862
-----													
TOTAL AVAILABLE RESOURCES	1,918,930	3,982,475	6,489,143	8,284,491	6,345,171	4,076,685	3,257,394	2,760,894	2,125,099	1,943,905	1,810,302	2,432,395	22,834,947
-----													
CURRENT REQUIREMENTS:													
Infrastructure Projects	321,845	1,414,490	2,266,669	4,715,496	3,302,288	1,833,625	1,487,121	1,623,104	1,177,550	1,131,743	1,450,465	1,769,855	22,172,406
-----													
TOTAL CURRENT REQUIREMENTS	321,845	1,414,490	2,266,669	4,715,496	3,302,288	1,833,625	1,487,121	1,623,104	1,177,550	1,131,743	1,450,465	1,769,855	22,172,406
-----													
RESERVES:													
Infrastructure Reserve	1,597,085	2,567,984	4,222,474	3,568,995	3,042,882	2,243,061	1,770,273	1,137,791	947,549	812,162	359,836	662,540	662,540
-----													
TOTAL RESERVES	1,597,085	2,567,984	4,222,474	3,568,995	3,042,882	2,243,061	1,770,273	1,137,791	947,549	812,162	359,836	662,540	662,540
-----													
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
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**610/200. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/WASTEWATER SUB-FUND  
REVENUES BY SOURCE**

	ACTUAL 2000/2001	CURRENT 2001/2002	BUDGET 2002/2003	BUDGET 2003/2004	PLAN 2004/2005	PLAN 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	FY 2001/2002 TO FY 2011/2012 TOTAL
3355 Interest Income	13,899	185,390	303,159	335,476	265,700	178,861	142,292	110,340	86,962	78,002	61,419	101,236	1,848,837
4400-43 Transfer From Sewer Fund	600,000	2,200,000	3,618,000	3,726,540	2,510,476	854,942	872,041	880,282	900,347	918,354	936,721	1,971,322	19,389,025
<b>FUND TOTAL</b>	<b>613,899</b>	<b>2,385,390</b>	<b>3,921,159</b>	<b>4,062,016</b>	<b>2,776,176</b>	<b>1,033,803</b>	<b>1,014,333</b>	<b>990,622</b>	<b>987,309</b>	<b>996,356</b>	<b>998,140</b>	<b>2,072,558</b>	<b>21,237,862</b>

**CITY OF SUNNYVALE**  
**610/300. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/WATER SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2001 TO JUNE 30, 2012**

	ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
RESERVE/FUND BALANCE, JULY 1	1,392,952	2,289,974	833,940	801,213	690,041	834,796	691,208	549,328	604,487	669,412	898,529	685,385	2,289,974
-----													
CURRENT RESOURCES:													
Interest Income	107,625	95,928	61,477	57,285	60,182	59,002	51,215	71,764	76,439	87,079	86,191	96,509	803,071
Transfer From Water Fund	826,406	600,000	618,000	636,540	655,636	675,305	695,564	1,641,743	1,690,995	1,741,725	1,793,977	2,000,000	12,749,486
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TOTAL CURRENT RESOURCES	934,031	695,928	679,477	693,825	715,819	734,307	746,779	1,713,507	1,767,434	1,828,805	1,880,168	2,096,509	13,552,557
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TOTAL AVAILABLE RESOURCES	2,326,983	2,985,901	1,513,417	1,495,038	1,405,859	1,569,103	1,437,988	2,262,835	2,371,921	2,498,217	2,778,698	2,781,894	15,842,530
-----													
CURRENT REQUIREMENTS:													
Infrastructure Projects	37,009	2,151,961	712,203	804,997	571,063	877,894	888,660	1,658,348	1,702,509	1,599,688	2,093,313	2,177,808	15,238,444
-----													
TOTAL CURRENT REQUIREMENTS	37,009	2,151,961	712,203	804,997	571,063	877,894	888,660	1,658,348	1,702,509	1,599,688	2,093,313	2,177,808	15,238,444
-----													
RESERVES:													
Infrastructure Reserve	2,289,974	833,940	801,213	690,041	834,796	691,208	549,328	604,487	669,412	898,529	685,385	604,087	604,087
-----													
TOTAL RESERVES	2,289,974	833,940	801,213	690,041	834,796	691,208	549,328	604,487	669,412	898,529	685,385	604,087	604,087
-----													
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
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**610/300. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/WATER SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
3355	Interest Income	107,625	95,928	61,477	57,285	60,182	59,002	51,215	71,764	76,439	87,079	86,191	96,509	803,071
4400-41	Transfer From Water Fund	826,406	600,000	618,000	636,540	655,636	675,305	695,564	1,641,743	1,690,995	1,741,725	1,793,977	2,000,000	12,749,486
<b>FUND TOTAL</b>		<b>934,031</b>	<b>695,928</b>	<b>679,477</b>	<b>693,825</b>	<b>715,819</b>	<b>734,307</b>	<b>746,779</b>	<b>1,713,507</b>	<b>1,767,434</b>	<b>1,828,805</b>	<b>1,880,168</b>	<b>2,096,509</b>	<b>13,552,557</b>





**610/400. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/SOLID WASTE SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	TOTAL
3355	Interest Income	15,637	27,452	23,995	25,776	29,945	34,443	39,292	44,515	50,138	56,186	62,504	75,903	470,150
4400-42	Transfer From Refuse Fund	144,200	40,000	41,200	42,435	43,709	45,020	46,371	47,762	49,194	50,670	52,190	54,277	512,828
<b>FUND TOTAL</b>		<b>159,837</b>	<b>67,452</b>	<b>65,195</b>	<b>68,211</b>	<b>73,654</b>	<b>79,463</b>	<b>85,663</b>	<b>92,277</b>	<b>99,332</b>	<b>106,856</b>	<b>114,694</b>	<b>130,180</b>	<b>982,978</b>







**610/500. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/COMMUNITY REC SUB-FUND  
REVENUES BY SOURCE**

	ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
3355 Interest Income	13,283	51,633	59,362	71,382	79,879	85,712	83,210	87,433	96,451	106,012	127,380	178,205	1,026,659
4400-53 Transfer From Comm Rec Fund	215,000	215,000	220,000	228,094	234,937	241,985	249,244	256,722	264,423	272,356	365,174	376,129	2,924,065
<b>FUND TOTAL</b>	<b>228,283</b>	<b>266,633</b>	<b>279,362</b>	<b>299,476</b>	<b>314,816</b>	<b>327,697</b>	<b>332,455</b>	<b>344,155</b>	<b>360,874</b>	<b>378,368</b>	<b>492,555</b>	<b>554,334</b>	<b>3,950,724</b>





**610/600. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/GENERAL SERVICES SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/209	2009/2010	2010/2011	2011/2012	
3355	Interest Income	10,961	48,747	45,335	43,784	42,844	43,686	44,684	45,709	46,762	47,844	48,957	58,452	516,803
<b>FUND TOTAL</b>		10,961	48,747	45,335	43,784	42,844	43,686	44,684	45,709	46,762	47,844	48,957	58,452	516,803







**640. COMBINED EMPLOYEE BENEFITS FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	TOTAL
4537	Employee Leaves	5,185,247	8,787,430	9,713,740	10,016,780	10,330,491	10,640,405	10,959,618	11,288,406	11,627,058	11,975,870	12,335,146	12,705,201	120,380,145
4546	Miscellaneous PERS	2,778,761	2,941,557	2,630,496	3,158,661	4,097,165	4,751,039	5,211,904	5,369,325	5,531,469	5,698,477	5,870,496	6,047,675	51,308,264
4546	Public Safety PERS	0	2,140,494	3,477,815	4,335,458	5,696,365	6,008,769	6,201,566	6,388,879	6,581,812	6,780,533	6,985,215	7,196,038	61,792,943
4547	Insurance and Incentives	8,123,554	9,960,359	11,171,177	12,948,457	14,080,857	15,282,183	16,678,078	17,768,265	18,937,630	20,195,413	21,544,766	23,004,925	181,572,109
4100	Miscellaneous	317,677	0	0	0	0	0	0	0	0	0	0	0	0
4539	Workers' Compensation	9,812,131	2,706,534	3,907,981	4,012,042	4,109,773	4,209,984	4,312,739	4,418,106	4,526,153	4,636,952	4,750,576	4,867,098	46,457,938
3355	Interest Income	1,748,903	2,024,109	2,111,755	2,233,799	2,363,166	2,500,294	2,645,651	2,799,728	2,963,051	3,136,172	3,319,681	3,514,201	29,611,607
4400	Transfers In	37,472	575,000	592,250	610,018	628,318	647,168	666,583	686,580	707,177	728,393	750,245	772,752	7,364,483
<b>FUND TOTAL</b>		<b>28,003,745</b>	<b>29,135,483</b>	<b>33,605,215</b>	<b>37,315,215</b>	<b>41,306,134</b>	<b>44,039,842</b>	<b>46,676,137</b>	<b>48,719,289</b>	<b>50,874,350</b>	<b>53,151,810</b>	<b>55,556,125</b>	<b>58,107,890</b>	<b>498,487,489</b>

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 640 - Employee Benefits</b>				
4500 - 01 Salaries - Regular	349,530.29	407,783.31	568,631.01	584,030.08
4500 - 03 Salaries - Casual/Seasonal	32,593.99	10,750.00	18,525.00	18,525.00
4500 - 05 Salaries - Contract Personnel	39.69	0.00	0.00	0.00
4500 - 17 Salaries - Light Duty	120,258.75	0.00	0.00	0.00
4502 - 02 Overtime - Comp Time Earned	35,000.06	0.00	0.00	0.00
4502 - 03 Overtime - FLSA Overtime Premium	105.12	0.00	0.00	0.00
4503 - 01 Overtime - Regular-Overtime	4,667.00	4,695.97	2,336.14	2,421.80
4503 - 04 Overtime - Comp Time Earned	8,745.02	0.00	0.00	0.00
4510 - 01 Incentives - Employee Disability	0.00	30,906.00	15,000.00	15,300.00
4510 - 02 Incentives - Management Achievement	496,118.71	530,047.00	423,840.00	436,555.00
4510 - 07 Incentives - Suggestion Awards	3,195.00	1,854.00	2,600.00	2,652.00
4515 - 01 Retirement Benefits - Deferred Comp - City Portion	266,819.96	192,595.00	370,784.00	381,908.00
4515 - 02 Retirement Benefits - PERS Misc - Empl Portion	-88,356.75	-69,246.00	-71,323.00	-73,463.00
4515 - 03 Retirement Benefits - PERS Misc - Total	3,013,987.71	3,404,499.00	2,990,323.00	3,521,982.00
4515 - 04 Retirement Benefits - PERS Safety - Empl Portion	-52,688.24	-15,832.00	-16,307.00	-16,796.00
4515 - 05 Retirement Benefits - PERS Safety - Total	2,221,953.92	2,442,808.00	3,875,557.00	4,750,103.00
4515 - 06 Retirement Benefits - PERS EPMC Public Safety	198,735.26	219,853.00	0.00	0.00
4515 - 07 Retirement Benefits - PERS EPMC - Misc	220,491.31	238,315.00	0.00	0.00
4516 Retirement Benefits - PARS	56,976.47	0.00	0.00	0.00
4520 - 02 Other Benefits - Dependent Care	3,261.00	5,151.00	0.00	0.00
4520 - 03 Other Benefits - Dependent Care Admin Fees	356.29	0.00	500.00	0.00
4520 - 12 Other Benefits - Staff Medical Services	20,303.77	30,621.00	45,893.00	46,011.00
4520 - 17 Other Benefits - Service Awards	16,668.95	18,268.00	18,998.00	19,378.00
4520 - 18 Other Benefits - Prescription Safety Glasses	680.00	0.00	25,000.00	25,000.00
4520 - 19 Other Benefits - Bilingual Testing Fees	1,000.00	361.00	450.00	459.00
4521 - 01 Benefits - Safety Shoe Payment	57,543.80	57,425.00	57,425.00	57,425.00
4521 - 05 Benefits - Tuition Reimbursement	0.00	1,090.67	1,090.67	1,090.67
4521 - 10 Benefits - Relocation Assistance	23,185.41	15,453.00	20,000.00	20,400.00
4521 - 11 Benefits - Other	10,224.00	18,000.00	0.00	0.00
4523 - 01 Insurances - Employee Portion	-241,465.01	-198,450.00	-1.00	-1.00
4523 - 02 Insurances - Medical Coverage Waiver	66,235.42	77,952.00	146,418.00	150,811.00
4523 - 03 Insurances - Medical	5,556,400.84	6,275,497.00	7,098,563.00	8,163,347.00
4523 - 04 Insurances - Dental	861,682.77	924,604.00	989,172.00	1,018,847.00
4523 - 05 Insurances - Vision	133,358.27	134,251.00	139,004.00	143,174.00
4523 - 06 Insurances - Employee Assistance Program	53,847.04	58,413.00	69,088.00	71,161.00
4523 - 07 Insurances - Life	288,463.17	282,294.00	363,613.00	374,521.00

## Summary of Budgeted Expenditures by Fund by Type

	<u>2000/2001</u> Actual	<u>2001/2002</u> Current	<u>2002/2003</u> Budget	<u>2003/2004</u> Budget
<b>Fund 640 - Employee Benefits</b>				
4523 - 08 Insurances - Long Term Disability	213,522.22	225,829.00	289,232.00	297,909.00
4523 - 09 Insurances - Unemployment	10,842.00	17,995.00	27,804.00	28,638.00
4525 - 20 Leaves - Holiday	1,593,929.43	1,570,731.00	1,723,193.00	1,774,891.00
4525 - 21 Leaves - Floating Holiday Earned	310,269.46	384,771.00	417,880.00	430,416.00
4525 - 22 Leaves - In-Lieu Holiday	777,559.66	829,234.00	831,145.00	856,079.00
4525 - 25 Leaves - Vacation Earned	3,227,937.69	2,986,912.00	3,628,513.00	3,737,368.00
4525 - 26 Leaves - Mgmt PTO Earned	949,443.17	1,098,611.00	1,119,449.00	1,153,032.00
4525 - 27 Leaves - RPT Paid Leave Earned	105,424.85	102,039.00	116,769.00	128,352.00
4525 - 28 Leaves - Casual/Seasonal Earned	4,554.10	7,297.00	242.00	249.00
4525 - 29 Leaves - Confidential PTO Earned	141,582.84	113,122.00	134,938.00	138,986.00
4525 - 30 Leaves - Disability	1,383,485.29	1,405,905.00	1,462,141.00	1,506,005.00
4525 - 31 Leaves - Workers Comp	783,141.16	657,173.00	1,010,039.00	1,040,340.00
4525 - 32 Leaves - Workers Comp (Partial)	66,022.25	29,731.00	86,763.00	89,366.00
4525 - 33 Leaves - Medical Appointment	126,101.13	123,885.00	129,460.00	136,891.00
4525 - 35 Leaves - Bereavement	90,820.16	89,975.00	90,820.00	93,545.00
4525 - 36 Leaves - Family Emergency	13,762.30	17,658.00	13,762.00	14,175.00
4525 - 40 Leaves - Jury Duty	18,931.44	30,970.00	18,931.00	19,499.00
4525 - 41 Leaves - Military	28,742.47	26,143.00	26,426.00	27,219.00
4525 - 42 Leaves - Voting	71.31	187.00	71.00	73.00
4536 - 01 Regular Time Leave Additives - Regular	72,606.90	69,453.65	0.00	0.00
4536 - 03 Regular Time Leave Additives - Casual/Seasonal	151.27	94.53	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	0.00	0.00	92,917.61	95,401.05
4537 - 03 Regular Time Leave Additives - Casual/Seasonal	0.00	0.00	4.48	4.57
4539 - 01 Regular Time Worker's Comp Add - Regular	0.00	0.00	4,663.29	4,736.87
4539 - 03 Regular Time Worker's Comp Add - Casual/Seasonal	0.00	0.00	537.08	532.46
4541 - 01 Regular Time Retire & Ins Add - Regular	115,137.69	111,875.34	0.00	0.00
4541 - 03 Regular Time Retire & Ins Add - Casual/Seasonal	3,829.42	1,043.94	0.00	0.00
4542 - 01 Overtime Worker's Compensation - Regular	0.00	0.00	18.95	19.43
4543 - 01 Overtime Retire & Ins Add - Regular	85.64	82.98	0.00	0.00
4545 - 01 Employer Taxes - FICA - Total	64,839.77	153,431.00	153,431.00	153,431.00
4545 - 02 Employer Taxes - Medicare - Total	1,281,258.75	1,352,768.00	1,511,981.00	1,596,894.00
4545 - 03 Employer Taxes - FICA - Employee Share	-33,935.42	-76,716.00	-76,716.00	-76,716.00
4545 - 04 Employer Taxes - Medicare - Employee Share	-639,113.84	-676,384.00	-755,991.00	-798,447.00
4546 - 01 Regular Time Retirement Additi - Regular	0.00	0.00	36,844.52	44,115.95
4547 - 01 Regular Time Insurance & Other - Regular	0.00	0.00	107,633.48	118,263.59
4547 - 03 Regular Time Insurance & Other - Casual/Seasonal	0.00	0.00	1,420.20	1,405.50

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 640 - Employee Benefits</b>					
4550 - 02	Workers Compensation - Claims	2,215,913.67	1,436,150.00	2,016,000.00	2,056,320.00
4550 - 03	Workers Compensation - Insurance	90,513.19	84,814.00	160,000.00	175,000.00
<b>Salaries &amp; Benefits Subtotal</b>		<b>\$26,757,348.96</b>	<b>\$27,274,740.39</b>	<b>\$31,535,502.43</b>	<b>\$34,558,835.97</b>
5015	Books & Publications	4,032.55	3,006.12	5,250.00	5,605.50
5070	Consultants	258,403.11	186,000.00	264,000.00	266,640.00
5095	Electrical Parts & Supplies	56.94	0.00	0.00	0.00
5105	Equipment Rental/Lease	52.58	0.00	200.00	202.00
5130	Supplies, First Aid	163.71	56.31	200.00	202.00
5131	Supplies, Safety	490.81	0.00	1,000.00	1,010.00
5155	General Supplies	1,484.02	3,408.44	3,400.00	3,434.00
5215	Legal Services	0.00	25,755.00	25,000.00	25,250.00
5240	Miscellaneous Services	35,545.94	40,178.00	11,000.00	11,000.00
5260	Photo Equip & Supplies	22.03	0.00	0.00	0.00
5265	Photo & Blueprinting Services	0.00	332.16	126.16	127.42
5275	Postage	0.00	750.51	650.00	656.50
5277	Mailing & Delivery Services	167.76	0.00	0.00	0.00
5280	Printing & Related Services	317.94	0.00	1,700.00	1,717.00
5300	Professional Services	3,033.33	0.00	700.00	707.00
5357	Supplies, Office	927.27	0.00	1,200.00	1,212.00
5375	Training Expenses	2,422.29	1,261.46	143,000.00	144,430.00
5380	Travel Related Services	61,015.04	57,500.00	65,000.00	57,500.00
5900	Goods and Serv Cost Savings	0.00	0.00	-563,352.13	0.00
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$368,135.32</b>	<b>\$318,248.00</b>	<b>-\$40,925.97</b>	<b>\$519,693.42</b>
5150	Furniture	739.89	0.00	0.00	0.00
<b>Property &amp; Capital Outlay Subtotal</b>		<b>\$739.89</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
6005	Conferences and Meetings	3,685.46	6,229.14	7,500.00	7,575.00
6030	Membership Fees	1,185.00	1,823.78	4,300.00	4,343.00
6060	Travel Expenses	0.00	785.75	1,050.00	1,060.50
6060 - 01	Travel Expenses - Mileage	184.45	0.00	250.00	252.50
6060 - 02	Travel Expenses - Other	291.29	0.00	100.00	101.00
<b>Miscellaneous Expenditures Subtotal</b>		<b>\$5,346.20</b>	<b>\$8,838.67</b>	<b>\$13,200.00</b>	<b>\$13,332.00</b>
6503	Fleet Rental	406.65	2,069.36	2,161.46	2,204.69
6507	Computer Services Rental	24,360.05	34,781.14	34,260.17	37,172.29

## Summary of Budgeted Expenditures by Fund by Type

		<u>2000/2001</u> <u>Actual</u>	<u>2001/2002</u> <u>Current</u>	<u>2002/2003</u> <u>Budget</u>	<u>2003/2004</u> <u>Budget</u>
<b>Fund 640 - Employee Benefits</b>					
6508	Facilities Rent	1,518.01	1,619.00	1,677.44	1,827.57
6510	Print Shop Charges	4,190.46	8,574.62	22,124.05	22,787.77
6512	Phone Equip Rental	736.06	729.75	1,600.51	1,648.53
6513	Mail Services Rental	163.02	187.34	190.20	195.90
6523	Furniture Rental	1,707.03	1,434.00	1,356.66	1,407.42
<b>Internal Service Charges Subtotal</b>		<b>\$33,081.28</b>	<b>\$49,395.21</b>	<b>\$63,370.49</b>	<b>\$67,244.17</b>
7504	Program-Wide Allocations	-429.07	-1,618.86	0.00	0.00
<b>Indirect Cost Allocations Subtotal</b>		<b>-\$429.07</b>	<b>-\$1,618.86</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total for Fund 640 - Employee Benefits</b>		<b><u><u>\$27,164,222.58</u></u></b>	<b><u><u>\$27,649,603.41</u></u></b>	<b><u><u>\$31,571,146.95</u></u></b>	<b><u><u>\$35,159,105.56</u></u></b>























**645. LIABILITY AND PROPERTY INSURANCE  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2001/2002 TO FY 2011/2012 TOTAL	
		2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	
6020	Liability Insurance	691,366	961,806	1,119,107	1,134,190	1,156,302	1,178,900	1,201,995	1,225,598	1,249,720	1,274,374	1,299,571	1,325,324	13,126,889
4100	Miscellaneous	926	6,600	0	0	0	0	0	0	0	0	0	0	6,600
3355	Interest Income	46,685	57,326	61,161	67,052	71,076	75,340	79,861	84,652	89,731	95,115	100,822	106,871	889,008
<b>FUND TOTAL</b>		<b>738,977</b>	<b>1,025,732</b>	<b>1,180,268</b>	<b>1,201,242</b>	<b>1,227,378</b>	<b>1,254,241</b>	<b>1,281,856</b>	<b>1,310,250</b>	<b>1,339,452</b>	<b>1,369,489</b>	<b>1,400,393</b>	<b>1,432,196</b>	<b>14,022,497</b>



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# **OPERATING BUDGET GUIDE**

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## **COMPARISON OF TRADITIONAL LINE ITEM BUDGET, PERFORMANCE BUDGET AND OUTCOME MANAGEMENT**

Sunnyvale's Performance Budget concept places emphasis on planning and budgeting resources for the accomplishment of service objectives as compared to the traditional budget which bases decisions on line-item costs.

The traditional budget in local government provides detailed costs of resources by the use of line-item object accounts. These accounts just show the total cost of a particular class of labor or type of material (paper, asphalt, etc.) that has been approved as a budget item for an entire organizational unit, usually a Department. Some workload data may be provided in the budget but it is generally not related to the cost of performing the work. Neither efficiency nor effectiveness data are included in this type of budget.

Sunnyvale's Performance Budget is organized by programs, objectives, and tasks. During the budget development process, line item object accounts are used to budget within each task, and it is the task which generates the production units that accomplish the service objective. The Performance Budget thereby directly relates the labor, materials and other costs in the budget to the results that are to be produced. This link-up provides the means for measuring both the efficiency and effectiveness of resource utilization.

Resource allocation decisions in performance budgeting are based on the intended service levels. Program Managers have the flexibility to redistribute resources within their programs to maintain (not increase or decrease) current approved service levels.

As a refinement of the Performance Management concept, Sunnyvale has turned its focus to Outcome Management. The premise of this method is that the entire structure begins with high level, core outcomes, which define the ultimate results being sought, which in turn determine service delivery components. The focus is on the end product, not the process. Hence, budget development is dictated by Council-determined outcomes. In addition, program level measures are assigned weights, giving the City Council the opportunity to set relative priorities. The conversion process from Performance Budgeting to Outcome Management began in fiscal year 1995/1996.

The implementation is a multi-year process, with all programs expected to be converted to an outcome orientation by fiscal year 2002/2003.

The following table compares traditional line-item budgeting by entire departments to budgeting by Tasks, which accomplish the Objectives within Programs, and budgeting by Activities, which accomplish the Service Delivery Plan within a Program Outcome.

**LINE ITEM BUDGETING/PERFORMANCE BUDGETING/OUTCOME MANAGEMENT COMPARISON**

	<b>TRADITIONAL LINE ITEM BUDGETING</b>	<b>PERFORMANCE BUDGETING</b>	<b>OUTCOME MANAGEMENT</b>
<b>Budget Orientation</b>	Money Control	Planning	Outcomes
<b>Council Appropriation Control Level</b>	Department	Program	Program
<b>Basic Budgeting Unit (Object Account)</b>	Line Item	Task	Activity
<b>Efficiency Measurement</b>	None Units Per Work Hour	Unit Cost	Product Cost
<b>Results Measurement (Effectiveness/Quality)</b>		Objectives Performance Indicators Community Condition Indicators	Outcome Measures
<b>Budget Period</b>	One Year	Multi-Year	Multi-Year

## **RELATIONSHIP TO THE GENERAL PLAN**

The overall purpose of the Performance Audit and Budget System (PABS) is to establish a process to assist program managers in scheduling work and resources in order to efficiently and effectively carry out the City's Goals and Policies contained in its General Plan. This purpose is summarized in the following concepts:

- Integration of long-term planning and evaluation with the budget process by relating the City's work efforts to stated service levels aimed at accomplishment of the General Plan Goals and Policies.
- Defining City business in service level terms by use of objectives to describe planned accomplishments, which contribute to achieving the General Plan's Goals and Policies.
- Recording the work hours, production units and financial aspects of achieved accomplishments.
- Measuring the efficiency and effectiveness achieved in accomplishing budgeted objectives.

The above concepts are interrelated. For example, under the Performance-Based budgeting method, the General Plan's Goals are directly related to specific Programs and Program Objectives. The Objectives are accomplished by Tasks in which all work hours and other costs are charged, and the Tasks provide statistics on the efficiency of production through Production Unit Cost and Units per Hour. Additionally, the effectiveness of objective accomplishment is also measured through Performance Indicators.

Under the Outcome Management method, a similar structure is maintained, but it is more integrated, with the focus on the ultimate result desired - the outcome. The central component, the Program Outcome Statement, provides answers to the "why", "how" and "how well". The program then consists of Service Delivery Plans based on the Outcome Statements. Service Delivery Plans are broken down into Activities which are measured in terms of Products. The effectiveness of the Outcome is determined by quantifiable Outcome Measures.

## **RESOURCE ALLOCATION PLAN STRUCTURE OVERVIEW**

The City's Performance Audit and Budget System (PABS) is a fully integrated component of the Planning and Management System (PAMS). The PAMS consists of three components: the City's General Plan (Policy Setting), Service Delivery (Operating Programs) and Evaluation (Program and Personnel Audits).

The General Plan and Service Delivery components are organized in a hierarchical structure which makes it possible to functionally relate the City's Goals and Policies to the actual work outputs which are produced to achieve those Goals. The structure is designed to make

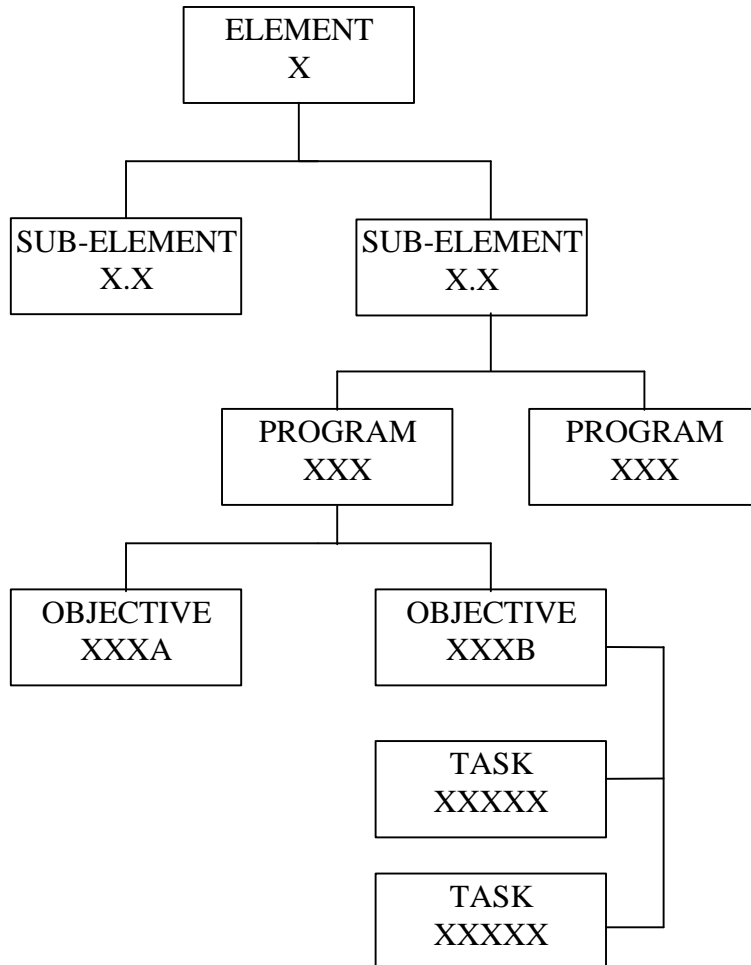
Service Objectives explicit within each Program so that information on the efficiency and effectiveness of its operations can be provided to Program Managers on a frequent basis.

The following three charts explain the program structure hierarchy and provide definitions of some key terms.

### GENERAL PLAN AND PROGRAM HIERARCHY

	<b>HIERARCHICAL COMPONENT</b>	<b>RELATED DESCRIPTION</b>	<b>EVALUATION MEASURES</b>
<b>GENERAL PLAN</b>	<b>ELEMENT/SUB-ELEMENT</b>	General Plan Goals, Policies and Action Statement	Community Condition Indicator Annual Performance Report
<b>BUDGET (Resource Allocation Plan)</b>	<b>PROGRAM</b>	Program Mission Statement	Program-Wide Objective
	<b>OBJECTIVE</b>	Performance Standard (Objective Statements)	Performance Indicator
	<b>TASK</b>	Type of Production Unit	Production Unit Units/Hour Unit Cost

## PERFORMANCE BUDGET STRUCTURE HIERARCHY AND DEFINITION OF TERMS



**Community Condition Indicators** identify community conditions which require some form of direct or indirect service.

**Element/Sub-Element Goals, Policies and Action Statements** are established at the sub-element level to reflect the state of affairs the City desires to exist.

**Program Mission Statements** describe the overall intended purpose of the programs.

**Program-Wide Objectives** describe in specific and measurable terms the results programs are expected to achieve.

**Performance Indicators** are quantifiable expressions of program service objectives that permit measurement of performance.

**Production Units** are measures of task output used to accomplish the task.

**Unit/Hour** are the number of units produced in an hour per task.

**Unit Cost** is the cost to produce a unit in a task.

## OUTCOME MANAGEMENT STRUCTURE HIERARCHY AND DEFINITION OF TERMS

### PROGRAM OUTCOME STATEMENT

- *Council's Service Priority Direction*
- *Core Measures*
  - *Quality-Effectiveness*
  - *Cost Efficiency*
  - *Budget/Cost Ratio*
  - *Customer Satisfaction*

### SERVICE DELIVERY PLANS

- *Quality Effectiveness Measures*
- *Cost Efficiency*
- *Budget/Cost Ratio*
- *Allocated Costs*
- *Customer Satisfaction*

### ACTIVITIES & SUB-ACTIVITIES

- *Quality Effectiveness Measures*
- *Cost Efficiency*
- *Budget Allocation*

### PRODUCT

- *Demand Management*
- *Volume of Activities*

**Program Outcome Statements** describe the purpose and final result for which the program is undertaken (from customer's view) as well as broad service areas and critical measures.

**Service Delivery Plans** describe specific programming of targeted services to meet the program outcome(s).

**Activities** incorporate everything that goes into providing a specific service. This is the lowest official level cost center.

**Sub-Activities** (optional) are sub-sets of activities providing an optional cost accounting and management tool.

**Products** are the end results of activities that support outcome statements.

**Allocated Costs** are a method for allocating overhead time and other expenses.

**Weights** are assigned to program measures by Council to clarify relative priorities.

The General Plan comprises seven elements, which are further divided into sub-elements:

<u>ELEMENT</u>	<u>SUB-ELEMENT</u>
1. Land Use & Transportation	
2. Community Development	2.2 Open Space & Conservation 2.3 Housing & Community Revitalization 2.4 Safety & Seismic Safety 2.5 Community Design
3. Environmental Management	3.1 Water Resources 3.2 Solid Waste Management 3.3 Sanitary Sewer System 3.4 Surface Runoff 3.5 Energy 3.6 Noise 3.7 Source Reduction & Recycling
4. Public Safety	4.1 Law Enforcement 4.2 Fire 4.3 Support Services
5. Socio-Economic	5.1 Socio-Economic
6. Cultural	6.1 Recreation 6.2 Library 6.3 Heritage Preservation 6.4 Arts
7. Planning and Management	7.1 Fiscal Management 7.2 Community Participation 7.3 Legislative Management

The Operating Budget is organized by elements and presented at the program level - the highest operating level in the hierarchy. For each element, the following information is presented:

- Goals, Policies and Action Statements
- Community Condition Indicators
- Program Performance Budget (RAPP)

A brief definition of the RAPP report for programs still under the Performance Budgeting method, and for programs converted to the new outcome Management method is furnished in the pages that follow.



## **PROGRAM PERFORMANCE BUDGET - PERFORMANCE BUDGETING**

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Purpose: This report (RAPP) provides an overview of the amount of resources that have been allocated to each program. It includes:

- (A) Program Outcome Statement
- (B) Objective Statement
- (C) Performance Measures
- (D) Costs
- (E) Units
- (F) Work Hours
- (G) Unit Costs

SEE SAMPLE REPORT ON FOLLOWING PAGES

**City of Sunnyvale  
Program Performance Budget**

**Program 712 - Accounting**

**Program Outcome Statement**

**A**

To record and maintain the financial records of the City; ensure that adequate internal control exists; and develop, implement and maintain financial systems.

To provide accounting services to the City.

**Objective 71201 - Process Invoices for Payment**

**B**

Process payment for all City obligations for purchased materials and services within vendor's terms, 90% of the time.

**C**

	<u>1999-00 Planned</u>	<u>2000-01 Planned</u>	<u>2001-02 Planned</u>
* Percent of vendor discounts taken which were within the control of the accounts payable unit. - Percent	99.00%	99.00%	99.00%
* Number and percent of error free checks issued. - Number	18,184.00	13,230.00	13,230.00
- Percent	98.00%	98.00%	98.00%
* Percent of invoices paid within vendor's terms if received within vendor's terms or within 10 days, if received by accounts payable unit outside vendor's terms. - Percent	97.00%	97.00%	97.00%
* Number and percent of travel expense statements reviewed for accuracy and compliance with City policy within five working days of receipt. - Number	240.00	500.00	500.00
- Percent	95.00%	95.00%	95.00%
* Number of travel expense statements received and percent which are in compliance with City policy. - Number	240.00	500.00	500.00
- Percent	95.00%	95.00%	95.00%

**Task 712000 - Accounts Payable Support**

Unit: Work Hours

	<u>Costs</u>	<u>Units</u>	<u>Work Hours</u>	<u>Unit Costs</u>
2000-01	\$37,921.54	920.00	920.00	\$41.22
2001-02	\$39,479.13	920.00	920.00	\$42.91

**D**

**E**

**F**

**G**

**City of Sunnyvale  
Program Performance Budget**

**Program 712 - Accounting**

**Task 712010 - Process Disbursements**

Unit: Number of Checks

2000-01	\$46,469.70	13,500.00	1,120.00	\$3.44
2001-02	\$48,201.56	13,500.00	1,120.00	\$3.57

**Task 712020 - Process Vendor Invoices**

Unit: Number of Invoices

2000-01	\$212,170.20	40,000.00	4,440.00	\$5.30
2001-02	\$222,952.07	40,000.00	4,440.00	\$5.57

**Task 712350 - Monitor Travel Expense Statements**

Unit: A Travel Expense Statement Reviewed

2000-01	\$8,445.00	523.00	130.00	\$16.15
2001-02	\$8,790.33	523.00	130.00	\$16.81

**Task 712400 - Administer Purchasing Card**

Unit: Work Hours

2000-01	\$23,513.02	500.00	500.00	\$47.03
2001-02	\$24,473.97	500.00	500.00	\$48.95

**Task 712500 - Process Purchasing Card**

Unit: A Transaction

2000-01	\$21,281.30	17,000.00	550.00	\$1.25
2001-02	\$22,157.65	17,000.00	550.00	\$1.30

**Totals for Objective 71201:**

	<u>Costs</u>		<u>Work Hours</u>	
2000-01	\$349,800.76		7,660.00	
2001-02	\$366,054.71		7,660.00	

## **PROGRAM PERFORMANCE BUDGET - OUTCOME MANAGEMENT**

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Purpose: This report (RAPP) provides an overview of the amount of resources that have been allocated to each program. It includes:

- (A) Program Outcome Statement
- (B) Program Outcome Measures
- (C) Service Delivery Plan Statement
- (D) Costs
- (E) Products
- (F) Work Hours
- (G) Product Cost

SEE SAMPLE REPORT ON FOLLOWING PAGES

**City of Sunnyvale  
Program Performance Budget**

**Program 763 - Provision of Vehicles & Motorized Equipment**

**Program Outcome Statement**



Support City operations with a safe, functional and dependable fleet of vehicles and motorized equipment at the lowest possible cost by:

- Performing preventive maintenance and repairs to minimize operating costs and maximize reliability of City vehicles and motorized equipment, and
- Supplying City programs with necessary and appropriate vehicles and motorized equipment.

So that:

**Program Outcome Measures**

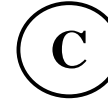


	<u>Weight</u>	<u>1999-00 Planned</u>	<u>2000-01 Planned</u>	<u>2001-02 Planned</u>
* City vehicle and motorized equipment "uptime" is 97%. - Percentage of Uptime	5	97.00%	97.00%	97.00%
* Maintenance cost for vehicles and motorized equipment is maintained at a level that is 98% of available contracted fleet services. - Percentage of Uptime	4	98.00%	98.00%	98.00%
The Budget/Cost Ratio (planned divided by actual cost) is at 1.0. - Ratio	4	1.00	1.00	1.00
* A customer satisfaction rating of 85% for all vehicle and motorized equipment services is achieved. - Rating	3	85.00%	85.00%	85.00%
* The Cost Efficiency Index is at 100. - Index	2	100.00	100.00	100.00

**City of Sunnyvale  
Program Performance Budget**

**Program 763 - Provision of Vehicles & Motorized Equipment**

**Service Delivery Plan 76301 - Vehicle & Motorized Equipment Operation and Maintenance**



Optimize safety, functionality and availability of vehicles and motorized equipment to support City operations by:

- Performing comprehensive, "class specific" preventive maintenance to City vehicles and motorized equipment to reduce incidence of unscheduled repairs,
- Correcting mechanical deficiencies and completing necessary modifications to City vehicles and motorized equipment, and
- Minimizing fuel consumption by maintaining vehicles and motorized equipment in optimal condition, so that:

**Service Delivery Plan Measures**

	<u>1999-00 Planned</u>	<u>2000-01 Planned</u>	<u>2001-02 Planned</u>
* City vehicles and motorized equipment "uptime" is 97%. - Percentage of Uptime	97.00%	97.00%	97.00%
* Maintenance cost for vehicles and motorized equipment is maintained at a level that is 98% of available contracted fleet services. - Percentage of Uptime	98.00%	98.00%	98.00%
* Unscheduled repairs shall not exceed 40% of total repairs. - Percentage of Total Repairs	40.00%	40.00%	40.00%
* Percentage of "repeat" repairs shall not exceed two percent within a three month period. - Percentage of Repeat Repairs	2.00%	2.00%	2.00%
* Fuel consumption per vehicle/motorized equipment shall be maintained at previous three year average. - Gallons of Fuel Consumed per Vehicle/Motorized Equipment	438.00	438.00	438.00
* The Cost Efficiency Index is at 100. - Index	100.00	100.00	100.00

		<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 763000 - Preventive Maintenance</b>					
Product: A Service/Inspection Performed					
	2000-01	\$441,194.44	2,250.00	7,033.22	\$196.09
	2001-02	\$456,781.50	2,250.00	7,033.22	\$203.01
<b>Activity 763010 - Repairs</b>					
Product: A Repair Completed					
	2000-01	\$999,496.37	5,200.00	14,966.80	\$192.21
	2001-02	\$1,034,023.10	5,200.00	14,966.80	\$198.85



**City of Sunnyvale  
Program Performance Budget**

**Program 763 - Provision of Vehicles & Motorized Equipment**

**Activity 763030 - Provide Consumables**

Product: A Vehicle Or Motorized Equipment

2000-01	\$369,146.99	620.00	451.66	\$595.40
2001-02	\$376,954.51	620.00	451.66	\$607.99

**Totals for Service Delivery Plan 76301:**

	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
2000-01	\$1,809,837.80		22,451.68	
2001-02	\$1,867,759.11		22,451.68	

# **1. Land Use and Transportation Element**

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Development of property in the community affects the roadway system and circulation throughout the community and region. In addition, the ability to move around the community affects decisions on the appropriate use of land. This Element describes the physical conditions of property and roadways and sets forth goals and policies on a regional, City-wide and neighborhood level. This Element is closely linked with the Community Development Element.



# Land Use and Transportation

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## Goals, Policies and Action Statements

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### THE CITY AS PART OF A REGION

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Goal R1            Protect and sustain a high quality of life in Sunnyvale by participating in coordinated land use and transportation planning in the region.

Policy R1.1        Advocate the City’s interests to regional agencies that make land use and transportation system decisions that affect Sunnyvale.

Policy R1.2        Support coordinated regional transportation system planning and improvements.

Policy R1.3        Promote integrated and coordinated local land use and transportation planning.

#### Action Statements

R1.3.1            Participate in intergovernmental activities related to regional and sub-regional land use and transportation planning in order to advance the City’s interests.

R1.3.2            Promote shorter commute trips and ease congestion by advocating that all communities provide housing and employment opportunities.

R1.3.3            Monitor significant land use and transportation decisions pending in other communities to ensure that Sunnyvale is not adversely affected.

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### Transportation

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Policy R1.4        Achieve an operating level of service (LOS) “E” or better for all regional roadways and intersections as defined by the City’s functional classification of the street system.

- Policy R1.5 Maintain a functional classification of the street system that identifies Congestion Management Program roadways and intersections, as well as local roadways and intersections of regional significance.
- Policy R1.6 Preserve the option of extending Mary Avenue to the industrial areas north of U.S. Highway 101.
- Policy R1.7 Contribute to efforts to minimize region-wide average trip length and single-occupant vehicle trips.

Action Statements

- R1.7.1 Locate higher intensity land uses and developments so that they have easy access to transit services.
- R1.7.2 Support regional efforts, which promote higher densities near major transit and travel facilities without increasing the overall density of land usage.
- R1.7.3 Cooperate in efforts to study demand management initiatives including congestion-pricing, flexible schedules, gas taxes and market-based programs.
- Policy R1.8 Support statewide, regional and sub-regional efforts that provide for an effective transportation system.

Action Statements

- R1.8.1 Endorse funding to provide transportation system improvements that facilitate regional and interregional travel.
- R1.8.2 Advocate the preservation of railroad lines for both commuter and freight transit.
- R1.8.3 Advocate improvements to state and county roadways serving Sunnyvale.
- R1.8.4 Support efforts to plan and implement effective inter-jurisdictional transportation facilities.
- Policy R1.9 Support flexible and appropriate alternative transportation modes and transportation system management measures that reduce reliance on the automobile and serve changing regional and City-wide land use and transportation needs.

Action Statements

- R1.9.1 Support state and regional efforts to provide High Occupant Vehicle lanes, ridesharing, mass transit service, bicycling and Intelligent Transportation Systems.

R1.9.2 Promote modes of travel and actions that reduce single occupant vehicle trips and trip lengths.

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## Land Use

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Policy R1.10 Support land use planning that complements the regional transportation system.

Action Statements

R1.10.1 Encourage a variety of land use types and intensities on a regional level while maintaining and improving regional transportation service levels.

R1.10.2 Support alternative transportation services, such as light rail, buses and commuter rail, through appropriate land use planning.

R1.10.3 Encourage mixed uses near transit centers.

Policy R1.11 Protect regional environmental resources through local land use practices.

Action Statements

R1.11.1 Participate in state and regional activities to protect the natural environment.

R1.11.2 Protect and preserve the diked wetland areas in the Baylands, which serve as either salt evaporation ponds or holding ponds for the wastewater treatment plant.

Policy R1.12 Protect the quality of life for residents and businesses in Sunnyvale by actively participating in discussions and decisions on potential uses of Moffett Federal Airfield.

Action Statements

R1.12.1 Comprehensively review any proposed aviation services at Moffett that could increase aviation activity or noise exposure.

R1.12.2 Encourage appropriate uses that best support business and residents' desire in Sunnyvale.

R1.12.3 Pursue annexation of that portion of Moffett Federal Airfield within Sunnyvale’s sphere of influence.

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## THE CITY

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### Community Character

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Goal C1 Preserve and enhance an attractive community, with a positive image and a sense of place, that consists of distinctive neighborhoods, pockets of interest and human-scale development.

Policy C1.1 Recognize that the City is composed of residential, industrial and commercial neighborhoods, each with its own individual character and allows change consistent with reinforcing positive neighborhood values.

Action Statements

C1.1.1 Prepare and update land use and transportation policies, design guidelines, regulations and engineering specifications to reflect community and neighborhood values.

C1.1.2 Promote and achieve compliance with land use and transportation standards.

C1.1.3 Require appropriate buffers, edges and transition areas between dissimilar neighborhoods and land uses.

C1.1.4 Require that commercial activities be conducted primarily within a building.

Policy C1.2 Encourage nodes of interest and activity, such as parks, public open spaces, well planned development, mixed use projects and other desirable uses, locations and physical attractions.

Action Statements

C1.2.1 Promote downtown as a unique place that is interesting and accessible to the whole City and the region.

- C1.2.2 Encourage development of diversified building forms and intensities.
- C1.2.3 Encourage development of multi-modal transportation centers.
- C1.2.4 Maintain public open space areas and require private open space to be maintained.

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## Appropriate Housing

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- Goal C2 Ensure ownership and rental housing options in terms of style size and density that are appropriate and contribute positively to the surrounding area.
- Policy C2.1 Provide land use categories for and maintenance of a variety of residential densities to offer existing and future residents of all income levels, age groups and special needs sufficient opportunities and choices for locating in the community.

### Action Statements

- C2.1.1 Ensure consistency with the City's Housing and Community Revitalization Sub-Element.
- C2.1.2 Permit and maintain a variety of residential densities including:
  - ◆ Low density (0-7 dwelling units per net acre)
  - ◆ Low-Medium density (7-14 dwelling units per net acre)
  - ◆ Mobile home park (up to 12 mobile home dwelling units per net acre)
  - ◆ Medium density (14-27 dwelling units per net acre)
  - ◆ High density (27-45 dwelling units per net acre)
  - ◆ Very high density (45-65 dwelling units per net acre)

C2.1.3 Promote the maintenance and rehabilitation of existing housing.

C2.1.4 Support the transition of Industrial to Residential areas as opportunities to increase housing variety and stock.

C2.1.5 Study housing alternatives including co-housing, live-work spaces and transitional housing options to serve a changing population.

Policy C2.2 Encourage the development of ownership housing to maintain a majority of housing in the city for ownership choice.

Policy C2.3 Maintain lower density residential development areas where feasible.

Action Statements

C2.3.1 Study the potential rezoning of properties in the R-4 and R-5 zoning districts to other zoning districts.

C2.3.2 Promote and preserve single-family detached housing where appropriate and in existing single-family neighborhoods.

C2.3.3 Monitor the progress of the remediation efforts for Futures Site 5 (General Plan Category of Industrial to Residential for Low Medium Density Residential) to determine if and when conversion to residential use is appropriate.

Policy C2.4 Determine appropriate density for housing based on site planning opportunities and proximity to services.

Action Statements

C2.4.1 Locate higher density housing with easy access to transportation corridors, rail transit stations, bus transit corridor stops, commercial services and jobs.

C2.4.2 Locate lower density housing in proximity to existing lower density housing.

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## **Efficient Transportation**

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Goal C3 Attain a transportation system that is effective, safe, pleasant and convenient.

Policy C3.1 Achieve an operating level-of-service of “D” or better on the City-wide roadways and intersections, as defined by the functional classification of the street system.

Action Statements

C3.1.1 Maintain and update a functional classification of the street system.

C3.1.2 Monitor the operation and performance of the street system by establishing a routine data collection program and by conducting special data collection as the need arises.

C3.1.3 Require roadway and signal improvements for development projects to minimize decline of existing levels of service.

C3.1.4 Study and implement physical and operational improvements to optimize roadway and intersection capacities.

C3.1.5 Promote the reduction of single occupant vehicle trips and encourage an increase in the share of trips taken by all other forms of travel.

C3.1.6 Study the use of density, floor area limits, parking management, peak hour allocations and other techniques to maintain or achieve acceptable levels of service on existing roadways.

C3.1.7 Minimize the total number of vehicle miles traveled by Sunnyvale residents and commuters.

Policy C3.2 Integrate the use of land and the transportation system.

Action Statements

C3.2.1 Allow land uses that can be supported by the planned transportation system.

C3.2.2 Minimize driveway curb cuts and require coordinated access when appropriate.

C3.2.3 Encourage mixed-use developments that provide pedestrian scale and transit oriented services and amenities.

C3.2.4 Continue to evaluate transportation impacts from land use proposals at a neighborhood and City-wide level.

C3.2.5 Study potential transit station mixed use development.

Policy C3.3 Optimize city traffic signal system performance.

Action Statements

- C3.3.1 Maintain the signal system and respond quickly to signal breakdowns.
- C3.3.2 Monitor traffic signal control performance.
- C3.3.3 Interconnect groups of traffic signals where practicable.
- C3.3.4 Make appropriate hardware and software improvements to traffic signals.
- C3.3.5 Make the traffic signal system responsive to all users, including bicyclists and pedestrians.
- C3.3.6 Install and remove signals when warranted and establish an implementation schedule.

Policy C3.4 Maintain roadways and traffic control devices in good operating condition.

Action Statements

- C3.4.1 Inventory and monitor roadway conditions and implement a regular program of pavement maintenance.
- C3.4.2 Install permanent and painted pavement markings.
- C3.4.3 Implement programs for repair of roadbeds, barriers and lighting.
- C3.4.4 Respond quickly to sign damages and losses.
- C3.4.5 Develop and implement a program for long term transportation infrastructure replacement.
- C3.4.6 Manage on-street parking to assure safe, efficient traffic flow.
- C3.4.7 Conduct periodic analyses of roadway facilities and collision data in order to assure traffic safety.



Policy C3.5 Support a variety of transportation modes.

Action Statements

C3.5.1 Promote alternate modes of travel to the automobile.

C3.5.2 Require sidewalk installation in subdivisions of land and in new, reconstructed or expanded development.

C3.5.3 Support land uses that increase the likelihood of travel mode split.

C3.5.4 Maximize the provision of bicycle and pedestrian facilities.

C3.5.5 Implement the City of Sunnyvale Bicycle Plan.

C3.5.6 Support an efficient and effective paratransit service and transportation facilities for people with special transportation needs.

C3.5.7 Ensure safe and efficient pedestrian and bicycle connections to neighborhood transit stops.

C3.5.8 Work to improve bus service within the City, including linkages to rail.

Policy C3.6 Minimize expansion of the current roadway system, while maximizing opportunities for alternative transportation systems and related programs.

Action Statements

C3.6.1 Develop clear, safe and convenient linkages between all modes of travel including access to transit stations and stops, and connections between work, home and commercial sites.

C3.6.2 Promote public and private transportation demand management.

Policy C3.7 Pursue local, state and federal transportation funding sources to finance City transportation capital improvement projects consistent with City priorities.

Action Statements

C3.7.1 Develop alternatives and recommendations for funding mechanisms to finance the planned transportation system.

C3.7.2 Develop a funding mechanism where new and existing land uses equitably participate in transportation system improvements.

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## Strong Economy

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Goal C4 Sustain a strong local economy that contributes fiscal support for desired city services and provides a mix of jobs and commercial opportunities.

Policy C4.1 Maintain a diversity of commercial enterprises and industrial uses to sustain and bolster the local economy.

Action Statements

C4.1.1 Permit a variety of commercial and industrial uses including:

- ◆ Neighborhood Shopping
- ◆ General Business
- ◆ Central Business
- ◆ Office
- ◆ Industrial/Research and Development

C4.1.2 Encourage businesses that provide a range of job opportunities.

C4.1.3 Promote commercial uses that respond to the current and future retail service needs of the community.

C4.1.4 Create a strong, identifiable central business district that provides regional and Citywide shopping opportunities.

C4.1.5 Study the feasibility of requiring residential developments to incorporate telecommuting infrastructure.

Policy C4.2 Balance land use and transportation system carrying capacity necessary to support a vital and robust local economy.

**Land Use & Transportation Element \_\_\_\_\_ (1.0)**

Action Statements

C4.2.1 Permit industrial FARs up to 35% (and allow warehouse FARs up to 50%), and permit higher FARs in the Futures intensification areas.

C4.2.2 Study criteria to allow industrial FARs up to 45% by Use Permit in 35% zones, considering at a minimum including:

- ◆ the effect of the project on the regional or City-wide roadway system (e.g. strategies for reducing travel demand, proximity to transit centers, peak hour traffic generation)
- ◆ minimum development size
- ◆ redevelopment and/or lot consolidation
- ◆ that the project is intended primarily for a single user or has common/shared management
- ◆ mitigation of housing impacts
- ◆ the development will result in an overall positive community benefit

C4.2.3 Develop incentive programs to reduce parking demand, support alternative transportation, and reduce peak period traffic.

Policy C4.3 Consider the needs of business as well as residents when making land use and transportation decisions.

Policy C4.4 Encourage sustainable industries that emphasize resource efficiency, environmental responsibility and the prevention of pollution and waste.

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## **THE NEIGHBORHOODS**

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Goal N1 Preserve and enhance the quality and character of Sunnyvale’s industrial, commercial, and residential neighborhoods by promoting land use patterns and related transportation opportunities that are supportive of the neighborhood concept.

Policy N1.1 Protect the integrity of the City’s neighborhoods whether residential, industrial or commercial.

Action Statements

N1.1.1 Limit the intrusion of incompatible uses and inappropriate development into city neighborhoods.

N1.1.2 Foster the establishment of neighborhood associations throughout Sunnyvale to facilitate community building.

N1.1.3 Use density to transition between land use and to buffer between sensitive uses and less compatible uses.

N1.1.4 Anticipate and avoid whenever practical the incompatibility that can arise between dissimilar uses.

N1.1.5 Establish and monitor standards for community appearance and property maintenance.

Policy N1.2 Require new development to be compatible with the neighborhood, adjacent land uses and the transportation system.

Action Statements

N1.2.1 Integrate new development and redevelopment into existing neighborhoods.

N1.2.2 Utilize adopted City design guidelines to achieve compatible architecture and scale for renovation and new development in Sunnyvale’s neighborhoods.

N1.2.3 Develop specific area plans to guide change in neighborhoods that need special attention.

Policy N1.3 Support a full spectrum of conveniently located commercial, public and quasi-public uses that add to the positive image of the City.

Action Statements

N1.3.1 Review development proposals for compatibility within neighborhoods.

N1.3.2 Study the adequacy/deficiency of bicycle and pedestrian access and circulation within neighborhoods.

N1.3.3 Design streets, pedestrian paths and bicycle paths to link neighborhoods with services.

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## Residential

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Policy N1.4 Preserve and enhance the high quality and character of residential neighborhoods.

Action Statements

N1.4.1 Require infill development to complement the character of the residential neighborhood.

N1.4.2 Site higher density residential development in areas to provide transitions between dissimilar neighborhoods and where impacts on adjacent land use and the transportation system are minimal.

N1.4.3 Encourage and support home businesses that accommodate changing technologies and lifestyles, while remaining secondary to the nature of the residential neighborhood.

N1.4.4 Promote small-scale well-designed pedestrian-friendly spaces within neighborhoods to establish safe and attractive gathering areas.

N1.4.5 Require amenities with new development that serve the needs of residents.

Policy N1.5 Support a roadway system that protects internal residential areas from City-wide and regional traffic.

Action Statements

N1.5.1 Have internal residential neighborhood streets adequately serve traffic that is oriented to that neighborhood.

N1.5.2 Utilize the City's residential neighborhood "Traffic Calming" techniques to address specific neighborhood traffic concerns.

N1.5.3 Discourage non-neighborhood traffic from using residential neighborhood streets by accommodating traffic demand on city-wide and regional streets.

N1.5.4 Coordinate with adjacent communities to reduce and minimize commute traffic through Sunnyvale's residential neighborhoods.

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## Industrial/Research and Development

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- Policy N1.6 Safeguard industry’s ability to operate effectively, by limiting the establishment of incompatible uses in industrial areas.
- Policy N1.7 Support the location of convenient retail and commercial services (e.g., restaurants and hotels) in industrial areas to support businesses, their customers and their employees.
- Policy N1.8 Cluster high intensity industrial uses in areas with easy access to transportation corridors.

Action Statements

- N1.8.1 Require high quality site, landscaping and building design for higher intensity industrial development.
- Policy N1.9 Allow industrial, residential, commercial and office uses in the Industrial to Residential (ITR) Futures sites (Sites 4a, 4b, 6a, 6b, 7, 8, and 10).

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## Commercial/Office

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- Policy N1.10 Provide appropriate site access to commercial and office uses while preserving available road capacity.

Action Statements

- N1.10.1 Locate commercial uses where traffic can be accommodated, especially during peak periods (e.g., lunch time and commute times).
- N1.10.2 Encourage commercial enterprises and offices to provide support facilities for bicycles and pedestrians.
- Policy N1.11 Recognize El Camino Real as a primary retail corridor with a mix of uses.
- Action Statements
- N1.11.1 Use the Precise Plan for El Camino Real to protect legitimate business interests, while providing sufficient buffer and protection for adjacent and nearby residential uses.

N1.11.2 Minimize linear “strip development” in favor of commercial development patterns that reduce single-purpose vehicle trips.

Policy N1.12 Permit more intense commercial and office development in the downtown, given its central location and accessibility to transit.

Action Statements

N1.12.1 Use the Downtown Specific Plan to facilitate the redevelopment of downtown.

Policy N1.13 Promote an attractive and functional commercial environment.

Action Statements

N1.13.1 Discourage commercial uses and designs that result in a boxy appearance.

N1.13.2 Support convenient neighborhood commercial services that reduce automobile dependency and contribute positively to neighborhood character.

N1.13.3 Provide opportunities for and encourage neighborhood-serving commercial services in each residential neighborhood.

N1.13.4 Encourage the maintenance and revitalization of shopping centers.

N1.13.5 Provide pedestrian and bicycling opportunities to neighborhood commercial services.

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## **Public and Quasi-Public**

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Policy N1.14 Support the provision of a full spectrum of public and quasi-public services (e.g., parks, day care, group living, recreation centers, religious institutions) that are appropriately located in residential, commercial and industrial neighborhoods and ensure that they have beneficial effects on the surrounding area.

Action Statements

N1.14.1 Encourage carpooling to public and quasi-public services to minimize adverse traffic and parking impacts on neighborhoods.

- N1.14.2 Ensure the provision of bicycle support facilities at all major public use locations.
- N1.14.3 Encourage multiple uses of some facilities (e.g. religious institutions, schools, social organizations, day care) within the capacity of the land and the roadway system.
- N1.14.4 Encourage employers to provide on-site facilities such as usable open space, health club facilities and child care where appropriate.
- N1.14.5 Maintain and promote convenient community centers and services that enhance neighborhood cohesiveness and provide social and recreational opportunities.
- N1.14.6 Promote co-locating government (federal, state, county, city) activities to improve access to the community-at-large.



**Community Condition Indicators**

**Land Use and Transportation Element – 1.0**

		1999/2000	2000/2001		2001/2002	
		Actual	Actual	% Change	Projected	% Change
<u>Community Character</u>						
1.0.1	Square miles in the incorporated City	23.84	23.84	0.0%	23.84	0.0%
1.0.2	City population	132,500	133,215	0.5%	134,000	0.6%
1.0.3	Persons per household	3	2.49	-20.5%	3	17.0%
1.0.4	Acres of Vacant Land (11, 12, 23, 50, 63, 93) (does not include parking lots)	85.6	85.6	0.0%	85.6	0.0%
1.0.5	Areas with Specialized Plans	8	8	0.0%	8	0.0%
1.0.6	Acres of Gov. and Public Utility Facilities	1,739	1739	0.0%	1739	0.0%
1.0.7	Sunnyvale Municipal Code violations reported annually	1,932	1,936	0.2%	1,900	-1.9%
1.0.8	Average Industrial FAR	30.4%	31.7%	4.1%	32.8%	3.4%
1.0.9	Sites that require weed abatement	20	16	-25.0%	15	-6.7%
	Industrial Development Pool Balance (s.f.)*	2,443,036	2,375,224	-2.9%	875,224	-171.4%
*Reduced by 1.5 million square feet for Juniper Network's campus.						
<u>Appropriate Housing</u>						
1.0.10	Dwelling units:	54,094	54,392	0.5%	54,656	0.5%
	Ownership Opportunity	29,317	29,402	0.3%	29,429	0.1%
	Single-family Detached (Includes Accessory Units)	20,510	20,590	0.4%	20,617	0.1%
	Single-Family Attached (Townhomes and Condos)	5,256	5,261	0.1%	5,261	0.0%
	Mobile homes	3,551	3,551	0.0%	3,551	0.0%
	Rental Housing	24,777	24,990	0.9%	25,227	0.9%
	Duplexes	794	794	0.0%	794	0.0%
	Three or more units (Triplexes and Apartments)	23,308	23,521	0.9%	23,735	0.9%
	Specialty Housing (includes Senior Housing)	675	675	0.0%	698	3.3%
1.0.11	Percentage of housing stock over 25 years of age (Year built <1975)	87%	88%	1.1%	89%	1.1%
1.0.12	Owner-occupancy	63%	63.7%	1.1%	63.7%	0.0%

**Community Condition Indicators**

**Land Use and Transportation Element – 1.0**

		1999/2000	2000/2001		2001/2002	
		Actual	Actual	% Change	Projected	% Change
<u>Strong Economy</u>						
1.0.13	Mean household income	84,500	89,000	5.1%	86,000	-3.5%
1.0.14	Total jobs	131,560	132,518	0.7%	130,000	-1.9%
1.0.15	Employed residents	79,800	82,358	3.1%	79,900	-3.1%
1.0.16	Building plans received that require plan review	1,867	1,711	-7.8%	1,471	-16.3%
1.0.17	Building permits issued	4,819	4,502	-8.7%	3,918	-14.9%
1.0.18	Building permits closed	3,480	4281	N/A	4094	-4.6%
1.0.19	Building Plans reviewed by Planning (regular & express)	1,193	1,178	-1.3%	1,010	-16.6%
1.0.20	Administrative permits submitted	788	733	-7.5%	648	-13.1%
1.0.21	Minor Permit applications submitted	49	65	24.6%	52	-25.0%
1.0.22	Major permit applications submitted	39	53	26.4%	39	-35.9%
1.0.23	Business license applications reviewed by Planning	1,443	1,470	1.8%	1,500	2.0%
1.0.24	General Plan Amendment applications	3	19	84.2%	4	-375.0%
1.0.25	Commercial square footage approved (net new)	536,222	12,237	-4282.0%	840	-1356.8%
1.0.26	Industrial (square feet)*	1,550,171	290,164	-434.2%	2,540,000	88.6%
1.0.27	Housing Units Approved	40	190	78.9%	46	-313.0%
*Includes Juniper Networks project.						
<u>Efficient Transportation</u>						
1.0.28	Vehicle miles traveled on a weekday	2,308,182	2,314,241	17.0%	2,406,811	3.8%
1.0.29	Citizen traffic calls	5,500	NA	NA	NA	NA
1.0.30	Street intersections with traffic signals	122	126	3.2%	126	0.0%
1.0.31	Number of traffic signals interconnected	80	86	7.0%	87	1.1%
1.0.32	Street lights	8,769	8,779	0.1%	8,867	1.0%
1.0.33	Traffic accidents	1,800	1,533	-17.4%	1,607	4.6%
1.0.34	Traffic accidents per million vehicle miles	2.50	2.06	-21.4%	2.15	4.2%
1.0.35	Miles of City owned streets	300	300	0.0%	300	0.0%
1.0.36	Miles of bike lanes and routes	65	65	0.0%	74.5	12.8%
1.0.37	Number of bicycle accidents	55	43	-27.9%	42	-2.4%
1.0.38	Bicycle facilities added	15,000	18,650	19.6%	50,400	63.0%
1.0.39	Traffic regulatory/information signs	N/A	N/A	N/A	N/A	N/A

**Community Condition Indicators****Land Use and Transportation Element – 1.0**

		1999/2000	2000/2001		2001/2002	
		Actual	Actual	% Change	Projected	% Change
<u>Selected Average - daily volume traffic counts:</u>						
1.0.40	Mathilda Avenue between Maude and Bayshore	59,855	57,947	9.0%	59,396	2.4%
1.0.41	Homestead Road between Hollenbeck and Sunnyvale-Saratoga Road	23,291	23,895	2.5%	24,492	2.4%
1.0.42	Mary Avenue between Central Expressway and Maude	16,214	15,613	-3.8%	15,923	1.9%
1.0.43	Remington Drive between Sunnyvale-Saratoga Road and El Camino Real	16,022	17,389	7.9%	18,085	3.8%
1.0.44	Wolfe Road between Evelyn and Kifer	36,889	34,173	-7.9%	34,856	2.0%
1.0.45	Sunnyvale-Saratoga Road between Remington and Fremont	44,730	40,763	-9.7%	41,782	2.4%
1.0.46	County bus routes servicing the City	23	22	-4.5%	20	-10.0%
1.0.47	Average bus boardings and deboardings per day	17,238	17,883	3.6%	16,605	-7.7%
1.0.48	CalTrain Commuter trains per day (Northbound and Southbound)	68	78	12.8%	92	15.2%
1.0.49	Average train passenger boardings and deboardings per day	4,987	5,451	8.5%	6,269	13.0%
1.0.50	City owned parking lot spaces	3,000	2,550	-17.6%	2,795	8.8%
1.0.51	Light rail trips per day	209	209	N/A	196	-6.6%
1.0.52	Average light rail boardings and deboardings per day	1,644	1,788	N/A	1,294	-38.2%

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Program Outcome Statement**

Plan, operate and maintain the City's transportation system to meet the community's current and future access needs by:

- Designing optimal street layout as it applies to traffic control, signaling, signage and street lights,
- Performing transportation planning, traffic studies and intergovernmental coordination,
- Maintaining the traffic signal system in a safe and efficient manner,
- Optimizing City pavement condition to maintain safe and functional streets, and
- Maintaining street signs, markings and lighting in a safe and efficient manner.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* The Vehicle Collision Rate (collisions per million vehicle miles of travel) is at the base year of FY 1999/2000. - Number	4	2.50	2.50	2.50
* Travel speeds on major streets are maintained within norms as defined by the Highway Capacity Manual, with respect to volume, capacity and speed. - Percent	5	100.00%	100.00%	100.00%
* All major transportation studies are completed as scheduled 90% of the time. - Percent	3	90.00%	90.00%	90.00%
* Emergency traffic signal repairs are completed within one hour 90% of the time. - Percent	3	90.00%	90.00%	90.00%
* Streetlight outages are repaired within 24 hours, 90% of the time. - Percent	3	90.00%	90.00%	90.00%
* A customer satisfaction rating of 90% is achieved for the safety and reliability of traffic operations. - Rating	3	90.00%	90.00%	90.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	1.00	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Notes**

The Highway Capacity Manual is produced by the Transportation Research Board, a unit of the National Academy of Sciences. The manual interprets research on the characteristics and performance of transportation systems to provide engineering standards for the most effective design and use of transportation systems. Research and updating of the manual is continual by a program comprised of more than 300 committees, task forces, and panels composed of over 3,700 engineering, scientific, legal, and administrative professionals.

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11501 - Traffic Design**

Design City street layouts to promote the safe and efficient movement of traffic by:

- Designing roadway channelizations, bikeways and lighting modifications,
- Completing volume, speed and parking studies, and
- Analyzing and archiving traffic accident reports, so that:

**Service Delivery Plan Measures**

	<b>FY2001/2002 Adopted</b>	<b>FY2002/2003 Adopted</b>	<b>FY2003/2004 Adopted</b>
* The Vehicle Collision Rate (accidents per million vehicle miles of travel) is at the base year of FY 1999/2000. - Number	2.50	2.50	2.50
* Travel speeds on major streets are maintained within norms as defined by the Highway Capacity Manual, with respect to volume, capacity and speed. - Percent	100.00%	100.00%	100.00%
* 90% of approved roadway modifications are designed within 45 days in conformance to specifications. - Percent	90.00%	90.00%	90.00%
* 90% of traffic lighting modifications are completed within established deadlines and in conformance to specifications. - Percent	90.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 115000 - Design of Traffic Control Elements</b>				
Product: A Service Request Completed				
FY 2002/2003 Adopted	\$84,827.05	500.00	1,594.55	\$169.65
FY 2003/2004 Adopted	\$89,048.00	500.00	1,594.55	\$178.10
<b>Activity 115010 - Warrant Studies</b>				
Product: A Warrant Study Completed				
FY 2002/2003 Adopted	\$29,693.91	14.00	580.37	\$2,120.99
FY 2003/2004 Adopted	\$31,030.50	14.00	580.37	\$2,216.46
<b>Activity 115020 - Prepare Data/Analyses</b>				
Product: An Action Completed				
FY 2002/2003 Adopted	\$66,885.91	600.00	1,535.92	\$111.48
FY 2003/2004 Adopted	\$69,237.72	600.00	1,535.92	\$115.40
<b>Activity 115030 - Permits and Internal Requests</b>				
Product: An Action Completed				
FY 2002/2003 Adopted	\$72,703.38	550.00	1,377.64	\$132.19
FY 2003/2004 Adopted	\$76,225.33	550.00	1,377.64	\$138.59
<b>Activity 115040 - Planning Studies</b>				
Product: A Study Completed				
FY 2002/2003 Adopted	\$281,675.19	30.00	3,746.01	\$9,389.17
FY 2003/2004 Adopted	\$293,409.98	30.00	3,746.01	\$9,780.33
<b>Activity 115050 - Citizen Inquires</b>				
Product: An Inquiry Answered				
FY 2002/2003 Adopted	\$87,419.87	1,490.00	1,530.06	\$58.67
FY 2003/2004 Adopted	\$91,889.75	1,490.00	1,530.06	\$61.67

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Totals for Service Delivery Plan 11501:**

	<u>Costs</u>	<u>Work Hours</u>
FY 2002/2003 Adopted	\$623,205.31	10,364.55
FY 2003/2004 Adopted	\$650,841.28	10,364.55



**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11502 - Major Transportation Studies and Intergovernmental Coordination**

Conduct transportation studies and provide intergovernmental coordination to improve traffic safety and accommodate increases in travel demand by:

- Conducting major transportation studies,
- Conducting intergovernmental studies, and
- Developing and representing the City's interests with citizens and outside governmental agencies, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* All major transportation studies are completed as scheduled 90% of the time. - Percent	90.00%	90.00%	90.00%
* 95% of new or revised transportation improvement plans are submitted to the outside agencies on schedule. - Percent	95.00%	95.00%	95.00%
* 90% of regularly scheduled citizen group and outside agency meetings are attended by City staff. - Percent	90.00%	90.00%	90.00%
* 90% of Congestion Management Agency monitored intersections are rated level of service 'E' or better or have an approved deficiency plan. - Percent	90.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 115220 - Intergovernmental Coordination</b>				
Product: An Action Completed				
FY 2002/2003 Adopted	\$181,646.48	215.00	2,555.96	\$844.87
FY 2003/2004 Adopted	\$189,204.82	215.00	2,555.96	\$880.02
<b>Totals for Service Delivery Plan 11502:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$181,646.48</b>		<b>2,555.96</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$189,204.82</b>		<b>2,555.96</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11503 - Traffic Signal Operations and Maintenance**

Maintain City traffic signals to facilitate the safe and efficient movement of traffic through signalized intersections by:

- Performing preventive maintenance on City traffic signals,
- Conducting emergency repairs in a timely manner, and
- Optimizing the operation of traffic signals, so that:

<b><u>Service Delivery Plan Measures</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* Preventive maintenance is performed as scheduled 95% of the time. - Percent	95.00%	95.00%	95.00%
* Emergency repairs are completed within one hour of notification 90% of the time. - Percent	90.00%	90.00%	90.00%
* 75% of all traffic signals and interconnect systems are optimized annually. - Percent	75.00%	75.00%	75.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 115450 - Operate and Maintain Signals</b>				
Product: A Maintenance Action				
FY 2002/2003 Adopted	\$688,570.71	1,800.00	3,042.54	\$382.54
FY 2003/2004 Adopted	\$703,594.88	1,800.00	3,042.54	\$390.89
<b>Activity 115460 - Optimize Traffic Signals</b>				
Product: A Signal Optimized				
FY 2002/2003 Adopted	\$72,989.54	110.00	1,236.95	\$663.54
FY 2003/2004 Adopted	\$76,012.24	110.00	1,236.95	\$691.02
<b>Totals for Service Delivery Plan 11503:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
<b>FY 2002/2003 Adopted</b>	<b>\$761,560.25</b>		<b>4,279.49</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$779,607.12</b>		<b>4,279.49</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11506 - City Streetlight System**

Maintain City street lighting systems in a safe, cost-effective, and efficient manner by:

- Providing PG&E power to the street lights,
- Performing corrective repairs to defective street light systems, and
- Providing construction services for new and damaged street lights, so that:

**Service Delivery Plan Measures**

- \* Streetlight outages are repaired within 24 hours, 90% of the time.  
- Percent
- \* 95% of City streetlights are functioning on survey nights.  
- Percent
- \* Streetlight pole knockdowns are repaired within 5 days, 95% of the time.  
- Percent

	<b>FY2001/2002 Adopted</b>	<b>FY2002/2003 Adopted</b>	<b>FY2003/2004 Adopted</b>
	0.00%	90.00%	90.00%
	0.00%	95.00%	95.00%
	0.00%	95.00%	95.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 115700 - Provide Electrical Power for Streetlight System</b>				
Product: A Streetlight Powered				
FY 2002/2003 Adopted	\$522,425.70	8,000.00	1.00	\$65.30
FY 2003/2004 Adopted	\$532,874.59	8,000.00	1.00	\$66.61
<b>Activity 115701 - Provide Streetlight Construction</b>				
Product: An Occasion				
FY 2002/2003 Adopted	\$21,772.09	10.00	150.00	\$2,177.21
FY 2003/2004 Adopted	\$22,279.07	10.00	150.00	\$2,227.91
<b>Activity 115702 - Repair Streetlights - Electrical</b>				
Product: An Occasion				
FY 2002/2003 Adopted	\$34,199.06	530.00	502.00	\$64.53
FY 2003/2004 Adopted	\$35,486.60	530.00	502.00	\$66.96
<b>Activity 115703 - Repair Streetlights - Conduit</b>				
Product: A Lineal Foot				
FY 2002/2003 Adopted	\$3,257.36	50.00	50.00	\$65.15
FY 2003/2004 Adopted	\$3,386.35	50.00	50.00	\$67.73
<b>Activity 115704 - Repair/Replace Streetlight Lamps</b>				
Product: A Lamp Repaired/Replaced				
FY 2002/2003 Adopted	\$57,934.77	1,400.00	975.00	\$41.38
FY 2003/2004 Adopted	\$60,353.96	1,400.00	975.00	\$43.11
<b>Activity 115705 - Repair/Replace Signal Light Lamps</b>				
Product: A Lamp Repaired/Replaced				
FY 2002/2003 Adopted	\$3,708.83	25.00	60.00	\$148.35
FY 2003/2004 Adopted	\$3,861.63	25.00	60.00	\$154.47

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 115706 - Repair/Replace Sign Lamps</b>				
Product: A Lamp Repaired/Replaced				
FY 2002/2003 Adopted	\$3,708.83	35.00	60.00	\$105.97
FY 2003/2004 Adopted	\$3,861.63	35.00	60.00	\$110.33
<b>Activity 115707 - Repair Streetlight Knockdowns</b>				
Product: A Knockdown Repaired				
FY 2002/2003 Adopted	\$41,251.56	19.00	300.00	\$2,171.13
FY 2003/2004 Adopted	\$42,191.22	19.00	300.00	\$2,220.59
<b>Activity 115708 - Complete Corrective Repairs-PG &amp; E Problem</b>				
Product: An Occasion				
FY 2002/2003 Adopted	\$3,560.40	90.00	80.00	\$39.56
FY 2003/2004 Adopted	\$3,748.08	90.00	80.00	\$41.65
<b>Activity 115709 - Complete Corrective Repairs - Contractor</b>				
Product: An Occasion				
FY 2002/2003 Adopted	\$1,805.89	35.00	40.00	\$51.60
FY 2003/2004 Adopted	\$1,901.09	35.00	40.00	\$54.32
<b>Activity 115710 - Complete Miscellaneous Service Requests</b>				
Product: An Occasion				
FY 2002/2003 Adopted	\$3,208.83	30.00	60.00	\$106.96
FY 2003/2004 Adopted	\$3,356.63	30.00	60.00	\$111.89
<b>Activity 115711 - Survey Streetlights</b>				
Product: A Streetlight Surveyed				
FY 2002/2003 Adopted	\$7,178.44	900.00	140.00	\$7.98
FY 2003/2004 Adopted	\$7,435.51	900.00	140.00	\$8.26

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 115712 - Renumber Streetlight Poles</b>				
Product: A Pole Renumbered				
FY 2002/2003 Adopted	\$16,249.45	1,200.00	315.00	\$13.54
FY 2003/2004 Adopted	\$16,941.38	1,200.00	315.00	\$14.12
<b>Activity 115713 - Provide Graffiti Removal</b>				
Product: An Occasion				
FY 2002/2003 Adopted	\$5,634.98	110.00	140.00	\$51.23
FY 2003/2004 Adopted	\$5,919.22	110.00	140.00	\$53.81
<b>Activity 115714 - Coordinate Utility Locates</b>				
Product: A Utility Located				
FY 2002/2003 Adopted	\$12,302.53	300.00	300.00	\$41.01
FY 2003/2004 Adopted	\$12,938.29	300.00	300.00	\$43.13
<b>Activity 115716 - Provide Maintenance/Repair for Facilities/Storage</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$1,354.41	30.00	30.00	\$45.15
FY 2003/2004 Adopted	\$1,425.82	30.00	30.00	\$47.53
<b>Activity 115717 - Provide Administration</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$11,460.67	233.00	233.00	\$49.19
FY 2003/2004 Adopted	\$11,937.85	233.00	233.00	\$51.24
<b>Activity 115718 - Provide Training</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$3,805.89	40.00	40.00	\$95.15
FY 2003/2004 Adopted	\$3,921.09	40.00	40.00	\$98.03



**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Totals for Service Delivery Plan 11506:**

	<u>Costs</u>	<u>Work Hours</u>
FY 2002/2003 Adopted	\$754,819.69	3,476.00
FY 2003/2004 Adopted	\$773,820.01	3,476.00

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Totals for Program 115:</b>				
<b>FY 2002/2003 Adopted</b>	<b>\$2,321,231.73</b>		<b>20,676.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$2,393,473.23</b>		<b>20,676.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Program Outcome Statement**

Maintain safe and reliable City roadways in a cost-effective and proactive manner to meet the community's current and future access needs by:

- Planning and implementing pavement construction and in accordance with City budgets, schedules and standard specifications,
- Repair pavement deficiencies in a timely manner to facilitate the safe and efficient flow of traffic through the City,
- Maintaining pavement surfaces to prolong economic life, maximize investment and reduce liability,
- Creating, installing, and maintaining traffic signs and markings in a safe and efficient manner, and
- Using the City's Pavement Management System to assist with cost-effective decisions concerning pavement maintenance and rehabilitation strategies.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* 95% of hazardous pavement conditions are corrected within 3 hours of notification. - Percent	5	0.00%	95.00%	95.00%
* 95% of hazardous sign conditions are corrected within 3 hours of notification. - Percent	5	0.00%	95.00%	95.00%
* 90% of City streets are rated "good" based on regional standards. - Percent	4	0.00%	90.00%	90.00%
* 90% of all scheduled arterial striping is completed. - Percent	3	0.00%	90.00%	90.00%
* 95% of preventive maintenance scheduled for the fiscal year is completed. - Percent	3	0.00%	95.00%	95.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is 1.0. - Ratio	4	0.00	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11601 - Major Pavement Corrective Repairs**

Perform major corrective repairs on City street pavements in a safe, cost-effective, and proactive manner by:

- Reconstructing pavements that have deteriorated below a Pavement Condition Index (PCI) rating of 59 to improve traffic safety and minimize travel delays,
- Performing asphalt overlay on streets that have a PCI rating between 60-69 to maximize the life of existing pavements,
- Using the City's Pavement Management System to assist with cost-effective decisions concerning pavement maintenance and rehabilitation strategies, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 90% of City streets are rated "good" based on regional standards. - Percent	0.00%	90.00%	90.00%
* 90% of arterial streets have a PCI rating higher than 59 to improve traffic safety and minimize travel delays. - Percent	0.00%	90.00%	90.00%
* 80% of arterial streets have a PCI rating higher than 69 to maximize life of existing pavements. - Percent	0.00%	80.00%	80.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 116000 - Reconstruct Streets</b>				
Product: A 1,000 Square Feet				
FY 2002/2003 Adopted	\$1,536.50	0.00	20.00	\$0.00
FY 2003/2004 Adopted	\$1,610.95	0.00	20.00	\$0.00
<b>Activity 116001 - Asphalt Overlay Streets</b>				
Product: A 1,000 Square Feet				
FY 2002/2003 Adopted	\$306,168.46	255.00	450.00	\$1,200.66
FY 2003/2004 Adopted	\$307,832.03	255.00	450.00	\$1,207.18
<b>Activity 116002 - Pavement Management System Administration</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$60,969.51	1,112.00	1,112.00	\$54.83
FY 2003/2004 Adopted	\$63,808.06	1,112.00	1,112.00	\$57.38
<b>Totals for Service Delivery Plan 11601:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$368,674.47</b>		<b>1,582.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$373,251.04</b>		<b>1,582.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11602 - Minor Pavement Corrective Repairs**

Perform minor corrective repairs to City street pavements in a safe, cost-effective, and proactive manner by:

- Performing pavement grinding, patching, and skin coating on City streets to improve traffic safety and minimize travel delays, and
- Repairing hazardous pavement conditions in a timely manner to minimize liability, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 95% of hazardous pavement conditions are corrected within 3 hours of notification. - Percent	0.00%	95.00%	95.00%
* 95% of minor corrective maintenance scheduled for the fiscal year is completed. - Percent	0.00%	95.00%	95.00%
* 90% of all nonplanned repairs that are requested, are completed in 30 days. - Percent	0.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 116003 - Temporary Patch</b>				
Product: A Square Foot				
FY 2002/2003 Adopted	\$17,271.26	6,000.00	295.00	\$2.88
FY 2003/2004 Adopted	\$18,027.20	6,000.00	295.00	\$3.00
<b>Activity 116004 - Skin Coat</b>				
Product: A Square Foot				
FY 2002/2003 Adopted	\$32,393.85	25,000.00	540.00	\$1.30
FY 2003/2004 Adopted	\$33,770.90	25,000.00	540.00	\$1.35
<b>Activity 116005 - Remove Pavement by Grinding</b>				
Product: A Square Foot				
FY 2002/2003 Adopted	\$40,660.50	19,020.00	630.00	\$2.14
FY 2003/2004 Adopted	\$42,300.82	19,020.00	630.00	\$2.22
<b>Activity 116006 - Deep Lift Patching</b>				
Product: A Square Foot				
FY 2002/2003 Adopted	\$63,052.39	15,000.00	640.00	\$4.20
FY 2003/2004 Adopted	\$64,930.00	15,000.00	640.00	\$4.33
<b>Activity 116007 - Unscheduled Repairs</b>				
Product: A Repair				
FY 2002/2003 Adopted	\$17,163.21	130.00	265.00	\$132.02
FY 2003/2004 Adopted	\$17,854.21	130.00	265.00	\$137.34
<b>Activity 116008 - Brick and Structural Repairs</b>				
Product: A Repair				
FY 2002/2003 Adopted	\$1,133.91	40.00	18.00	\$28.35
FY 2003/2004 Adopted	\$1,180.12	40.00	18.00	\$29.50

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Totals for Service Delivery Plan 11602:**

	<u>Costs</u>	<u>Work Hours</u>
FY 2002/2003 Adopted	\$171,675.12	2,388.00
FY 2003/2004 Adopted	\$178,063.25	2,388.00



**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11603 - Pavement Preventative Maintenance**

Perform preventative maintenance on City street pavements in a safe, cost-effective, and proactive manner by:

- Performing chip seal and slurry seal to maximize the life of existing pavements,
- Preparing all streets, prior to resurfacing treatments, to reduce premature deterioration of City pavements, and
- Pre-notifying residents of pending resurfacing dates to limit inconvenience and job interruptions, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 95% of preventive maintenance scheduled for the fiscal year is completed. - Percent	0.00%	95.00%	95.00%
* 95% of streets receiving resurfacing treatments have first completed all crack seal, petromat, and permanent patching required. - Percent	0.00%	95.00%	95.00%
* 95% of streets receiving resurfacing treatments are correctly notified and posted. - Percent	0.00%	95.00%	95.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 116009 - Crack Seal</b>				
Product: A Lineal Foot				
FY 2002/2003 Adopted	\$135,253.53	532,133.00	2,275.00	\$0.25
FY 2003/2004 Adopted	\$140,872.59	532,133.00	2,275.00	\$0.26
<b>Activity 116010 - Apply Petromat</b>				
Product: A 1000 Square Feet				
FY 2002/2003 Adopted	\$92,138.79	730.00	710.00	\$126.22
FY 2003/2004 Adopted	\$94,479.87	730.00	710.00	\$129.42
<b>Activity 116011 - Permanent Patching</b>				
Product: A Square Foot				
FY 2002/2003 Adopted	\$967,918.93	340,000.00	13,477.00	\$2.85
FY 2003/2004 Adopted	\$1,003,908.63	340,000.00	13,477.00	\$2.95
<b>Activity 116012 - Slurry Seal</b>				
Product: A 1,000 Square Feet				
FY 2002/2003 Adopted	\$327,623.33	5,200.00	1,725.00	\$63.00
FY 2003/2004 Adopted	\$331,964.84	5,200.00	1,725.00	\$63.84
<b>Activity 116013 - Chip Seal</b>				
Product: A 1,000 Square Feet				
FY 2002/2003 Adopted	\$392,312.33	2,560.00	4,440.00	\$153.25
FY 2003/2004 Adopted	\$404,882.89	2,560.00	4,440.00	\$158.16
<b>Activity 116014 - Provide Advance Notices</b>				
Product: A Project Location				
FY 2002/2003 Adopted	\$30,209.43	290.00	600.00	\$104.17
FY 2003/2004 Adopted	\$31,460.20	290.00	600.00	\$108.48

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 116015 - Maintenance and Repair for Facilities and Equipment</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$24,531.53	420.00	420.00	\$58.41
FY 2003/2004 Adopted	\$25,569.68	420.00	420.00	\$60.88
 <b>Totals for Service Delivery Plan 11603:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$1,969,987.87</b>		<b>23,647.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$2,033,138.70</b>		<b>23,647.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11604 - Traffic Signs**

Maintain City street signs in a safe, cost-efficient, and proactive manner by:

- Fabricating traffic signs in accordance with specifications in the Manual On Uniform Traffic Control Devices,
- Installing traffic signs to command attention and respect of road users,
- Maintaining traffic signs to provide guidance and facilitate safe navigation by all road users, and
- Providing temporary traffic controls as needed during emergencies, power outages and/or special events, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 95% of hazardous sign conditions are corrected within 3 hours of notification. - Percent	0.00%	95.00%	95.00%
* 90% of all potential liabilities identified during a semi-annual inspection are repaired within 30 days. - Percent	0.00%	90.00%	90.00%
* 90% of all residential areas receive scheduled sign maintenance each fiscal year. - Percent	0.00%	90.00%	90.00%

**City of Sunnyvale  
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**Program 116 - Pavement Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 116016 - Silk Screen Fabrication</b>				
Product: A Sign				
FY 2002/2003 Adopted	\$5,930.89	548.00	95.00	\$10.82
FY 2003/2004 Adopted	\$6,181.51	548.00	95.00	\$11.28
<b>Activity 116017 - Hand Fabrication</b>				
Product: A Sign				
FY 2002/2003 Adopted	\$47,160.27	1,590.00	505.00	\$29.66
FY 2003/2004 Adopted	\$48,660.71	1,590.00	505.00	\$30.60
<b>Activity 116018 - Sign/Pole Installation</b>				
Product: A Sign/Pole Installed				
FY 2002/2003 Adopted	\$14,053.44	378.00	208.00	\$37.18
FY 2003/2004 Adopted	\$14,599.56	378.00	208.00	\$38.62
<b>Activity 116019 - Repair Traffic Sign/Pole</b>				
Product: A Sign/Pole Repaired				
FY 2002/2003 Adopted	\$30,267.91	1,360.00	540.00	\$22.26
FY 2003/2004 Adopted	\$31,622.89	1,360.00	540.00	\$23.25
<b>Activity 116020 - Replace Traffic Sign/Pole</b>				
Product: A Sign/Pole Replaced				
FY 2002/2003 Adopted	\$46,984.02	1,576.00	655.00	\$29.81
FY 2003/2004 Adopted	\$48,717.04	1,576.00	655.00	\$30.91
<b>Activity 116021 - Remove Traffic Sign/Pole</b>				
Product: A Sign/Pole Removed				
FY 2002/2003 Adopted	\$5,824.88	167.00	110.00	\$34.88
FY 2003/2004 Adopted	\$6,090.80	167.00	110.00	\$36.47

**City of Sunnyvale  
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**Program 116 - Pavement Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 116022 - Temporary Traffic Controls</b>				
Product: An Occasion				
FY 2002/2003 Adopted	\$36,108.63	364.00	650.00	\$99.20
FY 2003/2004 Adopted	\$37,762.69	364.00	650.00	\$103.74
<b>Totals for Service Delivery Plan 11604:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
FY 2002/2003 Adopted	<b>\$186,330.04</b>		<b>2,763.00</b>	
FY 2003/2004 Adopted	<b>\$193,635.20</b>		<b>2,763.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11605 - Traffic Markings**

Maintain City roadway markings in a safe, cost-efficient, and proactive manner by:

- Installing, maintaining, and removing lane line striping to provide for orderly and predictable traffic movements,
- Installing and maintaining crosswalks, limit bars, and legends to provide safe guidance and adequate warnings,
- Installing and maintaining all traffic markings to convey a clear message,
- Installing and maintaining traffic markings to be visible under varied light and weather conditions, and
- Installing and maintaining traffic controls within City owned parking lots to direct and assist vehicle operators, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 90% of all scheduled arterial striping is completed. - Percent	0.00%	90.00%	90.00%
* 90% of all scheduled residential crosswalks, limit bars, and legend maintenance is completed each fiscal year. - Percent	0.00%	90.00%	90.00%
* 90% of all scheduled maintenance within City owned parking lots is completed each fiscal year. - Percent	0.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 116026 - Traffic Line Striping</b>				
Product: A Lineal Foot				
FY 2002/2003 Adopted	\$96,286.22	928,000.00	1,265.00	\$0.10
FY 2003/2004 Adopted	\$99,780.08	928,000.00	1,265.00	\$0.11
<b>Activity 116027 - Premarking/Cat Tracking</b>				
Product: A Project Location				
FY 2002/2003 Adopted	\$41,453.40	580.00	740.00	\$71.47
FY 2003/2004 Adopted	\$43,327.13	580.00	740.00	\$74.70
<b>Activity 116028 - Maintain Thermoplastic Crosswalks and Limit Bars</b>				
Product: A Lineal Foot				
FY 2002/2003 Adopted	\$19,411.54	12,818.00	274.00	\$1.51
FY 2003/2004 Adopted	\$20,151.72	12,818.00	274.00	\$1.57
<b>Activity 116029 - Maintain Thermoplastic Legends</b>				
Product: A Legend Maintained				
FY 2002/2003 Adopted	\$31,310.01	215.00	500.00	\$145.63
FY 2003/2004 Adopted	\$32,577.94	215.00	500.00	\$151.53
<b>Activity 116030 - Maintain Paint Crosswalks and Limit Bars</b>				
Product: A Lineal Foot				
FY 2002/2003 Adopted	\$34,520.60	43,875.00	580.00	\$0.79
FY 2003/2004 Adopted	\$35,985.33	43,875.00	580.00	\$0.82
<b>Activity 116031 - Maintain Paint Legends</b>				
Product: A Legend Maintained				
FY 2002/2003 Adopted	\$46,472.61	1,800.00	800.00	\$25.82
FY 2003/2004 Adopted	\$48,483.15	1,800.00	800.00	\$26.94



**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 116032 - Curb Painting</b>				
Product: A Lineal Foot				
FY 2002/2003 Adopted	\$21,098.59	24,055.00	344.00	\$0.88
FY 2003/2004 Adopted	\$21,965.41	24,055.00	344.00	\$0.91
<b>Activity 116033 - Install Transportation Reflectors</b>				
Product: A Reflector Placed				
FY 2002/2003 Adopted	\$34,593.09	12,000.00	495.00	\$2.88
FY 2003/2004 Adopted	\$35,888.26	12,000.00	495.00	\$2.99
<b>Activity 116034 - Remove Traffic Markings</b>				
Product: A Lineal Foot				
FY 2002/2003 Adopted	\$23,390.93	30,706.00	435.00	\$0.76
FY 2003/2004 Adopted	\$24,457.10	30,706.00	435.00	\$0.80
<b>Activity 116035 - City Owned Parking Lot Maintenance</b>				
Product: A Parking Lot Maintained				
FY 2002/2003 Adopted	\$6,006.68	14.00	113.00	\$429.05
FY 2003/2004 Adopted	\$6,277.60	14.00	113.00	\$448.40
<b>Activity 116036 - Maintenance and Repair for Facilities and Equipment</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$21,793.06	410.00	410.00	\$53.15
FY 2003/2004 Adopted	\$22,788.40	410.00	410.00	\$55.58
<b>Totals for Service Delivery Plan 11605:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
FY 2002/2003 Adopted	<b>\$376,336.73</b>		<b>5,956.00</b>	
FY 2003/2004 Adopted	<b>\$391,682.12</b>		<b>5,956.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11606 - Administration**

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 116037 - Provide Supervision</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$356,690.87	5,223.00	5,223.00	\$68.29
FY 2003/2004 Adopted	\$370,387.35	5,223.00	5,223.00	\$70.91
<b>Activity 116038 - Provide Support</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$57,499.50	1,118.00	1,118.00	\$51.43
FY 2003/2004 Adopted	\$60,157.05	1,118.00	1,118.00	\$53.81
<b>Activity 116039 - Provide Training</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$127,235.78	2,293.00	2,293.00	\$55.49
FY 2003/2004 Adopted	\$133,001.31	2,293.00	2,293.00	\$58.00
<b>Activity 116040 - Plan Review and Field Inspections</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$24,282.53	420.00	420.00	\$57.82
FY 2003/2004 Adopted	\$25,405.52	420.00	420.00	\$60.49
<b>Totals for Service Delivery Plan 11606:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$565,708.68</b>		<b>9,054.00</b>	
FY 2003/2004 Adopted	<b>\$588,951.23</b>		<b>9,054.00</b>	
<b>Totals for Program 116:</b>				
FY 2002/2003 Adopted	<b>\$3,638,712.91</b>		<b>45,390.00</b>	
FY 2003/2004 Adopted	<b>\$3,758,721.54</b>		<b>45,390.00</b>	

## **2. Community Development**

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The physical features and resources of the City must be efficiently managed and effectively planned. The development of the community to ensure the wise use of land, the provision and conservation of open space, continuous housing revitalization, seismic safety, and harmony between function and appearance is important and necessary. The Community Development Element of the Sunnyvale General Plan outlines the present physical condition of the City and identifies goals, policies and adopted strategies to make its physical environment a growing asset rather than a problem that needs to be minimized. This Element is closely linked with the Land Use and Transportation Element. Proper planning and management are part of the Community Development Element and are found in each of its sub-elements:

- ❑ Open Space and Conservation
- ❑ Housing and Revitalization
- ❑ Safety and Seismic Safety
- ❑ Community Design

# Open Space Sub-Element

## Goals, Policies and Action Statements

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### Management of Open Space

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Goal 2.2A      Manage a comprehensive open space program that is responsive to public need, delivers high quality customer service and exemplifies the City's commitment to leadership in environmental affairs.

Policy 2.2A.1    Encourage active citizen involvement in the development and management of open space.

#### Action Statements

2.2A.1a    Provide opportunities for public participation in planning the development and management of open space.

2.2A.1b    Conduct a comprehensive assessment of needs for open space and recreation facilities and services at least every five years concurrent with updating of the Open Space Sub-Element.

2.2A.1c    Provide a mechanism that receives and responds to public comments on the design, effectiveness and condition of sites and facilities.

2.2A.1d    Investigate and pursue avenues for citizen involvement in the implementation of open space programs, such as landscape plantings and park beautification activities.

Policy 2.2A.2    Provide consistently high quality customer service through attractive open space, parks and facilities, which invite and facilitate public use.

#### Action Statements

2.2A.2a    Support implementation of the City's customer service philosophy through staff training and other supervisory policies and practices.

2.2A.2b    Develop, redevelop, modify or enhance sites and facilities based upon the findings of periodic needs assessments.

2.2A.2c    Encourage responsible use of the open space system through positive public relations and communication.

2.2A.2d    Develop, redevelop or modify park sites, amenities, fixtures or furniture for access by mobility-impaired and physically limited persons.

Policy 2.2A.3 Provide a comprehensive program of consistent and effective operations and maintenance for all open space and park sites and facilities.

Action Statements

2.2A.3a Update and utilize a comprehensive program for site and facility maintenance that will provide safe, clean, attractive and functional open space and park sites and facilities.

2.2A.3b Adopt and follow a comprehensive program of infrastructure replacement and upgrading as a part of the annual parks and facilities maintenance and capital budgets.

Policy 2.2A.4 Implement innovative policies and practices that support the City's leadership in environmental affairs.

Action Statements

2.2A.4a Continue and expand the current water conservation program and investigate feasibility of utilizing reclaimed wastewater for irrigation and water features throughout the open space system.

2.2A.4b Develop and implement a system-wide program of energy conservation in maintenance and operational activities for all sites and facilities.

2.2A.4c Develop and implement public recycling programs as feasible at sites throughout the open space system.

2.2A.4d Investigate and implement techniques, which minimize use of chemicals in maintaining turf and landscape materials.

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## **Fiscal Framework**

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Goal 2.2B Acquire and develop open space identified as high priority through land dedication or purchase.

Policy 2.2B.1 Require the dedication of land by developers when the property to be developed is adjacent to an existing open space, park site or area otherwise identified as a high priority for open space uses.

Action Statement

2.2B.1a Coordinate efforts with the Community Development department to notify developers of high priority open space sites.

Policy 2.2B.2 Pursue the acquisition of federal lands currently located at Moffett Naval Air Station.

Action Statements

2.2B.2a Secure title to the 35-acre parcel currently leased from the Navy, which is part of the Sunnyvale Municipal Golf Course.

2.2B.2b Investigate the feasibility of acquiring and operating the Moffett Field Golf Course.

Policy 2.2B.3 Maintain the Open Space Reserve at a level sufficient to meet identified land acquisition goals.

Action Statements

2.2B.3a Review and evaluate open space and land acquisition/development opportunities on an ongoing basis.

2.2B.3b Identify level of fiscal resources necessary to acquire land for future development or redevelopment as open space.

Policy 2.2B.4 Identify revenue sources and increase revenues, where possible, which can be allocated to parks and open space operating budgets and capital improvements.

Action Statements

2.2B.4a Participate in the review of all development and redevelopment projects, which may result in park dedication fees that will be applied to the Capital Improvement program for jointly developed and operated projects.

2.2B.4b Encourage contributions, grants and loans for open space acquisition and development through the community and other foundations, civic organizations and individuals.

2.2B.4c Continue to monitor all governmental agencies for potential open space grants and prepare applications as appropriate.

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## Parks and Special Use Facilities

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Goal 2.2C Maintain a system of parks that assures all residents, workers and visitors access to recreation opportunities by providing Neighborhood Parks, Athletic/Play Fields and Special Use Facilities.

Policy 2.2C.1 Provide, develop and maintain Neighborhood Parks.

Action Statements

2.2C.1a Evaluate conditions of each site on an annual basis.

2.2C.1b Update base maps and inventory of facilities and equipment of all sites subsequent to any development, redevelopment or other improvements.

2.2C.1c Complete development of new park sites concurrent with the surrounding residential development as appropriate.

2.2C.1d Coordinate the siting and design of each park with the City's Planning Division and Public Works Department to ensure effective integration of the park site into the urban structure and utility networks.

2.2C.1e Consider acquisition or lease of sites to assure that accessible open space is maintained in each existing neighborhood and provided to any new neighborhoods.

Policy 2C.2 Provide, develop and maintain Athletic/Play Fields.

Action Statements

2.2C.2a Evaluate conditions of each site on an annual basis.

2.2C.2b Update base maps and inventory of facilities and equipment of all sites subsequent to any development, redevelopment or other improvements.

2.2C.2c Jointly develop or redevelop athletic/play field sites with the appropriate School District per established agreements.

Policy 2C.3 Investigate development of a system of multi-purpose trails for recreational uses.



Action Statements

- 2.2C.3a Research and assess the feasibility of developing a system of off-street pedestrian and bicycle trails utilizing flood channels, utility rights-of-way and other linear parcels.
- 2.2C.3b Explore additional opportunities to develop or enhance the area along the Hetch Hetchy Aqueduct as a pedestrian/bicycle trail.
- 2.2C.3c Explore the joint use of Santa Clara Valley Water District owned land for trail purposes.
- 2.2C.3d Participate in planning and development of the Regional San Francisco Bay Trail to assure access from Baylands Park.

Policy 2.2C.4 Provide, develop and maintain Special Use Parks and Facilities.

Action Statements

- 2.2C.4a Evaluate conditions of each site on an annual basis.
- 2.2C.4b Update base maps and inventory of facilities and equipment of all sites subsequent to any development, redevelopment or other improvements.
- 2.2C.4c Provide for a balance between general recreation uses and special interest uses in parks and facilities.
- 2.2C.4d Explore development of a major athletic complex at the former Sunnyvale High School site if property is declared surplus by Fremont Union High School District.
- 2.2C.4e Consider the designation, development and management of an Orchard Heritage Park at the Community Center site consistent with an overall plan and in cooperation with the Sunnyvale Historical Society.

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## School District Support and Cooperation

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Goal 2.2D Cooperate with and support the four School Districts which serve Sunnyvale in order to continue access to school sites and facilities by people who live, work

or visit in Sunnyvale for suitable, safe and consistent recreational use and enjoyment.

Policy 2.2D.1 Participate in joint planning by the City and the School Districts for preservation, development or upgrading of open space and recreational facilities for continued community use of school open space sites.

Action Statements

2.2D.1a Continue close cooperation with the School Districts for joint planning, design and development of open space and recreational facilities on school sites for community use.

2.2D.1b Update base maps and inventory of facilities and equipment of all sites subsequent to any development, redevelopment or other improvements.

Policy 2D.2 Encourage the School Districts to retain school sites used for community open space and recreation programs. When financially feasible, consider acquisition or joint use of sites and suitable facilities that are declared surplus if they are needed to maintain neighborhood open space accessibility.

Action Statements

2.2D.2a Maintain long-term contractual agreements with the School Districts for operation, maintenance and use of designated sites.

2.2D.2b Assist School Districts, where appropriate, to find buyers or tenants compatible with continued community open space and recreation uses at closed school sites.

2.2D.2c Consider acquisition or lease of a portion of the former Sunnyvale High School site for development of a major athletic complex.

2.2D.2d Consider the acquisition or lease of open space and related facilities at Braly and Ponderosa Elementary Schools if the sites are declared surplus by the Santa Clara School District.

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## **Intergovernmental Coordination and Cooperation**

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Goal 2.2E Encourage and cooperate with other governmental agencies to preserve and protect regional open space and to acquire, develop, maintain and operate regional recreation facilities that are available to people who live, work or visit in Sunnyvale.

Policy 2.2E.1 Support and encourage Santa Clara County, the Mid-Peninsula Regional Open Space District, State of California and appropriate federal agencies and established private entities to acquire, develop, maintain and operate existing and new open space and recreational sites and facilities within the urbanized area in and around Sunnyvale.

Action Statements

2.2E.1a Complete joint development of Sunnyvale Baylands Park with Santa Clara County and operate and maintain the site and facilities.

2.2E.1b Support other agencies in the development of regional pedestrian/bicycle trails and specifically, the Regional San Francisco Bay Trail coordinated by the Association of Bay Area Governments.

2.2E.1c Support legislation that will provide additional funding for local, county and regional park acquisition, development and maintenance.

2.2E.1d Pursue a cooperative effort with the U.S. Fish and Wildlife Service in the management and interpretation of the seasonal wetlands at Sunnyvale Baylands Park.

2.2E.1e Support additional regional open space acquisition by the County of Santa Clara and the Mid-Peninsula Regional Open Space District.

2.2E.1f Support the formation of a County Open Space District.

Policy 2.2E.2 Cooperate with other public or private agencies on the planning and development of open space sites and facilities located adjacent to City boundaries.

Action Statements

2.2E.2a Work closely and cooperatively with neighboring cities and other public or private agencies to plan and develop park sites and facilities located near City boundaries in order to eliminate duplication, reduce over/under use and assure access for people who live, work or visit in Sunnyvale.

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## **Industry, Private and Commercial Coordination and Cooperation**

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Goal 2F Encourage efforts by industrial and commercial enterprises in the City to preserve, develop, operate and maintain open space and recreational facilities that are available to people who live, work or visit in Sunnyvale.

Policy 2.2F.1 Encourage development of private or commercial facilities that will retain or create open space areas or expand recreational opportunities for the general public.

Action Statement

2.2F.1a Encourage development proposals for private membership or commercial recreational uses that will reserve or maintain open space to benefit and serve the recreational needs of people who live, work or visit in Sunnyvale.

# Housing and Community Revitalization Sub-Element

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## Goals, Policies and Action Statements

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### Supply

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Goal 2.3A Foster the expansion of the housing supply to provide greater opportunities for current and future residents, given environmental, social, fiscal and land use constraints.

Policy 2.3A.1 Continue to improve, if feasible, the existing jobs to housing ratio.

#### Action Statements

2.3A.1a The City will review its General Plan to facilitate the creation of additional housing units and in doing such review, address the need to balance single-family versus apartment and townhouse development.

2.3A.1b The City will review the capacity of the infrastructure to accommodate any increase in housing intensity.

2.3A.1c The City shall periodically review and compare its job growth potential to its housing growth.

2.3A.1d The City should periodically survey surrounding communities to review the various ways those communities are resolving their jobs and housing imbalance.

2.3A.1e The City should consider allowing and encouraging residential densities higher than 45 units per acre, in certain areas of the City, where appropriate.

2.3A.1f The City shall develop standards for lot sizes under 6,000 square feet and residential zones providing for single-family like detached or attached housing, in order to encourage affordable owner-occupied lots.

2.3A.1g The City should continue efforts to balance the need for additional housing with other community values, such as preserving the character of established neighborhoods, high quality design and promoting a sense of identity in each neighborhood.

2.3A.1h The City should implement its Function and Appearance Sub-Element to address design issues related to density, such as the relationship of lot size and shape to the permitted number of units.

2.3A.1i The City should promote the concept of open space and landscaping in the use and allowances of density and buildings, to preserve the quality of the City neighborhoods.

Policy 2.3A.2 Continue to require office and industrial development above a certain intensity to mitigate the demand for housing or provide additional housing.

Action Statement

2.3A.2a The City shall require industrial and commercial developments that exceed established floor area ratios to contribute towards the housing fund or take other measures to mitigate the effects of the job increase upon the housing supply.

Policy 2.3A.3 Continue to permit and encourage a residential mix with jobs-producing land uses, as long as there is neighborhood compatibility and no environmental constraints are apparent.

Action Statements

2.3A.3a The City should study ways to encourage mixed uses.

2.3A.3b The City should study the possibility of increasing the density of residential areas.

Policy 2.3A.4 Encourage innovative types of housing in existing residential zoning districts.

Action Statements

2.3A.4a The City shall require all new developments to build at least 75% of permitted densities.

2.3A.4b The City shall continue the Accessory Unit Ordinance as a means to increase supply of affordable units.

2.3A.4c The City will encourage residential care facilities that are distributed throughout the community.

2.3A.4d The City should evaluate residential development proposals in view of the needs of families requiring three or more bedrooms

2.3A.4e The City shall review the appropriateness of the "O" (Office) overlay as it relates to residential zoning districts.

Policy 2.3A.5 Continue to provide timely and efficient processing for all developments.

Action Statement

2.3A.5a The City shall continue to monitor its processing steps and time for development proposals.

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## **Neighborhood Conditions**

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Goal 2.3B Ensure a high quality living and working environment.

Policy 2.3B.1 Continue to encourage property owners to maintain existing developments in a manner, which enhances the City. Properties should be aesthetically pleasing, free from nuisances and safe from hazards.

Action Statements

2.3B.1a The City should continue to offer technical assistance to homeowners to aid them in maintaining, upgrading and improving their property. Such assistance shall be provided by staff and a free manual on maintenance and improvement.

2.3B.1b The City should continue to evaluate its outreach efforts for rehabilitation and conservation programs. Current outreach efforts involve utility staffers, advertising, staff visits with community groups and free pamphlets describing the programs.

2.3B.1c The City shall continue a high quality of maintenance for public streets, rights-of-way and recreational areas.

2.3B.1d The City will continue to participate in programs, which increase home ownership opportunities, such as the Mortgage Credit Certificate and Below Market Rate Programs, if funding is available.

2.3B.1e The City shall encourage the review of and implement concepts found in the Function and Appearance Sub-Element.

Policy 2.3B.2 Continue to implement the Neighborhood Preservation Program.

Action Statements

- 2.3B.2a The City should review existing codes, ordinances and use permit conditions with the possibility of increasing enforcement or developing new codes where neighborhood and community preservation issues are involved. The emphasis, however, will be on promoting voluntary compliance.
- 2.3B.2b For residential planning areas and defined neighborhoods having 10% of the structures rated below an "A" (sound) rating or areas with a majority of its structures over 30 years old, the City shall, if staff is available, continue its concentrated rehabilitation and code compliance program by identifying target areas, involving a strong community participation component and using both its code enforcement powers and its rehabilitation resources.
- 2.3B.2c The City shall coordinate the Neighborhood Preservation Program with other programs, in order to avoid duplication of activity and maximize efficiency.
- 2.3B.2d The City should continue its Home Business Ordinance, which permits businesses that do not affect the primary residential character of the neighborhood and that do not involve retail sales, large inventories, hazardous materials or traffic problems. Such businesses may not be operated in the yard or garage.
- 2.3B.2e The City should study the impacts of the aging of its housing in order to plan for services needed.
- 2.3B.2f The City should continue to develop and implement a citizen-oriented, pro-active education program regarding neighborhood preservation.

Policy 2.3B.3 Continue to participate in the Community Development Block Grant and other rehabilitation programs.

Action Statement

- 2.3B.3a The City should continue involvement with the rehabilitation programs. The rehabilitation programs includes CDBG loans for single family homes, including mobile homes and CDBG paint grants. Rental rehabilitation occurs through a local program with federal and non-federal funds.

Policy 2.3B.4 Ensure that new development and rehabilitation efforts promote quality design and harmonize with existing neighborhood surroundings.

Action Statements

- 2.3B.4a The City should continue architectural and site review of private and public development to ensure that the design is sensitive to and compatible with existing neighborhood surroundings.
- 2.3B.4b The City should study and propose design solutions to mitigate the effects of a combination of uses or a combination of uses of different intensities.
- 2.3B.4c Review and implement the concepts found in the Function & Appearance Sub-Element.



Policy 2.3B.5 Displacement impacts on tenants as a result of revitalization or land use changes should be considered in the application approval process and minimized where possible.

Action Statement

2.3B.5a A land use change or revitalization program which displaces tenants shall, as a part of the City's application approval process, include a plan stating efforts taken by the property owner to assist relocation of tenants. These could include: (1) favorable rental or purchase arrangements after work is completed, (2) location of vacancies in similar housing, (3) fixed payments of moving costs, (4) no rent increases upon application and until relocation is secured, (5) right of first purchase refusal and (6) reduced purchase price options.

Policy 2.3B.6 Continue the City's energy program to promote environmentally sound energy programs, such as solar hot water heating.

Action Statements

2.3B.6a The City will review and incorporate environmentally sound programs into the implementation of the Housing and Community Revitalization Sub-Element.

2.3B.6b Continue to use State weatherization grants for mobile homes, if funding is available.

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## **Affordability**

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Goal 2.3C Promote and maintain a diversity in tenure, type, size, location and cost-of-housing to permit a range of individual choice for all current residents and those expected to become City residents as a result of normal growth processes and employment opportunities.

Policy 2.3C.1 Attempt to maintain as many as possible of the existing rental units affordable to lower income families and seniors.

Action Statements

2.3C.1a The City will continue to support private participation in rental subsidy programs, such as the Section 8 existing program. The City will continue to encourage greater participation by local property owners such as publicizing and providing information to owners, contacting apartment owners, sending letters and working with organizations that promote such participation.

2.3C.1b The City should continue to identify, encourage and publicize private activities and programs, which will create affordable housing opportunities, including rental but especially in owner-occupied, single-family developments. The City currently works with non-profit community groups to create affordable housing. Information on the availability of facilities for the handicapped is provided by the City to hospitals and rehabilitation centers.

2.3C.1c The City should continue to participate in HUD's Housing Assistance Programs through the Housing Authority to ensure maximum benefit to Sunnysvale residents, if funding is available. Every year the City should review the availability of new programs if staff time permits.

2.3C.1d The City should encourage and assist non-profit housing organizations and the Housing Authority to develop 100 new low and very low income rental units within the City over the next five years, by identifying sites and potential surplus sites through the use of housing mitigation fees, which are provided by office/industrial developers who exceed a specified floor area ratio.

Policy 2.3C.2 Continue to require a mix in the price of housing units in new subdivisions and apartment complexes as a way of distributing low and moderate cost throughout the City.

Action Statements

2.3C.2a The City should continue its inclusionary zoning ordinance which implements the Below Market Rate policies for new construction and which offers assistance to buyers and renters of 10% of all new units constructed, except those units in R-O and R-1 zones.

2.3C.2b Continue the resale controls element of the Below Market Rate Program.

2.3C.2c Study the concept of allowing an in-lieu payment option for the Below Market Rate program. Accumulated funds would be used to supplement existing housing programs or expand into new program areas.

Policy 2.3C.3 Continue to use local, state and federal financing programs which help reduce the costs of construction or costs to the resident, in order to make housing affordable to low and middle income families, seniors and people with disabilities.

Action Statements

2.3C.3a The City should consider direct City and public financial involvement in housing programs, including City bonding resources and possible submission of an Article 34 election to voters if needed.

2.3C.3b The City should continue to pursue financial and planning resources available to write down the cost of land in order to assist developers of below market rate housing by reviewing available programs and by participation in a density bonus program which provides density bonuses to developers of affordable

housing.

- 2.3C.3c The City should review the feasibility of encouraging limited equity cooperatives as a source of lower income ownership housing.
- 2.3C.3d The City shall continue its Community Development Block Grant Program to assist private agencies in locating affordable housing for families and seniors, if funding is available.
- 2.3C.3e Study the 1986 Tax Act to report on the opportunities for private investment in affordable housing suitable for the Sunnyvale area.
- 2.3C.3f Participate with the County to encourage the use of Mortgage Revenue Bonds, if available, to develop 70 moderate income owner occupied units and 70 very low and low income rental units within the City over the next 5 years.
- 2.3C.3g Study the future uses of the tax increment revenues from the Redevelopment Agency that are to be used for low and moderate income housing, if such revenues become available.

Policy 2.3C.4 Continue to provide assistance to homeless people.

Action Statements

- 2.3C.4a Evaluate the existing statistics on homeless people to ascertain the extent of the problem within the City.
- 2.3C.4b Analyze the potential role the City should assume in providing housing for homeless people, if existing organizations are unable to meet this need.
- 2.3C.4c Consider developing alternative City-based and City-funded programs to accommodate the City's fluctuating homeless population. Continue to support existing organizations, which shelter homeless people.
- 2.3C.4d Study the feasibility of cooperating with private and non-profit organizations to provide additional assistance to homeless people in the City.

Policy 2.3C.5 Continue to promote a working relationship with residential developers and realtors to help implement housing policies.

Action Statement

- 2.3C.5a The City should provide information about General Plan policies (including those in the Function and Appearance Sub-Element), development regulations, approval procedures and financing programs.

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## Accessibility – Fair Housing Practices

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Goal 2.3D Promote a community in which all people regardless of their ethnicity, race, religion, marital status, handicap, sex or age will have an equal opportunity to avail themselves of housing.

Policy 2.3D.1 Continue to support efforts of organizations which work toward eliminating unlawful discrimination in Sunnyvale.

Action Statements

2.3D.1a The City shall continue its Age Discrimination Ordinance to discourage age discrimination.

2.3D.1b The City should prepare an annual review of the Age Discrimination Ordinance based on the reports provided by the non-profit agency, which monitors discrimination for Sunnyvale.

2.3D.1c The City should continue to provide assistance to a local non-profit organization that provides services to those experiencing discrimination.

2.3D.1d The City should review existing lending practices such as redlining to determine the extent to which these practices may inhibit the City achieving its General Plan goals and policies related toward housing development and to allow for greater leverage and on-going income streams for housing programs.

Policy 2.3D.2 Continue to ensure that handicapped persons have access to newly constructed residential developments when required by code and encourage similar access in renovated structures.

Action Statements

2.3D.2a The City should consider exploring the feasibility of providing greater handicapped access through the development review process (as a supplement to minimum State requirements).

2.3D.2b The City should encourage handicapped access during renovations, when appropriate, and continue its home access program if funds remain available.

Policy 2.3D.3 Continue to promote good tenant/landlord relations.

Action Statements

- 2.3D.3a The City should have information available to tenants concerning their rights and responsibilities.
- 2.3D.3b The City should have available information to landlords concerning their rights and responsibilities of owning rental property.
- 2.3D.3c The City should continue to support and to refer landlord/tenant problems to a non-profit agency that provides rental information and mediation services on a voluntary basis to Sunnyvale residents, if funding is available.

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## **Condominium and Mobile Home Park Conversions**

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- Goal 2.3E Provide a mixture of owner and rental housing opportunities by allowing conversion from apartment to condominiums or cooperatives when a benefit to the overall City housing need can be shown. Provide an equitable process with reasonable mitigation measures in the event of conversion of mobile home parks to a different use.
- Policy 2.3E.1 Continue to allow condominium and cooperative conversions only when the Citywide vacancy rate for rental units warrants such conversions.
  - 2.3E.1a The City shall continue its Condominium Conversion Ordinance, which provides a system for evaluating condominium and cooperative conversion proposals.
  - 2.3E.1b The City will continue to conduct a survey of apartments to determine the vacancy rate every six months.
- Policy 2.3E.2 Ensure that all condominium conversions meet on-site standards.
- Policy 2.3E.3 Continue to provide for tenant protection prior to condominium conversion.

Action Statement

- 2.3E.3a The City's Condominium Conversion Ordinance should provide a mechanism to ensure that efforts were not made to create vacancies immediately prior to the conversion application.

- Policy 2.3E.4 Continue to provide ownership opportunities to those living in apartment complexes at the time of application.
- Policy 2.3E.5 Continue to provide for low and moderate inclusionary units at the complex, under the Below Market Rate Program, in the event a condominium conversions occurs.
- Policy 2.3E.6 Continue to regulate the conversion of mobile home parks in the event of a change of use.

Action Statement

- 2.3E.6a The City shall continue its Mobile Home Park Conversion Ordinance.

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**Intergovernmental Coordination**

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- Goal 2.3F Assume an active role in reviewing and formulating federal, state, regional and countywide housing programs to ensure compatibility with local policies and needs.
- Policy 2.3F.1 Continue to provide comments concerning state and regional housing plans, which affect Sunnyvale.
- Policy 2.3F.2 Consider supporting housing legislation at the county, state and federal levels, which will promote the goals and policies of the Housing and Community Revitalization Sub-Element.

Action Statements

- 2.3F.2a Support the elimination of state-by state volume caps imposed on mortgage revenue bond issues by the 1986 federal Tax Reform Act, with regard to all housing projects.
- 2.3F.2b Oppose Census cuts that eliminate housing data needed for planning purposes.
- 2.3F.2c Support federal legislation to find ways to maintain the supply of housing threatened by the expiration of federal housing subsidy contracts.
- 2.3F.2d Support legislation, which exempts from the school impact fee all publicly-subsidized housing including low and moderate income housing for senior

citizens.

Policy 2.3F.3 Continue an active dialogue with neighboring cities, Santa Clara County and ABAG regarding mutual concerns.

Action Statement

2.3F.3a Continue participation in the Golden Triangle Task Force.

# Seismic Safety Sub-Element

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## Goals, Policies and Action Statements

Goal 2.4A        Ensure that natural and human-caused hazards are recognized and considered in decisions affecting the community and that land uses reflect acceptable levels of risk based on identified hazards and occupancy.

Policy 2.4A.1    Land Use: Evaluate and consider existing seismic potential hazards in developing land use policies. Make land use decisions based on an awareness of the hazards and potential hazards for the specific parcel of land.

### Action Statements

2.4A.1a    Encourage coordination of planning decisions, concerns and information sharing among the neighboring cities, affected agencies and interested citizen groups.

2.4A.1b    Retain existing residential sprinkler and fire resistive roofing requirements.

2.4A.1c    Encourage and cooperate with seismic and geologic investigations in the Sunnyvale planning area by such scientific agencies as the U.S. Geological Survey and the California Division of Mines and Geology.

2.4A.1d    Maintain the current United States Geological Service maps of all known seismic and geologic hazards located in the City.

2.4A.1e    Require geotechnical reports for new developments and redevelopments north of Highway 237.

Policy 2.4A.2    Flood Hazards: Take measures to protect life and property from the effects of a 1% (100-year) flood.

### Action Statements

2.4A.2a    Encourage the Santa Clara Valley Water District to reevaluate the capacity of Stevens Creek, Calabazas Creek, Sunnyvale East, West and El Camino Flood Control Channels in relation to a 1% (100 year) flood.

2.4A.2b    Encourage and monitor the work of the Santa Clara Valley Water District in maintaining all creeks and channels in Sunnyvale free of flow inhibiting vegetation, debris and silt.



2.4A.2c Encourage Santa Clara Valley Water District to maintain their dikes and levees at least 3 feet above the 1% flood level and to provide continued inspection and repair from damage caused by burrowing animals.

2.4A.2d Maintain the flood plain management practices as outlined by the Federal Emergency Management Agency and the Army Corps of Engineers.

2.4A.2e Participate in the National flood Insurance Program.

Policy 2.4A.3 Hazardous Materials: Promote a living and working environment safe from exposure to hazardous materials.

Action Statements

2.4A.3a Maintain current information on the hazardous materials used in Sunnyvale businesses and their potential hazards to the community.

2.4A.3b Participate in future development of proposed state and local code changes in storage and handling methods for hazardous materials.

2.4A.3c Monitor the work of the Naval Facilities Engineering Command, Western Division (San Bruno), to ensure proper environmental clean-up of the Moffett Field land.

2.4A.3d Use the Santa Clara County Hazardous Waste Management Plan as Sunnyvale's policy document and planning guide for planning off-site hazardous waste management facilities and all hazardous waste management programs within the City.

Policy 2.4A.4 Aviation: Make planning decisions that establish and/or maintain a safe mix of aviation and land use for the areas affected by Moffett Field.

Action Statements

2.4A.4a Oppose any effort to promote Moffett Field for civil/general aviation.

2.4A.4b Consider the Air Installation Compatible Use Zone in decisions concerning appropriate land use within the vicinity of Moffett Field.

Policy 2.4A.5 Essential Services: Maintain lifelines\* in good operating condition to lessen damage and increase survivability after a major disaster.

\* Lifelines are essential services necessary for the continued normal functioning of the community, e.g. water, gas, electricity, transportation and communication lines.

2.4A.5a Encourage the state and county to maintain and/or improve their over crossings to increase their ability to survive a major seismic event.

2.4A.5b Encourage Pacific Gas and Electric and Pacific Bell to assess, maintain and, if necessary, improve their facilities to increase their ability to survive a major seismic event.

2.4A.5c Study, evaluate and fund the improvements needed to the east pond levee at the Water Pollution Control Plant to increase its ability to survive a major earthquake.

Goal 2.4B Ensure that the City, its citizens, business and industry are prepared to effectively respond to major emergencies.

Policy 2.4B.1 Emergency Response Facilities: Maintain and construct City facilities utilized for emergency response so that they remain operable after a major seismic event.

Action Statements

2.4B.1a Inspect City owned facilities to ensure compliance with seismic safety/safety standards as needed. Fund capital projects when necessary to bring critical facilities to seismic standards.

2.4B.1b Construct new City facilities to meet or exceed seismic safety/safety standards so that they will remain operable after a major earthquake or disaster.

Policy 2.4B.2 Emergency Management Organization: Provide for the emergency management of the City in order to protect life and property in the event of a disaster.

Action Statements

2.4B.2a Provide annual training for those persons assigned to the Emergency Management Organization.

2.4B.2b Annually review the Emergency Management Organization chart, responsibilities and tasks so that it reflects sound emergency management principles.

2.4B.2c Maintain an Emergency Operations Center for direction and control of disaster response and recovery.

Policy 2.4B.3 Emergency Planning and Coordination: Provide an integrated approach to planning and preparedness for emergencies and disasters.

Action Statements

2.4B.3a Identify, assess and maintain data on hazards to the community.

2.4B.3b Maintain an Emergency Plan and update it as necessary.

2.4B.3c Identify and maintain communications and coordination with community resources that will provide assistance during emergencies.

2.4B.3d Coordinate planning and training with other agencies and jurisdictions to provide an effective and coordinated response to any emergency/disaster.

- 2.4B.3e Train employees and operational units in emergency preparedness and disaster response procedures appropriate to their job function.
- 2.4B.3f Maintain communication with and provide training exercises to improve coordination between City staff and private support organizations.
- 2.4B.3g Evaluate City resources and make recommendations for improving City self-reliance during emergencies.
- 2.4B.3h Provide assistance to residents and businesses in emergency preparedness.

Policy 2.4B.4 Schools: Provide information and assistance to public/private schools and day care centers to plan and prepare for emergencies and disasters.

Action Statements

- 2.4B.4a Assist schools and day care centers in emergency preparedness.
- 2.4B.4b Encourage private schools and day care centers not constructed under the Field Act to evaluate and improve their buildings for seismic safety.
- 2.4B.4c Assist in the development of emergency preparedness curriculum and training materials for schools and day care centers.

Policy 2.4B.5 Business and Industry: Provide information and assistance to business and industry to plan and prepare for emergencies and disasters.

Action Statements

- 2.4B.5a Provide available emergency preparedness information to businesses and industries that request assistance.
- 2.4B.5b Encourage business and industry to plan for recovery from catastrophic events.

Policy 2.4B.6 Community: Provide the citizens of Sunnyvale information, encouragement and assistance with emergency planning and preparedness.

Action Statements

- 2.4B.6a Provide citizens with information on self-help during and after a disaster.
- 2.4B.6b Provide speakers for emergency preparedness talks to interested citizens and community groups.
- 2.4B.6c Identify and coordinate community volunteers that wish to participate in planning, preparedness or response activities.

Policy 2.4B.7 Communications: Provide emergency radio communications for coordination of emergency response and the capability to communicate with outside agencies and citizens.

Action Statements

2.4B.7a Periodically review emergency radio capabilities to enhance survivability during a major disaster.

2.4B.7b Assist and encourage volunteer amateur radio operators to prepare for citizen band radio operations during a disaster or emergency.

Goal 2.4C Ensure that the City, its citizens, business and industry are prepared to recover from disasters.

Policy 2.4C.1 Provide for the continuation of City government and services following a major disaster.

2.4C.1a Maintain a thorough and current Emergency Plan that provides information for the continuation of City government immediately following a disaster.

2.4C.1b Plan for the recovery and resumption of all City operations after a disaster.

Policy 2.4C.2 Citizens and Business/Industry: Encourage citizens and business/industry to plan for recovery from disasters.

Action Statements

2.4C.2a Provide assistance to local businesses in planning for recovery and resumption of business after a disaster.

2.4C.2b Provide guidance to citizens on disaster recovery through brochures, talks and other public information methods.

2.4C.2c Encourage citizens/businesses to purchase earthquake or other catastrophic insurance coverage.

# Community Design Sub-Element

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## Goals, Policies and Action Statements

This section of the Sub-Element contains the goals, policies and actions for guiding the design of future development on both public and private properties. The goals and policies capsulize the intent of the Community Design Sub-Element and provide direction for future decisions affecting the physical form of the City. The Action Statements reflect a more specific way to implement the goals and policies.

The goals, policies and action statements within the Community Design Sub-Element are based on the following assumptions:

1. Identity. Residents, business owners and visitors benefit from a defined and attractive image for the City as a whole and for Sunnyvale's unique districts and neighborhoods. A more clearly articulated image will create a more memorable place. This sense of place and identity is important to the well being of the community.
2. Legibility. A legible environment allows people to make sense of their surroundings. Legible environments require diversity where the various components have a clear and understandable meaning. Sunnyvale needs more distinguishing features to acknowledge and celebrate the unique districts and services comprising the City.
3. Comfort and Safety. Safety and comfort are basic to the welfare of the community. Roadways, buildings and site plans can be designed to promote safety and comfort. A safe and comfortable environment should be available for all types of transportation, including pedestrian and available to everyone in the community.
4. Integration. Projects, which are integrated with surrounding properties or districts improve the quality of life by reducing visual and functional conflicts. Integration of new construction has practical benefits and improves the appearance of the physical environment.
5. Enjoyment. People are attracted to environments where there are beautiful and enjoyable features. People need places, which are enjoyable and fun. Enjoyable environments are places designed to be responsive to people and human needs, rather than merely efficient. Well designed and attractive buildings and roadways, and outdoor places with appealing landscaping and artworks are essential to the enjoyment of the physical environment.
6. Community. Public places, which are owned and shared by everyone create a sense of belonging and identity for the community. Public places bring people together and promote mutual respect and civic pride.

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## City's Image

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Goal 2.5A Promote Sunnyvale's image by maintaining, enhancing and creating physical features, which distinguish Sunnyvale from surrounding communities and by preserving historic buildings, special districts and residential neighborhoods which make the City unique.

Policy 2.5A.1 Identify the boundaries of the City with attractive and distinctive features.

Action Statements

2.5A.1a Encourage unique and uniform roadway landscaping and, where possible, median improvements to distinguish the City's boundaries.

2.5A.1b Continue to enhance the visibility, accessibility and use of the San Francisco Bay on the City's northern boundary.

2.5A.1c Consider studying ways to minimize the barrier impact of highways and expressways by developing design approaches, which relate these roadways to the rest of the community.

2.5A.1d Continue to develop a comprehensive gateway improvement program to select major gateways for improvements such as special landscaping, signage, visitor information centers, patterned pavement, monuments or artwork and unique private development standards.

2.5A.1e Consider installing new City of Sunnyvale monument signs at major gateways into Sunnyvale and developing a comprehensive sign program to identify major attractions within the City.

2.5A.1f Locate City of Sunnyvale signs in attractive surroundings and, whenever possible, in medians with distinctive landscaping.

2.5A.1g Encourage distinctive and attractive buildings and site design at major gateways into Sunnyvale.

2.5A.1h Maintain a compatible scale with the roadway when designing gateway improvements.

Policy 2.5A.2 Ensure that new development is compatible with the character of special districts and residential neighborhoods.

Action Statements

2.5A.2a Maintain design guidelines and policies for new construction in historic districts which define acceptable building styles, shapes, rooflines, colors, materials, fenestration and setbacks and develop new guidelines as needed.

- 2.5A.2b Continue to maintain and develop zoning standards, which preserve the quality of residential neighborhoods.
- 2.5A.2c Continue to encourage infill development or redevelopment which is compatible with the use, density, setbacks, height and, where possible, the predominant building style and size of the surrounding district or neighborhood.
- 2.5A.2d Continue to identify and adopt methods of preserving historic resources and special districts.

Policy 2.5A.3 Support measures, which enhance the identity of special districts and residential neighborhoods to create more variety in the physical environment.

Action Statements

- 2.5A.3a Encourage diversity and develop programs to emphasize the unique features of special districts and neighborhoods.
- 2.5A.3b Consider development of specific plans or design guidelines for the El Camino Real Commercial District and Mathilda Avenue corridor and study the feasibility of specific plans or guidelines for portions of Evelyn Avenue.
- 2.5A.3c Continue to preserve buildings with unique historic or architectural value.
- 2.5A.3d Protect historic landmarks by discouraging adjacent development, which hides or overwhelms their unique qualities.
- 2.5A.3e Encourage new landmarks and features to distinguish districts and neighborhoods.
- 2.5A.3f Strengthen the downtown as the visual as well as functional focus of Sunnyvale.
- 2.5A.3g Consider design features that help locate the downtown district and emphasize the roadways and intersections leading downtown.
- 2.5A.3h Encourage distinctive projects at major nodes, which have a coherent spatial relationship and create dynamic spaces at these intersections.
- 2.5A.3i Maintain existing programs and study new programs which promote the maintenance and quality of residential neighborhoods.

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## **The View from the Road**

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Goal 2.5B Create an attractive street environment which will compliment private and public properties and be comfortable for residents and visitors.

Policy 2.5B.1 Maintain and provide attractive landscaping in the public right-of-way to identify the different types of roadways and districts, make motorists more comfortable and improve the enjoyment of residential neighborhoods.

Action Statements

2.5B.1a Continue to maintain and provide landscaped medians on major thoroughfares where it is physically and financially feasible.

2.5B.1b Maintain and provide professionally designed medians with an interesting and attractive variety of ornamental, deciduous and evergreen trees and plants which are predominantly water-wise and drought resistant.

2.5B.1c Continue to design landscape medians for easy and safe maintenance.

2.5B.1d Encourage tree selection in the right-of-way, which is in scale with the type of roadway and emphasizes important gateways.

2.5B.1e Consider uniform and cohesive landscape themes for districts, major thoroughfares, City boundaries and neighborhoods.

2.5B.1f Continue to choose roadway trees based on the planting site micro climate, whether the tree species is disease and insect resistant, location of utility wires, size of the planting site, root system potential for sidewalk damage, pruning requirements and the appropriateness of the visual characteristics of the trees.

2.5B.1g Encourage trees, which do not obscure business signage in commercial districts.

2.5B.1h Continue to provide attractive canopy trees in residential districts.

2.5B.1i Investigate new varieties of trees for use in the City right-of-way.

2.5B.1j Continue to plant and maintain street trees along the public right-of-way and identify areas which require replanting or replacement trees.

Policy 2.5B.2 Provide a safe and comfortable system of pedestrian and bicycle pathways.

Action Statements

2.5B.2a Continue to maintain City sidewalks and study ways to prevent root damage.

2.5B.2b Consider studying alternatives or modifications to monolithic sidewalks to provide traffic buffers for pedestrians.



2.5B.2c Consider installing street trees next to the curb along major thoroughfares with significant pedestrian activity or in special areas, which would benefit from a unified landscape theme.

2.5B.2d Cooperate in regional efforts to establish a bay trail around San Francisco Bay.

2.5B.2e Consider installing benches on sidewalks where there are shady resting spots or scenic vistas.

Policy 2.5B.3 Minimize elements, which clutter the roadway and look unattractive.

Action Statements

2.5B.3a Maintain the requirements for undergrounding overhead utility wires.

2.5B.3b Maintain and develop programs to achieve more attractive private fencing facing the public right-of-way.

2.5B.3c Continue to work with County and State agencies to choose appropriate colors, textures and landscaping for sound walls on freeways and expressways.

2.5B.3d Encourage soundwall location and design, which emphasizes important gateways into Sunnyvale.

2.5B.3e Maintain a sign ordinance to assure that signage is attractive, compatible with the district and not distracting to motorists.

2.5B.3f Continue to ensure that signage is used to identify businesses rather than advertise them.

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## Private Development

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Goal 2.5C Ensure that buildings and related site improvements for private development are well designed and compatible with surrounding properties and districts.

Policy 2.5C.1 Place a priority on quality architecture and site design which will enhance the image of Sunnyvale and create a vital and attractive environment for businesses, residents and visitors, and be reasonably balanced with the need for economic development to assure Sunnyvale's economic prosperity.

Action Statements

2.5C.1a Continue to improve the design review process by using design professionals on staff and developing design guidelines to direct developers and assist the

City in architectural and site review.

2.5C.1b Consider developing handout and summaries of design policies, guidelines and regulations to assist developers early in the project design process.

2.5C.1c Continue to insure that projects have amenities, which make them attractive and that these features are not sacrificed to maximize development potential.

Policy 2.5C.2 Review site plans to insure the design is compatible with the natural and surrounding built environment.

Action Statements

2.5C.2a Encourage site design, which preserves scenic vistas and maximizes solar orientation for heating and cooling.

2.5C.2b Continue to monitor and develop standards for the preservation of mature trees and landscaping and encourage the preservation of landscaping to be considered early in the site design.

2.5C.2c Continue to require that sites be designed so that the building locations, driveways, parking, exterior mechanical equipment, auxiliary structures and service access areas are attractive and compatible with adjoining properties and the public right-of-way.

2.5C.2d Continue to require that on-site lighting be energy efficient, unobtrusive and located to minimize off-site glare while providing adequate nighttime safety.

2.5C.2e Encourage site plans to be integrated with the adjoining road pattern and at important junctures, provide view corridors into the project or other interesting features which will engage people.

2.5C.2f Continue to review project design to insure minimum noise impacts to adjoining properties and reduce noise impacts from off-site sources, such as traffic.

2.5C.2g Consider studying areas where the street and building setback relationship could be improved.

2.5C.2h Encourage new construction to be compatible with the open space characteristics between buildings in districts or neighborhoods.

2.5C.2i Continue to require landscaped buffers on commercial or residential properties, which provide adequate protection for adjoining residential properties.

2.5C.2j Consider prohibiting wing walls or other blank, high walls on buildings in order to create attractive transition zones between buildings.

2.5C.2k Continue to require the screening of exterior mechanical equipment.

Policy 2.5C.3 Ensure that site design creates places, which are well organized, attractive, efficient and safe.

Action Statements

- 2.5C.3a Encourage sites to have obvious and easy to locate entries.
  - 2.5C.3b Encourage site plans to have a legible organization including focal points and features which provide direction and clarity about the use of the site.
  - 2.5C.3c Encourage multiple family residential projects to have differentiated outdoors spaces, including private entries, which provide individual identity, semi-private transitional spaces and common areas with unrestricted and easy access.
  - 2.5C.3d Encourage integrated site plans which have clear boundaries, similar detailing for all the elements and a complementary relationship with the building.
  - 2.5C.3e Encourage design elements, which are pleasant to the senses.
  - 2.5C.3f Continue to require adequate, attractive, water-wise, drought tolerant and efficiently irrigated landscaping and routinely review landscape standards.
  - 2.5C.3g Consider investigating innovative approaches to parking lot landscaping, which provide shade and vertical relief to large asphalt areas.
  - 2.5C.3h Continue to require full perimeter landscaping around parking lots whenever possible.
  - 2.5C.3i Encourage outdoor areas for relaxation or eating, which are protected from noise and traffic.
  - 2.5C.3j Encourage sites to be designed with a sense of mystery so that the design is interesting and engaging.
  - 2.5C.3k Continue to require visible and attractive artworks for new private development at gateways and on large commercial and industrial properties.
  - 2.5C.3l Encourage reciprocal ingress-egress easements between commercial properties whenever feasible to minimize curb cuts, increase landscaping and improve vehicular safety.
  - 2.5C.3m Continue to require site plans with good public visibility of entries, adequate nighttime lighting, safe on-site circulation systems and quick, unobstructed access routes for fire and police services.
  - 2.5C.3n Continue to require sites plans to be easily navigated by people with handicaps and for some projects consider innovative features in excess of minimum state standards for handicap access.
- Policy 2C.4 Encourage quality architectural design, which improves the City's identity, inspires creativity and heightens individual as well cultural identity.

Action Statements

- 2.5C.4a Encourage easily identified and attractive building entrances, which are oriented to the street.
- 2.5C.4b Consider eliminating floor area ratio restrictions on entrances, which enhance the architecture of the building and cannot be converted to work space.
- 2.5C.4c Require roof elements to wrap around the building so that the element looks integrated and not just pasted on.
- 2.5C.4d Encourage clear glass windows at the pedestrian level for commercial buildings to provide visibility of the activities inside stores and restaurants and visibility of pedestrian activity outside.
- 2.5C.4e Continue to require mechanical equipment to be fully screened and integrated with the architecture of the building.
- 2.5C.4f Encourage building windows to have a shape and spacing consistent with the building style.
- 2.5C.4g Encourage below grade parking to be unobtrusive and integrated with the building architecture by continuing the same materials and colors as the building, screening auto entrances from public view and using landscaping and berming to reestablish a natural relationship with the ground.
- 2.5C.4h Consider developing zoning ordinance standards for minimum depths of below grade parking and avoid at grade parking under buildings.
- 2.5C.4i Encourage buildings with two or more stories to have architectural elements, which create a pedestrian scale on the ground level, such as variations in the textures and materials, differentiated piers and columns, recessed entries and windows, awnings or offset planes.
- 2.5C.4j Avoid tall buildings, which create a tunnel effect and where necessary step the building back above the second level or stagger setbacks on the street.
- 2.5C.4k Encourage buildings to have interesting articulation on all sides through changes in the building plane and height and the addition of elements such as deeply recessed or bay windows, porticos or dormers, which create shadow and texture.
- 2.5C.4l Avoid blank walls on the ends of buildings facing the roadway and provide detail and articulation on these elevations.
- 2.5C.4m Encourage the spacing and size of doors and windows to have a rhythm compatible with the architectural style.
- 2.5C.4n Encourage buildings where each of the building elements, such as windows, roofs and walls, are in proportion with each other.
- 2.5C.4o Encourage high quality, durable materials for buildings, which create texture.
- 2.5C.4p Avoid piecemeal embellishment, frequent changes in materials or materials that are incompatible with the building style.

2.5C.4q Encourage exterior building materials to wrap around corners and any change in materials only to be made in locations where there is a change in the building plane or where a change in materials is effectively used to identify the base of the building.

2.5C.4r Review building colors in the context of the scale of the building and avoid strong colors, which may be overwhelming at larger scale.

2.5C.4s Encourage buildings where all of the design elements, such as colors, materials, style and ornamentation are unified and create cohesive, attractive and distinctive architecture.

Policy 2C.5 Ensure that buildings are appropriate to their context and designed to be compatible with surrounding properties and special districts.

Action Statements

2.5C.5a Encourage new construction to be consistent with the horizontal or vertical building orientation or building shape of special districts or streetscapes.

2.5C.5b Encourage roof styles, which are similar to surrounding buildings or unique districts.

2.5C.5c Avoid buildings, which do not have a similar scale or height as surrounding properties, except at gateways or for landmark structures.

2.5C.5d Consider studying floor area ratio limitations for residential and commercial districts.

2.5C.5e Avoid building colors, which are not compatible with adjoining properties or special districts.

2.5C.5f Encourage new construction to be designed so that it minimizes the impact on the privacy of adjoining residential properties.

2.5C.5g Avoid tall buildings, which substantially shade adjoining residential properties.

2.5C.5h Continue to require additional setbacks for new construction when necessary to preserve the light, air, views and privacy of adjoining residential properties.

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**Public Facilities**

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Goal 2.5D Provide public facilities which are accessible, attractive and add to the enjoyment of the physical environment.

Policy 2.5D.1 Ensure that Sunnyvale's public facilities are easily identified, accessible, attractive and representative of the community's values and aspirations.

Action Statements

- 2.5D.1a Consider implementing a comprehensive sign program for public facilities and City of Sunnyvale entry signs, which may include maps to show the location of City facilities.
- 2.5D.1b Establish a consistent design vocabulary for all public signage including fixture type, lettering, colors, symbols and logos.
- 2.5D.1c Consider providing for the use of well designed banners for City events, holidays and other special occasions.
- 2.5D.1d Consider implementing ways to increase the visibility of the Civic Center on Mathilda Avenue and El Camino Real and consider better identification for the Community Center along Remington Avenue.
- Policy 2.5D.2 Maintain beautiful and comfortable outdoor public places which provide a shared sense of ownership and belonging for Sunnyvale residents, business owners and visitors.

Action Statements

- 2.5D.2a Continue to provide public parks where people can enjoy nature, exercise, socialize and relax.
- 2.5D.2b Continue to provide courtyards and public plazas around City buildings and encourage at least one large plaza downtown.
- 2.5D.2c Encourage public courtyards and plazas to have comfortable, shady places to sit, protection from automobile noise and fumes, defined boundaries and, where appropriate, water elements and artworks.
- 2.5D.2d Choose water elements, such as fountains or water sculptures, which will look attractive when water is not available because of drought conditions.
- 2.5D.2e Continue to acquire public artworks, which contribute to the public identity of outdoor places and provide pleasure and enrichment for Sunnyvale residents.
- 2.5D.2g Encourage selection of public artworks, which have a broad appeal and capture the aspirations or social and cultural heritage of the community.
- 2.5D.2h Insure that some public artworks are meant for children and for touching and playing.
- 2.5D.2i Insure that the scale and subject of public art is appropriate to its location.
- 2.5D.2j Encourage some commercial activities in public plazas downtown.

2.5D.2k Continue to encourage pedestrian and commercial activity on the sidewalks of the historic 100 block of Murphy Avenue.

2.5D.2l Encourage new redevelopment downtown to be oriented to increase the visibility and use of the small courtyard on Washington Avenue by the parking structure.

2.5D.2m Support the parking assessment district downtown.

2.5D.2n Encourage below grade parking downtown and avoid parking structures, which hide important buildings and districts or block the view into the downtown from major roadways.

Policy 2.5D.3 Work with outside government agencies to achieve attractive public and quasi-public facilities consistent with the quality of development in Sunnyvale.

Action Statements

2.5D.3a Encourage adequate, attractive and legible signage for public and quasi-public facilities not owned by Sunnyvale.

2.5D.3b Cooperate with the Santa Clara Water District to develop programs to improve the appearance of flood control channels and drainage swales.

2.5D.3c Cooperate with the City and County of San Francisco on improvements to the Hetch Hetchy right-of-way to make better use of this large open space area.

2.5D.3d Encourage PG&E and Southern Pacific Railroad to improve the appearance of transmission line easements and the railroad lines.

**Community Condition Indicators****Open Space Sub-Element - 2.2**

		1999/2000	2000/2001		2001/2002	
		Actual	Actual	% Change	Projected	% Change
2.2.1	City population	132,500	133,215	0.5%	134,000	0.6%
2.2.2	Total open space acreage	847	847	0.0%	847	0.0%
2.2.3	Open space acreage per 1,000 people	6.4	6.4	0.0%	6.4	0.0%
2.2.4	Regional park acreage	177	177	0.0%	177	0.0%
2.2.5	Neighborhood parks acreage	145	145	0.0%	145	0.0%
2.2.6	Athletic fields acreage	258	258	0.0%	258	0.0%
2.2.7	Special use facility acreage	267	267	0.0%	267	0.0%
2.2.8	Open space by Neighborhood Planning Area					
	Serra	45	45	0.0%	45	0.0%
	Ortega	60	60	0.0%	60	0.0%
	Raynor	68	68	0.0%	68	0.0%
	DeAnza	86	86	0.0%	86	0.0%
	Washington	25	25	0.0%	25	0.0%
	Ponderosa	62	62	0.0%	62	0.0%
	West Murphy	174	174	0.0%	174	0.0%
	East Murphy	36	36	0.0%	36	0.0%
	Lakewood	291	291	0.0%	291	0.0%

*Based on Association of Bay Area Governments (ABAG) projections*



**Community Condition Indicators**

**Housing & Community Revitalization Sub-Element - 2.3**

		1999/2000	2000/2001		2001/2002	
		Actual	Actual	%Change	Projected	%Change
<u>Construction</u>						
2.3.3	New Construction Total					
	Market Rate Single Family (Attached and Detached)	181	191	5.2%	181	-5.5%
	Market Rate Multi-Family Units	1,095	1,100	0.5%	1,101	0.1%
	Moderate Income*	11	5	-120.0%	N/A	N/A
	Low Income*	30	41	26.8%	N/A	N/A
	Very Low Income (# of units completed) (Stoney Pine)	3	0	300.0%	23	100.0%
<u>Rehabilitation</u>						
2.3.4	Total Units Rehabilitated					
	Private Rehabilitation Permits and Code and Code Enforcement	1,768	1,793	1.4%	1,820	1.5%
	Assisted Rehabilitation (All housing improvement programs)**	102	73	-39.7%	70	-4.3%
<u>Conservation</u>						
2.3.5	Total Units Conserved					
	SRO hotel units preserved	313	312	-0.3%	312	0.0%
	Mobile Home Park units preserved	3,359	3,359	0.0%	3,359	0.0%
	Apartments preserved	32	32	0.0%	32	0.0%
	Subsidized Units*	2,375	2,400	1.0%	N/A	N/A
	Low and very low income rentals preserved through Mortgage Revenue Bonds					
	Meadows	67	67	0.0%	67	0.0%
	Briarwood	39	39	0.0%	39	0.0%
	The Grove	44	44	0.0%	44	0.0%
	Federal Funding	1861	1897	1.9%	1920	1.2%
	Section 8	514	514	0.0%	514	0.0%

\* No longer able to track data.

\*\* Number of low income units assisted

**Community Condition Indicators**

**Seismic Safety Sub-Element - 2.4**

		1999/2000	2000/2001		2001/2002	
		Actual	Actual	% Change	Projected	% Change
2.4.1	Percent of habitable land subject to a 100 year flood	4.2%	4.30%	2.3%	4.30%	0.0%
2.4.2	Percentage of housing stock over 25 years of age	87%	88%	1.1%	89%	1.1%
2.4.3	Number of hazardous materials spills incidents	8	5	-60.0%	4	-25.0%
2.4.4	Number of facilities requiring hazardous materials storage permits	673	669	-0.6%	670	0.1%
2.4.5	Number of facilities requiring toxic gas permits	21	21	0.0%	21	0.0%
2.4.6	Number of active SNAP neighborhood groups	27	*	N/A	69	N/A
2.4.7	Number of businesses assisted with emergency preparedness planning (SEPO started in Oct. 90)	10	*	N/A	225	N/A
2.4.8	Percentage of roadway overcrossings meeting current seismic standards	96%	96%	0.0%	96%	0.0%

\*SNAP and SEPO Programs were under redevelopment in FY 2000/2001.

**Community Condition Indicators****Community Design Sub-Element - 2.5**

		1999/2000	2000/2001		2001/2002	
		Actual	Actual	% Change	Projected	% Change
<u>Development Trends</u>						
2.5.1	Acres of Vacant Land	152	85.6	-77.6%	85.6	0.0%
2.5.2	Housing Construction - New units issued					
	SFD detach.	80	30	-166.7%	5	-500.0%
	SFD attach - condo-townhomes	60	0	100.0%	0	0.0%
	Duplex	-	0	-	2	100.0%
	Multi-Family	50	31	-61.3%	180	82.8%
2.5.3	Percentage of Building Permits on Redeveloped Property I, C and R	82%	100%	18.0%	100%	0.0%
<u>The City's Image</u>						
2.5.4	Number of Gateway Improvements	-	0	N/A	0	0.0%
2.5.5	Number of Historic Landmarks and Districts	9	9	0.0%	9	0.0%
2.5.6	Areas with Specific Plans	8	8	0.0%	8	0.0%
2.5.7	Number of Design Guideline documents and areas with special landscaping standards	7	7	0.0%	7	0.0%
<u>The View from the Road</u>						
2.5.8	Acres of Public Landscaping on the Roadway	69	69	0.0%	69	0.0%
2.5.9	Number of Roads with Median Landscaping	21	21	0.0%	21	0.0%
2.5.10	Number of Street Trees	36,500	36,341	-0.4%	36,580	0.7%
<u>Private Development</u>						
2.5.11	Total Number of Approved Artworks on Private Property	11	26	57.7%	37	29.7%

**Community Condition Indicators**

**Community Design Sub-Element - 2.5**

		1999/2000	2000/2001		2001/2002	
		Actual	Actual	% Change	Projected	% Change
<u>Public Facilities</u>						
2.5.12	Number of Parks and Recreation Centers*	N/A	N/A	N/A	N/A	N/A
2.5.13	Acres of Parks and Recreation Facilities	847	847	0.0%	847	0.0%
2.5.14	Number of Open Schools					
	Elementary	12	12	0.0%	12	0.0%
	Junior High	4	4	0.0%	4	0.0%
	High School	1	1	0.0%	1	0.0%
2.5.15	Acres of State and Federal Facilities within the Urban Service Area	1,739	1739	0.0%	1739	0.0%

\* Suggested for removal from Sub-Element

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

**Program Outcome Statement**

Promote the safety, environmental quality and aesthetics of City roadsides, medians and right-of-ways for residents, visitors and the business community by:

- Maintaining safe and functional roadway medians, sidewalks, curbs, gutters and other City owned right-of-ways,
- Maintaining roadway trees and non-facility landscapes to provide shade, wind/visual screening and keep roadsides free of debris to enhance environmental quality, and
- Providing clean and aesthetically pleasing City streets, right-of-ways and non-facility landscape areas.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* The number of roadside, median and right-of-way related safety claims is at or below the previous three year average. - Number	5	35.00	35.00	35.00
* A quarterly survey conducted by staff achieves a rating that "meets" or "exceeds" the City standard for quality, functionality and aesthetics of the Roadside and Median Right-of-Way areas from service delivery plans within the program. - Percent	4	80.00%	80.00%	80.00%
* New and redeveloped landscapes shall incorporate environmentally friendly components such as low water usage plant material, sensible irrigation methodology and integrated pesticide programs 80% of the time as indicated by market availability and quarterly surveys. - Percent	3	80.00%	80.00%	80.00%
* Street sweeping/easement requests and/or complaints are responded to within two working days 95% of the time. - Percent	3	95.00%	95.00%	95.00%
* A customer approval rating of 90% is achieved based on condition, appearance and timely response of City roadside, median and right-of-way services. - Rating	3	90.00%	90.00%	90.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is 1.0. - Ratio	4	1.00	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21501 - Roadway and Median Streetscapes Management**

Provide safe functional roadway median streetscapes that enhance the aesthetics and environmental quality of the City in a cost effective manner by:

- Maintaining roadway median hardscapes, plant material areas and irrigation systems,
- Providing weed abatement and litter control on roadside and median areas, and
- Maintaining landscape maintenance contracts at City facilities, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Median hardscape, plant material areas and irrigation systems achieve a rating of 80% based on quarterly quality surveys conducted by staff. - Percent	80.00%	80.00%	80.00%
* Weeds and litter are controlled in median and roadside areas achieving a rating of 80% based on quarterly quality surveys conducted by staff. - Percent	80.00%	80.00%	80.00%
* Landscape maintenance by contract at City facilities achieves a rating of 80% based on quarterly quality surveys by staff. - Percent	80.00%	80.00%	80.00%
* A customer satisfaction rating of 90% is achieved based on condition, appearance and timely response of City roadside, median and right-of-way areas. - Rating	90.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 215000 - Streetscape Route Inspection</b>				
Product: A Route Inspection Performed				
FY 2002/2003 Adopted	\$40,545.22	702.00	926.30	\$57.76
FY 2003/2004 Adopted	\$42,485.30	702.00	926.30	\$60.52
<b>Activity 215010 - Provide Streetscape Utilities</b>				
Product: A Utility Unit Consumed				
FY 2002/2003 Adopted	\$50,569.93	46,035.00	2.00	\$1.10
FY 2003/2004 Adopted	\$51,129.32	46,035.00	2.00	\$1.11
<b>Activity 215020 - Streetscape Irrigation Management</b>				
Product: Irrigation Service Performed				
FY 2002/2003 Adopted	\$95,181.98	2,786.00	2,320.00	\$34.16
FY 2003/2004 Adopted	\$99,442.69	2,786.00	2,320.00	\$35.69
<b>Activity 215030 - Service Annual Color Enhancements</b>				
Product: A Square Yard Serviced				
FY 2002/2003 Adopted	\$35,798.78	3,924.00	739.50	\$9.12
FY 2003/2004 Adopted	\$37,117.61	3,924.00	739.50	\$9.46
<b>Activity 215040 - Service Streetscape Trees</b>				
Product: A Tree Serviced				
FY 2002/2003 Adopted	\$68,196.23	1,131.00	1,579.00	\$60.30
FY 2003/2004 Adopted	\$71,305.17	1,131.00	1,579.00	\$63.05
<b>Activity 215050 - Service Streetscape Shrubs</b>				
Product: A Shrub Serviced				
FY 2002/2003 Adopted	\$157,878.83	16,763.00	4,023.50	\$9.42
FY 2003/2004 Adopted	\$164,993.48	16,763.00	4,023.50	\$9.84

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 215060 - Streetscape Weed Control</b>				
Product: Square Yard				
FY 2002/2003 Adopted	\$130,313.02	4,980,580.00	3,676.00	\$0.03
FY 2003/2004 Adopted	\$136,482.95	4,980,580.00	3,676.00	\$0.03
<b>Activity 215070 - Streetscape Litter/Debris Control</b>				
Product: Square Yard				
FY 2002/2003 Adopted	\$131,197.42	4,912,107.00	3,799.00	\$0.03
FY 2003/2004 Adopted	\$137,376.16	4,912,107.00	3,799.00	\$0.03
<b>Activity 215080 - Service Streetscape Ground Cover</b>				
Product: A Square Yard of Streetscape Area Serviced				
FY 2002/2003 Adopted	\$166,666.96	1,228,043.50	4,430.50	\$0.14
FY 2003/2004 Adopted	\$174,260.52	1,228,043.50	4,430.50	\$0.14
<b>Activity 215090 - Service Hardscape Areas</b>				
Product: A Square Yard of Hardscape Area				
FY 2002/2003 Adopted	\$52,144.94	884,348.00	1,245.50	\$0.06
FY 2003/2004 Adopted	\$54,537.76	884,348.00	1,245.50	\$0.06
<b>Activity 215100 - Miscellaneous Streetscape Services</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$36,889.67	882.00	882.00	\$41.83
FY 2003/2004 Adopted	\$38,556.96	882.00	882.00	\$43.72
<b>Activity 215110 - Monitor Contractual Landscape Maintenance</b>				
Product: A Square Yard of Area Maintained				
FY 2002/2003 Adopted	\$30,783.68	318,058.00	142.00	\$0.10
FY 2003/2004 Adopted	\$31,372.55	318,058.00	142.00	\$0.10



**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 215120 - Operational Training</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$28,830.17	693.00	693.00	\$41.60
FY 2003/2004 Adopted	\$30,215.07	693.00	693.00	\$43.60
<b>Activity 215130 - Streetscape Program Operation</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$56,443.59	1,105.00	1,105.00	\$51.08
FY 2003/2004 Adopted	\$59,178.47	1,105.00	1,105.00	\$53.56
<b>Activity 215140 - Streetscape Program Management</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$116,708.03	1,735.00	1,735.00	\$67.27
FY 2003/2004 Adopted	\$119,725.91	1,735.00	1,735.00	\$69.01
<b>Totals for Service Delivery Plan 21501:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$1,198,148.45</b>		<b>27,298.30</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$1,248,179.92</b>		<b>27,298.30</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21502 - Roadway Tree Management**

Provide and maintain roadway trees that enhance the aesthetics, environmental quality and safety of the City by:

-Providing pruning to maximized structural integrity and minimize the potential risk of branch/trunk failure of all inventoried street trees in a manner consistent with International Society of Arboricultural standards.

-Preserving and sustaining the roadway tree population, and

-Providing roadway tree maintenance services that include irrigation, fertilization and pest control as determined necessary by the City Arborist, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* The entire inventory of street trees is on average pruned or inspected every four-and-one-half years and has structural integrity rating of three or greater on a scale of one to five (one being the highest). - Rating	3.00	3.00	3.00
* 90% or more of street trees pruned in the current fiscal year comply with International Society of Arboriculture pruning standards. - Percent	90.00%	90.00%	90.00%
* 95% of service request prunings are completed within eight weeks of determination of need. - Percent	95.00%	95.00%	95.00%
* The population of street trees is sustained at 90% or more of the available planting sites by placement of the new tree sites on new developments and existing sites within one year from determination. - Percent	90.00%	90.00%	90.00%
* A customer satisfaction rating of 90% is achieved based on condition, appearance and timely response of City roadside, median and right-of-way areas. - Rating	90.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 215300 - Respond to, Investigate and Evaluate Tree Service Requests</b>				
Product: A Service Request				
FY 2002/2003 Adopted	\$86,065.58	2,400.00	1,380.00	\$35.86
FY 2003/2004 Adopted	\$89,654.60	2,400.00	1,380.00	\$37.36
<b>Activity 215310 - Scheduled Structural Tree Pruning</b>				
Product: A Tree Pruned				
FY 2002/2003 Adopted	\$560,070.04	7,780.00	14,150.00	\$71.99
FY 2003/2004 Adopted	\$586,844.45	7,780.00	14,150.00	\$75.43
<b>Activity 215320 - Service Request Pruning</b>				
Product: An Inventoried Tree Pruned				
FY 2002/2003 Adopted	\$105,137.79	1,105.00	1,990.00	\$95.15
FY 2003/2004 Adopted	\$109,433.71	1,105.00	1,990.00	\$99.04
<b>Activity 215330 - Quarterly Structural Integrity Survey</b>				
Product: A Survey Conducted				
FY 2002/2003 Adopted	\$4,469.53	4.00	90.00	\$1,117.38
FY 2003/2004 Adopted	\$4,705.14	4.00	90.00	\$1,176.29
<b>Activity 215340 - Hazardous Tree Removal</b>				
Product: A Tree Removed				
FY 2002/2003 Adopted	\$107,746.70	350.00	2,270.00	\$307.85
FY 2003/2004 Adopted	\$112,615.31	350.00	2,270.00	\$321.76
<b>Activity 215350 - Roadside Tree Planting</b>				
Product: A Tree Planted				
FY 2002/2003 Adopted	\$57,894.56	350.00	1,094.00	\$165.41
FY 2003/2004 Adopted	\$60,252.24	350.00	1,094.00	\$172.15

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 215360 - Quarterly Roadway Tree Inventory Survey</b>				
Product: A Survey Conducted				
FY 2002/2003 Adopted	\$4,469.53	4.00	90.00	\$1,117.38
FY 2003/2004 Adopted	\$4,705.14	4.00	90.00	\$1,176.29
<b>Activity 215370 - Roadway Tree Watering</b>				
Product: A Tree Watered				
FY 2002/2003 Adopted	\$51,261.45	13,850.00	1,325.00	\$3.70
FY 2003/2004 Adopted	\$53,386.26	13,850.00	1,325.00	\$3.85
<b>Activity 215380 - Roadway Tree Pest Mitigation</b>				
Product: A Tree Pest Mitigation				
FY 2002/2003 Adopted	\$21,578.21	650.00	335.00	\$33.20
FY 2003/2004 Adopted	\$22,324.43	650.00	335.00	\$34.35
<b>Activity 215390 - Roadway Tree Root Mitigation</b>				
Product: A Tree Root Mitigated				
FY 2002/2003 Adopted	\$46,547.56	100.00	1,050.00	\$465.48
FY 2003/2004 Adopted	\$48,770.55	100.00	1,050.00	\$487.71
<b>Activity 215400 - Administration</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$414,858.62	6,431.00	6,431.00	\$64.51
FY 2003/2004 Adopted	\$433,814.19	6,431.00	6,431.00	\$67.46
<b>Totals for Service Delivery Plan 21502:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$1,460,099.57</b>		<b>30,205.00</b>	
FY 2003/2004 Adopted	<b>\$1,526,506.02</b>		<b>30,205.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21503 - Concrete Maintenance**

Provide pedestrian safe sidewalks, roadway tree and root protection/control and effective curb/gutter systems by:

- Identifying and mitigating sidewalk displacements,
- Identifying and mitigating tree root/concrete conflicts, and
- Ensuring curb and gutter systems provide proper drainage for urban runoff management, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* One tenth of all public right-of-way sidewalks are surveyed for defects requiring repair each year. - Number of Lineal Feet	200,000.00	200,000.00	200,000.00
* Sidewalks are, from notification/discovery, temporarily ramp patched to mitigate immediate tripping hazards within three working days for displacement greater than one inch or within one day of a trip and fall report 95% of the time. - Percent	95.00%	95.00%	95.00%
* Sidewalks with displacement less than one inch are milled to level within 30 days from discovery/notification 90% of the time. - Percent	90.00%	90.00%	90.00%
* Tree root damage by street trees is mitigated on right-of-way concrete and private concrete in order to protect the vigor, health and stability of the conflicting tree while protecting the concrete. Sidewalk, curb and gutter areas identified as requiring replacement are replaced within the next three fiscal years 95% of the time. Tree root control measures are implemented as necessary. - Percent	95.00%	95.00%	95.00%
* A customer satisfaction rating of 90% is achieved based on condition, appearance and timely response of City roadside, median and right-of-way areas. - Rating	90.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 215500 - Survey City Sidewalk</b>				
Product: A Sidewalk Surveyed				
FY 2002/2003 Adopted	\$23,529.36	200,000.00	555.00	\$0.12
FY 2003/2004 Adopted	\$24,756.01	200,000.00	555.00	\$0.12
<b>Activity 215510 - Investigate Request for Service</b>				
Product: A Service Request Completed				
FY 2002/2003 Adopted	\$24,689.53	665.00	580.00	\$37.13
FY 2003/2004 Adopted	\$25,971.84	665.00	580.00	\$39.06
<b>Activity 215520 - Investigate Claims for Risk and Insurance</b>				
Product: A Claim Investigated				
FY 2002/2003 Adopted	\$2,723.95	10.00	25.00	\$272.40
FY 2003/2004 Adopted	\$2,819.05	10.00	25.00	\$281.91
<b>Activity 215530 - Make Temporary Repairs to Sidewalks</b>				
Product: A Sidewalk Site Ramped				
FY 2002/2003 Adopted	\$18,380.86	600.00	500.00	\$30.63
FY 2003/2004 Adopted	\$18,881.53	600.00	500.00	\$31.47
<b>Activity 215540 - Grind Sidewalk Displacements</b>				
Product: A Sidewalk Site Ground				
FY 2002/2003 Adopted	\$115,094.27	1,465.00	3,310.00	\$78.56
FY 2003/2004 Adopted	\$118,259.26	1,465.00	3,310.00	\$80.72
<b>Activity 215550 - Remove Parkway Concrete</b>				
Product: A Parkway Concrete Removed				
FY 2002/2003 Adopted	\$20,199.85	600.00	597.00	\$33.67
FY 2003/2004 Adopted	\$20,618.60	600.00	597.00	\$34.36

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 215560 - Install Root Control at Sidewalk Sites with Roots</b>				
Product: A Sidewalk Root Control Material Installed				
FY 2002/2003 Adopted	\$65,715.41	8,500.00	1,983.00	\$7.73
FY 2003/2004 Adopted	\$66,930.97	8,500.00	1,983.00	\$7.87
<b>Activity 215570 - Install Root Control at Curb and Gutter Sites with Roots</b>				
Product: A Curb and Gutter Root Control Material Installed				
FY 2002/2003 Adopted	\$24,705.09	275.00	370.00	\$89.84
FY 2003/2004 Adopted	\$25,136.14	275.00	370.00	\$91.40
<b>Activity 215580 - Remove and Replace Sidewalk by Contract</b>				
Product: A Sidewalk Replaced				
FY 2002/2003 Adopted	\$341,836.07	50,000.00	415.00	\$6.84
FY 2003/2004 Adopted	\$346,125.02	50,000.00	415.00	\$6.92
<b>Activity 215590 - Remove and Replace of Curbs and Gutters by Contract</b>				
Product: A Curb and Gutter Replaced				
FY 2002/2003 Adopted	\$253,201.13	8,500.00	980.00	\$29.79
FY 2003/2004 Adopted	\$257,601.58	8,500.00	980.00	\$30.31
<b>Activity 215600 - Administration</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$224,025.10	3,912.00	3,912.00	\$57.27
FY 2003/2004 Adopted	\$232,901.09	3,912.00	3,912.00	\$59.54
<b>Totals for Service Delivery Plan 21503:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$1,114,100.62</b>		<b>13,227.00</b>	
FY 2003/2004 Adopted	<b>\$1,140,001.09</b>		<b>13,227.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21504 - Street and Easement Cleanliness and Safety**

Maintain the cleanliness of City streets and easements in a safe, cost-effective and efficient manner by:

- Sweeping City streets, City parking lots and clean and maintain easements, and
- Removing graffiti on City property in a timely manner, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Street sweeping/easement requests and complaints are responded to within two working days 95% of the time. - Percent	95.00%	95.00%	95.00%
* The number of safety related claims generated by debris on City streets and easements is at or below three year average. - Number	1.00	1.00	1.00
* Emergency debris calls are responded to within three hours of notification 95% of the time. - Percent	95.00%	95.00%	95.00%
* Graffiti obscenities are removed within one working day after notification 95% of the time. - Percent	95.00%	95.00%	95.00%
* A customer satisfaction rating of 90% is achieved based on condition, appearance and timely response of City roadside, median and right-of-way areas. - Rating	90.00%	90.00%	90.00%



**City of Sunnyvale  
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**Program 215 - Roadside and Median Right-of-Way Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 215660 - Sweep Curb Miles</b>				
Product: Miles Swept				
FY 2002/2003 Adopted	\$364,190.22	14,800.00	5,727.00	\$24.61
FY 2003/2004 Adopted	\$379,679.73	14,800.00	5,727.00	\$25.65
<b>Activity 215670 - Sweep Parking Lots</b>				
Product: Lots Swept				
FY 2002/2003 Adopted	\$21,742.07	940.00	340.00	\$23.13
FY 2003/2004 Adopted	\$22,669.59	940.00	340.00	\$24.12
<b>Activity 215680 - Pick Up Leaves</b>				
Product: Cubic Yards				
FY 2002/2003 Adopted	\$24,328.40	1,800.00	400.00	\$13.52
FY 2003/2004 Adopted	\$25,353.67	1,800.00	400.00	\$14.09
<b>Activity 215710 - Clean Roadsides and Easements</b>				
Product: Occasions				
FY 2002/2003 Adopted	\$19,712.46	150.00	310.00	\$131.42
FY 2003/2004 Adopted	\$20,505.11	150.00	310.00	\$136.70
<b>Activity 215720 - Clean Walkways</b>				
Product: Locations				
FY 2002/2003 Adopted	\$19,956.74	288.00	340.00	\$69.29
FY 2003/2004 Adopted	\$20,790.14	288.00	340.00	\$72.19
<b>Activity 215730 - Graffiti</b>				
Product: Locations				
FY 2002/2003 Adopted	\$115,735.08	1,400.00	1,500.00	\$82.67
FY 2003/2004 Adopted	\$120,576.02	1,400.00	1,500.00	\$86.13

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 215740 - Repair Walkways, Guardrails, Barricades and Fences</b>				
Product: Locations				
FY 2002/2003 Adopted	\$26,404.13	33.00	215.00	\$800.13
FY 2003/2004 Adopted	\$27,085.72	33.00	215.00	\$820.78
<b>Activity 215750 - Maintenance and Repair for Facilities and Equipment</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$26,436.87	430.00	430.00	\$61.48
FY 2003/2004 Adopted	\$27,554.00	430.00	430.00	\$64.08
<b>Activity 215760 - Supervision</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$62,804.94	820.00	820.00	\$76.59
FY 2003/2004 Adopted	\$64,964.16	820.00	820.00	\$79.22
<b>Activity 215770 - Support</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$21,601.96	400.00	400.00	\$54.00
FY 2003/2004 Adopted	\$22,498.00	400.00	400.00	\$56.25
<b>Activity 215780 - Training</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$7,993.41	125.00	125.00	\$63.95
FY 2003/2004 Adopted	\$8,334.41	125.00	125.00	\$66.68
<b>Activity 215700 - Remove Debris from Streets</b>				
Product: Occasions				
FY 2002/2003 Adopted	\$41,638.87	250.00	550.00	\$166.56
FY 2003/2004 Adopted	\$43,033.66	250.00	550.00	\$172.13
<b>Activity 215690 - Haul Sweepings</b>				
Product: Cubic Yards				

**City of Sunnyvale  
Program Performance Budget**

**Program 215 - Roadside and Median Right-of-Way Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
FY 2002/2003 Adopted	\$8,705.74	10,000.00	140.00	\$0.87
FY 2003/2004 Adopted	\$9,074.63	10,000.00	140.00	\$0.91

**Totals for Service Delivery Plan 21504:**

	<u>Costs</u>	<u>Work Hours</u>
<b>FY 2002/2003 Adopted</b>	<b>\$761,250.89</b>	<b>11,297.00</b>
<b>FY 2003/2004 Adopted</b>	<b>\$792,118.84</b>	<b>11,297.00</b>

**Totals for Program 215:**

<b>FY 2002/2003 Adopted</b>	<b>\$4,533,599.53</b>	<b>82,027.30</b>
<b>FY 2003/2004 Adopted</b>	<b>\$4,706,805.87</b>	<b>82,027.30</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

**Program Outcome Statement**

Preserve 105 acres of federally-protected seasonal wetlands, improve the physical and mental well-being of regional residents and the business community while providing relief from the urban environment with 78.5 acres of hazard-free, attractive and usable landscaping and outdoor recreational opportunities consistent with the protection of adjacent wetlands by:

- regulatory compliance, multi-jurisdictional cooperation and public education,
- the maintenance and replacement of landscaping in the form of turf, trees and ground covers,
- the maintenance and replacement of recreational facilities, including, but not limited to, picnic sites, playgrounds, multi-purpose fields, walking/jogging and bike paths, and
- the maintenance and replacement of support facilities, including, but not limited to, restrooms, maintenance yard/building, parking lots, drinking fountains, benches, bike racks, bollards, dumpsters and their enclosures, fences and gates, signage, pay phones and waste containers.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* Baylands Park is hazard-free, with accidents attributable to unsafe park conditions limited to the prior three year average.	5			
- Number of Accidents		0.00	0.00	0.00
* Staff survey results indicate open space amenities meet 94% of Parks Division standards for attractiveness.	4			
- Percentage of Standards		90.00%	94.00%	94.00%
* Staff survey results indicate open space amenities meet 95% of Parks Division standards for usability.	4			
- Percentage of Standards		90.00%	95.00%	95.00%
* The Budget/Cost Ratio (planned cost divided by actual) is at 1.0.	4			
- Ratio		1.00	1.00	1.00
* Customer satisfaction with park safety, attractiveness and usability is at 90%.	2			
- Rating		85.00%	90.00%	90.00%
* Seasonal wetlands and native landscapes are free of uncontained litter and debris 95% of the time and provide scenic beauty and habitat value.	2			
- Percentage of Time		90.00%	95.00%	95.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

**Notes**

1. Attractiveness and usability further defined at the service delivery plan level.
2. The three-year average for accidents attributable to unsafe conditions is zero because no accidents have been reported.
3. The Department of Parks and Recreation is aided by an internal manual describing calculations behind outcome data.

**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

**Service Delivery Plan 22101 - Landscaping for Baylands Park**

Improve the mental well-being of regional residents and the business community by:

-providing visual relief from the urban environment through the maintenance and replacement of landscaping in the form of turf, trees and ground covers, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Landscapes meet 94% of all Parks Division standards for attractiveness, so that:			
A. Turf:			
- Is a medium to dark green, mowed to a height between two and one-half and three and one-half inches.			
- Is dense, with consistent texture.			
- Has defined boundaries.			
B. Planted landscaped areas:			
- Are free of uncontained litter and debris and may contain some weeds.			
- Trees display form common to the species, with no stubs, dead "flags" or other unsightly distractions.			
- Stumps are not visible.			
- Naturalized ground covers are healthy with seasonal changes in appearance.			
- Plants are healthy with a good display of color in the appropriate season.			
- Percentage of Standards	90.00%	94.00%	94.00%
* Landscapes meet 95% of all Parks Division standards for usability, so that:			
- Lawns are capable of supporting all permitted activities. There are no areas unsuitable for use.			
- Trees planted for a specific reason (e.g., visual screens, noise barriers, or summer shade) serve the intended purpose.			
- Percentage of Standards	90.00%	95.00%	95.00%
* Customer satisfaction with park safety, attractiveness and usability is at 90%.			
- Rating	85.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 221000 - Maintain and Replace Turf</b>				
Product: One Acre Maintained				
FY 2002/2003 Adopted	\$107,059.45	18.00	2,074.06	\$5,947.75
FY 2003/2004 Adopted	\$111,773.52	18.00	2,074.06	\$6,209.64
<b>Activity 221010 - Maintain and Replace Trees and Shrubs</b>				
Product: One Tree/Shrub Maintained				
FY 2002/2003 Adopted	\$54,250.13	3,351.00	1,078.26	\$16.19
FY 2003/2004 Adopted	\$56,690.30	3,351.00	1,078.26	\$16.92
<b>Activity 221020 - Maintain and Replace Ground Cover</b>				
Product: One Acre Maintained				
FY 2002/2003 Adopted	\$84,738.91	44.00	1,793.71	\$1,925.88
FY 2003/2004 Adopted	\$88,475.27	44.00	1,793.71	\$2,010.80
<b>Totals for Service Delivery Plan 22101:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$246,048.49</b>		<b>4,946.03</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$256,939.09</b>		<b>4,946.03</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

**Service Delivery Plan 22102 - Recreational Facilities for Baylands**

Improve the physical and mental well-being of regional residents and the business community and support Leisure Services activities for dependent and non-dependent populations by:

-providing outdoor recreational opportunities through the maintenance and replacement of outdoor recreational facilities consistent with the protection of adjacent wetlands, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Recreational facilities meet 94% of all Parks Division standards for attractiveness, so that:			
- Facilities are clean and free of graffiti, signs of vandalism, litter and weeds,			
- Surfaces are properly sealed and/or painted where applicable, and			
- Playgrounds are bright and colorful, where appropriate.			
- Percentage of Standards	90.00%	94.00%	94.00%
* Recreational facilities meet 95% of all Parks Division standards for usability, so that:			
- Picnic areas, playgrounds and walking, jogging and bike paths are in good repair, secure, clean and functional according to their intended purpose,			
- Fields are capable of supporting all permitted activities. There are no areas unsuitable for use,			
- Other amenities are available seven days a week, 6 a.m. to 9 p.m., unless otherwise signed or authorized by City permit, and			
- Park rules are clearly posted and/or made available at each pedestrian and vehicular entrance.			
- Percentage of Standards	90.00%	95.00%	95.00%
* Customer satisfaction with park safety, attractiveness and usability is at 90%.			
- Rating	85.00%	90.00%	90.00%



**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 221150 - Maintain and Replace Play Areas</b>				
Product: One Play Structure Maintained				
FY 2002/2003 Adopted	\$68,027.50	41.00	1,490.53	\$1,659.21
FY 2003/2004 Adopted	\$70,821.26	41.00	1,490.53	\$1,727.35
<b>Activity 221160 - Maintain and Replace Picnic Areas</b>				
Product: One Picnic Table Maintained				
FY 2002/2003 Adopted	\$107,161.46	172.00	2,537.07	\$623.03
FY 2003/2004 Adopted	\$111,331.27	172.00	2,537.07	\$647.27
<b>Activity 221170 - Maintain and Replace Pathways</b>				
Product: One Square Foot Maintained				
FY 2002/2003 Adopted	\$23,399.16	110,080.00	459.21	\$0.21
FY 2003/2004 Adopted	\$24,475.66	110,080.00	459.21	\$0.22
<b>Totals for Service Delivery Plan 22102:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$198,588.12</b>		<b>4,486.81</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$206,628.19</b>		<b>4,486.81</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

**Service Delivery Plan 22103 - Seasonal Wetlands for Baylands Park**

Preserve 105 acres of federally protected seasonal wetlands, comply with State and Federal regulations and educate the public regarding the importance of the wetlands, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Native landscapes are free of uncontained litter and debris 95% of the time. - Percentage of Time	90.00%	95.00%	95.00%
* Native landscapes provide scenic beauty and habitat value. - Percentage of Time	80.00%	95.00%	95.00%
* Customer satisfaction with park safety, attractiveness and usability is at 90%. - Rating	85.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 221250 - Abate Hazards</b>				
Product: One Hazard				
FY 2002/2003 Adopted	\$5,077.70	10.00	98.95	\$507.77
FY 2003/2004 Adopted	\$5,301.03	10.00	98.95	\$530.10
<b>Activity 221260 - Repair Vandalism</b>				
Product: One Repair				
FY 2002/2003 Adopted	\$1,019.94	5.00	10.15	\$203.99
FY 2003/2004 Adopted	\$1,049.83	5.00	10.15	\$209.97
<b>Totals for Service Delivery Plan 22103:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$6,097.64</b>		<b>109.10</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$6,350.86</b>		<b>109.10</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

**Service Delivery Plan 22104 - Support Facilities for Baylands Park**

Maintain and replace fixtures, structures and facilities which support general park use and which cannot be linked to specific park activities (e.g., parking lots, restrooms, drinking fountains), so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Support facilities meet 94% of all Parks Division standards for attractiveness, so that:			
- Facilities are clean, free of graffiti and other signs of vandalism and are sealed or painted where appropriate.			
- Percentage of Standards	85.00%	94.00%	94.00%
* Support facilities meet 95% of all Parks Division standards for usability, so that:			
- Structures and fixtures are clean, in good repair and function according to their intended purpose,			
- Benches offer a relatively smooth seating surface and are sealed where appropriate,			
- Bollards, utility boxes, and signage are visible. Drinking fountains will provide a steady flow of potable water when activated and drain completely,			
- Displaced hardscapes do not have unintended differentials greater than one-half inch in height and are free of severe cracking and/or unintended separations greater than one-half inch wide, and			
- Restrooms are clean, functional and open during park hours.			
- Percentage of Standards	90.00%	95.00%	95.00%
* Customer satisfaction with park safety, attractiveness and usability is at 90%.			
- Rating	85.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 221350 - Maintain and Replace Walks, Roads and Lots</b>				
Product: One Square Foot Maintained				
FY 2002/2003 Adopted	\$6,664.86	376,295.00	95.14	\$0.02
FY 2003/2004 Adopted	\$6,903.68	376,295.00	95.14	\$0.02
<b>Activity 221360 - Custodial Building Maintenance</b>				
Product: One Building Maintained				
FY 2002/2003 Adopted	\$80,054.95	5.00	1,921.83	\$16,010.99
FY 2003/2004 Adopted	\$83,194.22	5.00	1,921.83	\$16,638.84
<b>Activity 221370 - Maintain and Replace Structures and Fixtures</b>				
Product: One Structure/Fixture Maintained				
FY 2002/2003 Adopted	\$25,282.29	858.00	465.55	\$29.47
FY 2003/2004 Adopted	\$26,379.65	858.00	465.55	\$30.75
<b>Totals for Service Delivery Plan 22104:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$112,002.10</b>		<b>2,482.52</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$116,477.55</b>		<b>2,482.52</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

**Service Delivery Plan 22105 - Support Services**

This service delivery plan accounts for services, the cost of which cannot be directly associated with any one activity or service delivery plan.

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 98% of hazards are abated within 48 hours of notice given. - Percentage of Hazards Abated	98.00%	98.00%	98.00%
* 95% of acts of vandalism are repaired within three days of notice. - Percentage of Acts of Vandalism	95.00%	95.00%	95.00%
* Annual vehicle entry revenue received is 100% of the annual vehicle entry revenue forecasted. - Percentage of Revenue	100.00%	100.00%	100.00%
* Annual reservation revenue received is 100% of annual reservation revenue forecasted. - Percentage of Revenue	100.00%	100.00%	100.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 221500 - Abate Hazards</b>				
Product: One Hazard Abated				
FY 2002/2003 Adopted	\$2,067.53	35.00	31.71	\$59.07
FY 2003/2004 Adopted	\$2,146.16	35.00	31.71	\$61.32
<b>Activity 221510 - Abate Vandalism</b>				
Product: One Vandalism Abated				
FY 2002/2003 Adopted	\$6,029.84	50.00	107.83	\$120.60
FY 2003/2004 Adopted	\$6,284.95	50.00	107.83	\$125.70
<b>Activity 221520 - Maintain General Grounds and Abate Litter</b>				
Product: One Acre Cleaned				
FY 2002/2003 Adopted	\$74,855.66	79.00	1,968.77	\$947.54
FY 2003/2004 Adopted	\$77,608.12	79.00	1,968.77	\$982.38
<b>Activity 221530 - Provide Electricity</b>				
Product: One Kilowatt Hour Used				
FY 2002/2003 Adopted	\$7,457.25	44,340.00	1.27	\$0.17
FY 2003/2004 Adopted	\$7,607.10	44,340.00	1.27	\$0.17
<b>Activity 221540 - Provide Reclaimed Water</b>				
Product: One CCF Used				
FY 2002/2003 Adopted	\$32,309.83	35,000.00	1.27	\$0.92
FY 2003/2004 Adopted	\$32,634.42	35,000.00	1.27	\$0.93
<b>Activity 221550 - Provide Potable Water</b>				
Product: One CCF Used				
FY 2002/2003 Adopted	\$5,692.46	300.00	1.27	\$18.97
FY 2003/2004 Adopted	\$5,750.87	300.00	1.27	\$19.17

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Program Performance Budget**

**Program 221 - Baylands Park**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 221560 - Vehicle Entry</b>				
Product: Dollars Collected				
FY 2002/2003 Adopted	\$55,814.16	64,000.00	1,918.03	\$0.87
FY 2003/2004 Adopted	\$56,924.45	72,320.00	1,918.03	\$0.79
<b>Activity 221570 - Provide Park Reservations</b>				
Product: Dollars Collected				
FY 2002/2003 Adopted	\$21,233.15	63,000.00	507.39	\$0.34
FY 2003/2004 Adopted	\$22,378.79	63,000.00	507.39	\$0.36
<b>Totals for Service Delivery Plan 22105:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$205,459.88</b>		<b>4,537.54</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$211,334.86</b>		<b>4,537.54</b>	



**City of Sunnyvale  
Program Performance Budget**

**Program 221 - Baylands Park**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Totals for Program 221:</b>				
<b>FY 2002/2003 Adopted</b>	<b>\$768,196.23</b>		<b>16,562.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$797,730.55</b>		<b>16,562.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Program Outcome Statement**

Preserve and improve housing conditions for low and moderate income residents, support increased development of affordable housing and ensure that human service needs in the community are identified and addressed consistent with City policies by:

- Improving the physical condition of the City's housing through housing improvement programs,
- Increasing the supply of safe, habitable, and affordable housing, and
- Coordinating the City's outside group funding process,

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* 85% of the goals for the number of improved units are achieved. - Percent	4	0.00%	85.00%	85.00%
* An overall customer satisfaction rating of 85% is achieved. - Percent	4	0.00%	85.00%	85.00%
* 10% of new housing units (on a five-year rolling average) are affordable. - Percent	3	0.00%	10.00%	10.00%
* As of April 30th the amount of undisbursed CDBG entitlement grant funds shall not exceed 1.5 times the grant amount for the program year. - Amount Exceeded	5	0.00	1.50	1.50
* 85% of outside group contracts comply with their identified service levels. - Percent	3	0.00%	85.00%	85.00%
* 98% of Below Market Rate (BMR) units are in compliance with the BMR program objectives. - Percent	4	0.00%	98.00%	98.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	2	0.00	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Service Delivery Plan 23001 - Community Development Block Grant Administration**

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 230000 - Provide General CDBG Grant Administration</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$274,041.93	3,580.50	3,580.50	\$76.54
FY 2003/2004 Adopted	\$281,637.21	3,580.50	3,580.50	\$78.66
<b>Activity 230001 - Provide CDBG Housing Acquisiton Administration</b>				
Product: An Affordable Housing Unit Built or Acquired				
FY 2002/2003 Adopted	\$21,068.41	30.00	425.00	\$702.28
FY 2003/2004 Adopted	\$21,925.70	30.00	425.00	\$730.86
<b>Activity 230002 - Provide CDBG Housing Improvement - Substantial Rehabilitation Administration</b>				
Product: A Unit Improved				
FY 2002/2003 Adopted	\$152,716.89	15.00	2,037.00	\$10,181.13
FY 2003/2004 Adopted	\$159,562.80	15.00	2,037.00	\$10,637.52
<b>Activity 230003 - Provide CDBG Housing Improvement - Minor Improvements Administration</b>				
Product: A Unit Improved				
FY 2002/2003 Adopted	\$29,632.43	50.00	470.00	\$592.65
FY 2003/2004 Adopted	\$30,800.21	50.00	470.00	\$616.00
<b>Activity 230004 - Support CDBG Funded Agencies</b>				
Product: An Agency Supported				
FY 2002/2003 Adopted	\$22,026.07	14.00	620.00	\$1,573.29
FY 2003/2004 Adopted	\$22,934.77	14.00	620.00	\$1,638.20
<b>Activity 230005 - Audit CDBG Funded Agencies</b>				
Product: An Agency Audited				
FY 2002/2003 Adopted	\$12,241.72	14.00	390.00	\$874.41
FY 2003/2004 Adopted	\$12,697.59	14.00	390.00	\$906.97

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 230006 - Support the Housing &amp; Human Services Commission</b>				
Product: A Meeting Supported				
FY 2002/2003 Adopted	\$14,970.63	11.00	390.00	\$1,360.97
FY 2003/2004 Adopted	\$15,385.83	11.00	390.00	\$1,398.71
<b>Totals for Service Delivery Plan 23001:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
<b>FY 2002/2003 Adopted</b>	<b>\$526,698.08</b>		<b>7,912.50</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$544,944.11</b>		<b>7,912.50</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Service Delivery Plan 23002 - HOME Program Grant Administration**

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 230007 - Provide General HOME Program Grant Administration</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$6,749.49	100.00	100.00	\$67.49
FY 2003/2004 Adopted	\$6,928.39	100.00	100.00	\$69.28
<b>Activity 230008 - Invest HOME Program Funds in Affordable Housing</b>				
Product: An Affordable Housing Unit Funded				
FY 2002/2003 Adopted	\$13,760.22	10.00	318.50	\$1,376.02
FY 2003/2004 Adopted	\$14,500.67	10.00	318.50	\$1,450.07
<b>Activity 230009 - Monitor HOME Program Funded Housing Unit</b>				
Product: A Unit Inspected				
FY 2002/2003 Adopted	\$41,698.46	36.00	975.00	\$1,158.29
FY 2003/2004 Adopted	\$43,942.34	36.00	975.00	\$1,220.62
<b>Totals for Service Delivery Plan 23002:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$62,208.17</b>		<b>1,393.50</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$65,371.40</b>		<b>1,393.50</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Service Delivery Plan 23003 - City Funded Housing Opportunities & Human Services**



**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 230010 - Provide General Housing Mitigation Administration</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$2,699.80	40.00	40.00	\$67.50
FY 2003/2004 Adopted	\$2,771.36	40.00	40.00	\$69.28
<b>Activity 230011 - Administer &amp; Support City Funded Outside Group Contracts</b>				
Product: An Agency Supported				
FY 2002/2003 Adopted	\$25,650.85	4.00	567.00	\$6,412.71
FY 2003/2004 Adopted	\$26,717.87	4.00	567.00	\$6,679.47
<b>Activity 230012 - Develop Strategies, Projects &amp; Funding Resources</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$6,749.49	100.00	100.00	\$67.49
FY 2003/2004 Adopted	\$6,928.39	100.00	100.00	\$69.28
<b>Activity 230013 - Provide General BMR Program Administration</b>				
Product: A BMR Unit Certified as Occupied by Qualified Residents				
FY 2002/2003 Adopted	\$38,473.18	750.00	619.00	\$51.30
FY 2003/2004 Adopted	\$39,897.75	750.00	619.00	\$53.20
<b>Activity 230014 - BMR Program Implementation</b>				
Product: A BMR Unit Purchased or Resold				
FY 2002/2003 Adopted	\$8,810.13	3.00	206.00	\$2,936.71
FY 2003/2004 Adopted	\$9,284.23	3.00	206.00	\$3,094.74
<b>Totals for Service Delivery Plan 23003:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$82,383.45</b>		<b>1,532.00</b>	
FY 2003/2004 Adopted	<b>\$85,599.60</b>		<b>1,532.00</b>	
<b>Totals for Program 230:</b>				
FY 2002/2003 Adopted	<b>\$671,289.70</b>		<b>10,838.00</b>	
FY 2003/2004 Adopted	<b>\$695,915.11</b>		<b>10,838.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Program Outcome Statement**

To plan the physical development and redevelopment of the City to maintain and improve its physical appearance, safety, and functionality, its economy and its overall quality of life by:

- Providing leadership in developing a vision for the future and maintaining the cohesiveness usefulness, and relevancy of the General Plan,
- Developing strategies, policy reports, and comprehensive long-range plans relative to the built environment,
- Assembling, analyzing, and disseminating up-to-date, accurate, and useable land use information and comparative demographic and economic data on the City,
- Assuring that capital improvement planning and programming is coordinated and time sensitive,
- Participating in regional planning efforts and influencing state and federal policy development to protect land use and planning policy in the City, and
- Informing and involving the community in long-range and strategic planning, land use policy development and implementation actions.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* 85% of the members of City Council and the Commissions directly supported rate the quality of information and analysis of the plans, studies and policy reports as meeting expectations. - Percent	5	85.00%	85.00%	85.00%
* An overall customer satisfaction rating of 85% is achieved. - Rating	3	85.00%	85.00%	85.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	2	1.00	1.00	1.00
* Actions by outside agencies on land use related issues are consistent with City policy 85% of the time. - Percent	3	85.00%	85.00%	85.00%
* 85% of non-routine items are completed on schedule. - Percent	3	0.00%	85.00%	85.00%
* 85% of information requests are completed within 48 hours. - Percent	3	0.00%	85.00%	85.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Notes**

1. Outcome measures relating to support to staff in other departments and users of the information database were deleted from the Program level, however they are retained at the Service Delivery Plan levels. This data is folded into the Program Outcome measure related to an overall satisfaction rating.

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Service Delivery Plan 24201 - Policy Development**

Ensure the utility of Sunnyvale's General Plan and assist in the clear articulation of the community's vision for the future built environment by:

- Maintaining the cohesiveness and relevancy of the General Plan through the provision of leadership for the timely, systematic updating of its elements,
- Developing comprehensive long-range and coordinated capital improvement plans, effective strategies and policy reports,
- Establishing public outreach, community participation and citizen feedback mechanisms to clearly articulate the community vision of the built environment,
- Educating citizens and heritage property owners and promoting the value of heritage preservation, and
- Participating in regional planning efforts and influencing state and federal policy development to protect land use and planning policy in the City, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 85% of the members of the City Council and the Commissions directly supported rate the quality of the information and analysis of plans, studies and policy reports prepared as meeting expectations. - Percent	85.00%	85.00%	85.00%
* 85% of Staff surveyed from other departments receiving assistance rate the quality of support provided in the development of General Plan elements and policy reports as adding value to the process. - Percent	85.00%	85.00%	85.00%
* 85% of those neighborhood group members, business leaders and citizens involved rate the City's planning efforts as effective and in support of their long-term vision. - Percent	85.00%	85.00%	85.00%
* Actions by outside agencies are consistent with City policy 85% of the time. - Percent	85.00%	85.00%	85.00%
* 95% of community condition indicators are reviewed annually to assure General Plan is relevant. - Percent	0.00%	95.00%	95.00%
* 85% of non-routine items are completed on schedule. - Percent	0.00%	85.00%	85.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 242110 - Community Planning Policy Studies</b>				
Product: A Document Prepared				
FY 2002/2003 Adopted	\$396,990.61	30.00	5,730.03	\$13,233.02
FY 2003/2004 Adopted	\$417,486.61	30.00	5,730.41	\$13,916.22
<b>Activity 242120 - Analyze Intergovernmental Policy</b>				
Product: City Position Communicated				
FY 2002/2003 Adopted	\$85,836.15	20.00	919.47	\$4,291.81
FY 2003/2004 Adopted	\$89,511.57	20.00	919.05	\$4,475.58
<b>Activity 242190 - Provide Policy Development Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$65,040.54	815.06	815.06	\$79.80
FY 2003/2004 Adopted	\$68,153.38	814.96	814.96	\$83.63
<b>Activity 242130 - Support Heritage Preservation Activities</b>				
Product: A Work Item Completed				
FY 2002/2003 Adopted	\$14,686.30	10.00	230.17	\$1,468.63
FY 2003/2004 Adopted	\$15,414.71	10.00	230.17	\$1,541.47
<b>Totals for Service Delivery Plan 24201:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$562,553.60</b>		<b>7,694.73</b>	
FY 2003/2004 Adopted	<b>\$590,566.27</b>		<b>7,694.59</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Service Delivery Plan 24202 - Information Management**

Assist internal and external customers through collecting, consolidating, analyzing, and disseminating current and useful land use, demographic and economic data on the City by:

- Providing requested land use and community development information in easily accessible and useful forms to City staff and the general public,
- Supplying growth projections and participate in capital improvement planning for the community,
- Providing a centralized location for information about community conditions to City departments and the general public,
- Using Geographic Information Systems and other technology that is appropriate and up-to-date, and
- Consolidating and coordinating the land use and community conditions data used in the General Plan and in policy development, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 85% of the users of the information reports find them to be up-to-date and useful. - Percent	85.00%	85.00%	85.00%
* 98% of audited data is determined to be accurate. - Percent	98.00%	98.00%	98.00%
* 85% of information requests are completed within 48 hours. - Percent	0.00%	85.00%	85.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 242210 - Update Community Condition Indicators</b>				
Product: An Indicator Updated				
FY 2002/2003 Adopted	\$11,054.47	370.00	187.66	\$29.88
FY 2003/2004 Adopted	\$11,647.41	370.00	187.68	\$31.48
<b>Activity 242220 - Update Demographic and Economic Data</b>				
Product: A Profile Updated				
FY 2002/2003 Adopted	\$51,098.93	24.00	785.40	\$2,129.12
FY 2003/2004 Adopted	\$53,455.13	24.00	785.26	\$2,227.30
<b>Activity 242230 - Manage GIS</b>				
Product: A Map or Report Produced				
FY 2002/2003 Adopted	\$98,735.79	100.00	1,518.40	\$987.36
FY 2003/2004 Adopted	\$104,135.01	100.00	1,518.70	\$1,041.35
<b>Activity 242290 - Provide Information Management Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$18,479.37	252.81	252.81	\$73.10
FY 2003/2004 Adopted	\$19,367.64	252.77	252.77	\$76.62
<b>Totals for Service Delivery Plan 24202:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$179,368.56</b>		<b>2,744.27</b>	
FY 2003/2004 Adopted	<b>\$188,605.19</b>		<b>2,744.41</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Totals for Program 242:</b>				
<b>FY 2002/2003 Adopted</b>	<b>\$741,922.16</b>		<b>10,439.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$779,171.46</b>		<b>10,439.00</b>	



**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Program Outcome Statement**

Ensure and improve the safety, physical appearance and functionality of the City through a positive, proactive and comprehensive development review by:

- Providing comprehensive and timely review and assistance to achieve compliance with relevant land use and development requirements,
- Providing an integrated and effective development review and permitting system, that adds valuable technical knowledge to the process while minimizing review times,
- Supporting the City Council, Planning Commission, and Heritage Preservation Commission, as necessary, in order to implement the General Plan and policies of the City with respect to land use and development project reviews, and
- Providing timely building inspections to ensure compliance with approved plans.

So that:

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 85% of the members of City Council and Commissions supported by Community Development rate the quality of development review process as meeting expectations. - Percent	4	85.00%	85.00%	85.00%
* 85% of the members of City Council and Commissions supported by Community Development rate the completed development projects as meeting expectations with approved concept plans. - Percent	5	85.00%	85.00%	85.00%
* 90% of all building permits with plans and minor building permits are ready for issuance within one business day. - Percent	5	90.00%	90.00%	90.00%
* 95% of requested inspections are completed within 24 hours of the request. - Percent	3	90.00%	95.00%	95.00%
* 95% of the project reviews, plan checks and inspections which are audited are found to meet standards of quality. - Percent	3	95.00%	95.00%	95.00%
* An overall customer satisfaction rating of 85% is achieved. - Percent	5	85.00%	85.00%	85.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	2	1.00	1.00	1.00
* 90% of total building permits (on a three-year average) are closed. - Percent	2	0.00%	90.00%	90.00%
* 90% of regular building plan checks are reviewed within an average 21 days. - Percent	3	0.00%	90.00%	90.00%
* 95% of land use permit applications are reviewed within 10 days. - Percent	2	0.00%	95.00%	95.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Notes**

1. Measurement which audits for standards of quality are accomplished by senior staff reviewing completed plan checks, and field checking previously inspected construction. These reviews are random samples of land use and construction permitting applications, permits and inspections.
2. The State of California requires that building permit reviews be completed within 30 days. The city standard that 90% are completed within 21 days exceeds this State standard.
3. A new SDP titled "One-Stop Counter" has been added to assist in the management of one-stop permitting activities. Budget for this SDP was previously allocated throughout the program.

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24301 - Land Use Permitting**

Manage the land use and physical development (and redevelopment) of the City in a manner which constantly strives to improve its physical appearance, safety, and functionality, and its overall quality of life, so that:

- Implementing the General Plan in accordance with the Zoning Code and by working with development interests in the pursuit of shared goals,
- Providing useful and timely land use and zoning information and feedback,
- Guiding customers through the process for land use permits and discretionary reviews,
- Providing comprehensive development review, while minimizing review times,
- Ensuring that land use services are coordinated and effective,
- Providing relevant training to enable staff to make sound, timely decisions, and
- Establishing community participation and feedback mechanisms to meaningfully engage the community in the public hearing process, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 85% of the members of Council and Commissions supported by Community Development rate the quality of development review and as meeting or exceeding expectations. - Percent	85.00%	85.00%	85.00%
* 95% of the public notices are accurate and published in accordance with City standards - Percent	95.00%	95.00%	95.00%
* 95% of land use permit reviews are completed within 10 days. - Percent	90.00%	95.00%	95.00%
* 95% of the project reviews and plan checks which are audited are found to meet standards for quality. - Percent	95.00%	95.00%	95.00%
* A overall applicant satisfaction rating of 85% is achieved. - Rating	85.00%	85.00%	85.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	0.00	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 243110 - Review Land Use Permit Applications by Planning</b>				
Product: A Land Use Permit Application Reviewed				
FY 2002/2003 Adopted	\$560,454.02	800.00	10,277.97	\$700.57
FY 2003/2004 Adopted	\$589,615.82	800.00	10,278.29	\$737.02
<b>Activity 243120 - Review Land Use Permit Applications by Building</b>				
Product: A Land Use Permit Application Reviewed				
FY 2002/2003 Adopted	\$15,293.40	120.00	254.45	\$127.45
FY 2003/2004 Adopted	\$16,141.98	120.00	254.47	\$134.52
<b>Activity 243130 - Provide Land Use and Zoning Information</b>				
Product: A Customer Served				
FY 2002/2003 Adopted	\$250,360.71	16,200.00	4,342.80	\$15.45
FY 2003/2004 Adopted	\$264,101.89	16,200.00	4,343.14	\$16.30
<b>Activity 243190 - Provide Land Use Permit Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$144,088.78	1,732.90	1,732.90	\$83.15
FY 2003/2004 Adopted	\$149,039.03	1,732.27	1,732.27	\$86.04
<b>Activity 243610 - Review Land Use Permit Applications by Engineering</b>				
Product: A Land Use Permit Application Reviewed				
FY 2002/2003 Adopted	\$40,373.63	120.00	611.74	\$336.45
FY 2003/2004 Adopted	\$42,580.59	120.00	611.79	\$354.84
<b>Activity 243620 - Review Land Use Permit Applications by Traffic</b>				
Product: A Land Use Permit Application Reviewed				
FY 2002/2003 Adopted	\$86,552.44	125.00	1,220.17	\$692.42
FY 2003/2004 Adopted	\$90,615.78	125.00	1,220.09	\$724.93

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 243630 - Review Land Use Permit Applications by Trees and Landscaping</b>				
Product: A Land Use Permit Application Reviewed				
FY 2002/2003 Adopted	\$12,984.40	120.00	203.78	\$108.20
FY 2003/2004 Adopted	\$13,424.89	120.00	203.72	\$111.87
<b>Activity 243640 - Review Land Use Permit Applications by WPCP</b>				
Product: A Land Use Permit Application Reviewed				
FY 2002/2003 Adopted	\$3,038.09	100.00	50.88	\$30.38
FY 2003/2004 Adopted	\$3,206.65	100.00	50.89	\$32.07
<b>Totals for Service Delivery Plan 24301:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$1,113,145.47</b>		<b>18,694.69</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$1,168,726.63</b>		<b>18,694.66</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24302 - Construction Permitting**

Manage construction permitting and inspections in a manner which achieves building safety and compliance with City and State requirements by:

- Coordinating a centralized permitting system that adds valuable technical knowledge and process expertise and minimizes review times,
- Guiding the customer through the One Stop review processes,
- Providing timely construction inspections to ensure compliance with approved plans,
- Ensuring that development services are coordinated and effective, and
- Providing relevant training to enable staff to make timely decisions, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 90% of all building permits with plans and minor permits are ready for issuance within one business day. - Percent	90.00%	90.00%	90.00%
* 95% of requested inspections are completed within 24 hours of scheduled date. - Percent	90.00%	95.00%	95.00%
* 95% of the plan checks and inspections which are audited are found to meet standards for quality. - Percent	95.00%	95.00%	95.00%
* 90% of total building permits (on a three year rolling average) are closed. - Percent	90.00%	90.00%	90.00%
- Percent	0.00%	90.00%	90.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	0.00	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 243210 - Review Regular Building Plans by Building</b>				
Product: A Regular Building Plan Reviewed				
FY 2002/2003 Adopted	\$311,896.32	200.00	4,914.66	\$1,559.48
FY 2003/2004 Adopted	\$325,852.85	200.00	4,914.20	\$1,629.26
<b>Activity 243220 - Review Express/Minor Building Permit Applications by Building</b>				
Product: An Express/Minor Building Permit Application Reviewed				
FY 2002/2003 Adopted	\$225,907.74	4,000.00	3,555.94	\$56.48
FY 2003/2004 Adopted	\$237,584.25	4,000.00	3,556.04	\$59.40
<b>Activity 243230 - Review Regular Building Plans by Planning</b>				
Product: A Regular Building Plan Reviewed				
FY 2002/2003 Adopted	\$77,641.64	192.00	1,267.32	\$404.38
FY 2003/2004 Adopted	\$81,987.25	192.00	1,267.44	\$427.02
<b>Activity 243240 - Review Express/Minor Building Permit Applications by Planning</b>				
Product: An Express/Minor Building Permit Application Reviewed				
FY 2002/2003 Adopted	\$19,950.88	1,015.00	326.74	\$19.66
FY 2003/2004 Adopted	\$21,067.51	1,015.00	326.77	\$20.76
<b>Activity 243290 - Provide Construction Permitting Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$269,314.37	3,552.42	3,552.42	\$75.81
FY 2003/2004 Adopted	\$282,209.43	3,552.25	3,552.25	\$79.45
<b>Activity 243550 - Review Regular Building Plans by WPCP</b>				
Product: A Regular Building Plan Reviewed				
FY 2002/2003 Adopted	\$16,308.18	138.00	304.69	\$118.18
FY 2003/2004 Adopted	\$17,215.01	138.00	304.71	\$124.75



**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 243530 - Review Express/Minor Building Permit Applications by WPCP</b>				
Product: An Express/Minor Building Permit Application Reviewed				
FY 2002/2003 Adopted	\$2,647.01	26.00	50.76	\$101.81
FY 2003/2004 Adopted	\$2,794.19	26.00	50.76	\$107.47
<b>Activity 243540 - Review Regular Building Plans by Engineering</b>				
Product: A Regular Building Plan Reviewed				
FY 2002/2003 Adopted	\$22,442.35	100.00	361.45	\$224.42
FY 2003/2004 Adopted	\$23,684.24	100.00	361.48	\$236.84
<b>Activity 243560 - Review Express/Minor Building Permit Applications by Engineering</b>				
Product: An Express/Minor Building Permit Application Reviewed				
FY 2002/2003 Adopted	\$2,539.85	17.00	40.73	\$149.40
FY 2003/2004 Adopted	\$2,681.07	17.00	40.73	\$157.71
<b>Activity 243510 - Review Regular Building Plans by Fire Prevention</b>				
Product: A Regular Building Plan Reviewed				
FY 2002/2003 Adopted	\$105,251.79	148.00	1,480.26	\$711.16
FY 2003/2004 Adopted	\$111,104.30	148.00	1,480.41	\$750.70
<b>Activity 243520 - Review Express/Minor Building Permit Applications by Fire Prevention</b>				
Product: An Express/Minor Building Permit Application Reviewed				
FY 2002/2003 Adopted	\$47,181.84	504.00	663.56	\$93.61
FY 2003/2004 Adopted	\$49,805.37	504.00	663.63	\$98.82
<b>Activity 243250 - Close Building Permits</b>				
Product: A Permit Closed				
FY 2002/2003 Adopted	\$602,077.00	3,820.00	10,073.08	\$157.61
FY 2003/2004 Adopted	\$632,972.75	3,820.00	10,073.27	\$165.70

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 243260 - Provide Building Information</b>				
Product: A Customer Served				
FY 2002/2003 Adopted	\$199,595.81	11,000.00	3,107.38	\$18.15
FY 2003/2004 Adopted	\$208,657.54	11,000.00	3,107.12	\$18.97
<b>Totals for Service Delivery Plan 24302:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
FY 2002/2003 Adopted	<b>\$1,902,754.78</b>		<b>29,698.99</b>	
FY 2003/2004 Adopted	<b>\$1,997,615.76</b>		<b>29,698.81</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24305 - One-Stop Counter**

Support development services efforts to provide a positive, proactive and comprehensive development review by:

- Providing timely assistance and high quality customer service to telephone and counter customers,
- Referring telephone customers to the appropriate City service staff,
- Coordinating the staff to review development applications,
- Accurately collecting permit fees and other payments, and
- Providing basic permit information to phone and counter customers, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Initial contact with telephone customers is made within 50 seconds 90% of the time. - Percent	0.00%	90.00%	90.00%
* 95% of customers are connected to the appropriate development services staff on the first try. - Percent	0.00%	95.00%	95.00%
* 90% of counter customers are seen within 15 minutes. - Percent	0.00%	90.00%	90.00%
* Cashier balances within \$5.00 95% of the time. - Percent	0.00%	95.00%	95.00%
* An overall customer satisfaction rating of 85% is achieved. - Percent	0.00%	85.00%	85.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	0.00	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Notes**

1. This service delivery plan (SDP) has been added to this program to assist in the management of these activities. Budget for this SDP was previously allocated throughout the program.

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 243800 - Answer Phones</b>				
Product: A Customer Served				
FY 2002/2003 Adopted	\$129,634.57	32,100.00	3,815.61	\$4.04
FY 2003/2004 Adopted	\$136,577.83	32,100.00	3,815.80	\$4.25
<b>Activity 243801 - Reception/Cashier Station</b>				
Product: A Customer Served				
FY 2002/2003 Adopted	\$78,733.46	15,000.00	2,099.66	\$5.25
FY 2003/2004 Adopted	\$82,900.64	15,000.00	2,099.76	\$5.53
<b>Activity 243802 - Provide One-Stop Permit Administration</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$32,119.83	660.05	660.05	\$48.66
FY 2003/2004 Adopted	\$33,279.03	659.97	659.97	\$50.43
<b>Totals for Service Delivery Plan 24305:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$240,487.86</b>		<b>6,575.32</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$252,757.50</b>		<b>6,575.53</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Totals for Program 243:</b>				
<b>FY 2002/2003 Adopted</b>	<b>\$3,256,388.11</b>		<b>54,969.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$3,419,099.89</b>		<b>54,969.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Program Outcome Statement**

Preserve and enhance the long-term stability and viability of all City neighborhoods, including residential and non-residential, by:

- Forming community partnerships and supporting neighborhood-based goals and objectives,
- Assisting neighborhoods to create and maintain viable neighborhood associations,
- Educating citizens about City, County, and non-profit resources available to meet their needs, and
- Achieving and ensuring compliance with property maintenance, building, and zoning requirements through a systematic process of education, assistance, and, when necessary, progressive enforcement.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	2	1.00	1.00	1.00
* 85% of active neighborhood associations rate the neighborhood partnership's services as "good" or better. - Percent	4	0.00%	85.00%	85.00%
* 90% chronic code violation cases (where repeated attempts to achieve compliance with the property owner were not successful) are resolved within 10 months. - Percent	3	0.00%	90.00%	90.00%
* 85% of all code compliance cases are in compliance within 30 days. - Percent	3	0.00%	85.00%	85.00%
* 80% of the City's "Citizen Opinion Survey" respondents state that code enforcement issues are not a serious problem in their neighborhood. - Percent	4	0.00%	80.00%	80.00%
* Survey results indicate that 85% of properties meet community standards for property maintenance. - Percent	2	0.00%	85.00%	85.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Service Delivery Plan 24501 - Neighborhood Partnerships**

Support cooperative partnerships with neighborhood associations, community groups, and businesses to promote attractive and viable neighborhoods, by:

- Developing and supporting neighborhood associations to maintain and improve their neighborhoods,
- Educating citizens about community standards and available City, County, and non-profit resources available to meet their needs, and
- Promoting resident and business support and proactive involvement to pre-empt neighborhood decline, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 85% of active neighborhood associations rate the neighborhood partnership's services as "good" or better. - Percent	0.00%	85.00%	85.00%
* 80% of the City's "Citizen Opinion Survey" respondents state that code enforcement issues are not a serious problem in their neighborhood. - Percent	0.00%	80.00%	80.00%



**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Notes**

1. The number of active neighborhood associations that are supported will be reported in the Community Condition Indicators.

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 245130 - Organize Community Events</b>				
Product: An Event Held				
FY 2002/2003 Adopted	\$27,250.57	8.00	529.60	\$3,406.32
FY 2003/2004 Adopted	\$28,516.78	8.00	529.58	\$3,564.60
<b>Activity 245190 - Provide Community Partnerships Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$20,731.67	236.11	236.11	\$87.81
FY 2003/2004 Adopted	\$21,373.24	235.93	235.93	\$90.59
<b>Activity 245140 - Support Community Groups</b>				
Product: Support Provided To A Community Group				
FY 2002/2003 Adopted	\$105,382.15	100.00	1,991.47	\$1,053.82
FY 2003/2004 Adopted	\$110,506.79	100.00	1,991.52	\$1,105.07
<b>Totals for Service Delivery Plan 24501:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
<b>FY 2002/2003 Adopted</b>	<b>\$153,364.39</b>		<b>2,757.18</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$160,396.81</b>		<b>2,757.03</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Service Delivery Plan 24503 - Code Compliance**

Prevent neighborhood decline and promote attractiveness within residential and non-residential areas through achieving and maintaining compliance with the Sunnyvale Municipal Code, the Uniform Building Code, and land use requirements, by:

- Using a systematic process that includes education, assistance, and, when necessary, progressive enforcement,
- Assuring that established community standards are understood, met and maintained,
- Providing citizens with special needs information and support to comply with codes, and
- Supporting the efforts and activities of the Board of Code Appeals, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 85% of all code compliance cases are in compliance within 30 days. - Percent	0.00%	85.00%	85.00%
* 90% chronic code violation cases (where repeated attempts to achieve compliance with the property owner were not successful) are resolved within 10 months. - Percent	0.00%	90.00%	90.00%
* 80% of the City's "Citizen Opinion Survey" respondents state that code enforcement issues are not a serious problem in their neighborhood. - Percent	0.00%	80.00%	80.00%
* Survey results indicate that 85% of properties meet community standards for property maintenance. - Percent	0.00%	85.00%	85.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 245310 - Achieve Code Compliance</b>				
Product: A Code Compliance Case Closed				
FY 2002/2003 Adopted	\$268,565.52	1,800.00	5,143.92	\$149.20
FY 2003/2004 Adopted	\$281,954.71	1,800.00	5,144.20	\$156.64
<b>Activity 245350 - Monitor Discretionary Permit Conditions</b>				
Product: A Permit Reviewed				
FY 2002/2003 Adopted	\$10,500.38	100.00	205.63	\$105.00
FY 2003/2004 Adopted	\$11,081.13	100.00	205.67	\$110.81
<b>Activity 245360 - Respond to Neighborhood Preservation Information Requests</b>				
Product: A Request Answered				
FY 2002/2003 Adopted	\$41,296.42	936.00	872.13	\$44.12
FY 2003/2004 Adopted	\$43,497.73	936.00	872.25	\$46.47
<b>Activity 245390 - Provide Neighborhood Preservation Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$56,482.36	730.27	730.27	\$77.34
FY 2003/2004 Adopted	\$58,355.38	729.83	729.83	\$79.96
<b>Activity 245370 - Support Administrative Citation/Order or Abatement/Order Issued</b>				
Product: A Citation/Order Issued				
FY 2002/2003 Adopted	\$91,202.39	25.00	1,698.87	\$3,648.10
FY 2003/2004 Adopted	\$95,844.17	25.00	1,699.02	\$3,833.77
<b>Totals for Service Delivery Plan 24503:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
FY 2002/2003 Adopted	<b>\$468,047.07</b>		<b>8,650.82</b>	
FY 2003/2004 Adopted	<b>\$490,733.12</b>		<b>8,650.97</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Totals for Program 245:</b>				
<b>FY 2002/2003 Adopted</b>	<b>\$621,411.46</b>		<b>11,408.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$651,129.93</b>		<b>11,408.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Program Outcome Statement**

Maintain and operate the parking district parking lots so as to ensure convenience of use and a feeling of safety, which will attract customers to the central business district.

Maintain 300,431 square feet of public parking lot surfaces in a safe, attractive condition.

**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Objective 25001 - Operate and Maintain Parking Lots**

Operate and maintain 11 parking lots in the parking district at a level of "satisfactory" or better for (a) pavement, (b) painting, and (c) cleanliness.

	<b>FY2001/2002 Adopted</b>	<b>FY2002/2003 Adopted</b>	<b>FY2003/2004 Adopted</b>
* Percent of sweeping in the 11 parking lots of the parking district that achieves a maintenance level of "satisfactory" or better. - Percent	90.00%	90.00%	90.00%
* Percent of parking lot surface area maintained at level of "satisfactory" or better. - Percent	90.00%	90.00%	90.00%
* Percent of pavement striping and legends maintained at a level of "satisfactory" or better. - Percent	90.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

	<u>Costs</u>	<u>Units</u>	<u>Work Hours</u>	<u>Unit Costs</u>
<b>Task 250000 - Maintain Pavement in Parking Lot</b>				
Unit: Square Feet				
FY 2002/2003 Adopted	\$3,896.31	15,808.00	24.00	\$0.25
FY 2003/2004 Adopted	\$3,973.92	15,808.00	24.00	\$0.25
<b>Task 250010 - Sweep Parking Lot</b>				
Unit: Swept Parking Lot				
FY 2002/2003 Adopted	\$36,302.44	780.00	380.00	\$46.54
FY 2003/2004 Adopted	\$37,562.11	780.00	380.00	\$48.16
<b>Task 250020 - Stripe Parking Lot</b>				
Unit: Lineal Feet				
FY 2002/2003 Adopted	\$2,294.23	6,776.00	30.00	\$0.34
FY 2003/2004 Adopted	\$2,375.91	6,776.00	30.00	\$0.35
<b>Task 250030 - Provide Signs for Parking Lot</b>				
Unit: Signs Changed				
FY 2002/2003 Adopted	\$1,934.69	50.00	25.00	\$38.69
FY 2003/2004 Adopted	\$2,004.00	50.00	25.00	\$40.08
<b>Task 250040 - Other Objective Tasks</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$14,050.64	310.00	310.00	\$45.32
FY 2003/2004 Adopted	\$14,711.80	310.00	310.00	\$47.46
<b>Totals for Objective 25001:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$58,478.31</b>		<b>769.00</b>	
FY 2003/2004 Adopted	<b>\$60,627.74</b>		<b>769.00</b>	



**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Objective 25002 - Maintain Parking Lot Lights**

Maintain 11 parking lot lighting systems so that at least 95% of the scheduled lights are lit on any night, reducing City liability.

	<b>FY2001/2002 Adopted</b>	<b>FY2002/2003 Adopted</b>	<b>FY2003/2004 Adopted</b>
* Percent of lights burning in parking lots on test nights. - Percent	95.00%	95.00%	95.00%
* Percent of refractors cleaned within 24 hours after notification. - Percent	100.00%	100.00%	100.00%
* Number and percent of claims resulting from parking lot light failures and hazards as a percentage of the previous three year average number of claims. - Number	1.00	1.00	1.00
- Percent	100.00%	100.00%	100.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

	<u>Costs</u>	<u>Units</u>	<u>Work Hours</u>	<u>Unit Costs</u>
<b>Task 250050 - Survey Parking Lot Lights</b>				
Unit: Number of Surveys				
FY 2002/2003 Adopted	\$2,555.04	12.00	50.00	\$212.92
FY 2003/2004 Adopted	\$2,646.55	12.00	50.00	\$220.55
<b>Task 250060 - Maintain Lighting</b>				
Unit: Lamps Changed				
FY 2002/2003 Adopted	\$20,572.00	70.00	88.00	\$293.89
FY 2003/2004 Adopted	\$21,083.60	70.00	88.00	\$301.19
<b>Task 250070 - Other Objective Tasks</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$451.48	10.00	10.00	\$45.15
FY 2003/2004 Adopted	\$475.27	10.00	10.00	\$47.53
<b>Totals for Objective 25002:</b>				
<b>FY 2002/2003 Adopted</b>	<b>\$23,578.52</b>		<b>148.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$24,205.42</b>		<b>148.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Objective 25003 - Perform Administrative and Support Services**

Perform administrative and support services.

**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

	<u>Costs</u>	<u>Units</u>	<u>Work Hours</u>	<u>Unit Costs</u>
<b>Task 250080 - Provide Administration</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$2,817.19	52.00	52.00	\$54.18
FY 2003/2004 Adopted	\$2,925.69	52.00	52.00	\$56.26
<b>Task 250090 - Provide Support Services</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$1,643.12	40.00	40.00	\$41.08
FY 2003/2004 Adopted	\$1,731.54	40.00	40.00	\$43.29
<b>Totals for Objective 25003:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$4,460.31</b>		<b>92.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$4,657.23</b>		<b>92.00</b>	
<b>Totals for Program 250:</b>				
<b>FY 2002/2003 Adopted</b>	<b>\$86,517.14</b>		<b>1,009.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$89,490.39</b>		<b>1,009.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Program Outcome Statement**

To provide the parking district with safe and attractive landscaped areas.

Maintain 2.738 acres (13,251 square yards) of landscaping and 1.029 acres of hardscape areas in a satisfactory condition.

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25101 - Downtown Parking District Hardscape Maintenance**

Maintain 4,980 square yards of downtown parking district hardscape (e.g., sidewalk areas) by:

- Controlling weeds four times per fiscal year,
- Maintain 34,919 square yards of downtown parking lot areas by spot spraying weeds three times per fiscal year, and
- Hardscape and parking lots to be free of noticeable weeds visually obstructing these areas, so that:

	<b>FY2001/2002 Adopted</b>	<b>FY2002/2003 Adopted</b>	<b>FY2003/2004 Adopted</b>
* Percent of downtown hardscape areas that are maintained to provide a surface unobstructed by weeds determined by quarterly divisional quality survey. - Percent	81.00%	81.00%	81.00%
* Percent of downtown parking lots that are maintained to provide a surface unobstructed by weeds determined by quarterly divisional quality survey. - Percent	81.00%	81.00%	81.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

	<u>Costs</u>	<u>Units</u>	<u>Work Hours</u>	<u>Unit Costs</u>
<b>Task 251010 - Hardscape Maintenance</b>				
Unit: A Square Yard				
FY 2002/2003 Adopted	\$1,147.24	20,865.00	30.00	\$0.05
FY 2003/2004 Adopted	\$1,199.15	20,865.00	30.00	\$0.06
<b>Task 251020 - Parking Lot Maintenance</b>				
Unit: A Square Yard				
FY 2002/2003 Adopted	\$1,400.21	139,676.00	37.00	\$0.01
FY 2003/2004 Adopted	\$1,463.46	139,676.00	37.00	\$0.01
<b>Totals for Objective 25101:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$2,547.45</b>		<b>67.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$2,662.61</b>		<b>67.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25102 - Irrigation System Maintenance / Provide Utility Services**

Maintain irrigation system components in downtown parking district landscaped areas in a satisfactory operating condition that optimizes sprinkler coverage and minimizes water waste and respond to irrigation related complaints within 24 hours. Provide utility services to downtown landscaped areas such that irrigation water usage is maintained at or below allowable allocations.

	<b>FY2001/2002 Adopted</b>	<b>FY2002/2003 Adopted</b>	<b>FY2003/2004 Adopted</b>
* Percent of irrigation components operating in a satisfactory condition maximizing sprinkler coverage and minimizing water waste determined by quarterly divisional quality survey. - Percent	80.00%	80.00%	80.00%
* Number and percent of irrigation related complaints that are responded to within 24 hours determined by sectional landscaping service reports. - Number	10.00	5.00	5.00
- Percent	98.00%	100.00%	100.00%
* Percent of irrigation water usage that is maintained at or below allowable allocations. - Percent	92.00%	92.00%	92.00%



**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

	<u>Costs</u>	<u>Units</u>	<u>Work Hours</u>	<u>Unit Costs</u>
<b>Task 251030 - Other Objective Tasks</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$4,933.21	129.00	129.00	\$38.24
FY 2003/2004 Adopted	\$5,156.39	129.00	129.00	\$39.97
<b>Task 251040 - Irrigation Repairs</b>				
Unit: A Repair				
FY 2002/2003 Adopted	\$6,696.46	286.00	173.00	\$23.41
FY 2003/2004 Adopted	\$7,000.01	286.00	173.00	\$24.48
<b>Task 251050 - Provide Irrigation Water</b>				
Unit: 100 Cubic Feet of Water Used				
FY 2002/2003 Adopted	\$4,083.29	2,698.00	1.00	\$1.51
FY 2003/2004 Adopted	\$4,125.18	2,698.00	1.00	\$1.53
<b>Task 251060 - Provide Controller Electricity</b>				
Unit: Kilowatts Used				
FY 2002/2003 Adopted	\$255.29	125.00	1.00	\$2.04
FY 2003/2004 Adopted	\$260.77	125.00	1.00	\$2.09
<b>Totals for Objective 25102:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$15,968.25</b>		<b>304.00</b>	
FY 2003/2004 Adopted	<b>\$16,542.35</b>		<b>304.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25103 - Maintain Downtown Parking District Trees**

Maintain the 184 downtown parking district trees by implementation of a consistent pruning cycle. All trees to have a healthy growth habit indicative of the specific species, be disease free and have no apparent sign of insect infestation.

	<b>FY2001/2002 Adopted</b>	<b>FY2002/2003 Adopted</b>	<b>FY2003/2004 Adopted</b>
* Number and percent of downtown parking district trees pruned each fiscal year.			
- Number	88.00	68.00	68.00
- Percent	28.00%	28.00%	28.00%
* Percent of downtown parking district trees having good color, shape and vigorous new growth indicative to the specific species with no apparent sign of disease or insect infestation and structurally maintained to avoid liability exposures as determined by quarterly divisional survey.			
- Percent	80.00%	80.00%	80.00%
* Percent of downtown parking district trees which are replaced for various reasons within two months of notification determined by divisional plant material replacement forms.			
- Percent	99.00%	99.00%	99.00%

**City of Sunnyvale  
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**Program 251 - Parking District Landscaping**

	<u>Costs</u>	<u>Units</u>	<u>Work Hours</u>	<u>Unit Costs</u>
<b>Task 251070 - Tree Pruning</b>				
Unit: A Tree Pruned				
FY 2002/2003 Adopted	\$3,719.55	68.00	94.00	\$54.70
FY 2003/2004 Adopted	\$3,888.74	68.00	94.00	\$57.19
<b>Task 251080 - Tree Removal and Replacement</b>				
Unit: A Tree Replaced				
FY 2002/2003 Adopted	\$305.94	4.00	8.00	\$76.49
FY 2003/2004 Adopted	\$319.78	4.00	8.00	\$79.95
<b>Task 251090 - Other Objective Tasks</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$755.02	23.50	23.50	\$32.13
FY 2003/2004 Adopted	\$788.10	23.50	23.50	\$33.54
<b>Totals for Objective 25103:</b>				
	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
<b>FY 2002/2003 Adopted</b>	<b>\$4,780.51</b>		<b>125.50</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$4,996.62</b>		<b>125.50</b>	

**City of Sunnyvale  
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**Program 251 - Parking District Landscaping**

**Objective 25104 - Downtown Parking District Shrub Maintenance**

Maintain the 1,007 downtown parking district shrubs by implementing good horticultural practices. All shrubs are to have a healthy growth habit indicative to the specific species, be disease free and have no apparent signs of insect infestation.

	<b>FY2001/2002 Adopted</b>	<b>FY2002/2003 Adopted</b>	<b>FY2003/2004 Adopted</b>
* Number and percent of downtown parking district shrubs pruned and shaped each fiscal year.			
- Number	1,229.00	967.00	967.00
- Percent	96.00%	96.00%	96.00%
* Percent of downtown parking district shrubs that have good color, form and vigorous new growth indicative to the specific species, are disease free and have no apparent sign of insect infestation determined by quarterly divisional quality survey.			
- Percent	80.00%	80.00%	80.00%
* Percent of downtown parking district shrubs which are replaced for various reasons within two months of notification determined by divisional plant material replacement forms.			
- Percent	99.00%	99.00%	99.00%

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**Program 251 - Parking District Landscaping**

	<u>Costs</u>	<u>Units</u>	<u>Work Hours</u>	<u>Unit Costs</u>
<b>Task 251100 - Shrub Pruning</b>				
Unit: A Shrub Pruned				
FY 2002/2003 Adopted	\$6,604.87	967.00	176.00	\$6.83
FY 2003/2004 Adopted	\$6,902.74	967.00	176.00	\$7.14
<b>Task 251110 - Shrub Removal and Replacement</b>				
Unit: A Shrub Replaced				
FY 2002/2003 Adopted	\$877.11	65.00	26.50	\$13.49
FY 2003/2004 Adopted	\$915.78	65.00	26.50	\$14.09
<b>Task 251120 - Other Objective Tasks</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$438.21	13.00	13.00	\$33.71
FY 2003/2004 Adopted	\$457.58	13.00	13.00	\$35.20
<b>Totals for Objective 25104:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$7,920.19</b>		<b>215.50</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$8,276.10</b>		<b>215.50</b>	

**City of Sunnyvale  
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**Program 251 - Parking District Landscaping**

**Objective 25105 - Maintain Ground Cover**

Maintain 12,341 square yards of downtown parking district plant material areas 34 times per fiscal year and 1,171 square yards of downtown parking district plant material areas 68 times per fiscal year and 2,353 square yards of downtown parking district planting material areas 250 times per fiscal year. Maintain downtown parking district plant material areas in a litter and debris free condition with no noticeable weeds protruding through or above these areas. Physically edge 14,385 square yards of ground cover two times per fiscal year and chemically edge 15,221 square yards of ground cover areas two times per fiscal year, maintaining a satisfactory edge.

	<b>FY2001/2002 Adopted</b>	<b>FY2002/2003 Adopted</b>	<b>FY2003/2004 Adopted</b>
* Percent of downtown parking district plant material areas with no noticeable weeds protruding above landscaped areas determined by quarterly divisional quality survey. - Percent	81.00%	81.00%	81.00%
* Percent of downtown parking district plant material areas that are free of litter and other debris, providing positive visual appeal determined by quarterly divisional quality survey. - Percent	80.00%	80.00%	80.00%
* Percent of downtown parking district ground cover plants having good color, shape, and a dense growth habit indicative of the specific species, are disease free, and have no apparent insect infestations determined by quarterly divisional quality survey. - Percent	80.00%	80.00%	80.00%
* Percent of downtown parking district ground cover areas edged physically and chemically. - Percent	100.00%	100.00%	100.00%
* Percent of downtown parking district ground cover plants which are replaced for various reasons within two months of notification determined by divisional plant replacement forms. - Percent	96.00%	96.00%	96.00%
* Percent of downtown parking district ground cover areas maintained in a fashion that does not allow growth beyond the outside edge of the concrete curb. - Percent	80.00%	80.00%	80.00%

**City of Sunnyvale  
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**Program 251 - Parking District Landscaping**

	<u>Costs</u>	<u>Units</u>	<u>Work Hours</u>	<u>Unit Costs</u>
<b>Task 251130 - Ground Cover Litter Removal</b>				
Unit: A Square Yard				
FY 2002/2003 Adopted	\$10,592.99	477,890.00	277.00	\$0.02
FY 2003/2004 Adopted	\$11,072.21	477,890.00	277.00	\$0.02
<b>Task 251140 - Ground Cover Weed Eradication</b>				
Unit: A Square Yard				
FY 2002/2003 Adopted	\$5,430.35	265,015.00	142.00	\$0.02
FY 2003/2004 Adopted	\$5,676.02	265,015.00	142.00	\$0.02
<b>Task 251150 - Ground Cover Edging and Trimming</b>				
Unit: A Square Yard				
FY 2002/2003 Adopted	\$11,204.86	46,745.00	293.00	\$0.24
FY 2003/2004 Adopted	\$11,711.78	46,745.00	293.00	\$0.25
<b>Task 251160 - Ground Cover Removal and Replacement</b>				
Unit: A Square Yard				
FY 2002/2003 Adopted	\$3,671.22	685.00	96.00	\$5.36
FY 2003/2004 Adopted	\$3,837.29	685.00	96.00	\$5.60
<b>Task 251180 - Herbicide Maintenance</b>				
Unit: A Square Yard				
FY 2002/2003 Adopted	\$1,185.50	39,753.00	31.00	\$0.03
FY 2003/2004 Adopted	\$1,239.12	39,753.00	31.00	\$0.03
<b>Task 251190 - Other Objective Tasks</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$1,959.10	62.50	62.50	\$31.35
FY 2003/2004 Adopted	\$2,044.49	62.50	62.50	\$32.71

**City of Sunnyvale  
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**Program 251 - Parking District Landscaping**

**Totals for Objective 25105:**

	<u>Costs</u>	<u>Work Hours</u>
FY 2002/2003 Adopted	\$34,044.02	901.50
FY 2003/2004 Adopted	\$35,580.91	901.50



**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25106 - Perform Administrative and Support Services**

Perform administrative and support services, protect employees, maintain or reduce number of occupational injuries, lost time from work and number of workers' compensation claims by providing safety equipment per statute/City policy, attendance at scheduled safety/job related training and department/City-wide safety committees 95% of the time. Inspect City transportation facilities semi-annually to identify and take corrective actions to improve public safety and reduce liability exposure.

	<b>FY2001/2002 Adopted</b>	<b>FY2002/2003 Adopted</b>	<b>FY2003/2004 Adopted</b>
* The number and percentage of occupational injuries compared to the previous three year average.			
- Number	3.00	3.00	3.00
- Percent	95.00%	95.00%	95.00%
* The number and percent of hours lost compared to the number of program hours.			
- Number	205.00	205.00	205.00
- Percent	4.80%	8.80%	8.80%
* Percent of transportation facility deficiencies identified for which corrective action is taken within 45 days.			
- Percent	96.00%	96.00%	96.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Notes**

For measures 1 and 2, no occupational injuries have occurred for the last three years.

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

	<u>Costs</u>	<u>Units</u>	<u>Work Hours</u>	<u>Unit Costs</u>
<b>Task 251200 - Provide Administration</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$22,078.70	300.00	300.00	\$73.60
FY 2003/2004 Adopted	\$22,633.75	300.00	300.00	\$75.45
<b>Task 251210 - Provide Support Services</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$4,755.37	107.00	107.00	\$44.44
FY 2003/2004 Adopted	\$4,979.64	107.00	107.00	\$46.54
<b>Task 251220 - Provide Training</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$2,823.58	80.00	80.00	\$35.29
FY 2003/2004 Adopted	\$2,949.55	80.00	80.00	\$36.87
<b>Task 251230 - Provide Program Coordination</b>				
Unit: Work Hours				
FY 2002/2003 Adopted	\$7,342.12	109.00	109.00	\$67.36
FY 2003/2004 Adopted	\$7,648.36	109.00	109.00	\$70.17
<b>Totals for Objective 25106:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$36,999.77</b>		<b>596.00</b>	
FY 2003/2004 Adopted	<b>\$38,211.30</b>		<b>596.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

	<u>Costs</u>	<u>Units</u>	<u>Work Hours</u>	<u>Unit Costs</u>
<b>Totals for Program 251:</b>				
FY 2002/2003 Adopted	\$102,260.19		2,209.50	
FY 2003/2004 Adopted	\$106,269.89		2,209.50	

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Program Outcome Statement**

Improve the physical and mental well-being of Sunnyvale's residents and business community while providing relief from the urban environment with hazard-free, attractive and usable open spaces in the form of neighborhood parks, school grounds and special use facilities by:

- The maintenance and replacement of landscaping in the form of turf, trees, ground covers and ornamental water features,
- The maintenance and replacement of recreational facilities including but not limited to, tennis and basketball courts, athletic fields, playgrounds, walking/jogging paths, horseshoe courts, picnic sites, multi-purpose buildings and a bowling green, and
- The maintenance and replacement of support facilities including but not limited to, restrooms, parking lots, pathways, drinking fountains, benches, bike racks, bollards, cigarette butt cans, dumpsters and their enclosures, fences and gates, signage, flagpoles, light standards and fixtures, pay phones, planter boxes and waste containers.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* Staff survey results indicate parks and open space amenities meet 85% of Parks Division standards for attractiveness. - Percentage of Standards	4	85.00%	85.00%	85.00%
* Staff survey results indicate parks and open spaces meet 90% of Parks Division standards for usability. - Percentage of Standards	4	90.00%	90.00%	90.00%
* The Budget/Cost Ratio (planned cost divided by actual) is at 1.0. - Ratio	4	1.00	1.00	1.00
* Customer satisfaction with park safety, attractiveness and usability is at 90%. - Rating	2	85.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Notes**

1. Attractiveness and usability further defined at the service delivery plan level.

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Service Delivery Plan 26501 - Landscaping for Neighborhood Parks and Open Spaces**

Improve the mental well-being of Sunnyvale's residents and business community by providing visual relief from the urban environment through the maintenance and replacement of landscaping in the form of turf, trees, ground covers and ornamental water features associated with neighborhood parks, school grounds and special use facilities, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Landscapes meet 85% of all Parks Division standards for attractiveness so that:			
A. Turf:			
- Is medium to dark green, manicured to a uniform height between 2-1/2 and 3-1/2 inches.			
- Is extremely dense.			
- Has extremely consistent texture.			
- Has sharply defined boundaries.			
B. Landscaped areas:			
- Are free of uncontained litter and debris.			
- Trees display form common to the species, with no stubs, dead "flags" or other unsightly distractions.			
- Stumps are not visible.			
- Ground cover areas are well defined and fully covered.			
- Plants are healthy with a good display of color in the appropriate season.			
- Ornamental water features are free of floating debris and algae; pond fountains and lights are functional.			
- Percentage of Standards	80.00%	85.00%	85.00%
* Landscapes meet 90% of all Parks Division standards for usability, so that:			
- Lawns are capable of supporting all permitted activities; there are no areas unsuitable for use.			
- Trees planted for a specific reason (e.g., visual screens, noise barriers or summer shade) serve the intended purpose.			
- Percentage of Standards	90.00%	90.00%	90.00%
* Customer satisfaction with park safety, attractiveness and usability is at 90%.			
- Rating	85.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 265000 - Maintain and Replace Turf</b>				
Product: One Acre Maintained				
FY 2002/2003 Adopted	\$831,536.02	77.00	17,212.62	\$10,799.17
FY 2003/2004 Adopted	\$868,156.57	77.00	17,212.62	\$11,274.76
<b>Activity 265010 - Maintain Trees</b>				
Product: One Tree Maintained				
FY 2002/2003 Adopted	\$221,271.44	1,500.00	3,681.25	\$147.51
FY 2003/2004 Adopted	\$230,492.95	1,500.00	3,681.25	\$153.66
<b>Activity 265020 - Maintain and Replace Ground Covers</b>				
Product: One Acre Maintained				
FY 2002/2003 Adopted	\$482,041.46	31.00	9,812.94	\$15,549.72
FY 2003/2004 Adopted	\$502,717.42	31.00	9,812.94	\$16,216.69
<b>Activity 265030 - Maintain Ornamental Water Features</b>				
Product: One Feature Maintained				
FY 2002/2003 Adopted	\$74,478.95	5.00	1,415.48	\$14,895.79
FY 2003/2004 Adopted	\$77,820.12	5.00	1,415.48	\$15,564.02
<b>Totals for Service Delivery Plan 26501:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
FY 2002/2003 Adopted	<b>\$1,609,327.87</b>		<b>32,122.29</b>	
FY 2003/2004 Adopted	<b>\$1,679,187.06</b>		<b>32,122.29</b>	



**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Service Delivery Plan 26502 - Recreational Facilities for Neighborhood Parks and Open Spaces**

Improve the physical and mental well-being of Sunnyvale's residents and business community and support leisure services activities for dependent and non-dependent populations by:

- Providing outdoor recreational opportunities through the maintenance and replacement of recreational facilities associated with neighborhood parks, school grounds and special use facilities, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Recreational facilities meet 85% of all Parks Division standards for attractiveness, so that:			
- Facilities are clean and free of graffiti, signs of vandalism, litter and weeds.			
- Surfaces are properly sealed and/or painted where applicable.			
- Playgrounds are bright and colorful, where appropriate.			
- Percentage of Standards	85.00%	85.00%	85.00%
* Recreational facilities meet 85% of all Parks Division standards for usability, so that:			
- They are in good repair, secure, clean and functional according to their intended purpose.			
- Hard court surfaces are smooth, without large cracks and with clearly visible and well-defined lines, with nets in good repair and set at the proper height and tension.			
- Infields, outfields, soccer and multi-purpose fields, are reasonably level, have clearly defined boundaries and are free of unintended holes and depressions.			
- Soccer goals are in place from September 1st to December 1st and turf infields are open May 1st to October 1st. Other amenities are available seven days a week, 6 a.m. to 9 p.m., unless otherwise signed or authorized by City permit.			
- Park rules are clearly posted and/or made available at each pedestrian and vehicular entrance.			
- Percentage of Standards	85.00%	85.00%	85.00%
* Customer satisfaction with park safety, attractiveness and usability is at 90%.			
- Rating	85.00%	90.00%	90.00%

**City of Sunnyvale  
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**Program 265 - Neighborhood Parks and Open Space Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 265160 - Maintain Play Areas</b>				
Product: One Play Structure Maintained				
FY 2002/2003 Adopted	\$213,216.41	168.00	4,677.79	\$1,269.15
FY 2003/2004 Adopted	\$222,374.98	168.00	4,677.79	\$1,323.66
<b>Activity 265170 - Maintain Picnic Areas</b>				
Product: One Picnic Table Maintained				
FY 2002/2003 Adopted	\$253,424.52	361.00	6,274.23	\$702.01
FY 2003/2004 Adopted	\$263,232.59	361.00	6,274.23	\$729.18
<b>Activity 265180 - Maintain Pathways/Par Courses</b>				
Product: One Square Foot Maintained				
FY 2002/2003 Adopted	\$70,296.76	157,000.00	1,509.68	\$0.45
FY 2003/2004 Adopted	\$73,291.28	157,000.00	1,509.68	\$0.47
<b>Activity 265190 - Maintain Athletic Fields</b>				
Product: One Acre Maintained				
FY 2002/2003 Adopted	\$990,688.47	143.00	19,228.01	\$6,927.89
FY 2003/2004 Adopted	\$1,032,240.55	143.00	19,228.01	\$7,218.47
<b>Activity 265200 - Maintain Tennis/Basketball Courts</b>				
Product: One Court Maintained				
FY 2002/2003 Adopted	\$89,290.50	45.00	1,302.69	\$1,984.23
FY 2003/2004 Adopted	\$91,730.20	45.00	1,302.69	\$2,038.45
<b>Activity 265210 - Maintain Multi-Purpose Buildings</b>				
Product: One Building Maintained				
FY 2002/2003 Adopted	\$249,838.52	13.00	5,453.70	\$19,218.35
FY 2003/2004 Adopted	\$260,091.73	13.00	5,453.70	\$20,007.06

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**Program 265 - Neighborhood Parks and Open Space Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 265220 - Maintain Bowling Green</b>				
Product: One Square Foot Maintained				
FY 2002/2003 Adopted	\$21,746.72	14,400.00	433.82	\$1.51
FY 2003/2004 Adopted	\$22,697.52	14,400.00	433.82	\$1.58
<b>Activity 265230 - Maintain Other Recreational Facilities</b>				
Product: One Facility Maintained				
FY 2002/2003 Adopted	\$25,467.99	34.00	524.30	\$749.06
FY 2003/2004 Adopted	\$26,672.72	34.00	524.30	\$784.49
<b>Activity 265240 - Maintain Dog Park</b>				
Product: A Facility Maintained				
FY 2002/2003 Adopted	\$11,439.88	1.00	145.02	\$11,439.88
FY 2003/2004 Adopted	\$11,815.68	1.00	145.02	\$11,815.68
<b>Totals for Service Delivery Plan 26502:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$1,925,409.77</b>		<b>39,549.24</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$2,004,147.25</b>		<b>39,549.24</b>	

**City of Sunnyvale  
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**Program 265 - Neighborhood Parks and Open Space Management**

**Service Delivery Plan 26503 - Support Facilities for Neighborhood Parks and Open Spaces**

Maintain and replace fixtures, structures and facilities which support general park use and which cannot be linked to specific park activities (e.g., parking lots, restrooms, drinking fountains), so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Support facilities meet 85% of all Parks Division standards for attractiveness, so that:			
- Facilities are clean, free of graffiti and other signs of vandalism and are sealed or painted where appropriate.			
- Percentage of Standards	85.00%	85.00%	85.00%
* Support facilities meet 90% of all Parks Division standards for usability, so that:			
- Structures and fixtures are clean, in good repair and function according to their intended purpose.			
- Benches and bleachers offer a relatively smooth seating surface and are sealed where appropriate.			
- Bollards, flagpoles, utility boxes and signage are visible.			
- Drinking fountains provide a steady flow of potable water when activated and drain completely.			
- Displaced hardscapes do not have unintended differentials greater than one-half inch in height and are free of severe cracking and/or unintended separations greater than one-half inch wide.			
- Restrooms are clean, functional and open during park hours.			
- Percentage of Standards	90.00%	90.00%	90.00%
* Customer satisfaction with park safety, attractiveness and usability is at 90%.			
- Rating	85.00%	90.00%	90.00%

**City of Sunnyvale  
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**Program 265 - Neighborhood Parks and Open Space Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 265360 - Maintain Auxiliary Restrooms</b>				
Product: One Building Maintained				
FY 2002/2003 Adopted	\$170,054.08	12.00	4,028.30	\$14,171.17
FY 2003/2004 Adopted	\$176,888.02	12.00	4,028.30	\$14,740.67
<b>Activity 265370 - Maintain and Replace Structures and Fixtures</b>				
Product: One Structure/Fixture Maintained				
FY 2002/2003 Adopted	\$233,776.17	2,346.00	4,408.82	\$99.65
FY 2003/2004 Adopted	\$244,503.27	2,346.00	4,408.82	\$104.22
<b>Activity 265380 - Maintain and Replace Hardscapes</b>				
Product: One Square Foot Maintained				
FY 2002/2003 Adopted	\$33,879.63	772,225.00	185.92	\$0.04
FY 2003/2004 Adopted	\$34,572.57	772,225.00	185.92	\$0.04
<b>Totals for Service Delivery Plan 26503:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
<b>FY 2002/2003 Adopted</b>	<b>\$437,709.88</b>		<b>8,623.04</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$455,963.86</b>		<b>8,623.04</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Service Delivery Plan 26504 - Support Services**

This service delivery plan accounts for services, the costs of which cannot be directly associated with any one activity or service delivery plan.

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 100% of hazards are abated within 48 hours of notice given. - Percentage of Hazards Abated	100.00%	100.00%	100.00%
* 95% of acts of vandalism are repaired within three days of notice. - Percentage of Acts of Vandalism	95.00%	95.00%	95.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 265400 - Abate Hazards</b>				
Product: One Hazard Abated				
FY 2002/2003 Adopted	\$42,909.78	95.00	777.15	\$451.68
FY 2003/2004 Adopted	\$44,822.16	95.00	777.15	\$471.81
<b>Activity 265410 - Abate Vandalism</b>				
Product: One Vandalism Abated				
FY 2002/2003 Adopted	\$76,027.92	200.00	1,380.78	\$380.14
FY 2003/2004 Adopted	\$79,417.97	200.00	1,380.78	\$397.09
<b>Activity 265420 - Maintain General Grounds and Abate Litter</b>				
Product: One Acre Cleaned				
FY 2002/2003 Adopted	\$1,083,357.47	320.00	25,884.02	\$3,385.49
FY 2003/2004 Adopted	\$1,128,134.26	320.00	25,884.02	\$3,525.42
<b>Activity 265430 - Provide Electricity</b>				
Product: One Kilowatt Hour Used				
FY 2002/2003 Adopted	\$121,467.32	817,884.00	1.24	\$0.15
FY 2003/2004 Adopted	\$123,897.63	817,884.00	1.24	\$0.15
<b>Activity 265440 - Provide Water</b>				
Product: One CCF				
FY 2002/2003 Adopted	\$316,876.28	355,436.00	1.24	\$0.89
FY 2003/2004 Adopted	\$320,046.98	355,436.00	1.24	\$0.90
<b>Totals for Service Delivery Plan 26504:</b>	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$1,640,638.77</b>		<b>28,044.43</b>	
FY 2003/2004 Adopted	<b>\$1,696,319.00</b>		<b>28,044.43</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Totals for Program 265:</b>				
<b>FY 2002/2003 Adopted</b>	<b>\$5,613,086.29</b>		<b>108,339.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$5,835,617.17</b>		<b>108,339.00</b>	



### **3. Environmental Management Element**

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A safe environment is a fragile resource. Without careful management and planning, the physical environment can easily erode causing problems such as shortages in resources and capacities. The City of Sunnyvale is prudent in preserving the physical resources and providing the necessary capacities and operations to maintain the environment. The Environmental Management Element addresses these concerns in the sub-elements, which include:

- ❑ Water Resources
- ❑ Solid Waste Management
- ❑ Sanitary Sewer System
- ❑ Surface Runoff
- ❑ Energy
- ❑ Noise

# Water Resources Sub-Element

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## Goals, Policies and Action Statements

Goal 3.1A        Manage future demands to ensure that existing and realistically certain future water supplies will be adequate.

Policy 3.1A.1    Contract for water supplies based on projected reasonable demands.

### Action Statements

3.1A.1a    Negotiate for long-term supply commitments, using future demands as forecasted by the latest hydraulic network analysis and/or staff estimates.

3.1A.1b    Support reasonable, cost-effective, and environmentally sound water supply enhancement projects of San Francisco Water Department/Hetch-Hetchy and Santa Clara Valley Water District.

Policy 3.1A.2    Purchase potable water utilizing the most cost-effective source(s), subject to contractual requirements with our suppliers.

### Action Statements

3.1A.2a    Provide system controls that can respond to demand while also optimizing the mix of all sources in a cost-effective manner.

3.1A.2b    Establish operating budgets that maximize water units in areas where costs are the least.

Policy 3.1A.3    Maintain a cost-effective preventative maintenance program that provides for sufficient reliability of all potable and reclaimed water system facilities.

### Action Statements

3.1A.3a    Perform preventative maintenance on all system facilities in order to eliminate the need for major unscheduled repairs or replacements.

3.1A.3b    Provide for periodic inspection and assessment of system facilities.

3.1A.3c    Maintain accurate and up-to-date records and maps.

3.1A.3d    Provide for coordination with other utilities as required.

3.1A.3e Test, repair and replace water meters pursuant to established standard frequencies.

3.1A.3f Respond to all customer concerns and inquiries.

3.1A.3g Assure all facilities are properly screened, landscaped and maintained so as not to detract from neighboring developments.

3.1A.3h Provide appropriate security and protection of water facilities.

3.1A.3i Test and repair hydrants pursuant to established standard frequencies.

Goal 3.1B Ensure that potable and reclaimed water meet all quality and health standards.

Policy 3.1B.1 Ensure that backflow from potentially contaminated water services is prevented through an aggressive inspection and maintenance program.

Action Statements

3.1B.1a Ensure that adequate backflow prevention devices are installed as required.

3.1B.1b Monitor annual backflow devices testing program.

3.1B.1c Perform backflow investigations and inspections as required.

3.1B.1d Investigate the potential for the City owning all backflow devices, thereby ensuring proper function and maintenance.

Policy 3.1B.2 Develop a comprehensive water quality monitoring program that meets or exceeds all state and federal requirements, while also meeting specific needs of the City and our citizens.

Action Statements

3.1B.2a Establish parameters to be tested for, together with specific testing frequencies and scheduling.

3.1B.2b Provide adequate laboratory testing facilities.

3.1B.2c Provide adequate training for quality sampling and testing.

3.1B.2d Provide the public with information relative to City's water quality program, bottled water, home water filtering devices, private wells, etc.

3.1B.2e Respond to customer concerns and inquiries.

3.1B.2f Monitor state and federal legislation to ensure City's sampling and testing procedures meet all requirements.

Policy 3.1B.3 Develop an action plan to respond to and protect from contamination of water supplies.

Action Statements

3.1B.3a Monitor all known underground contaminations.

3.1B.3b Ensure responsible parties are taking all reasonable steps to clean up known underground contaminations.

3.1B.3c Ensure responsible enforcement agencies are taking all reasonable steps to have responsible parties clean up known underground contaminations.

3.1B.3d Ensure all business and industry are complying with the City's hazardous materials storage ordinance.

3.1B.3e Maintain an emergency action plan to isolate and prohibit the delivery of known or suspected contaminated water to customers.

3.1B.3f Maintain a program to notify customers of known or suspected contaminated water and of the City's action plan.

3.1B.3g Work with the Santa Clara Valley Water District to identify all private wells in the City.

3.1B.3h Advise owners of private wells of health risks, adequate quality testing, etc., and encourage proper abandonment of the wells where appropriate.

3.1B.3i Encourage owners of private wells that do not have City water service to properly abandon their wells and hook up to the City's water system.

Goal 3.1C Ensure that the water distribution system can meet minimum fire and quality standards during emergency conditions.

Policy 3.1C.1 Maintain an emergency water operations plan.

Action Statements

3.1C.1a Maintain sufficient emergency interties with other water utilities.

3.1C.1b Develop and maintain standard operating procedures for responding to losses of supply or water contamination events.

3.1C.1c Develop and maintain standard operating procedures for notifying the public during losses of supply or water contamination events.

Policy 3.1C.2 Provide sufficient storage and backup power to meet minimum requirements for water during emergencies.

Action Statements

3.1C.2a Check periodically the adequacy of storage facilities and distribution system through a computer modeling program (hydraulic network analysis).

3.1C.2b Study need for additional backup power at key water facilities.

Goal 3.1D Manage potable water demand through the effective use of water rates, conservation programs and reclaimed water.

Policy 3.1D.1 Provide for an on-going potable water conservation program.

Action Statements

3.1D.1a Monitor unaccounted-for water and notify Finance when percentages exceed norms.

3.1D.1b Support demand management programs identified as "Best Management Practices " in our Memorandum of Understanding with the State Department of Water Resources.

3.1D.1c Update our City's Urban Water Management Plan as required by the State.

3.1D.1d Inform the community periodically on the status of water supply and the need to conserve.

3.1D.1e Maintain current inverted rate structure policy.

Policy 3.1D.2 Provide for potable water conservation programs that will effectively respond to periods of water shortages/droughts.

Action Statements

3.1D.2a Implement staged water conservation plans similar to those implemented during the 1987-1992 drought, depending on the severity of future water shortages.

3.1D.2b Implement water usage restrictions tailored to the level of conservation required.

3.1D.2c Keep the community regularly advised as to the status of the water shortage emergency, how they can achieve conservation goals, and the community's progress toward those goals.

3.1D.2d Coordinate drought planning with other involved agencies.

Policy 3.1D.3 Expand opportunities for reclaimed water use consistent with ecology needs of the Bay and/or diminished potable water supplies.

Action Statements

3.1D.3a Complete Phases I and II of the existing Reclaimed Water Project.

3.1D.3b Consider expanding this project into Phase III and beyond.

3.1D.3c Pursue funding for existing and future projects.

3.1D.3d Provide information and assistance to potential reclaimed water customers.

3.1D.3e Monitor use and effectiveness of reclaimed water on turf and landscaping.

Goal 3.1E Maintain a financially stable Water Fund through a user based fee system that funds operation, capital improvements, infrastructure replacement and public education programs.

Policy 3.1E.1 Establish potable and reclaimed water rate structures that will ensure funding of capital improvements, operational and maintenance needs and the development of an adequate reserve.

Action Statements

3.1E.1a Review rate structures annually.

3.1E.1b Establish appropriate reserves to ensure stable rates and provide for capital improvement and replacement needs.

3.1E.1c Review Ten-Year Plan annually for capital improvement and replacement needs.

3.1E.1d Ensure that the City receives 100% of utility entitlement by preparing utility bills accurately, by providing on-going monitoring for the completeness and accuracy of and collection of utility billings.

3.1E.1e Provide timely initiation, discontinuance and changes in water services.

Policy 3.1E.2 Establish rate structures that encourage on-going potable water conservation and that can be modified to achieve even greater levels of water conservation

during period of water shortages/droughts.

Action Statements

3.1E.2a Establish reclaimed water rates in such a way as to attract customers.

3.1E.2b Utilize inverted rate scenarios to achieve both on-going and severe water conservation goals.

Policy 3.1E.3 Establish and maintain adequate reserve levels to replace or renovate Water Fund infrastructure components in order to maximize asset life and meet future community needs.

Action Statements

3.1E.3a Maintain and periodically update an inventory of Water Fund infrastructure components.

3.1E.3b Establish, maintain and review infrastructure renovation and replacement fund schedules for the water distribution system.

Goal 3.1F Provide a customer service program that emphasizes customer satisfaction and confidence.

Policy 3.1F.1 Maintain the provision of a high-quality, dependable source of both potable and reclaimed water at a reasonable and competitive cost to the consumer.

Action Statements

3.1F.1a Expand opportunities for cost savings in operations and maintenance.

3.1F.1b Oppose unreasonable rate increases from our suppliers.

3.1F.1c Notify the community regarding Sunnyvale's water rates, how they were developed, and how they compare with neighboring utilities.

Policy 3.1F.2 Inform customers on issues relating to water supply, quality, rates, conservation, and other matters.

Action Statements

3.1F.2a Utilize bill stuffers, cable TV, direct mailers, civic events, and other media to inform customers on water resource issues.

3.1F.2b Conduct public/neighborhood meetings when and where appropriate.

3.1F.2c Continue to produce and distribute the annual water quality report.

Policy 3.1F.3 Solicit customer input through consumer surveys, City-wide events, and other forums.

Action Statements

3.1F.3a Insert customer input surveys into selected quarterly reports, bill stuffers, door knob hangers, etc.

3.1F.3b Hand out survey forms at selected City-wide events, at neighborhood meetings, schools, and other forums.

Policy 3.1F.4 Monitor customer satisfaction through periodic surveys and responses to citizen inquiries.

Action Statements

3.1F.4a Track customer compliments and complaints from phone calls, letters, etc.

3.1F.4b Distribute customer satisfaction surveys during work activities, by mail, or other delivery systems.

3.1F.4c Incorporate results of 3.1F.4a & b into measurement of desired service levels and/or outcomes measures.

Policy 3.1F.5 Train and encourage employees to develop a customer service work ethic.

Action Statements

3.1F.5a Provide on-going customer service training to employees.

3.1F.5b Incorporate customer service performance into all employee audit processes.

3.1F.5c Develop means to reward outstanding customer service by employees.

Goal 3.1G Support legislation and other efforts that promote the accomplishment of the City's water resources sub-element goals and policies.

Policy 3.1G.1 Support efforts by both the federal and state governments to work cooperatively with municipal governments to ensure safe drinking water.

Action Statements

3.1G.1a Work through the various water utility professional organizations (AWWA, CMUA, BAWUA, etc.) to promote collaborative working relationships with state



and federal drinking water authorities (EPA, DOHS, etc.).

3.1G.1b Work through lobbying organizations (LCC, CMUA, SCVWD, SFWD, etc.) to develop networks with state and federal agencies.

3.1G.1c Support legislation that promotes better cooperation between state and federal governments and municipal governments.

Policy 3.1G.2 Seek support for federal and state funding of Sunnyvale's water resources projects and programs.

Action Statements

3.1G.2a Continue to pursue funding of reclaimed water projects through Santa Clara Valley Water District, San Francisco Water Department and the legislature.

3.1G.2b Monitor and pursue other available funding for major capital improvements and infrastructure replacement projects.

Policy 3.1G.3 Oppose efforts to unreasonably reduce the availability of water supply to Sunnyvale.

Action Statements

3.1G.3a Oppose efforts by the federal government to eliminate Hetch-Hetchy reservoir.

3.1G.3b Oppose legislation that unreasonably diverts existing water supplies from municipalities to other uses.

3.1G.3c Oppose legislation that would block proposed water supply projects that are necessary, reasonable, cost-effective, and environmentally sound.

Policy 3.1G.4 Support efforts to encourage reasonable demand-side water conservation programs.

Action Statements

3.1G.4a Support on-going state and local water conservation efforts and support legislation encouraging the installation of reasonable water conservation devices in a building prior to transfer of title, provided there is some economic impact criteria.

3.1G.4b Oppose legislation requiring cities and counties to conduct a water supply analysis every three years.

3.1G.4c Work with Santa Clara Valley Water District, San Francisco Water Department and other retailers to support ULFT rebate programs, showerhead giveaways, and other Best Management Practices.

Policy 3.1G.5 Support legislation that would allow greater flexibility for water transfers, subject to protection of water rights and any adverse impacts on affected

communities.

Action Statements

3.1G.5a Support legislation that authorizes any retail water user with a water allocation to transfer that allocation to another user and work with water agencies to devise a means of effective transfer that will not risk existing water rights but rather augment supplies that are severely impacted by drought and encourage the federal government to consider similar legislation.

Policy 3.1G.6 Support legislation and regulations that establish beneficial water quality standards that are based on scientific facts, benefit-risk analyses and other supportable evidence.

Action Statements

3.1G.6a Support efforts by Congress to direct EPA to give to the State the flexibility to adopt toxicity standards based on site-specific conditions, which will provide reasonable, cost-effective protection to aquatic organisms and human health. Support a more cooperative approach between all levels of government and the private sector to determine environmental priorities and standards.

3.1G.6b Support a moratorium on the promulgation and implementation of drinking water regulations under the Safe Drinking Water Act until such time as studies are completed and the reauthorization of the Act is carried out.

3.1G.6c Oppose any water quality legislation or regulations that are not based on scientific evidence and/or do not provide measurable improvements in public health.

# Solid Waste Sub-Element

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## Goals, Policies and Action Statements

Goal 3.2A        Ensure that all municipal solid waste generated within the City is collected and transported in a manner that protects public health and safety.

Policy 3.2A.1    Provide convenient, competitively priced solid waste collection services.

### Action Statements

3.2A.1a    Establish, enforce and periodically update collection service standards.

3.2A.1b    Provide collection services that meet the needs of elderly and disabled residents.

3.2A.1c    Evaluate methods of achieving increased efficiencies in solid waste collection.

3.2A.1d    Compile and analyze information regarding collection operations to ensure that existing operations are operated in a safe, sanitary and efficient manner, and that collection costs are necessary and reasonable.

Policy 3.2A.2    Ensure that standards of Customer Service Excellence policies are met by those providing solid waste collection service.

### Action Statements

3.2A.2a    Provide and publicize convenient methods by which customer complaints can be filed.

3.2A.2b    Investigate all complaints regarding solid waste collection and maintain records of complaint resolution.

Goal 3.2B        Reduce solid waste disposal to 50% or less of the amount generated in 1990 (as adjusted to reflect population and economic changes) in the most cost-effective manner.

Policy 3.2B.1    Reduce generation of solid waste by providing source reduction programs and promoting source reduction behavior.

Action Statements

- 3.2B.1a Provide source reduction programs that reduce the generation of solid waste.
- 3.2B.1b Encourage and facilitate private source reduction programs, services and facilities.
- 3.2B.1c Provide comprehensive and ongoing public education programs to encourage source reduction behavior by Sunnyvale residents and businesses.
- 3.2B.1d Continue to monitor the effectiveness of unlimited residential refuse collection.
- Policy 3.2B.2 Maximize diversion of solid waste from disposal by use of demand management techniques, providing and promoting recycling programs, and encouraging private sector recycling.

Action Statements

- 3.2B.2a Continue to use demand management in determining refuse collection rates and policies.
- 3.2B.2b Provide, or facilitate the provision of, recycling collection services to residential, commercial and industrial customers in a cost-effective way that allows achievement of the 50% diversion goal.
- 3.2B.2c Provide comprehensive and ongoing public education and promotion programs to encourage residents and businesses to participate in recycling programs.
- 3.2B.2d Make City facilities models of source reduction and recycling behavior by stating that all employees are expected and empowered to incorporate source reduction and recycling in their work practices.
- 3.2B.2e Compile and analyze information regarding recycling and disposal amounts, program costs and customer satisfaction to evaluate the City's progress toward achieving its disposal diversion goal.
- Policy 3.2B.3 Meet or exceed all federal, state and local laws and regulations concerning solid waste diversion and implementation of recycling and source reduction programs.

Action Statements

- 3.2B.3a Periodically update the Sunnyvale Source Reduction and Recycling Element and perform related tasks as required by state law.
- 3.2B.3b Continue to implement the source reduction and recycling programs described in the Sunnyvale Source Reduction and Recycling Element.

3.2B.3c Continue to monitor the City's compliance with waste diversion laws and regulations.

Policy 3.2B.4 Increase demand for recycled materials by advocating local, state and federal legislation that will increase use of recycled content products.

Action Statement

3.2B.4a Identify and support proposed laws and administrative actions that would increase the demand for and value of recycled materials in a cost effective manner.

Goal 3.2C Encourage residents to maintain clean neighborhoods by preventing unsightly accumulations of discarded materials and illegal dumping of municipal solid waste.

Policy 3.2C.1 Provide periodic opportunities for residents to dispose of refuse at discounted or no charge.

Action Statements

3.2C.1a Periodically provide "extended curbside collection" of bulky residential refuse.

3.2C.1b Periodically provide City residents free disposal of refuse at the Sunnyvale Materials Recovery and Transfer Station.

3.2C.1c Provide disposal services for neighborhood cleanup events.

Goal 3.2D Dispose of solid waste generated within the City in an environmentally sound, dependable and cost-effective manner.

Policy 3.2D.1 Assure that the City possesses a minimum of five years of refuse disposal capacity at all times.

Action Statements

3.2D.1a Annually assess the amount of disposal capacity available with existing disposal arrangements and projected disposal amounts.

3.2D.1b When available disposal capacity equals ten years or less, initiate actions to arrange for sufficient capacity to accommodate present and projected City needs.

Policy 3.2D.2 Reduce the amount of refuse being disposed, generate recycling revenues and minimize truck travel to the disposal site through use of the Sunnyvale Materials Recovery and Transfer Station.

Action Statements

3.2D.2a Achieve economies of scale in the operation of the Sunnyvale Materials Recovery and Transfer Station.

3.2D.2b Continue to monitor Sunnyvale Materials Recovery and Transfer Station operations to ensure compliance with all performance standards and regulatory requirements.

3.2D.2c Research developments in refuse transfer, materials recovery equipment and operations, and markets for recovered materials and implement appropriate changes to Sunnyvale Materials Recovery and Transfer Station equipment and operations.

Goal 3.2E Minimize potential future City liability for wastes generated in the City.

Policy 3.2E.1 Select disposal methods and sites for solid and hazardous wastes that incorporate technologies and practices most likely to eliminate or minimize future City liabilities.

Action Statements

3.2E.1a Obtain and review permits, reports and other information related to disposal facilities to verify compliance with laws, regulations and prudent practices.

3.2E.1b Whenever practical, select to dispose of hazardous wastes by reuse, recycling, incineration and landfilling, in that order.

Policy 3.2E.2 Minimize impact on future rate payers of potential liability for past disposal practices.

Action Statements

3.2E.2a Evaluate existing reserve funds and potential liabilities and adopt appropriate reserve fund policies.

3.2E.2b Seek changes to federal law to minimize the City's potential liability for disposal of municipal solid waste.

Policy 3.2E.3 Minimize illegal and inappropriate disposal of Household Hazardous Waste.

Action Statements

3.2E.3a Encourage use of Household Hazardous Waste source reduction practices by providing promotion and public education.

3.2E.3b Provide and promote convenient Household Hazardous Waste disposal services.

Policy 3.2E.4 To meet or exceed all federal, state and local laws and regulations concerning Household Hazardous Waste and implementation of Household Hazardous Waste programs.

Action Statements

3.2E.4a Periodically update the Sunnyvale Household Hazardous Waste Element and perform related tasks as required by state law.

3.2E.4b Implement the Household Hazardous Waste programs described in the Household Hazardous Waste Element.

Goal 3.2F Maintain sound financial strategies and practices that will enable the City to provide comprehensive solid waste management services to the community while keeping refuse rates at or below countywide averages for cities using cost of service pricing.

Policy 3.2F.1 Establish refuse collection and disposal rates in a manner that equitably allocates program costs among rate payers and promotes rate stability.

Action Statements

3.2F.1a Periodically restructure refuse collection and disposal rates to incorporate demand management, minimize demand for services and reflect actual costs.

3.2F.1b Annually survey refuse rates and rate-setting methods for comparable Santa Clara County cities to determine City's relationship to countywide averages.

Policy 3.2F.2 To the greatest extent possible, anticipate changes required in refuse collection rates in response to changes in laws, regulations and economic factors affecting the solid waste management system.

Action Statements

3.2F.2a Prepare budgets that reflect costs for anticipated legislation and regulations, new programs and modifications to existing programs.

3.2F.2b Annually establish refuse collection rates that use long-range budget projections to maximize the predictability of future rates.

3.2F.2c Identify, and work to modify, proposed laws and legislation that have potential financial impacts on the solid waste management program.

Policy 3.2F.3 Identify additional revenue sources and, where possible, increase revenues from solid waste programs, services and facilities without jeopardizing program goals and customer service quality.

Action Statements

3.2F.3a Seek grant funding from the State and other sources where the cost of obtaining and maintaining the grant does not negate its value.

3.2F.3b Identify and pursue potential customers for any unused capacity of the Sunnyvale Materials Recovery and Transfer Station.

3.2F.3c Review and audit revenue sources to ensure that all appropriate revenues are being received.

3.2F.3d Evaluate revenues of existing and proposed programs as decisions are being made regarding those programs.

Goal 3.2G Contribute to an economic development environment that is supportive of a wide variety of businesses.

Policy 3.2G.1 Provide solid waste services desired by businesses at competitive rates.

Action Statement

3.2G.1a Conduct periodic surveys to verify that businesses receive useful services at a competitive price.

Goal 3.2H Manage the closed Sunnyvale Landfill in a manner that protects the public health and safety and the environment, promotes enjoyable public use of the site and assists in the achievement of other goals of the Solid Waste Sub-Element.

Policy 3.2H.1 Ensure compliance with federal, state and local laws and regulations.

Action Statements

3.2H.1a Continue to monitor and manage leachate, groundwater and landfill gas.

3.2H.1b Continue to monitor and manage the landfill cap, slopes and surface vegetation.

3.2H.1c Maintain post-closure maintenance financial assurance mechanism in compliance with regulations.

Policy 3.2H.2 Extract available resources from the refuse buried at the landfill.

Action Statements

3.2H.2a Provide landfill gas of a quality and at a flow rate suitable for energy recovery.

3.2H.2b Continue to monitor new technologies for further opportunities to extract buried resources.



Policy 3.2H.3 Provide for safe, enjoyable recreational access to portions of the landfill.

Action Statements

3.2H.3a Maintain environmental control systems to provide for safe public access to open space portions of the site.

3.2H.3b Maintain a vegetative screen along Caribbean Drive and Borregas Avenue to enhance the aesthetics of the landfill, as viewed from the adjacent industrial area.

3.2H.3c Provide information to visitors regarding the site's history and relationship to other nearby City-operated environmental management facilities.

Policy 3.2H.4 Provide for facilities and activities on portions of the landfill that support achievement of the City's solid and household hazardous waste goals and policies.

Action Statements

3.2H.4a Continue to provide for concrete and asphalt recycling.

3.2H.4b Consider long-term use of the Carl Road Recycling Center as a household hazardous waste facility.

3.2H.4c Provide a disposal area for dried sewage sludge from the Water Pollution Control Plant.

3.2H.4d Evaluate the benefits to the solid waste program of other waste diversion facilities and activities proposed to be located on the landfill.

Policy 3.2H.5 Generate revenues from post-closure uses of the landfill.

Action Statements

3.2H.5a Periodically evaluate the possibility of increasing revenues generated by existing facilities located on the landfill.

3.2H.5b Evaluate the suitability and revenue potential of proposed revenue-generating uses of the landfill.

# Sanitary Sewer System Sub-Element

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## Goals, Policies and Action Statements

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### Generations

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Goal 3.3A Insure that the quantity and quality of wastes generated does not exceed the capabilities of the transportation and disposal facilities.

Policy 3.3A.1 City shall provide for limitations on flow generated by new industries and enlargements of existing industries so that the total flow to the Water Pollution Control Plant will not exceed the safe operating capacity of the plant but under no circumstances is it to exceed 29.5 MGD.

#### Action Statements

3.3A.1a Monitor the generation of industrial wastes by new industries and enlargements of existing industries to insure that the safety treatment capacity is not exceeded at any time.

3.3A.1b Enact a sewage discharge moratorium if the average flow to the Water Pollution Control Plant reaches 96% (4% safety factor) of design flow.

3.3A.1c Maintain a fair and equitable allocation system of Water Pollution Control Plant treatment capacity to land use category.

Policy 3.3A.2 Insure that wastes discharged to the transportation system can be treated by existing treatment processes of the Water Pollution Control Plant.

#### Action Statements

3.3A.2a Provide adequate pretreatment monitoring to insure that the discharge standards are met by the dischargers.

3.3A.2b Develop and implement an information system to inform sewer users of prohibited discharges, pretreatment methods and reporting requirements.

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## Transportation

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Goal 3.3B Continue to operate and maintain the sanitary sewer system so that all sewage and industrial wastes generated within the City are collected and transported under safe and sanitary conditions to the Water Pollution Control Plant.

Policy 3.3B.1 Inspect critical points in the sewerage system annually to insure that the proper level of maintenance is being provided and that the flow in sewers does not exceed design capacity.

Action Statements

3.3B.1a Jet flush the sewer system on a regular basis.

3.3B.1b Monitor locations where the capacity is critical in the sewerage system.

3.3B.1c Continue the program of minimizing the illegal storm connections on private property to the City sanitary system.

3.3B.1d Continue the program of locating and correcting points of infiltration in the sewers.

3.3B.1e Continue to provide an adequate level of maintenance for the sewerage system.

3.3B.1f Develop and maintain accurate, up-to-date maps and records of the sewerage system.

3.3B.1g Explore alternate uses for existing cannery line.

3.3B.1h Ensure that City's 10-year Capital Plan provides for necessary Capital Improvements and Replacements.

Policy 3.3B.2 Permit the direct discharge of process water to the Santa Clara Valley Water District's flood control channels or the City's storm drains pursuant to the requirements of the City's approved policy.

Action Statement

3.3B.2a Process water may be discharged directly to a flood control channel or to a private pipeline that in turn discharges to a flood control channel without a City permit providing discharger has a current National Pollutant Discharge Elimination System (NPDES) permit from the Regional Water Quality Control Board and authorization from the Santa Clara Valley Water District.

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## Disposal

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Goal 3.3C Continue to operate and maintain the Water Pollution Control Plant so that all sewage and industrial wastes generated within the City receive sufficient treatment to meet the effluent discharge and receiving water standards of the regulatory agencies.

Policy 3.3C.1 Monitor Water Pollution Control Plant's operations and maintenance for its ability to meet regulatory standards.

Action Statement

3.3C.1a Continue to provide the water pollution control facilities, personnel, materials and utilities so that the sewage and industrial wastes generated within the City can be treated to the extent needed to meet the regulatory agencies' standards.

Policy 3.3C.2 Coordinate procedures with Energy Sub-Element for optimizing an alternative energy program for the Water Pollution Control Plant so that minimum use and reliance are placed on outside energy sources.

Action Statement

3.3C.2a Implement the procedures deemed feasible of an alternative energy program for the Water Pollution Control Plant.

Policy 3.3C.3 Monitor South Bay water quality testing programs to determine if relocation of treated effluent discharge is necessary.

Action Statement

3.3C.3a Work with the other members of the South Bay dischargers (San Jose/Santa Clara and Palo Alto) to prove to the State Water Resources Control Board and the Regional Water Quality Control Board that the tertiary treated effluent from the three water pollution control plants now being discharged to South San Francisco Bay does not have to be transported to a point of deep water discharge north of Dumbarton Bridge in order to achieve the beneficial uses of the Bay.

3.3C.3b Continue to work with the neighboring cities, state and federal agencies, the county, etc. to solve mutual water quality problems.

Policy 3.3C.4 Study all feasible opportunities of waste-water reuse.

Action Statements

3.3C.4a Consider the development of a water reuse program.

3.3C.4b Study to determine whether a workable program for salt content control can be developed.

3.3C.4c Study effects of water re-use and its relationship on discharge to San Francisco Bay.

3.3C.4d Study feasibility of reclaimed water for restoration and/or enhancement of marshlands.

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## Funding

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Goal 3.3D Maintain financially stable Sewer Fund through a User Based Fee System.

Policy 3.3D.1 Assess connection fees to new system users for costs of excess system capacity constructed for their eventual use.

Policy 3.3D.2 Assess user fees based on quantity and quality of waste generated.

Policy 3.3D.3 Establish appropriate reserves to ensure stable rates and Capital Improvement and Replacement needs.

Policy 3.3D.4 Annually review rate structure.

Policy 3.3D.5 Annually review 10-year plan for Capital Improvement and Replacement needs.

Policy 3.3D.6 Continue to make landowners responsible for maintenance of sewer laterals, except that the City will make repairs to laterals between property line and sewer mains caused by broken pipe and street tree roots.

# Surface Runoff Sub-Element

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## Goals, Policies and Action Statements

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### Protect Beneficial Uses of Creeks and South San Francisco Bay

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Goal 3.4A        Assure the reasonable protection of beneficial uses of creeks and South San Francisco Bay, established in the Regional Board's Basin Plan, and protect environmentally sensitive areas.

Policy 3.4A.1    Continue to support the identification and development of Best Management Practices suitable for use in the City through participation in the Santa Clara Valley NPS Control Program, American Public Works Association's Stormwater Quality Task Force, the Bay Area Stormwater Management Agencies Association, and similar organizations.

Policy 3.4A.2    Comply with regulatory requirements and participate in processes which may result in modifications to regulatory requirements.

#### Action Statements

3.4A.2a    Conduct internal audits in order to continue to improve environmental programs.

3.4A.2b    Implement appropriate pollution prevention activities for targeted pollutants to comply with regulatory requirements.

3.4A.2c    Review proposed changes in regulatory requirements and comment as appropriate.

3.4A.2d    When evaluating pollutant control measures, consider all potential impacts including effects on the storm drain system, sanitary sewer system, and groundwater.

Policy 3.4A.3    Ensure that Best Management Practices are implemented to reduce the discharge of pollutants in storm water to the maximum extent practicable.

#### Action Statements

3.4A.3a    Inspect industrial and commercial businesses for potential discharges to storm drains as part of industrial pretreatment inspections for the Water Pollution Control Plant.

- 3.4A.3b Modify Industrial Pretreatment permits to also require Best Management Practices to control the discharge of pollutants to city-owned storm drains.
- 3.4A.3c Use the City newsletter and utility billings to disseminate information regarding the proper disposal of waste and to encourage the public to participate in reducing pollutants in storm water runoff.
- 3.4A.3d Continue outreach programs to industrial and commercial businesses to educate them on proper disposal of waste to the sanitary sewer and storm drains.
- 3.4A.3e Label approximately 1,060 municipal storm drainage inlets a year until all inlets are labeled and maintain labels as necessary to educate the public on the fate of material discharged to storm drains.
- 3.4A.3f Encourage private property owners to label storm drain inlets.
- 3.4A.3g Conduct surveys during public events to track public awareness of the Santa Clara Valley NPS Control Program.
- 3.4A.3h Obtain copies and use the Statewide Best Management Practices Manual (to be available around the beginning of 1993) as guidance.
- 3.4A.3i Modify new development and redevelopment permitting procedures to require developers and contractors to implement Best Management Practices before, during and after construction to minimize pollutants discharged in storm water runoff. The report titled "Storm Water Quality Controls for New Developments in Santa Clara Valley and Alameda County: A Guide for Controlling Post-Development Runoff" will be used as guidance to achieve post-development controls.
- 3.4A.3j Continue to participate with the Santa Clara Valley NPS Control Program to hold workshops to notify developers, consulting firms and contractors of the General Construction Activity Storm Water Permit; to notify industries of industrial National Pollution Discharge Elimination System storm water permit requirements and everyone about the requirements of the City's area-wide municipal storm water National Pollution Discharge Elimination System permit.
- 3.4A.3k Continue to develop and maintain accurate maps of the storm drain system owned and operated by the City.
- 3.4A.3l Track existing municipal government activities, which remove pollutants prior to discharge to storm drains such as the number of storm drain inlets cleaned, curb miles swept and amounts of material removed.
- 3.4A.3m In addition to sweeping streets for aesthetic purposes, sweep to prevent pollutants from entering storm drain inlets. Similarly, in addition to cleaning storm drain inlets to prevent flooding, clean inlets to remove pollutants from the storm drain system. The " Best Management Practices for Street Cleaning and Storm Drainage Facilities" developed by the Alameda County Urban Runoff Clean Water Program may be used as guidance.
- 3.4A.3n Track creek and South San Francisco Bay water quality data collected by the Santa Clara Valley NPS Control Program, the Water Pollution Control Plant

and other environmental monitoring programs, for changes resulting from the implementation of Best Management Practices.

3.4A.3o Continue to detain storm water runoff in the Pump Station No. 2 basin to settle sediment and associated pollutants prior to discharge to receiving waters.

3.4A.3p Monitor influent and effluent from the basin to determine percent removal of pollutants in order to evaluate the effectiveness of the detention basin in removing pollutants.

3.4A.3q Test pollutants in the basins, and develop and implement a maintenance plan to assure that sediment is periodically removed and properly disposed.

Policy 3.4A.4 Effectively prohibit illicit discharges and improper disposal into the storm drain system.

Action Statements

3.4A.4a Encourage all residents, industrial and commercial facilities, and public agencies to report spills and illegal dumping incidents to the Water Pollution Control Plant in order to initiate an immediate response and log spills.

3.4A.4b Perform tests and inspections to discover unauthorized discharges into storm drains.

3.4A.4c Track reports of spill incidents received at the Water Pollution Control Plant.

3.4A.4d Locate and eliminate illicit connections.

3.4A.4e Consider possible improvements to ordinances to more clearly spell out the requirements for implementing Best Management Practices and for providing the authority to request monitoring or technical reports that might be necessary from dischargers to the City's storm drainage system.

Policy 3.4A.5 Prevent accelerated soil erosion.

Action Statements

3.4A.5a Require developers and contractors to implement Association of Bay Area Governments soil erosion control measures.

3.4A.5b Encourage property owners to maintain vegetative cover.



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## Maintain Storm Drain System

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Goal 3.4B Maintain storm drain system to prevent flooding.

Policy 3.4B.1 Maintain and operate the storm drain system so that storm waters are drained from 95% of the streets within one hour after a storm stops.

Action Statements

3.4B.1a Inspect and clean as necessary all storm drainage inlets at least once a year prior to the rainy season.

3.4B.1b Clean drop inlets in response to flood complaints.

3.4B.1c When cleaning storm drain inlets and lines, maximize removal of material at the nearest access point to minimize discharges to watercourses.

3.4B.1d Inspect storm water pump stations weekly and maintain as needed.

3.4B.1e Assure proper disposal of all material cleaned from storm drain inlets and lines.

Policy 3.4B.2 Respond to storm drain emergencies.

Action Statements

3.4B.2a Respond to all emergency calls within 20 minutes during storms and within 45 minutes during other periods.

3.4B.2b Inspect and eliminate unauthorized discharges into the storm drain system.

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## Recognize Flood Hazard

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Goal 3.4C Ensure that flood hazards are recognized.

Policy 3.4C.1 Operate and maintain the storm drainage system at a level to minimize damages and ensure public safety.

Action Statements

3.4C.1a Update maps of the storm drain system after new developments and/or re-developments and storm drainage additions.

3.4C.1b Maintain records of incidents of local flooding and budget for system improvements.

Policy 3.4C.2 Prevent flooding to protect life and property.

Action Statements (primarily from the Seismic Safety & Safety Sub-Element)

3.4C.2a Encourage the Santa Clara Valley Water District to periodically reevaluate the capacity of creeks and channels.

3.4C.2b Encourage the Santa Clara Valley Water District to maintain creeks and channels to remove flow-inhibiting vegetation, debris and silt.

3.4C.2c Encourage the Santa Clara Valley Water District to maintain dikes and levees at least 3 feet above the 1% flood level and to inspect and repair damage caused by burrowing animals.

3.4C.2d Continue to maintain the flood plain management practices outlined by the Federal Emergency Management Agency and the Army Corps of Engineers.

3.4C.2e Continue participation in the National Flood Insurance Program.

Policy 3.4C.3 Monitor and plan for hydraulic changes due to global warming, earthquakes and/or subsidence.

Action Statements

3.4C.3a Track sea level elevations at tide gauge locations maintained by the US Coast Guard, National Oceanic and Atmospheric Administration, and the San Francisco Bay Conservation and Development Commission to monitor changes in sea level.

3.4C.3b Monitor compaction, water level, and land surface elevation data compiled by the Santa Clara Valley Water District for possible land subsidence.

3.4C.3c Encourage the Santa Clara Valley Water District to consider installing tide gates in channels and creeks to prevent flooding during high tides.

- 3.4C.3d Budget for and construct additional storm drainage detention and pumping facilities as needed to assure continued ability to discharge surface runoff into the various Santa Clara Valley Water District facilities and San Francisco Bay.
- 3.4C.3e When designing structures along shorelines, consider future sea level changes.
- 3.4C.3f Ensure that private developers adequately plan and construct buildings to protect property in low lying areas.
- 3.4C.3g Review Federal Emergency Management Agency maps when they are updated every 3-5 years, and incorporate information on flood prone areas into future land use plans.

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## Minimize Pollutants and Runoff from New Developments

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Goal 3.4D Minimize the quantity of runoff and discharge of pollutants to the maximum extent practicable by integrating surface runoff controls into new development and redevelopment land use decisions.

Policy 3.4D.1 Consider the impacts on the water quality of surface runoff as part of land use and development decisions and implement Best Management Practices to minimize the total volume and rate of runoff.

Action Statements

- 3.4D.1a Study and determine the appropriateness of a particular parcel of land to support selected Best Management Practices for removing pollutants prior to discharge.
- 3.4D.1b Assure that all applicable development projects (those disturbing 5 acres or greater of land) obtain coverage under the State Water Board's general construction activity storm water National Pollution Discharge Elimination System permit or under a similar Regional Board permit if one is adopted in the future.
- 3.4D.1c Assure that a reference list of Best Management Practices and copies of appropriate Best Management Practice manuals and/or guidelines are available at City libraries and City offices.

Policy 3.4D.2 Consider the ability of a land parcel to detain excess storm water runoff in flood prone areas and require incorporation of appropriate controls.

Action Statement

3.4D.2a Land use decisions should also consider the ability of a parcel to detain excess storm water in areas prone to flooding through use of oversized collection systems and detention facilities.

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## **Funding**

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Goal 3.4E Consider alternative methods of generating revenue to support the surface runoff quality improvement activities.

Policy 3.4E.1 Develop a revenue program that will ensure funding to: 1) implement Best Management Practices; 2) conduct public information and participation outreach activities; 3) inspect and eliminate illicit discharges, and inspect industrial and commercial facilities; 4) meet storm drain operational and maintenance needs to improve surface runoff quality; 5) monitor storm water quality; 6) participate in general Santa Clara Valley NPS Control Program activities; and 7) provide appropriate reserves.

Action Statements

3.4E.1a Evaluate the ability of the existing sanitary sewerage revenue program to provide adequate support for the City to comply with activities mandated by the area wide municipal storm water National Pollution Discharge Elimination System permit and with the other surface runoff control activities included in the Santa Clara Valley NPS Control Program.

3.4E.1b Review the rate structure annually and consider appropriate changes.

## **Energy Sub-Element**

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The Energy Sub-Element was retired Fiscal Year 1998/1999.

# Noise Sub-Element

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## Goals, Policies and Action Statements

Goal 3.6A Maintain or achieve a compatible noise environment for all land uses in the community (land use compatibility).

Policy 3.6A.1 Prevent significant noise impacts from new development by applying state noise guidelines and Sunnyvale Municipal Code noise regulations in the evaluation of land use issues and proposals.

### Action Statements

3.6A.1a Apply the Sunnyvale Municipal Code noise regulations in the evaluation of land uses and proposals. Acoustical analysis may be required to determine if mitigation measures shall be required for the new development. If required, mitigation measures shall be incorporated into the new development that bring the proposed development into conformance with the noise regulations in the Sunnyvale Municipal Code.

3.6A.1b Consult the Noise Condition Map (Appendix A) to determine noise levels throughout the City.

3.6A.1c Comply with the "Noise and Land Use Compatibility Guidelines" (Table 2) for the compatibility of land uses with their noise environments, except where the City determines that there are prevailing circumstances of a unique or special nature.

3.6A.1d Use Table 3.6A.1d to determine if proposed development results in a "significant noise impact" on existing development.

Table 3.6A.1d Significant Noise Impacts from New Development on Existing Land Uses

Ldn of Existing Development <sup>1</sup>	Significant Noise Impact Increase in Ldn of Existing Development from New Development
"Normally Acceptable" <sup>2</sup>	More than 5 dBA, but noise level still in the "Normally Acceptable" category
"Normally Acceptable"	More than 3 dBA and the noise level exceeds the "Normally Acceptable" category
exceeds "Normally Acceptable"	More than 3 dBA

1. The Ldn shall be measured at any point along the property line shared by the proposed development and existing land uses.
2. "Normally Acceptable" as defined by the State of California "Noise and Land Use Compatibility Guidelines", summarized in this Sub-Element.

3.6A.1e Use the CEQA and the discretionary permit processes to protect existing land uses from significant noise impacts due to new development. Acoustical analysis required as part of the CEQA or discretionary permit process, master plans, and/or design review shall determine if significant noise impacts occur from proposed development on existing land uses. If significant noise impacts occur, then mitigation measures shall be required to minimize the impact of the new development on existing land uses.

3.6A.1f Supplement the "Noise and Land Use Compatibility Guidelines" (Table 2) for residential uses by attempting to achieve an outdoor Ldn of no greater than 60 dBA for common recreation areas, backyards, patios, and medium and large-size balconies. These guidelines should not apply where the noise source is a railroad or airport. If the noise source is a railroad, then an Ldn of no greater than 70 dBA should be achieved in common recreation areas, backyards, patios, and medium and large balconies. If the noise source is from aircraft, then preventing new residential uses within areas of high Ldn from aircraft noise is recommended.

Policy 3.6A.2 Enforce and supplement state laws regarding interior noise levels of residential units.

#### Action Statements

3.6A.2a Enforce Title 24 Noise Insulation Requirements for all new hotels, motels, apartments, condominiums group care homes and all other dwellings, except single-family detached homes.

3.6A.2b Apply Title 24 Noise Insulation Requirements to all new single-family detached homes.

3.6A.2c Attempt to achieve a maximum instantaneous noise level of 50dBA in bedrooms and 55dBA in other areas of residential units exposed to train or aircraft noise, where the exterior Ldn exceeds 55dB.

Policy 3.6A.3 Consider techniques, which block the path of noise and insulate people from noise.

#### Action Statements

3.6A.3a Use a combination of barriers, setbacks, site planning and building design techniques to reduce noise impacts, keeping in mind their benefits and shortcomings.

3.6A.3b Consider compiling and distributing information to residents of noise-impacted areas about what they can do to protect themselves from noise.

3.6A.3c Proposed sound walls or other noise reduction barriers should be reviewed for design, location, and material before installing the barrier. Sound readings should be taken before and after installing the noise reduction barrier in order to determine the efficacy of the noise reduction barrier. Measurement techniques shall be similar to procedures used by Caltrans to measure efficiency of sound walls.

Goal 3.6B Preserve and enhance the quality of neighborhoods by maintaining or reducing the levels of noise generated by transportation facilities (transportation noise).

Policy 3.6B.1 Refrain from increasing or reduce the noise impacts of major roadways.

Action Statements

3.6B.1a Identify and mitigate roadway noise impacts as part of local land use plans and proposals.

3.6B.1b Regulate the location, design and capacity of local roadway improvement projects to mitigate their noise impacts.

3.6B.1c Use local traffic management techniques to reduce or protect noise levels. (For example, the City can place truck routes away from neighborhoods. Commuters can be diverted from residential streets. Note that some techniques may address one problem but cause others. For instance, stop signs can improve safety but they can also raise noise levels. In such cases, the City must balance its goals to the extent possible.)

3.6B.1d Advocate that neighboring cities should identify and mitigate roadway noise impacts that affect Sunnyvale as part of their land use plans.

3.6B.1e Advocate that public agencies should identify and mitigate noise impacts as part of their transportation system improvement projects.

3.6B.1f Support state legislation to reduce vehicle noise levels.

3.6B.1g Continue to enforce state muffler and exhaust laws.

Policy 3.6B.2 Support efforts to reduce or mitigate airport noise.

Action Statements

3.6B.2a Support the retention of the Airport Land Use Commission.

3.6B.2b Support the right of private citizens to sue airports for noise impacts.



3.6B.2c Encourage airport operation policies and procedures, which reduce the level and frequency of noise as well as other policies and federal funding to alleviate the effects of aircraft noise.

Policy 3.6B.3 Support activities that will minimize the noise impacts of Moffett Federal Airfield.

Action Statements

3.6B.3a Monitor the annual number of flight operations and evaluate any increases in activity.

3.6B.3b Encourage NASA to seek ways to minimize flights over the community and manage practice landings.

3.6B.3c Encourage NASA to continue to direct flight operations over the Bay during evening and nighttime hours.

3.6B.3d Encourage NASA to continue flight, landing and maintenance procedures, which lower noise levels.

3.6B.3e Encourage NASA to establish a complaint record and response program.

3.6B.3f Support the continuation of NASA's public information program.

3.6B.3g Oppose any effort and/or expenditure of public funds to promote Moffett Federal Airfield for non-federal purposes.

3.6B.3h Support efforts to limit non-essential air traffic at Moffett Federal Airfield.

3.6B.3i Support federal legislation that require military and federal aircraft to meet Stage 3 noise requirements similar to commercial aircraft.

Policy 3.6B.4 Support activities that will minimize and/or reduce the noise impacts of San Jose International Airport.

Action Statements

3.6B.4a Monitor the annual number of passengers and evaluate trends in activity at San Jose International Airport.

3.6B.4b Monitor plans for expansion of San Jose International Airport terminals and evaluate the resulting increases in activity.

3.6B.4c Consider encouraging the City of San Jose to install a local noise monitoring station in the Lakewood area.

3.6B.4d Encourage the City of San Jose to promote the use of Stage 3 aircraft.

3.6B.4e Encourage the City of San Jose to maintain strict control over flight patterns, which influence noise in Sunnyvale.

3.6B.4f Encourage the City of San Jose to educate pilots and seek their cooperation in using cockpit techniques that reduce noise levels.

3.6B.4g Support federal legislation to lower the noise levels of civilian aircraft.

3.6B.4h Support state legislation to lower the noise levels of civilian airports.

Policy 3.6B.5 Encourage activities that limit the noise impacts of helicopters.

Action Statements

3.6B.5a Encourage NASA to direct helicopter flight operations and flight patterns so that they occur over industrial, not residential, areas.

3.6B.5b Allow the use of airborne helicopters at construction sites on a limited basis as permitted by the FAA and the Caltrans Division of Aeronautics.

Policy 3.6B.6 Mitigate and avoid the noise impacts from trains.

Action Statements

3.6B.6a Monitor plans and projects, which would increase the number of commuter trains and evaluate their noise impacts and seek mitigation for any change that worsens local conditions.

3.6B.6b Monitor plans and projects, which would increase the number of freight trains and evaluate their noise impacts and seek mitigation for any change that worsens local conditions.

3.6B.6c Avoid construction of new residential uses where the outdoor Ldn is greater than 70 dBA as a result from train noise.

3.6B.6d Educate owners of older homes on ways to reduce noise levels from trains.

3.6B.6e Support legislation to reduce the noise level of trains.

3.6B.6f Seek the cooperation of train engineers to avoid unnecessary and prolonged use of air horns except for safety purposes.

Policy 3.6B.7 Monitor and mitigate the noise impacts of light rail facilities.

Action Statements

3.6B.7a Monitor regional plans for light rail facilities in Sunnyvale to ensure that noise impacts are identified and mitigated.

Goal 3.6C Maintain or achieve acceptable limits for the levels of noise generated by land use operations and single-events (community noise).

Policy 3.6C.1 Regulate land use operation noise.

Action Statements

3.6C.1a Monitor the effectiveness of operational noise regulations every five years by referring to related community condition indicators.

3.6C.1b Apply conditions to discretionary land use permits, which limit hours of operation, hours of delivery and other factors, which affect noise.

3.6C.1c Continue interdepartmental procedures to respond to complaints about operational noise.

3.6C.1d Instantaneous noise measurements taken for the purpose of enforcing the noise regulations in the Sunnyvale Municipal Code shall be taken at the property line of the property generating the noise and in a location and time(s) that fairly represents the noise.

Policy 3.6C.2 Regulate select single-event noises and periodically monitor the effectiveness of the regulations.

Action Statements

3.6C.2a Monitor the effectiveness of limits on delivery hours and hours of operation of powered equipment on properties adjacent to residentially zoned properties every five years by referring to related community condition indicators.

3.6C.2b Continue efforts by the Department of Public Safety and Neighborhood Preservation to mediate complaints about single-event noise that is not regulated by the Sunnyvale Municipal Code.

# Air Quality Sub-Element

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## Goals, Policies and Action Statements

Goal 3.7A Improve Sunnyvale's Air Quality and reduce the exposure of its citizens to air pollutants.

Policy 3.7A.1 Require all new development to utilize site planning to protect citizens from unnecessary exposure to air pollutants.

### Action Statements

3.7A.1a Evaluate new development with potential sources of odors or criteria air pollutants to determine whether it is appropriate for them to be located near existing or planned residential development or sensitive receptors.

3.7A.1b New residential zones or residential development in non-residential zones should not be permitted near existing sources of TAC's, unless it can be shown through a Health Risk Assessment that no unacceptable health risk is created.

3.7A.1c New residential development should be located at least 15 feet from the property line along major streets or intersections unless a lesser distance can be demonstrated to not expose residents to unhealthy pollutant concentrations.

Policy 3.7A.2 Reduce automobile emissions through traffic and transportation improvements. Since traffic congestion delays increase the level of emissions, congestion management has air quality benefits.

### Action Statements

3.7A.2a Develop and maintain a balanced transportation system in Sunnyvale by promoting pedestrian, bicycle and transit modes of travel.

3.7A.2b The City should give high priority to traffic improvements that improve vehicle operating conditions (average speed, delay) such as signal timing improvements, signal synchronization, turn lanes, etc. Bay Area Air Quality Management District guidance developed for the CMP program deficiency plans defines such improvements.

Goal 3.7B Reduce air pollution impacts from future development.

Policy 3.7B.1 Utilize land use strategies to reduce air quality impact.

Action Statements

- 3.7B.1a Promote extension of transit systems, and locate higher density development/redevelopment along transit corridors.
- 3.7B.1b Promote mixed land use development that provides commercial services such as day care, restaurants, banks and stores near employment centers, reducing auto trip generation by promoting pedestrian travel. Promote neighborhood commercial and park uses within residential developments to reduce short auto trip generation by making pedestrian and bicycle trips feasible (for example, require sidewalks, bike trails and bicycle parking areas).
- Policy 3.7B.2 Assist employers in meeting requirements of Transportation Demand Management plans for existing and future large employers and participate in the development of Transportation Demand Management plans for employment centers in Sunnyvale.

Action Statements

- 3.7B.2a Enforce the provisions of the City's Transportation Demand Management ordinance covering businesses employing 100 or more persons.
- 3.7B.2b Amend the City's existing Transportation Demand Management ordinance to comply with the Bay Area Air Quality Management District 's Trip Reduction Rule.
- 3.7B.2c At the appropriate time, the City should explore the feasibility of seeking delegation of regulations which would affect smaller employers located within multi-tenant complexes, which are not included in the Trip Reduction Rule authority from the Bay Area Air Quality Management District.
- Policy 3.7B.3 Apply the Indirect Source Rule to new development with significant air quality impacts. Indirect Source review would cover commercial and residential projects as well as other land uses that produce or attract motor vehicle traffic.

Action Statements

- 3.7B.3a Increase densities near transit stations.
- 3.7B.3b Develop requirements for bicycle and pedestrian facilities.
- 3.7B.3c Require site design to encourage transit circulation and stops/waiting areas for transit and carpools.
- 3.7B.3d Consider controls to decrease vehicle idling emissions caused by "drive-through" operations.
- Goal 3.7C Make a contribution towards improving regional air quality.

Policy 3.7C.1 The City should actively participate in regional air quality planning.

Action Statements

3.7C.1a The City should work with regional air quality planning agencies such as the Bay Area Air Quality Management District, Metropolitan Transportation Commission, Association of Bay Area Governments, and Congestion Management Agency in the development and implementation of regional air quality strategies.

3.7C.1b Continue to monitor federal and state legislation regarding air quality issues.

Policy 3.7B.2 Improve opportunities for citizens to live and work in close proximity.

Action Statements

3.7C.2a In the long term, the City should encourage a better balance between jobs and housing than currently exists in Sunnyvale to reduce long distance commuting.

3.7C.2b The City should encourage affordable housing.

Policy 3.7C.3 Contribute to a reduction in regional vehicle miles traveled.

Action Statements

3.7C.3a The City should support and actively promote the expansion and improvement of local and regional transit systems providing service to Sunnyvale.

3.7C.3b The City should be a leader in implementing the Transportation Control Measures that are included in the Bay Area '91 Clean Air Plan, the regional plan required under the California Clean Air Act. The Plan currently includes 23 Transportation Control Measures. Of these the following identify cities as an implementing agency:

Transportation Control Measures 1:	Expand Employer Assistance Programs
Transportation Control Measures 2:	Adopt Employer-Based Trip Reduction Rule
Transportation Control Measures 9:	Improve Bicycle Access and Facilities
Transportation Control Measures 12:	Improve Arterial Traffic Management
Transportation Control Measures 13:	Transit Use Incentives
Transportation Control Measures 15:	Provide Carpool Incentives
Transportation Control Measures 16:	Indirect Source Control Program
Transportation Control Measures 18:	Zoning for Higher Densities Near Transit Stations
Transportation Control Measures 10:	Air Quality Elements for General Plans

Policy 3.7C.4 Reduce Emissions from City of Sunnyvale fleet vehicles.

Action Statements

3.7C.4a As a large employer, the City will provide leadership in the implementation of air quality programs such as the Trip Reduction Ordinance.

3.7C.4b The City will evaluate the development and implementation of a program to introduce and expand the use of alternative, cleaner fuels in its fleet of vehicles.

**Community Condition Indicators**

**Water Resources Sub-Element - 3.1**

		1999/2000	2000/2001		2001/2002	
		Actual	Actual	% Change	Projected	% Change
3.1.1	Millions of gallons of water sold annually:					
	Residential	4,931	5,095	3.2%	5,100	0.1%
	Other	3,268	3,424	4.6%	3,500	2.2%
3.1.2	Average daily water demand in million gallons	22.46	23.33	3.7%	23.23	-0.4%
3.1.3	Miles of City water mains and appurtenances	282	282	0.0%	282	0.0%
3.1.4	Water use peak/minimum day in million gallons	46/12	46/12	0.0%	46/12	0.0%
3.1.5	Cost to delivery water (\$/100 cubic-feet)	\$ 0.98	0.99	1.0%	1.11	10.8%
3.1.6	Unit cost for well water (\$/acre-foot)	\$ 285.00	310	8.1%	330	6.1%
3.1.7	Unit cost for SCVWD water (\$/acre-foot)	\$ 355.00	380	6.6%	410	7.3%
3.1.8	Unit cost for SFWD water (\$/acre-foot)	\$ 371.00	394	5.8%	411	4.1%
3.1.9	Annual consumption per acre (acre-foot/acre)	1.7	1.68	0.0%	1.7	1.2%
3.1.10	Water services	28,303	28,303	0.0%	28,303	0.0%
3.1.11	Fire hydrants	3,351	3,351	0.0%	3,351	0.0%
3.1.12	Storage capacity (million gallons)	27.5	27.5	0.0%	27.5	0.0%
3.1.13	Wells/production capacity (gallons/minute)	9/7,340	9/7,824	6.6%	9/7,824	6.6%
3.1.14	Energy cost for water produced (\$/acre-foot)	\$ 15.00	18	16.7%	53.78	66.5%
3.1.15	Number of samples collected for testing	7,700	7,700	0.0%	7,700	0.0%
3.1.16	Curb miles of streets that require sweeping	665	665	0.0%	665	0.0%
3.1.17	Miles of storm water lines	150	150	0.0%	150	0.0%
3.1.18	Drop inlets in storm drainage system	4,181	4,200	0.5%	4,200	0.0%
3.1.19	Miles of sanitary sewer mains	327	327	0.0%	327	0.0%
3.1.20	Millions of gallons of liquid wastes treated per year	6,100	6,200	1.6%	6,050	-2.5%
3.1.21	Average daily volume of liquid wastes in millions of gallons	16.6	16.9	1.8%	16.6	-1.8%
3.1.22	Average dry weather (May-October inclusive) liquid waste flow per day as a percentage of treatment plant design capacity	56.2	57.5	2.3%	56.3	-2.1%



**Community Condition Indicators****Water Resources Sub-Element - 3.1**

	1999/2000	2000/2001		2001/2002	
	Actual	Actual	% Change	Projected	% Change
3.1.23 Redevelopments and utility additions which require map updates	34	39	12.8%	30	-30.0%
3.1.24 Subdivision construction permit applications	3	2	-50.0%	2	0.0%
3.1.25 Development permit applications	6	4	-50.0%	3	-33.3%
3.1.26 New developments requiring map changes	19	18	-5.6%	15	-20.0%
3.1.27 Street cut permit applications	308	357	13.7%	271	-31.7%
3.1.28 Air pollution: Days ozone standards exceeded per year	6	7	14.3%	8	12.5%
3.1.29 Tons of res. Comm./ind. Solid wastes disposed annually	107,363	111,802	4.0%	108,948	-2.6%

**Community Condition Indicators****Sanitary Sewer Sub-Element - 3.3**

		<u>1999/2000</u>	<u>2000/2001</u>		<u>2001/2002</u>	
		<u>Actual</u>	<u>Actual</u>	<u>% Change</u>	<u>Projected</u>	<u>% Change</u>
3.3.1	Miles of sanitary sewer mains	327	327	0.0%	327	0.0%
3.3.2	Millions of gallons of liquid wastes treated per year	6,100	6,200	1.6%	6,050	-2.5%
3.3.3	Daily average volume of liquid wastes in million gallons	16.6	16.9	1.8%	16.6	-1.8%
3.3.4	Average dry weather (May-October inclusive) liquid waste flow per day as a percentage of treatment plant capacity	56.2	57.5	2.3%	56.3	-2.1%
3.3.5	Water Pollution Control Plant energy consumption in B.T.U. per million gallon of wastes	105 Mil.	105 Mil.	0.0%	105 Mil.	0.0%
3.3.6	Wastewater discharge permits	68	66	-3.0%	67	1.5%

**Community Condition Indicators****Surface Runoff Sub-Element - 3.4**

	<u>1999/2000</u>	<u>2000/2001</u>		<u>2001/2002</u>	
	<u>Actual</u>	<u>Actual</u>	<u>% Change</u>	<u>Projected</u>	<u>% Change</u>
3.4.1 Sunnyvale Rain Gauge Stations (Annual Rainfall Inches)					
North Sunnyvale	10.47	10.5	0.3%	10.5	0.0%
Corporation Yard	14.61	13.61	-7.3%	14.91	0.0%
Central Sunnyvale	14.38	14.38	0.0%	14.38	0.0%
West Sunnyvale	14.00	14.00	0.0%	14.00	0.0%
3.4.2 Maintenance Activities					
Number of Storm Drain inlets Cleaned (total number of storm drain inlets In Sunnyvale = 3200):					
Preventive Maintenance In response to complaints	4,488	3,160	-42.0%	1,909	-65.5%
Streets Swept (curb miles; total curb miles in Sunnyvale=665)	30	30	0.0%	30	0.0%
3.4.3 Streets Swept (curb miles; total curb miles in Sunnyvale=665)	14,800	14,800	0.0%	14,800	0.0%

**Community Condition Indicators**

**Noise Sub-Element - 3.6**

		1999/2000	2000/2001		2001/2002	
		Actual	Actual	% Change	Projected	% Change
3.6.1	U.S. Highway 101 ADT	160,000	151,667	-5.5%	154,700	2.0%
3.6.2	State Highway 237 ADT	86,000	85,250	-0.9%	87,806	2.9%
3.6.3	Lawrence Expressway (between Highways 101 and 237) ADT	N/A	N/A	N/A	N/A	N/A
3.6.4	Evelyn Avenue (between Mathilda and Sunnyvale Avenues) ADT	12,345	13,456	8.3%	13,590	1.0%
3.6.5	Fremont Avenue (between Mary and Hollenbeck Avenues) ADT	23,566	26,872	12.3%	28,753	6.5%
3.6.6	Homestead Road (between Hollenbeck Ave and S'vale-Saratoga Road) ADT	23,291	23,895	2.5%	22,313	-7.1%
3.6.7	Hollenbeck Avenue (between Homestead Road and Fremont Avenue) ADT	16,747	14,659	-14.2%	15,392	4.8%
3.6.8	Mary Avenue (between Central Expressway and Maude Avenue) ADT	16,214	15,613	-3.8%	15,923	1.9%
3.6.9	Remington Dr (between El Camino Real and Sunnyvale-Saratoga Road) ADT	16,022	17,389	7.9%	18,085	3.8%
3.6.10	Wolfe Road (between Homestead Road and Fremont Avenue) ADT	32,512	30,907	-5.2%	29,936	-3.2%
3.6.11	Commuter Trains (trains per day)	68	78	12.8%	92	15.2%
3.6.12	Moffett Federal Airfield (flight operations per year)*	24,000	18,000	-33.3%	18,000	0.0%
3.6.13	San Jose International Airport (flight operations per year)					
	General Aviation:	N/A**	N/A	N/A	N/A	N/A
	Commercial:	N/A**	N/A	N/A	N/A	N/A
3.6.14	San Jose Airport Passengers per year	11,584,324	13,093,096	11.5%	13,100,000	0.1%
3.6.15	Land Use Operational Noise Complaints***	27	86	68.6%	86	0.0%
3.6.16	Single-event Noise Complaints (includes powered equipment, deliveries, music, voices, barking dogs, airplane, fireworks, horns, etc.)	40	41	2.4%	****	N/A

\*Count includes any landing and take-offs

\*\* Due to the Airport's plan to make adjustments in the area of  
General Aviation traffic, no projections are available at this time

\*\*\*Land Use complaints show increase due to multiple infractions cited and recorded

\*\*\*\* 3.6.16 Figures combined with 3.6.15 as of 00/01

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

**Program Outcome Statement**

Facilitate the cohesive and cost effective operation of Public Works functions, coordinate financial analysis and planning, and respond to administrative support needs by:

- Providing timely applications of administrative support hours,
- Monitoring the ongoing financial condition and results of operations of Departmental programs,
- Managing City rental units, real property and franchises, and
- Providing clear, timely and complete information to support City-Wide operations.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* The Overall Performance Index for all Public Works programs is 100. - Number	5	100.00	100.00	100.00
* Department financial statements and budgets are analyzed and corrected within one working day of due date 90% of the time. - Percent	4	90.00%	90.00%	90.00%
* Occupancy rates for City owned rental properties equal the Industrial Office Availability Index for Sunnyvale. - Sunnyvale Rate - Industrial Office Availability Index	4	100.00 100.00	100.00 100.00	100.00 100.00
* A Customer Satisfaction Rating of 90% is achieved for the timeliness, accuracy, and effectiveness of Support Services. - Percent	3	90.00%	90.00%	90.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	1.00	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

**Service Delivery Plan 30201 - Administrative Support**

Facilitate the overall coordination and cost effective operation of the Public Works Department by:

- Providing leadership to Department program managers and staff,
- Providing timely and reliable support services, and
- Overseeing budgetary and financial reviews of Department programs and projects.

So that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* The Overall Performance Index for all Public Works programs is at 100. - Number	100.00	100.00	100.00
* Department financial statements and budgets are analyzed and corrected as scheduled 90% of the time. - Percent	90.00%	90.00%	90.00%
* A Customer Satisfaction Rating of 90% is achieved for the timeliness, accuracy and effectiveness of Support Services. - Percent	90.00%	90.00%	90.00%
* An aggregate Customer Satisfaction Rating of 90% for the Department is achieved based on surveys of internal/external customers. - Rating	90.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 302110 - Public Works Management</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$329,492.83	3,580.00	3,580.00	\$92.04
FY 2003/2004 Adopted	\$341,921.74	3,580.00	3,580.00	\$95.51
<b>Activity 302120 - Public Works Support</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$144,918.22	3,180.00	3,180.00	\$45.57
FY 2003/2004 Adopted	\$152,505.94	3,180.00	3,180.00	\$47.96
<b>Totals for Service Delivery Plan 30201:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
<b>FY 2002/2003 Adopted</b>	<b>\$474,411.05</b>		<b>6,760.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$494,427.68</b>		<b>6,760.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

**Service Delivery Plan 30202 - Property Management Services**

Provide a centralized property management service for all City real property that complies with governmental regulations and provides cost savings by:

- Maximizing revenues from City owned buildings not occupied by City staff,
- Assisting in the procurement and administration of non-City buildings used for City purposes,
- Inspecting, maintaining and improving City owned excess land parcels, and
- Negotiating directly for the acquisition or sale of City owned real property.

So that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Occupancy rates for City owned rental properties equal the Industrial Office Availability Index for Sunnyvale.			
- Sunnyvale Rate	100.00	100.00	100.00
- Industrial Office Availability Index	100.00	100.00	100.00
* 90% of City excess land parcels are free of weeds, debris and hazardous materials based on periodic field inspections.			
- Percent	90.00%	90.00%	90.00%
* The Property Acquisition Index (market value divided by sales price) is at 100.			
- Index	100.00	100.00	100.00



**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 302220 - Property Acquisitions or Sales</b>				
Product: A Property Acquisition or Sale Related Project				
FY 2002/2003 Adopted	\$14,761.08	3.00	200.00	\$4,920.36
FY 2003/2004 Adopted	\$15,185.98	3.00	200.00	\$5,061.99
<b>Activity 302230 - Property Leases</b>				
Product: A Property Lease Renegotiated				
FY 2002/2003 Adopted	\$14,761.08	35.00	200.00	\$421.75
FY 2003/2004 Adopted	\$15,185.98	35.00	200.00	\$433.89
<b>Activity 302240 - Property Inspections</b>				
Product: A Property Inspected				
FY 2002/2003 Adopted	\$8,856.66	500.00	120.00	\$17.71
FY 2003/2004 Adopted	\$9,111.58	500.00	120.00	\$18.22
<b>Totals for Service Delivery Plan 30202:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$38,378.82</b>		<b>520.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$39,483.54</b>		<b>520.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Totals for Program 302:</b>				
<b>FY 2002/2003 Adopted</b>	<b>\$512,789.87</b>		<b>7,280.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$533,911.22</b>		<b>7,280.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Program Outcome Statement**

Ensure safe, functional, reliable, timely and cost-effective capital improvements to the City infrastructure and provide engineering support by:

- Working with customers to develop multi-year plans to scope budget and schedule future projects, and
- Providing technical and project management services dedicated to implementing the capital improvement program utilizing value engineering principles and in accordance with approved project scopes, budgets, schedules and plans and specifications.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* 100% of projects submitted to Engineering Division by customers before October 1st, have schedules, cost estimates and detailed scope submitted for the capital improvement program according to the budget calendar.	3			
- Percent		100.00%	100.00%	100.00%
- Number of Projects		100.00	100.00	100.00
* 100% of high priority and 90% of all other capital projects are completed per approved schedule.	4			
- Percent of High Priority Projects		100.00%	100.00%	100.00%
- Percent of Non-High Priority Projects		90.00%	90.00%	90.00%
* 90% of all capital projects are completed within budget.	5			
- Percent		90.00%	90.00%	90.00%
- Number of Projects		18.00	18.00	18.00
* 100% of capital projects are constructed in accordance with approved plans and specifications when reviewed by an outside inspector.	4			
- Percent		100.00%	100.00%	100.00%
- Number of Projects		20.00	20.00	20.00
* A customer satisfaction rating of 90% for engineering services is achieved.	3			
- Rating		90.00%	90.00%	90.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.	4			
- Ratio		1.00	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30601 - Multi-Year Capital Improvement Planning**

Ensure capital improvement projects are well planned with clear scopes of work and estimated project costs by:

- Reviewing and updating the existing ten-year capital improvement plan with customers on a quarterly basis, revising project scopes and cost estimates as required to reflect changing conditions and developing scope and cost estimates for potential new projects, and
- Working with customers to complete detailed scopes, cost estimates and establish schedules for projects to be initiated in the first two years of the ten-year Resource Allocation Plan.

So that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Project Information needed to update the ten year capital improvement plan are submitted to the Finance Department in accordance with the budget calendar 100% of the time. - Percent	100.00%	100.00%	100.00%
* 100% of project submitted to Engineering Division by customers before October 1 have schedules, cost estimates and detailed scope submitted for the capital improvement program according to the budget calendar. - Percent	100.00%	100.00%	100.00%
- Number of Projects	100.00	100.00	100.00
* A customer satisfaction rating of 90% is achieved for planning services. - Rating	90.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 306120 - Review/Update Project Budgets</b>				
Product: A Project				
FY 2002/2003 Adopted	\$36,118.92	100.00	520.00	\$361.19
FY 2003/2004 Adopted	\$37,607.85	100.00	520.00	\$376.08
<b>Totals for Service Delivery Plan 30601:</b>	<b><u>Costs</u></b>		<b><u>Work Hours</u></b>	
<b>FY 2002/2003 Adopted</b>	<b>\$36,118.92</b>		<b>520.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$37,607.85</b>		<b>520.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30602 - Project Management Services**

Complete capital improvement projects according to City standards, in coordination with the customer and other departments involved so as to meet their requirements on schedule and within the project budget by:

- Providing functional and cost effective designs that meet approved scope and are within project budget,
- Ensuring construction is in accordance with the approved plans and specifications, schedule and budget,
- Meeting the needs of the customer by communicating regularly throughout the process, and
- Providing effective project management at a competitive cost.

So that:

<b><u>Service Delivery Plan Measures</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* 100% of high priority and 90% of all other capital projects are completed per approved schedule.			
- Percent of High Priority Projects	100.00%	100.00%	100.00%
- Percent of Non-High Priority Projects	90.00%	90.00%	90.00%
* 90% of all capital projects are completed within budget.			
- Percent	90.00%	90.00%	90.00%
- Number of Projects	18.00	18.00	18.00
* The dollar amount of errors and omissions change orders is five percent of construction costs.			
- Percent	5.00%	5.00%	5.00%
* 100% of the projects are constructed in accordance with approved plans and specifications when reviewed by an independent evaluator.			
- Percent	100.00%	100.00%	100.00%
- Number of Projects	20.00	20.00	20.00
* Customers are kept informed on the status of the project on a monthly basis for 100% of the projects.			
- Percent	100.00%	100.00%	100.00%
* A customer satisfaction rating of 90% for Project Management Services is achieved.			
- Rating	90.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Notes**

Industry standard for the dollar amount of errors and omissions change orders is ten percent of construction costs.

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 306200 - Project Design Phase</b>				
Product: A Project Ready to Bid				
FY 2002/2003 Adopted	\$285,815.72	20.00	4,340.00	\$14,290.79
FY 2003/2004 Adopted	\$300,476.95	20.00	4,340.00	\$15,023.85
<b>Activity 306210 - Project Bidding Phase</b>				
Product: An Executed Contract				
FY 2002/2003 Adopted	\$30,619.56	20.00	450.00	\$1,530.98
FY 2003/2004 Adopted	\$32,045.13	20.00	450.00	\$1,602.26
<b>Activity 306220 - Project Construction Management</b>				
Product: A Project Accepted				
FY 2002/2003 Adopted	\$540,491.09	20.00	9,890.00	\$27,024.55
FY 2003/2004 Adopted	\$568,747.29	20.00	9,890.00	\$28,437.36
<b>Totals for Service Delivery Plan 30602:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$856,926.37</b>		<b>14,680.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$901,269.37</b>		<b>14,680.00</b>	



**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30603 - General Engineering and Administration**

Provide Administrative and General Engineering Services.

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 306910 - Maps and Real Property Information</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$89,994.28	1,896.00	1,896.00	\$47.47
FY 2003/2004 Adopted	\$92,826.38	1,896.00	1,896.00	\$48.96
<b>Activity 306920 - Provide General Engineering Information</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$97,054.13	1,784.00	1,784.00	\$54.40
FY 2003/2004 Adopted	\$102,241.65	1,784.00	1,784.00	\$57.31
<b>Activity 306930 - Long Range Infrastructure Plan</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$52,012.18	1,172.00	1,172.00	\$44.38
FY 2003/2004 Adopted	\$53,390.83	1,172.00	1,172.00	\$45.56
<b>Activity 306940 - Infrastructure Management System</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$19,260.49	434.00	434.00	\$44.38
FY 2003/2004 Adopted	\$19,771.00	434.00	434.00	\$45.56
<b>Activity 306950 - Review and Develop Standards</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$10,004.40	160.00	160.00	\$62.53
FY 2003/2004 Adopted	\$10,539.10	160.00	160.00	\$65.87
<b>Activity 306960 - Administrative Support Services</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$211,446.20	5,410.00	5,410.00	\$39.08
FY 2003/2004 Adopted	\$222,746.22	5,410.00	5,410.00	\$41.17

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 306970 - Safety and Training Related Activities</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$124,200.46	2,232.00	2,232.00	\$55.65
FY 2003/2004 Adopted	\$130,326.10	2,232.00	2,232.00	\$58.39
<b>Activity 306980 - Program Management</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$429,646.33	2,032.00	2,032.00	\$211.44
FY 2003/2004 Adopted	\$449,744.56	2,032.00	2,032.00	\$221.33
<b>Activity 306230 - Review Encroachment Permit Applications</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$29,013.61	570.00	570.00	\$50.90
FY 2003/2004 Adopted	\$30,553.35	570.00	570.00	\$53.60
<b>Activity 306240 - Close Encroachment Permits</b>				
Product: A Work Hour				
FY 2002/2003 Adopted	\$126,395.58	2,570.00	2,570.00	\$49.18
FY 2003/2004 Adopted	\$132,787.16	2,570.00	2,570.00	\$51.67
<b>Totals for Service Delivery Plan 30603:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$1,189,027.66</b>		<b>18,260.00</b>	
FY 2003/2004 Adopted	<b>\$1,244,926.35</b>		<b>18,260.00</b>	
<b>Totals for Program 306:</b>				
FY 2002/2003 Adopted	<b>\$2,082,072.95</b>		<b>33,460.00</b>	
FY 2003/2004 Adopted	<b>\$2,183,803.57</b>		<b>33,460.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Program Outcome Statement**

Supply the community with safe and reliable sources of water at competitive prices funded through user fees by:

- Managing water resources in a cost effective manner through utilization of conservation programs, reclaimed water, City owned wells and the purchase of potable water,
- Managing the construction, operation and maintenance of the distribution system to ensure reliable delivery of water that meets all quality and health standards, and
- Providing administrative and support services to promote customer satisfaction and confidence.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* City water rates, weighted by user category, are five percent less than the Bay Area average as determined by Bay Area Water Users Association surveys. - Percent	4	5.00%	5.00%	5.00%
* The Water Program is in compliance with all health and water quality regulatory agencies 100% of the time. - Percent	5	100.00%	100.00%	100.00%
* Average total potable water usage is 15% below the 1987 baseline during periods of drought and five percent below the baseline at all other times. - Percent during non-drought years - Percent during drought years	3	5.00% 15.00%	5.00% 15.00%	5.00% 15.00%
* A customer satisfaction rating of 90% for Water Supply and Distribution is achieved. - Rating	3	90.00%	90.00%	90.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	1.00	1.00	1.00
* 85% of the annual identified recycled water users are connected to the recycled water system. - Percent Connected	1	85.00%	85.00%	85.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Notes**

Program Measure 2 based on two year average.

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31201 - Managing Water Resources**

Manage appropriate, dependable and cost effective sources of water to meet customer needs by:

- Optimizing the purchase of potable water to meet demand and maximize savings while meeting contractual obligations,
- Using City wells to manage peak demand periods and maintain system pressure,
- Maximizing the use of recycled water, and
- Utilizing conservation programs to manage customer demand, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* During years when non-contract pricing is available, the average acre foot cost of Santa Clara Valley Water District purchased water is at 95% of contract pricing. - Percent	95.00%	95.00%	95.00%
* Contracts for water supply meet projected commitments for three years into the future 100% of the time. - Percent	100.00%	100.00%	100.00%
* Water distribution system pressure is maintained between 40-105 psi 95% of the time. - Percent	95.00%	95.00%	95.00%
* 85% of the annual identified recycled water users are connected to the recycled water system. - Percent connected	85.00%	85.00%	85.00%
* Average total potable water usage is 15% below the 1987 baseline during periods of drought and five percent below baseline at all other times. - Percent during non-drought years	5.00%	5.00%	5.00%
- Percent during drought years	15.00%	15.00%	15.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 312100 - San Francisco Water Dept (Hetch-Hetchy)</b>				
Product: An Acre Foot of Water				
FY 2002/2003 Adopted	\$5,003,024.80	11,300.00	50.00	\$442.75
FY 2003/2004 Adopted	\$5,252,707.26	11,300.00	50.00	\$464.84
<b>Activity 312110 - Santa Clara Valley Water District (SCVWD)</b>				
Product: An Acre Foot of Water				
FY 2002/2003 Adopted	\$4,873,243.55	12,000.00	50.00	\$406.10
FY 2003/2004 Adopted	\$5,314,540.49	12,000.00	50.00	\$442.88
<b>Activity 312120 - City Wells</b>				
Product: An Acre Foot of Water				
FY 2002/2003 Adopted	\$863,755.82	2,000.00	50.00	\$431.88
FY 2003/2004 Adopted	\$874,484.41	2,000.00	50.00	\$437.24
<b>Activity 312130 - Recycled Water</b>				
Product: An Acre Foot of Water				
FY 2002/2003 Adopted	\$2,279.65	1,200.00	50.00	\$1.90
FY 2003/2004 Adopted	\$2,382.89	1,300.00	50.00	\$1.83
<b>Activity 312140 - SCADA System Operations</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$74,933.30	1,557.00	1,557.00	\$48.13
FY 2003/2004 Adopted	\$78,607.56	1,557.00	1,557.00	\$50.49
<b>Activity 312150 - Demand Management</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$138,900.49	2,717.00	2,717.00	\$51.12
FY 2003/2004 Adopted	\$145,699.95	2,717.00	2,717.00	\$53.63

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 312160 - Administration - Managing Water Resources</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$236,638.90	1,177.00	1,177.00	\$201.05
FY 2003/2004 Adopted	\$246,933.29	1,177.00	1,177.00	\$209.80
<b>Totals for Service Delivery Plan 31201:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
FY 2002/2003 Adopted	<b>\$11,192,776.51</b>		<b>5,651.00</b>	
FY 2003/2004 Adopted	<b>\$11,915,355.85</b>		<b>5,651.00</b>	



**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31202 - Managing Water Distribution and Quality**

Deliver a safe, reliable and aesthetically acceptable supply of water to customers by:

- Responding to water system emergencies in a timely manner,
- Performing preventive maintenance as scheduled,
- Protecting water supply quality through cross connection control,
- Monitoring water quality, and
- Planning infrastructure replacement and improvements, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* The number of hours customers are without water service is at the previous three year average. - Number	0.00	0.00	0.00
* Water service is restored within 24 hours on emergency repairs 90% of the time and within 48 hours for all other repairs. - Percent of Emergency Repairs	90.00%	90.00%	90.00%
- Percent of All Other Repairs	90.00%	90.00%	90.00%
* Scheduled maintenance is conducted as planned 90% of the time. - Percent	90.00%	90.00%	90.00%
* Backflow detector checks are conducted as scheduled 90% of the time. - Percent	90.00%	90.00%	90.00%
* The Water Program is in compliance with all health and water quality regulatory agencies 100% of the time. - Percent	100.00%	100.00%	100.00%
* Water system infrastructure projects are completed as planned 90% of the time. - Percent	90.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Notes**

Because this program has recently restructured, measures based on a three year average are currently utilizing a two year average.

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 312200 - Preventive Maintenance</b>				
Product: A Preventive Maintenance Activity Completed				
FY 2002/2003 Adopted	\$322,853.44	12,291.00	5,102.00	\$26.27
FY 2003/2004 Adopted	\$334,325.67	12,291.00	5,102.00	\$27.20
<b>Activity 312210 - Corrective Repairs</b>				
Product: A Corrective Repair Completed				
FY 2002/2003 Adopted	\$684,183.85	11,201.00	12,975.00	\$61.08
FY 2003/2004 Adopted	\$712,361.89	11,201.00	12,975.00	\$63.60
<b>Activity 312220 - New Services</b>				
Product: A New Service Installed				
FY 2002/2003 Adopted	\$179,466.64	320.00	2,095.00	\$560.83
FY 2003/2004 Adopted	\$184,987.05	320.00	2,095.00	\$578.08
<b>Activity 312230 - Backflow Program</b>				
Product: A Backflow Device in Compliance				
FY 2002/2003 Adopted	\$134,665.20	678.00	3,325.00	\$198.62
FY 2003/2004 Adopted	\$141,268.59	678.00	3,325.00	\$208.36
<b>Activity 312240 - Water Quality Monitoring</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$150,999.80	24,700.00	2,308.00	\$6.11
FY 2003/2004 Adopted	\$156,693.19	24,700.00	2,308.00	\$6.34
<b>Activity 312250 - Infrastructure Planning</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$122,853.93	1,800.00	1,800.00	\$68.25
FY 2003/2004 Adopted	\$127,274.22	1,800.00	1,800.00	\$70.71

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 312260 - Administration - Water Distribution System</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$657,013.55	2,150.00	2,150.00	\$305.59
FY 2003/2004 Adopted	\$673,903.13	2,150.00	2,150.00	\$313.44
<b>Totals for Service Delivery Plan 31202:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
FY 2002/2003 Adopted	<b>\$2,252,036.41</b>		<b>29,755.00</b>	
FY 2003/2004 Adopted	<b>\$2,330,813.74</b>		<b>29,755.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31203 - Managing Administration and Support Services**

Support the operation of the Water Supply and Distribution Program by:

- Responding to customer services requests, and
- Testing, repairing and replacing water meters, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* A customer satisfaction rating of 90% for Water Supply and Distribution is achieved. - Rating	90.00%	90.00%	90.00%
* The number of water supply and distribution complaints per 1,000 services is at the previous three year average. - Number	0.00	0.00	0.00
* City water rates, weighted by user category, are five percent less than the Bay Area average as determined by Bay Area Water Users Association surveys. - Percent	5.00%	5.00%	5.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 312300 - Customer Services</b>				
Product: A Customer Request Completed				
FY 2002/2003 Adopted	\$137,996.83	2,050.00	3,250.00	\$67.32
FY 2003/2004 Adopted	\$144,922.61	2,050.00	3,250.00	\$70.69
<b>Activity 312310 - Water Usage Measurement</b>				
Product: A Meter Serviced				
FY 2002/2003 Adopted	\$411,581.79	5,910.00	8,000.00	\$69.64
FY 2003/2004 Adopted	\$428,904.82	5,910.00	8,000.00	\$72.57
<b>Activity 312340 - Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$602,400.66	14,441.00	14,441.00	\$41.71
FY 2003/2004 Adopted	\$633,879.27	14,441.00	14,441.00	\$43.89
<b>Totals for Service Delivery Plan 31203:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$1,151,979.28</b>		<b>25,691.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$1,207,706.70</b>		<b>25,691.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

		<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Totals for Program 312:</b>					
	<b>FY 2002/2003 Adopted</b>	<b>\$14,596,792.20</b>		<b>61,097.00</b>	
	<b>FY 2003/2004 Adopted</b>	<b>\$15,453,876.29</b>		<b>61,097.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Program Outcome Statement**

Reduce the amount of refuse disposed and provide reliable, competitively priced and environmentally sound services for collection, disposal reduction and disposal of solid wastes by:

- Promoting source reduction behavior and providing recycling services that divert solid waste from landfill disposal and into economically productive uses,
- Providing reliable, convenient, competitively priced and environmentally sound solid waste collection and disposal services, and
- Taking advantage of economies of scale by providing diversion and refuse transfer services to other jurisdictions at the SMaRT Station.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>FY2001/2002 Adopted</u></b>	<b><u>FY2002/2003 Adopted</u></b>	<b><u>FY2003/2004 Adopted</u></b>
* Diversion of solid waste from disposal is maintained at 50%. - Percent	3	50.00%	50.00%	50.00%
* The charge for collection of refuse in Sunnyvale is 98% of charges for comparable services in similar local cities. - Percent	4	98.00%	98.00%	98.00%
* The index of solid waste complaints per 10,000 collections provided is limited to the previous three year average. - Percent of average	4	100.00%	100.00%	100.00%
* City refuse is disposed at sites that are designed and operated to prevent unpermitted environmental contamination 100% of the time. - Percent	5	100.00%	100.00%	100.00%
* SMaRT Station uptime is 95%. - Percent	1	95.00%	95.00%	95.00%
* Major contracts are managed so that annual unit cost increases are limited to the rate of inflation. - Percent	2	100.00%	100.00%	100.00%
* The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	1.00	1.00	1.00
* An overall customer satisfaction rating of 90% for Solid Waste Management services is achieved. - Rating	3	90.00%	90.00%	90.00%
* The Cost Efficiency Index is at 100. - Index	2	100.00	100.00	100.00



**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32201 - Solid Waste Diversion**

Conserve landfill capacity, energy and natural resources by:

- Providing source reduction programs and promoting source reduction behavior,
- Maximizing diversion of solid waste from disposal by use of demand management techniques and recycling programs, and
- Increasing demand for recycled materials by advocating local, state and federal legislation and policies that will increase use of recycled content products, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Diversion of solid waste from disposal is maintained at 50%. - Percent	50.00%	50.00%	50.00%
* The aggregate cost per ton to divert is at the previous three year average. - Cost	\$72.02	\$72.02	\$72.02
* The Cost Efficiency Index is at 100. - Index	100.00	100.00	100.00

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 322100 - Promote Source Reduction/Recycling</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$334,836.00	5,612.00	6,419.41	\$59.66
FY 2003/2004 Adopted	\$346,745.64	5,612.00	6,419.41	\$61.79
<b>Activity 322110 - Coordinate Recycling Services</b>				
Product: A Ton Diverted				
FY 2002/2003 Adopted	\$154,155.71	27,298.00	2,863.11	\$5.65
FY 2003/2004 Adopted	\$159,641.24	27,298.00	2,863.11	\$5.85
<b>Totals for Service Delivery Plan 32201:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
<b>FY 2002/2003 Adopted</b>	<b>\$488,991.71</b>		<b>9,282.52</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$506,386.88</b>		<b>9,282.52</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32202 - Solid Waste Collection and Disposal**

Protect the public from disease and odors associated with unsightly accumulations of refuse and minimize current and future community financial and legal liabilities by:

- Collecting and disposing of discarded materials (e.g., refuse, yard trimmings and recyclable materials) in a dependable, environmentally sound and cost effective manner,
- Providing periodic opportunities for residents to dispose of refuse at discounted or no charge,
- Monitoring and managing that landfill gas, soil cover and groundwater at the City's landfill are in compliance with regulatory requirements, and
- Minimizing illegal and inappropriate disposal of household hazardous wastes, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* The index of solid waste complaints per 10,000 collections provided is at the previous three year average. - Percent	100.00%	100.00%	100.00%
* 90% of SMaRT Station loads checked do not contain hazardous wastes. - Percent	90.00%	90.00%	90.00%
* The charge for collection of refuse in Sunnyvale is 98% of charges for comparable services in similar local cities. - Percent	98.00%	98.00%	98.00%
* The landfill gas collection system provides 90% of the prior year number of BTU's to the Power Generation Facility. - Percent	90.00%	90.00%	90.00%
* Major contracts are managed so that annual unit cost increases are limited to the rate of inflation. - Percent	100.00%	100.00%	100.00%
* The Cost Efficiency Index is at 100. - Index	100.00	100.00	100.00

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 322200 - Collect Discarded Materials</b>				
Product: A Ton Collected				
FY 2002/2003 Adopted	\$15,570,966.04	146,001.00	1.00	\$106.65
FY 2003/2004 Adopted	\$15,613,229.64	146,001.00	1.00	\$106.94
<b>Activity 322210 - Manage Collection Franchise</b>				
Product: A Liquidated Damages Report Prepared				
FY 2002/2003 Adopted	\$310,086.28	12.00	3,476.23	\$25,840.52
FY 2003/2004 Adopted	\$319,630.63	12.00	3,476.23	\$26,635.89
<b>Activity 322220 - Household Hazardous Waste Events</b>				
Product: A Vehicle Served				
FY 2002/2003 Adopted	\$109,787.64	3,100.00	183.02	\$35.42
FY 2003/2004 Adopted	\$111,211.75	3,100.00	183.02	\$35.87
<b>Activity 322230 - Maintain Closed Landfill</b>				
Product: An Inspection Performed				
FY 2002/2003 Adopted	\$603,696.02	12.00	5,538.63	\$50,308.00
FY 2003/2004 Adopted	\$555,872.26	12.00	5,538.63	\$46,322.69
<b>Activity 322240 - Maintain Disposal Capacity/Intergovernmental</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$38,030.02	442.00	505.60	\$86.04
FY 2003/2004 Adopted	\$39,095.07	442.00	505.60	\$88.45
<b>Activity 322250 - Refuse Transfer and Disposal Expense</b>				
Product: A Quarterly Payment Made				
FY 2002/2003 Adopted	\$8,612,346.04	4.00	1.00	\$2,153,086.51
FY 2003/2004 Adopted	\$8,616,022.80	4.00	1.00	\$2,154,005.70

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Totals for Service Delivery Plan 32202:**

	<u>Costs</u>	<u>Work Hours</u>
FY 2002/2003 Adopted	\$25,244,912.04	9,705.48
FY 2003/2004 Adopted	\$25,255,062.15	9,705.48

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32203 - SMaRT Station**

Use economies of scale to minimize diversion and transfer expenses by:

- Providing refuse transfer and materials recovery services and facilities to SMaRT Station cities, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* The SMaRT Station annual facility diversion rate is 19.0%. - Rate	17.70%	19.00%	19.00%
* Review equipment replacement funding schedules by January 1st each year for inclusion into the budgeting process to provide adequate funding for Solid Waste equipment replacement. - Percent	100.00%	100.00%	100.00%
* The participating agencies are provided with billings, payments, reconciliations, audits, and other reports on mutually agreed dates 90% of the time. - Percent	90.00%	90.00%	90.00%
* SMaRT Station uptime is 95%. - Percent	95.00%	95.00%	95.00%
* Major contracts are managed so that annual unit cost increases are limited to the rate of inflation. - Percent	100.00%	100.00%	100.00%
* The Cost Efficiency Index is at 100. - Index	100.00	100.00	100.00

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 322300 - Operate SMaRT Station</b>				
Product: A Ton Received				
FY 2002/2003 Adopted	\$7,395,359.77	289,748.00	2,713.00	\$25.52
FY 2003/2004 Adopted	\$7,415,592.67	289,478.00	2,713.00	\$25.62
<b>Activity 322310 - Refuse Disposal</b>				
Product: A Ton Landfilled				
FY 2002/2003 Adopted	\$10,359,233.09	212,496.00	1.00	\$48.75
FY 2003/2004 Adopted	\$10,507,504.31	212,496.00	1.00	\$49.45
<b>Activity 322320 - SMaRT Station Revenue Distribution</b>				
Product: Revenue Distributions				
FY 2002/2003 Adopted	\$1,595,568.00	0.00	0.00	\$0.00
FY 2003/2004 Adopted	\$1,806,103.00	0.00	0.00	\$0.00
<b>Totals for Service Delivery Plan 32203:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$19,350,160.86</b>		<b>2,714.00</b>	
FY 2003/2004 Adopted	<b>\$19,729,199.98</b>		<b>2,714.00</b>	
<b>Totals for Program 322:</b>				
FY 2002/2003 Adopted	<b>\$45,084,064.61</b>		<b>21,702.00</b>	
FY 2003/2004 Adopted	<b>\$45,490,649.01</b>		<b>21,702.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Program Outcome Statement**

A cost effective wastewater management program, funded by user fees, that is environmentally sound and regulated to protect public health, safety, property and the quality of the Bay by:

- Collecting and conveying sewage to the treatment facility,
- Treating sewage to meet regulatory standards,
- Collecting and conveying storm water to prevent flooding,
- Using by-products for beneficial purposes, and
- Promoting water pollution prevention, conservation and reuse behavior in the community.

So that:



**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Sewer and storm emergencies are responded to within 30 minutes 90% of the time. - Percent	5	90.00%	90.00%	90.00%
* Regulatory standards for sewage treatment are met 100% of the time. - Percent	5	100.00%	100.00%	100.00%
* The number of sewer and main plugs are 95% of the previous three year average - Percent	4	5.00%	95.00%	95.00%
- Number of plugs		0.00	92.00	92.00
* The City recycled water distribution system is operational 100% of the time. - Percent	4	100.00%	100.00%	100.00%
* City sewer rates, weighted by user category, are five percent less than rates of comparable local agencies. - Percent	4	5.00%	5.00%	5.00%
* Energy needs of the Water Pollution Control Plant are met by the conversion of waste gases 75% of the time. - Percent	3	75.00%	75.00%	75.00%
* Costs for laboratory services provided will be five percent less than comparable State certified laboratories. - Percent	3	2.00%	5.00%	5.00%
* A customer service rating of 71% for Storm Water Collection is achieved. - Rating	3	71.00%	71.00%	71.00%
* The Department Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	1.00	1.00	1.00
* The Department-Wide Cost Efficiency Index is at 100. - Index	2	100.00	100.00	100.00

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

Protect the public from disease and other health-related problems and eliminate odors and sewage spills by:

- Ensuring all sanitary sewage is collected and transported to the City's Water Pollution Control Plant,
- Managing the maintenance of the City's sanitary sewer collection system in a cost effective, safe, reliable and timely manner,
- Complying with all federal, state and local laws and regulations pertaining to sanitary sewer collection and maintenance,
- Responding to emergency events and assisting residents and businesses during these events, and
- Providing administrative and support services to promote customer satisfaction and confidence, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Preventive maintenance is completed as scheduled 90% of the time. - Percent	90.00%	90.00%	90.00%
* Responses to sewer emergencies occur within 30 minutes of notification 90% of the time. - Percent	90.00%	90.00%	90.00%
* The program is in compliance with all health and regulatory standards 100% of the time. - Percent	100.00%	100.00%	100.00%
* The number of sewer and main plugs are 95% of the previous three year average - Percent	95.00%	95.00%	95.00%
- Number of Plugs	92.00	92.00	92.00
* A customer satisfaction rating of 90% for Sanitary Sewer Collection System Maintenance is achieved. - Rating	90.00%	90.00%	90.00%

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342000 - Preventative Maintenance</b>				
Product: A Lineal Foot Maintained				
FY 2002/2003 Adopted	\$179,235.82	391,192.00	4,510.00	\$0.46
FY 2003/2004 Adopted	\$188,043.74	391,192.00	4,510.00	\$0.48
<b>Activity 342010 - Corrective Repairs</b>				
Product: Corrective Repair Activity Completed				
FY 2002/2003 Adopted	\$100,724.63	178.00	1,554.00	\$565.87
FY 2003/2004 Adopted	\$104,500.60	178.00	1,554.00	\$587.08
<b>Activity 342020 - Maintain Lift Stations</b>				
Product: A Lift Station Inspected				
FY 2002/2003 Adopted	\$36,491.39	255.00	355.00	\$143.10
FY 2003/2004 Adopted	\$37,494.66	255.00	355.00	\$147.04
<b>Activity 342030 - Customer Services</b>				
Product: Service Request Completed				
FY 2002/2003 Adopted	\$188,606.90	2,300.00	4,345.00	\$82.00
FY 2003/2004 Adopted	\$197,586.47	2,300.00	4,345.00	\$85.91
<b>Activity 342040 - Hazardous Spills</b>				
Product: Occasions				
FY 2002/2003 Adopted	\$1,697.21	3.00	15.00	\$565.74
FY 2003/2004 Adopted	\$1,743.09	3.00	15.00	\$581.03
<b>Activity 342050 - Rinconada Sewer Maintenance</b>				
Product: Service Request Completed				
FY 2002/2003 Adopted	\$26,828.80	100.00	355.00	\$268.29
FY 2003/2004 Adopted	\$27,679.24	100.00	355.00	\$276.79

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342060 - Administration and General Maintenance</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$507,199.46	6,110.00	6,110.00	\$83.01
FY 2003/2004 Adopted	\$528,559.24	6,110.00	6,110.00	\$86.51
<b>Activity 342070 - Jet Flush Sewers</b>				
Product: A Lineal Foot Maintained				
FY 2002/2003 Adopted	\$98,188.06	619,318.00	2,325.00	\$0.16
FY 2003/2004 Adopted	\$103,364.23	619,318.00	2,325.00	\$0.17
<b>Totals for Service Delivery Plan 34201:</b>	<u><b>Costs</b></u>		<u><b>Work Hours</b></u>	
<b>FY 2002/2003 Adopted</b>	<b>\$1,138,972.27</b>		<b>19,569.00</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$1,188,971.27</b>		<b>19,569.00</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34202 - Water Pollution Control Plant Operations**

Treating sewage to meet regulatory standards and to protect the public health and the environment by:

- Monitoring and assessing plant flows and solids,
- Continuously operating and monitoring processes and related equipment, and
- Planning new or expanded facilities to maintain National Pollution Discharge Elimination System compliance and to ensure cost effective operations, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Per Regulatory Standards, 85% of all solids are removed from the incoming waste stream. - Percent	85.00%	85.00%	85.00%
* Dewatering facility recovers 75% of solids from the digesters. - Percent	75.00%	75.00%	75.00%
* Regulatory standards for sewage treatment are met 100% of the time. - Percent	100.00%	100.00%	100.00%
* Projects resulting from special testing and studies are implemented as scheduled 90% of the time. - Percent	90.00%	90.00%	90.00%
* An internal customer satisfaction rating of 90% for Water Pollution Control Plant operations is achieved. - Rating	90.00%	90.00%	90.00%

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342090 - Process Solids</b>				
Product: Lbs. of Solids Removed from Process & Delivered to Digesters (in 1,000 lbs.)				
FY 2002/2003 Adopted	\$383,855.87	5,900.00	8,374.00	\$65.06
FY 2003/2004 Adopted	\$403,842.07	5,900.00	8,374.00	\$68.45
<b>Activity 342100 - Process Liquids for NPDES Discharge</b>				
Product: Million Gallons (MG) Discharged				
FY 2002/2003 Adopted	\$757,720.91	6,000.00	16,683.00	\$126.29
FY 2003/2004 Adopted	\$796,962.30	6,000.00	16,683.00	\$132.83
<b>Activity 342110 - Complete Preventative Operational Procedures (POP)</b>				
Product: Completed Work Order				
FY 2002/2003 Adopted	\$275,832.20	12,800.00	6,152.00	\$21.55
FY 2003/2004 Adopted	\$290,105.03	12,800.00	6,152.00	\$22.66
<b>Activity 342120 - Attend Safety Training</b>				
Product: Number of Training Events Attended				
FY 2002/2003 Adopted	\$81,840.76	708.00	1,798.00	\$115.59
FY 2003/2004 Adopted	\$85,980.76	708.00	1,798.00	\$121.44
<b>Activity 342130 - Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$279,891.01	5,673.40	5,673.40	\$49.33
FY 2003/2004 Adopted	\$291,003.60	5,673.40	5,673.40	\$51.29
<b>Activity 342140 - Purchase Goods and Services</b>				
Product: Products				
FY 2002/2003 Adopted	\$124,221.55	0.00	0.00	\$0.00
FY 2003/2004 Adopted	\$128,291.70	0.00	0.00	\$0.00

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342150 - Feed Polymer</b>				
Product: A Gallon of Polymer				
FY 2002/2003 Adopted	\$759,237.16	45,000.00	105.00	\$16.87
FY 2003/2004 Adopted	\$759,495.67	45,000.00	105.00	\$16.88
 <b>Totals for Service Delivery Plan 34202:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$2,662,599.46</b>		<b>38,785.40</b>	
FY 2003/2004 Adopted	<b>\$2,755,681.13</b>		<b>38,785.40</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34203 - Water Pollution Control Plant Maintenance**

Maintaining the Water Pollution Control Plant equipment to enable the treatment of sewage to meet regulatory standards to protect the public health and the environment by:

- Performing preventive maintenance to reduce the unscheduled downtime due to unscheduled repairs,
- Correcting mechanical/electrical deficiencies and completing necessary modification to Water Pollution Control Plant equipment and facilities,
- Maintain a minimum level of 100% redundancy for all critical Water Pollution Control Plant equipment, and
- Optimize equipment replacement based on replacement cost, life and current condition, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* A minimum treatment capacity of 30 million gallons per day is maintained 95% of the time. - Percent	95.00%	95.00%	95.00%
* Preventive maintenance is completed as scheduled 95% of the time. - Percent	95.00%	95.00%	95.00%
* Unscheduled repairs shall not exceed 40% of total repairs. - Percent	40.00%	40.00%	40.00%
* Percentage of repeat repairs shall not exceed five percent of corrective repairs in any three month period. - Percent	5.00%	5.00%	5.00%
* Water Pollution Control Plant equipment is reviewed when estimated cost to repair exceeds 50% for the replacement cost 100% of the time. - Percent	50.00%	100.00%	100.00%
* A customer satisfaction rating of 90% for Water Pollution Control Plant maintenance is achieved. - Rating	90.00%	90.00%	90.00%



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**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342160 - Complete Preventive Maintenance Work Order</b>				
Product: Completed Work Order				
FY 2002/2003 Adopted	\$304,038.53	1,289.00	2,934.00	\$235.87
FY 2003/2004 Adopted	\$313,062.12	1,289.00	2,934.00	\$242.87
<b>Activity 342170 - Complete Major Maintenance Work Orders</b>				
Product: Completed Work Order				
FY 2002/2003 Adopted	\$191,041.70	30.00	1,560.00	\$6,368.06
FY 2003/2004 Adopted	\$196,190.97	30.00	1,560.00	\$6,539.70
<b>Activity 342180 - Complete Modification Work Orders</b>				
Product: Completed Work Order				
FY 2002/2003 Adopted	\$125,875.77	134.00	1,638.00	\$939.37
FY 2003/2004 Adopted	\$130,513.47	134.00	1,638.00	\$973.98
<b>Activity 342190 - Complete Corrective Maintenance Work Orders</b>				
Product: Completed Work Order				
FY 2002/2003 Adopted	\$326,859.33	518.00	3,705.00	\$631.00
FY 2003/2004 Adopted	\$337,686.59	518.00	3,705.00	\$651.90
<b>Activity 342200 - Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$365,440.53	3,877.00	5,246.20	\$94.26
FY 2003/2004 Adopted	\$382,205.32	3,877.00	5,246.20	\$98.58
<b>Activity 342210 - Staff Meeting/Training</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$92,201.18	1,588.00	1,588.00	\$58.06
FY 2003/2004 Adopted	\$96,092.26	1,588.00	1,588.00	\$60.51

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Program Performance Budget**

**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342220 - Wastewater Equipment Replacement</b>				
Product: Dollars Allocated				
FY 2002/2003 Adopted	\$560,959.28	0.00	0.00	\$0.00
FY 2003/2004 Adopted	\$577,788.07	0.00	0.00	\$0.00
<b>Totals for Service Delivery Plan 34203:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$1,966,416.32</b>		<b>16,671.20</b>	
FY 2003/2004 Adopted	<b>\$2,033,538.80</b>		<b>16,671.20</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

Providing customers with timely, certified and legally defensible analytical services and scientific studies at comparable cost by:

- Maintaining State Environmental Laboratory certification for critical testing methods,
- Collecting representative samples and maintaining documentation per established standards,
- Providing in-house, contract routine and emergency analytical services to generate quality data,
- Supporting and conducting special studies that improve the quality of treatment and operation of the water pollution control plant and drinking water distribution system,
- Developing and implementing study plans which provide pertinent data and information to assist in/with operational improvements, and
- Reviewing and managing data required to generate State and Federal reports, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Daily test results are completed and available for operational decisions 98% of the time. - Percent	98.00%	98.00%	98.00%
* State Laboratory Certification is maintained 100% of the time. - Percent	100.00%	100.00%	100.00%
* Costs for services provided will be five percent less than comparable state certified laboratories. - Percent	2.00%	5.00%	5.00%
* Regulatory reporting requirements are met 100% of the time. - Percent	100.00%	100.00%	100.00%
* In-house testing for the Pretreatment Program is completed within 14 days, 95% of the time. - Percent	95.00%	95.00%	95.00%
* A customer satisfaction rating of 90% for Laboratory Services is achieved. - Rating	90.00%	90.00%	90.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342240 - Wet Chemistry Test Group I</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$53,238.22	1,066.00	1,078.02	\$49.94
FY 2003/2004 Adopted	\$55,701.64	1,066.00	1,078.02	\$52.25
<b>Activity 342250 - Wet Chemistry Test Group II</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$27,940.61	230.00	566.06	\$121.48
FY 2003/2004 Adopted	\$29,280.12	230.00	566.06	\$127.30
<b>Activity 342260 - Wet Chemistry Test Group III</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$22,375.22	3,176.00	514.48	\$7.05
FY 2003/2004 Adopted	\$23,399.97	3,176.00	514.48	\$7.37
<b>Activity 342270 - Solids</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$60,665.51	3,980.00	1,306.96	\$15.24
FY 2003/2004 Adopted	\$63,453.67	3,980.00	1,306.96	\$15.94
<b>Activity 342280 - Selective Ion Electrode Methods</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$56,005.93	4,920.00	1,134.63	\$11.38
FY 2003/2004 Adopted	\$58,490.07	4,920.00	1,134.63	\$11.89
<b>Activity 342290 - Titrations</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$25,139.06	1,490.00	559.77	\$16.87
FY 2003/2004 Adopted	\$26,232.47	1,490.00	559.77	\$17.61
<b>Activity 342330 - Metals Furnace Atomic Absorption</b>				
Product: A Test Completed				

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**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
FY 2002/2003 Adopted	\$109,384.09	5,381.00	1,816.41	\$20.33
FY 2003/2004 Adopted	\$113,880.02	5,381.00	1,816.41	\$21.16
<b>Activity 342340 - Specialty Metals: As, Se</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$18,018.34	646.00	327.05	\$27.89
FY 2003/2004 Adopted	\$18,811.01	646.00	327.05	\$29.12
<b>Activity 342350 - Metals Cold Vapor Hg</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$11,251.08	253.00	213.84	\$44.47
FY 2003/2004 Adopted	\$11,764.09	253.00	213.84	\$46.50
<b>Activity 342360 - Botulism Control</b>				
Product: A Survey Trip Completed				
FY 2002/2003 Adopted	\$26,557.03	52.00	251.58	\$510.71
FY 2003/2004 Adopted	\$27,102.58	52.00	251.58	\$521.20
<b>Activity 342370 - Chronic Toxicity Testing</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$50,528.53	24.00	100.63	\$2,105.36
FY 2003/2004 Adopted	\$51,123.41	24.00	100.63	\$2,130.14
<b>Activity 342380 - Acute Toxicity Testing</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$8,725.77	12.00	186.17	\$727.15
FY 2003/2004 Adopted	\$9,017.20	12.00	186.17	\$751.43
<b>Activity 342400 - Organic Compounds Gas Chromatography</b>				
Product: A Sample Tested				
FY 2002/2003 Adopted	\$99,874.97	266.00	1,685.59	\$375.47
FY 2003/2004 Adopted	\$104,030.49	266.00	1,685.59	\$391.09

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342410 - Total Organic Carbon</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$19,322.87	516.00	295.61	\$37.45
FY 2003/2004 Adopted	\$20,069.72	516.00	295.61	\$38.89
<b>Activity 342420 - Ion Chromatography</b>				
Product: A Sample Tested				
FY 2002/2003 Adopted	\$51,665.85	510.00	1,069.22	\$101.31
FY 2003/2004 Adopted	\$54,032.50	510.00	1,069.22	\$105.95
<b>Activity 342430 - Microbiological Testing: Wastewater</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$18,435.34	364.00	327.05	\$50.65
FY 2003/2004 Adopted	\$19,080.28	364.00	327.05	\$52.42
<b>Activity 342450 - Wastewater Sampling</b>				
Product: A Sample Collected				
FY 2002/2003 Adopted	\$35,154.61	3,848.00	680.53	\$9.14
FY 2003/2004 Adopted	\$36,655.82	3,848.00	680.53	\$9.53
<b>Activity 342470 - Observations/Readings</b>				
Product: An Entry Logged				
FY 2002/2003 Adopted	\$19,223.64	2,028.00	470.46	\$9.48
FY 2003/2004 Adopted	\$20,102.02	2,028.00	470.46	\$9.91
<b>Activity 342500 - Contract Laboratory Inorganic Testing Wastewater</b>				
Product: A Result Provided				
FY 2002/2003 Adopted	\$55,395.28	0.00	151.20	\$0.00
FY 2003/2004 Adopted	\$56,265.08	0.00	151.20	\$0.00

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**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342510 - Contract Laboratory Organic Testing Wastewater</b>				
Product: A Result Provided				
FY 2002/2003 Adopted	\$77,897.93	0.00	208.80	\$0.00
FY 2003/2004 Adopted	\$79,113.06	0.00	208.80	\$0.00
<b>Activity 342550 - Environmental Laboratory Certification Program</b>				
Product: A Test Completed				
FY 2002/2003 Adopted	\$62,574.96	228.00	1,079.28	\$274.45
FY 2003/2004 Adopted	\$65,203.08	228.00	1,079.28	\$285.98
<b>Activity 342570 - Administration - Non-Allocated</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$462,862.41	3,182.00	5,234.94	\$145.46
FY 2003/2004 Adopted	\$480,589.60	3,182.00	5,234.94	\$151.03
<b>Totals for Service Delivery Plan 34204:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
<b>FY 2002/2003 Adopted</b>	<b>\$1,372,237.25</b>		<b>19,258.28</b>	
<b>FY 2003/2004 Adopted</b>	<b>\$1,423,397.90</b>		<b>19,258.28</b>	

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34205 - Storm Water Collection System**

Protect the City from flood damage, minimize inconvenience to traffic and reduce pollution entering the waterways by:

- Coordinating creek and waterway maintenance with Santa Clara Valley Water District,
- Managing the maintenance of the City's storm water collection system in a cost effective, safe, reliable and timely manner,
- Responding to storm drainage emergencies and assisting residents and businesses during these emergencies,
- Responding to unauthorized discharges and assisting in cleanup efforts,
- Identifying and correcting non-permitted connections to the storm water collection system, and
- Inspecting facilities for storm water pollution prevention compliance, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Preventive maintenance is completed as scheduled 90% of the time. - Percent	90.00%	90.00%	90.00%
* Responses to storm emergencies occur within 30 minutes of notification 90% of the time. - Percent	90.00%	90.00%	90.00%
* Property damage resulting from storm emergencies is avoided 95% of the time. - Percent	95.00%	95.00%	95.00%
* Responses to unauthorized discharges occur within 30 minutes of notification 95% of the time. - Percent	95.00%	95.00%	95.00%
* A customer satisfaction rating of 90% for the Storm Water Collection System is achieved. - Rating	90.00%	90.00%	90.00%
* Non-permitted connections to the system are corrected within 30 days or placed on a time schedule for compliance. - Number	30.00	30.00	30.00
* All new and existing facilities with the potential to discharge pollutants to the storm collection system are inspected annually 100% of the time. - Percent	100.00%	100.00%	100.00%



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**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342600 - Preventative Maintenance</b>				
Product: Preventative Maintenance Activity Completed				
FY 2002/2003 Adopted	\$55,552.37	5,586.00	1,255.00	\$9.94
FY 2003/2004 Adopted	\$58,130.01	5,586.00	1,255.00	\$10.41
<b>Activity 342610 - Corrective Repairs</b>				
Product: Corrective Activity Completed				
FY 2002/2003 Adopted	\$33,804.10	4,195.00	750.00	\$8.06
FY 2003/2004 Adopted	\$35,485.94	4,195.00	750.00	\$8.46
<b>Activity 342620 - Pump Stations</b>				
Product: A Pump Station Inspection				
FY 2002/2003 Adopted	\$89,753.08	203.00	695.00	\$442.13
FY 2003/2004 Adopted	\$91,849.57	203.00	695.00	\$452.46
<b>Activity 342630 - Storm Response</b>				
Product: Events				
FY 2002/2003 Adopted	\$3,444.16	50.00	90.00	\$68.88
FY 2003/2004 Adopted	\$3,625.74	50.00	90.00	\$72.51
<b>Activity 342640 - Hazardous Spills</b>				
Product: Occasions				
FY 2002/2003 Adopted	\$1,909.39	5.00	45.00	\$381.88
FY 2003/2004 Adopted	\$1,998.94	5.00	45.00	\$399.79
<b>Activity 342650 - Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$109,279.94	1,071.00	1,071.00	\$102.04
FY 2003/2004 Adopted	\$112,808.77	1,071.00	1,071.00	\$105.33

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**Program 342 - Wastewater Management**

	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342670 - Jet Flush Storm Drains</b>				
Product: A Lineal Foot				
FY 2002/2003 Adopted	\$61,339.00	26,400.00	1,420.00	\$2.32
FY 2003/2004 Adopted	\$64,572.57	26,400.00	1,420.00	\$2.45
<b>Totals for Service Delivery Plan 34205:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$355,082.04</b>		<b>5,326.00</b>	
FY 2003/2004 Adopted	<b>\$368,471.54</b>		<b>5,326.00</b>	

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**Service Delivery Plan 34206 - By-Product Reuse**

Use water pollution control plant by-products for beneficial purposes by:

- Producing recycled water that meets the quality and quantity demands of the water supply and distribution program,
- Recovering and converting waste gases into energy to reduce the purchase of utility power, and
- Producing reusable biosolids, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* The City's recycled water distribution system is operational 100% of the time. - Percent	100.00%	100.00%	100.00%
* Water delivered to the recycled water distribution system is recycled water 80% of the time. - Percent	80.00%	80.00%	80.00%
* Energy needs of the Water Pollution Control Plant are met by the conversion of waste gases 75% of the time. - Percent	75.00%	75.00%	75.00%
* Recovered biosolids are beneficially reused 85% of the time. - Percent	75.00%	85.00%	85.00%
* A internal customer satisfaction rating of 90% from users of water pollution by-products is achieved. - Rating	90.00%	90.00%	90.00%

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	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342680 - Produce Recycled Water</b>				
Product: Millions of Gallons Water Processed During Title 22 Production				
FY 2002/2003 Adopted	\$106,472.48	1,200.00	2,306.00	\$88.73
FY 2003/2004 Adopted	\$111,950.71	1,200.00	2,306.00	\$93.29
<b>Activity 342690 - Recycled Water Used</b>				
Product: Millions of Gallons of Recycled Water Used				
FY 2002/2003 Adopted	\$49,401.49	300.00	990.00	\$164.67
FY 2003/2004 Adopted	\$51,779.26	300.00	990.00	\$172.60
<b>Activity 342700 - Biosolids Recycled</b>				
Product: Tons of Biosolids Removed				
FY 2002/2003 Adopted	\$301,271.27	1,200.00	4,850.00	\$251.06
FY 2003/2004 Adopted	\$311,784.34	1,200.00	4,850.00	\$259.82
<b>Activity 342710 - Gas Used to Produce Energy</b>				
Product: Cubic Feet (in thousands) of Landfill Gas Delivered to PGF				
FY 2002/2003 Adopted	\$54,861.81	283,600.00	1,155.00	\$0.19
FY 2003/2004 Adopted	\$57,663.13	283,600.00	1,155.00	\$0.20
<b>Activity 342720 - Operate Power Generation Facility (PGF)</b>				
Product: Total Kilowatt Hours Produced (in thousands)				
FY 2002/2003 Adopted	\$105,071.19	8,800.00	2,223.00	\$11.94
FY 2003/2004 Adopted	\$110,457.28	8,800.00	2,223.00	\$12.55
<b>Activity 342730 - Maintain Power Generation Facility</b>				
Product: Completed Work Order				
FY 2002/2003 Adopted	\$174,092.51	53.00	1,319.00	\$3,284.76
FY 2003/2004 Adopted	\$178,199.61	53.00	1,319.00	\$3,362.26

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	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342740 - Energy Contract Management</b>				
Product: A Contract Managed				
FY 2002/2003 Adopted	\$366,749.49	100.00	100.00	\$3,667.49
FY 2003/2004 Adopted	\$374,128.39	100.00	100.00	\$3,741.28
<b>Activity 342750 - Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$61,654.92	320.00	1,004.60	\$192.67
FY 2003/2004 Adopted	\$63,718.54	320.00	1,004.60	\$199.12
<b>Activity 342760 - Feed Polymer for 2 NTU Production</b>				
Product: A Gallon of Polymer				
FY 2002/2003 Adopted	\$764,314.21	40,000.00	510.00	\$19.11
FY 2003/2004 Adopted	\$765,651.95	70,000.00	510.00	\$10.94
<b>Activity 342770 - Recycled Water Used in Plant</b>				
Product: Million Gallons Used				
FY 2002/2003 Adopted	\$2,850.74	300.00	60.00	\$9.50
FY 2003/2004 Adopted	\$3,001.02	300.00	60.00	\$10.00
<b>Activity 342850 - Deliver Digester Gas</b>				
Product: 1,000 Cubic Feet				
FY 2002/2003 Adopted	\$29,860.98	24,000.00	650.00	\$1.24
FY 2003/2004 Adopted	\$31,435.11	24,000.00	650.00	\$1.31
<b>Totals for Service Delivery Plan 34206:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$2,016,601.09</b>		<b>15,167.60</b>	
FY 2003/2004 Adopted	<b>\$2,059,769.34</b>		<b>15,167.60</b>	

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**Service Delivery Plan 34207 - Administration and Support Services**

Facilitate the cohesive and cost-effective operation of Water Pollution Control Plant administrative functions, coordinate financial analysis and planning, meet regulatory support needs and provide environmental protection by:

- Providing timely applications of administrative support hours,
- Monitoring the ongoing financial condition and results of operations of Water Pollution Control Plant projects and programs,
- Participating in the regional stakeholder approach to environmental regulations to represent the City's interest and environmental protection,
- Monitoring regulatory requirements for treatment plant operations and facilitating compliance, and
- Delivering messages about how to prevent water pollution, conserve and reuse water, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* Division financial statements and budgets are analyzed and corrected as scheduled 90% of the time. - Percent	90.00%	90.00%	90.00%
* A customer satisfaction rating of 90% is achieved for the timeliness, accuracy and effectiveness of Support Services. - Rating	90.00%	90.00%	90.00%
* Division complies with all regulatory requirements for all treatment plant operations 100% of the time. - Percent	100.00%	100.00%	100.00%
* Participation in environmental outreach programs is 50% of the targeted audience. - Percent	50.00%	50.00%	50.00%

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	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342780 - Administration</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$46,571.61	600.00	600.00	\$77.62
FY 2003/2004 Adopted	\$47,805.99	600.00	600.00	\$79.68
<b>Activity 342790 - Support Services</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$348,408.56	1,380.00	1,380.00	\$252.47
FY 2003/2004 Adopted	\$357,058.19	1,380.00	1,380.00	\$258.74
<b>Activity 342800 - Environmental Outreach</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$169,147.31	4,503.00	2,914.00	\$37.56
FY 2003/2004 Adopted	\$175,979.55	4,503.00	2,914.00	\$39.08
<b>Activity 342810 - Intergovernmental Regulatory Program Coordination</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$100,997.77	2,139.00	2,039.00	\$47.22
FY 2003/2004 Adopted	\$105,584.86	2,139.00	2,039.00	\$49.36
<b>Activity 342820 - Support Services Training</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$28,038.02	750.00	675.00	\$37.38
FY 2003/2004 Adopted	\$29,387.80	750.00	675.00	\$39.18
<b>Totals for Service Delivery Plan 34207:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$693,163.27</b>		<b>7,608.00</b>	
FY 2003/2004 Adopted	<b>\$715,816.39</b>		<b>7,608.00</b>	

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

Provide environmental regulatory services that protect the community, sanitary sewer collection system, Water Pollution Control Plant and the Bay by:

- Permitting users of the sanitary sewer collection system,
- Monitoring discharges to the sanitary sewer collection system,
- Implementing the Programs' Enforcement Response Plan,
- Reporting the effectiveness of the Pretreatment Program to the Regulatory Authority,
- Participating in interagency committees and other organizations,
- Conducting special studies and projects that support program improvements, and
- Providing support and service during Water Pollution Control Plant emergencies, so that:

<u>Service Delivery Plan Measures</u>	<u>FY2001/2002 Adopted</u>	<u>FY2002/2003 Adopted</u>	<u>FY2003/2004 Adopted</u>
* 100% of Significant Industrial Users (SIU) are inspected annually. - Percent	100.00%	100.00%	100.00%
* Regulatory reporting requirements are met 100% of the time. - Percent	100.00%	100.00%	100.00%
* 100% of Significant Industrial Users (SIU) discharging to the sanitary sewer are sampled quarterly. - Percent	100.00%	100.00%	100.00%
* Non-compliant Significant Industrial Users (SIU) return to compliance within one calendar year, 100% of the time. - Percent	100.00%	100.00%	100.00%
* A customer satisfaction rating of 90% for Pretreatment Services is achieved. - Rating	90.00%	90.00%	90.00%



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	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342870 - Permitting of Significant Industrial Users (SIU)</b>				
Product: A Permit Issued				
FY 2002/2003 Adopted	\$252,291.64	69.00	4,826.74	\$3,656.40
FY 2003/2004 Adopted	\$265,253.16	69.00	4,826.74	\$3,844.25
<b>Activity 342880 - Permitting of Non-Significant Industrial Users (Non-SIU)</b>				
Product: A Permit-by-Consent Issued				
FY 2002/2003 Adopted	\$84,915.52	1,014.00	1,631.82	\$83.74
FY 2003/2004 Adopted	\$89,277.83	1,014.00	1,631.82	\$88.05
<b>Activity 342890 - Monitoring Discharges to the Sanitary Sewer</b>				
Product: A Sample Event Completed				
FY 2002/2003 Adopted	\$201,792.42	1,411.00	4,218.24	\$143.01
FY 2003/2004 Adopted	\$211,600.52	1,411.00	4,218.24	\$149.96
<b>Activity 342900 - Enforcement Plan Activities</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$29,389.40	562.27	562.27	\$52.27
FY 2003/2004 Adopted	\$30,899.28	562.27	562.27	\$54.95
<b>Activity 342910 - Regulatory and Program Compliance</b>				
Product: A Report Completed				
FY 2002/2003 Adopted	\$20,996.39	3.00	364.85	\$6,998.80
FY 2003/2004 Adopted	\$22,079.09	3.00	364.85	\$7,359.70
<b>Activity 342930 - Special Studies and Investigations</b>				
Product: A Special Study or Investigation Completed				
FY 2002/2003 Adopted	\$6,168.35	1.00	126.00	\$6,168.35
FY 2003/2004 Adopted	\$6,498.04	1.00	126.00	\$6,498.04

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	<u>Costs</u>	<u>Products</u>	<u>Work Hours</u>	<u>Product Costs</u>
<b>Activity 342940 - Industrial or Commercial Non-Point Source</b>				
Product: An Industrial or Commercial Non-Point Source Inspection Completed				
FY 2002/2003 Adopted	\$19,824.72	301.00	381.08	\$65.86
FY 2003/2004 Adopted	\$20,843.17	301.00	381.08	\$69.25
<b>Activity 342950 - Administration - Non-Allocated</b>				
Product: Work Hours				
FY 2002/2003 Adopted	\$150,765.59	2,825.52	2,825.52	\$53.36
FY 2003/2004 Adopted	\$157,096.01	2,825.52	2,825.52	\$55.60
<b>Totals for Service Delivery Plan 34208:</b>				
	<u>Costs</u>		<u>Work Hours</u>	
FY 2002/2003 Adopted	<b>\$766,144.03</b>		<b>14,936.52</b>	
FY 2003/2004 Adopted	<b>\$803,547.10</b>		<b>14,936.52</b>	
<b>Totals for Program 342:</b>				
FY 2002/2003 Adopted	<b>\$10,971,215.73</b>		<b>137,322.00</b>	
FY 2003/2004 Adopted	<b>\$11,349,193.47</b>		<b>137,322.00</b>	