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# ADOPTED BUDGET AND RESOURCE ALLOCATION PLAN

Fiscal Year 2004/2005  
Twenty-Year Financial Plan

*VOLUME I Budget Overview & Operating Budget*

*Introduction; Budget Overview; and Operating Budget*





**Adopted 2004/2005 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 2004/2005 Budget and accompanying Ten-Year Resource Allocation Plan, as adopted on June 15, 2004 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 fiscal strategies and amendments to the Recommended Budget.

On June 8, 2004 staff presented to Council its analysis of a potential new fee for Emergency/911 services. Upon the conclusion of this report Council approved in concept the proposed Emergency/911 Fee. Based upon preliminary policy direction received from Council staff has begun the process of developing this new fee. Though many jurisdictions have enacted or are pursuing this fee, it is not without potential legal challenges, mainly from telecom service providers. Given the current level of legal scrutiny surrounding this fee the original expectation of \$2 million in revenue for FY 2004/2005 will not be realized. Staff has eliminated this revenue projection for FY 2004/2005. This reduction in revenue has been partially offset by higher than anticipated Sales Tax revenue of approximately \$1 million in FY 2003/2004.

Second, re-imbursement funds for operating costs associated with the Multimodal Transit Station by the Peninsula Joint Powers Board have been added to the General Fund Financial Plan. Staff had originally inadvertently omitted an annual reimbursement of approximately \$93,000 in the FY 2004/2005 Recommended Budget.

Included on the expenditure side are the following budget supplements as discussed during the presentation of the FY 2004/2005 Recommended Budget:

Funds associated with the Office of the City Manager's Communications Division have been reallocated to newly created activities related to the review and possible modification of the City's external web site. This reallocation transfers funds between activities and thus no increase in funding is required.

Funds of \$4,500 have been budgeted into a special project to help defray the costs of Public Safety and Public Works services provided to the 2004 Downtown Summer Music Series.

Funds of \$6,500 have been budgeted for costs to cover uniforms, equipment and supplies, and recognition for the Volunteers in Public Safety (VIPs) program.

Over the last several years the City's General Fund revenues have declined, while costs have risen faster than inflation. This situation has led to a continuing structural

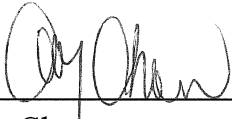
imbalance between revenues and expenditures in the General Fund, over the first part of the Ten-Year Financial Plan.

To address the structural imbalance several strategies have been proposed as detailed in Budget Supplement # 3 of the FY 2004/2005 Recommended Budget. The service level revisions could result in a net reduction of approximately \$900,000 in FY 2004/2005 and an additional \$1.3 million in annual reductions that could be available pending further review by staff. City staff will present these service level revisions to Council following a mid-year review of the City's financial situation in December 2004.

The adopted budget incorporates the final policy direction provided by the City Council in the operating budget, project budget and long-range financial plans. Attached to this budget message is the list of fiscal strategies that City staff will be exploring in the coming year.

The FY 2004/2005 Adopted Budget is a culmination of a difficult process to confront a challenging fiscal reality. Staff continues to closely monitor our local economic conditions, revenue patterns and expenditure trends, and State legislative actions. The current budget crisis requires that the City "change its lifestyle" to adjust to the new fiscal realities. Fortunately, Sunnyvale's planning and financial management systems are providing the foundation on which we are building the solutions to the City's budget crisis.

Respectfully Submitted,



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Amy Chan  
City Manager

August 11, 2004

**City Manager's  
Letter of Transmittal**



**Adopted 2004/2005 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**

**INTRODUCTION**

I am pleased to present for your review and consideration the recommended FY 2004/2005 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 when coupled with certain financial strategies that have been developed for Council's consideration. This has been a difficult task again this year as the City continues to address our ongoing structural imbalance between revenues and expenditures.

FY 2004/2005 is the first year of the two-year operating budget cycle. The two-year cycle for operating programs was established to recognize the fact that in normal times service levels change only modestly from year to year, and that resource requirements can be effectively planned over a two-year time frame. Since most operating programs are not normally reviewed extensively for the second year, a significant amount of staff time is saved. This staff time can be directed toward service delivery, 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 and the process that we utilized in preparing the recommended FY 2004/2005 Budget are discussed in more detail later in this Transmittal Letter.

Last year, as we planned for FY 2003/2004 and beyond, Sunnyvale was faced with a financial situation that was more difficult than any in recent memory. Three major factors contributed to the problem:

- The worst economic downturn in the Silicon Valley since the Great Depression, as measured in job loss, had a dramatic effect on the City's revenues
- Personnel costs were increasing at rates substantially higher than inflation and higher than we previously included in budget projections
- The State was undergoing a severe budget crisis as a result of the economic downturn over the last few years

These conditions created a structural gap between ongoing revenues and ongoing expenses in the General Fund that totaled about \$15 million on an annual basis. In order to address this gap, we undertook a comprehensive review of both the project and operating budgets and reexamined the fees, charges, and local taxes that produce the revenues needed to provide City services. The following chart summarizes how the structural gap was addressed in the Adopted FY 2003/2004 Budget and Long Term Financial Plan:

<b>Estimated Savings to Reduce Ongoing Revenue to Expense Gap</b>	<b>Amount</b>
Capital Projects Plan	\$1,800,000
Rental Rates/In-Lieu Fees (Equipment)	\$500,000
Department Service Level/Expense Reductions	\$8,455,059
Rental Rates (Operating Expenses)	\$1,427,019
Set-Asides	\$1,250,000
New Revenues	<u>\$1,426,000</u>
<b>Grand Total</b>	<b>\$14,858,078</b>

These proposed service level reductions and revenue enhancements were programmed to take effect over a two-year period, from FY 2003/2004 to FY 2004/2005. Many of the service level reductions have been implemented this year, with the remainder on schedule for next year. A discussion of the status of the proposed revenue enhancements is included in *Volume I, User Fees* in this budget document. Combined, the service level reductions and revenue enhancements are on track with the almost \$15 million that was projected.

## **COUNCIL BUDGET REVIEW PROCESS FOR FY 2004/2005**

The City Council will be forced again this year to make difficult and painful choices as it considers the recommended FY 2004/2005 Budget and Ten-Year Resource Allocation Plan. Our budget continues to have a structural imbalance between revenues and expenditures as our key revenue sources such as Sales and Use Tax and Transient Occupancy Tax ("TOT") remain below historic averages while the City's ongoing costs are continuing to rise. This condition is expected to be in place for the first five years of the Long Term Financial Plan.

The City Council directed staff to develop and use a different approach for preparing the recommended FY 2004/2005 Budget. The new process would allow Council to provide preliminary policy direction before the recommended Budget was prepared. In addition, Council wanted to offer more opportunities for the public to comment and participate during budget preparation.

This revised approach amended the current budget process in four important ways:

- Council prioritized all City services and considered revisions to service levels during a series of special budget meetings held in March and April 2004.
- Council considered an unbalanced budget in April and provided preliminary policy direction on issues and options staff should examine and potentially use to prepare a balanced, recommended FY 2004/2005 Budget.
- Special City Council meetings were added to the budget calendar to allow more and earlier Council involvement as the recommended FY 2004/2005 Budget was being prepared.
- Public hearings were provided at these budget meetings to encourage more public involvement and participation in the budget process. In addition, multiple

methods have been used to inform the public about these special meetings and to encourage their participation and involvement in the new budget process.

Through this revised process, Council prioritized nearly 600 City services. Council provided preliminary policy direction for 68 services to either reduce service levels by five or ten percent, to increase services, or to eliminate services. This direction would result in a net reduction to the General Fund of \$1.9 million.

Council also directed staff to identify the effects of these service deletions, reductions, and increases to services. *Volume I, Budget Supplements*, in this budget document, provides detailed information on services identified by Council for possible reduction, increase, or elimination. Budget Supplement Number 3 discusses the effects identified by staff of Council's policy direction and the fiscal impact. Finally, it contains the City Manager's recommendations for each service identified. However, the City Manager is recommending that the Council's decision on these budget reductions be made in December 2004. This will allow a more thorough study of each option and time to develop plans for implementation. Also, there are a number of unknowns in our current fiscal environment at this time (the State budget, the economic recovery, etc.) that will be clearer in the near future. This timing has been reflected in the recommended FY 2004/2005 Budget and Ten Year Resource Allocation Plan.

## **OVERVIEW OF PROPOSED CAPITAL AND SPECIAL PROJECTS BUDGET**

In keeping with the separation of the operating and project budget cycles, FY 2004/2005 is the second year of a two-year capital and special 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 \$22,615,578 in projects in FY 2004/2005 and a total of \$81,631,821 in projects over the ten-year planning period. Most of the projects proposed are possible because of special funding available for areas such as streets, transportation, and parks as well as the issuance of 2001 Wastewater Revenue bonds.

On the following page is a table containing FY 2004/2005 project appropriations by fund.

<b>Project Expenditures by Fund</b>		
<b>Fund</b>	<b>FY 2004/2005 Recommended Budget</b>	<b>10 Year Recommended Budget</b>
Infrastructure Renovation & Replacement	1,149,130	26,990,729
Utilities	6,575,758	16,109,393
General Fund	1,050,145	10,761,608
Capital Projects	9,040,000	9,040,000
Housing	1,639,361	5,551,520
SMaRT Station	320,792*	5,055,713*
Community Development Block Grant	1,674,412	4,709,941
Redevelopment Agency	1,072,172	1,372,172
General Services	56,935	1,097,042
Gas Tax	24,753	736,855
Park Dedication	12,120	160,082
Public Safety Forfeiture	0	38,586
Community Recreation	0	8,500
<b>TOTAL</b>	<b>\$22,615,578</b>	<b>\$81,631,821</b>

\*Adjusted to exclude the City's share of the SMaRT Station projects, which is budgeted in the Utilities Fund

Details of the projects budget are included in the *Major Project Efforts* section of this Transmittal Letter, in discussion of the individual funds, and in *Volume II Projects Budget* of the budget document.

## **THE SUNNYVALE APPROACH TO BUDGETING**

As we begin review of the recommended FY 2004/2005 Budget and Ten-Year Resource Allocation Plan, it is important to understand the key financial and planning systems that Sunnyvale uses to chart its future both in the good times and the bad times. 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),
- Outcome measurement of service delivery,
- The Council Study Issues process,
- Performance "contracts" for Management,
- Annual performance reporting and evaluation, and
- Performance audits based on risk assessments.

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 normal times, 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 2004/2005 is the first year of a two-year operating budget cycle. Further, as the process started it was clear that the FY 2004/2005 Budget would need to continue the process of "changing our life style" that was begun last year in response to our new fiscal realities.

### **City Manager Budget Review**

Beginning in the Fall a careful review of all elements of the operating budget was conducted with each department and program manager to ensure that resources are aligned with desired outcomes. A pre-review was first conducted by Finance staff and then an extensive review was undertaken with the City Manager. These reviews were based on the actual resources that were used to produce the desired outcomes in FY 2002/2003. That is, if the outcomes were successfully accomplished in FY 2002/2003, the level of resources that was actually used was assumed to be sufficient and formed the basis of the allocation for FY 2004/2005. The Sunnyvale budgeting approach uses hours needed to accomplish a particular activity at a desired level and is not based on Full Time Equivalents ("FTEs.") The review also included actual and projected number of products (units of service) and cost per hour in delivering that service. This approach, while extremely time-consuming, allowed us to take advantage of a number of cost savings, efficiencies, and changes in service demand. These resulted in reductions to many program budgets which are already reflected in the base Recommended FY 2004/2005 Budget. In some cases, resources are less than the current budget.

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, revenue sources were updated for all funds.

### **PROJECTS BUDGET 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 part of the process for budgeting capital and special projects, staff identifies all on-going operating costs that will need to be included in future years upon the completion of a given project. These costs are reflected on each Long Term Financial Plan in the *Current Requirements* section under *Project Operating Costs*. Consideration of this information enables decision-makers to evaluate the complete cost of proposed actions. This prevents the City from adding assets or activities that are not sustainable over the long term.

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 2004/2005 is an "off year" for the project budget cycle, and therefore the review that was conducted was focused principally on new items or those that had a significant change in cost or in scope. Additionally, this year the City Manager asked the Public Works Department to lead a citywide effort to identify all potential future capital and special projects, whether funded or unfunded throughout the 10 -year Capital Improvement Program. This process, which resulted in an inventory of some 198 projects totaling approximately \$200 million is described in more detail in the *Future Fiscal Issues* section of this Letter of Transmittal.

## **OUTCOME-BASED BUDGETING**

The outcome management system is an important part of Sunnyvale's Planning and Management System ("PAMS"). The City began to implement the outcome management system in FY 1995/1996 as part of a continuing effort to improve PAMS. Many of the

operating programs included in this recommended FY 2004/2005 Budget have migrated to the outcome management system. Those which are not yet transitioned to outcome management are the programs in the Office of the City Attorney, the Human Resources Department, the Department of Employment Development ("NOVA") and two small parking district programs in the Public Works Department.

This year, the City Manager reviewed all outcome and performance measures included for both programs and service delivery plans ("SDPs"). The work was completed as part of the City Manager's review of the budget requests submitted by departments. Changes were made to the wording of some measures to better describe the intended outcomes, or to the planned performance levels to better reflect the actual performance levels that have been already achieved. These changes will be reviewed as part of the presentation of the recommended FY 2004/2005 Budget and Ten Year Resource Allocation Plan at the May 25, 2004 budget workshop. In addition, Council approved 14 program restructures during the past year. These included the following programs:

**Public Works Department**

Roadside and Median Right-Of-Way Services  
Concrete Maintenance  
Urban Forestry Management

**Public Safety Department**

Police Services  
Fire Services  
Community Safety Services  
Personnel and Training Services  
Special Operations  
Technical Services  
Public Safety Administration

**Office of the City Manager**

Neighborhood and Community Services  
Volunteer Resources

**Information Technology Department**

Information Technology Services Delivery  
Application Development and Support

Council has indicated that it would like to see staff complete a comprehensive review and analysis of the outcome management system. One result of this analysis would be to change the system so that outcome measures can be more directly tied to the level of resources allocated to a program. Originally, this work was going to begin during FY 2003/2004. However, in February 2004 as part of the new process to prepare the recommended budget, Council agreed to postpone this work until next fiscal year. This allowed staff in the Office of the City Manager and the Department of Finance to focus their efforts on the new budget process.

The review and analysis of the outcome management system will be conducted in FY 2004/2005. The project will compare the original intent and objectives of the outcome



management system with results achieved to date. It will also identify Council's current expectations for this system. System improvements or changes to meet current expectations will be identified. Information and training manuals and modules will be prepared.

## **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 volumes. *Volume I* includes the *City Manager's Transmittal Letter, Budget Summary, Long-Term Financial Plans, Revenues, and User Fees*. Also included in this volume is the *Budget Supplements* section, which includes the various budget reductions that were considered in balancing the recommended FY 2004/2005 Budget. *Volume I* is useful as a summary document, with more detailed information found in the other three volumes.

*Volume II Projects Budget* contains all of the City's capital, infrastructure, special and outside group funding efforts. 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 2003/2004.

*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. 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 2004/2005.

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 and Budget Summary.

In December 2003 the Department of Finance was notified that the City's adopted FY 2003/2004 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 has received this award for 15 consecutive years. In addition to qualifying for the award this year, our Budget received the special recognition "outstanding as a policy document," which is the highest rating that can be received in that category.

## FISCAL YEAR 2004/2005 BUDGET

### OVERVIEW

I am pleased to 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 when coupled with the financial strategies that have been developed for Council's consideration as we address our ongoing structural imbalance between revenues and expenditures. In fact, if all of the financial strategies were successfully implemented, the long term financial picture would provide the City financial flexibility in the second ten years.

Table I, below, is a summary of the recommended expenditures for all City funds. This table provides a comparison of the recommended Budget for FY 2004/2005 and FY 2005/2006 with the current fiscal year and the latest actual fiscal year.

<b>Table I Recommended Expenditures – Citywide*</b>						
Expenditure	2002/2003 Actual	2003/2004 Revised Budget	2004/2005 Proposed Budget	% Growth 2004/2005 over 2003/2004	2005/2006 Proposed Budget	% Growth 2005/2006 over 2004/2005
Operating	144,492,061	150,473,059	162,758,676	8.16%	171,105,554	5.13%
Projects	40,772,618	71,673,649	24,172,636	(66.27%)	10,401,832	(56.97%)
Lease Payments	1,215,678	1,216,678	1,545,330	27.01%	1,554,168	0.57%
Budget Supplements	0	0	4,500	NA	0	NA
Fiscal Strategies	0	0	(1,100,000)	NA	(2,618,090)	NA
SMaRT Station Expenses**	15,551,825	16,287,719	16,286,860	(0.01%)	16,754,536	2.87%
Debt	6,574,679	6,760,951	6,824,438	0.94%	6,814,180	(0.15%)
Equipment	0	300,000	0		0	
<b>SUB-TOTAL</b>	<b>208,606,861</b>	<b>246,712,056</b>	<b>210,492,440</b>	<b>(14.68%)</b>	<b>204,012,180</b>	<b>(3.08%)</b>
Employment Development Grant Programs	13,230,740	12,548,062	10,060,213	(19.83%)	10,081,213	0.21%
<b>TOTAL</b>	<b>221,837,601</b>	<b>259,260,118</b>	<b>220,552,653</b>	<b>(14.93%)</b>	<b>214,093,393</b>	<b>(2.93%)</b>
* This table excludes internal service funds, which are reflected as rental and additive rates in the Operating expenditure line.						
** The SMaRT Station Expenses represent Mountain View and Palo Alto's shares of SMaRT Station expenses. Sunnyvale's share of expenses is represented in the Operating expenditure line.						

The overall recommended FY 2004/2005 Budget is 14.93% below the adopted FY 2003/2004 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 2004/2005 Budget for operating-related expenditures is 8.16% higher than the Revised FY 2003/2004 Budget. In general, the increases are attributable to increases in the cost of salaries and benefits and certain purchased goods and services such as purchased water. The individual components of the increases for each fund will be discussed the *Detailed Fund Reviews* section of this Transmittal Letter.

As you may note, the project line item has seen a dramatic decrease from FY 2002/2003 Actual and FY 2003/2004 Revised Budget to the recommended FY 2004/2005 Budget. Again, this type of yearly comparison is difficult to make because of the one-time nature of projects. There are two reasons for the apparent decline.

First, the large apparent increase in the FY 2003/2004 Budget is due to the carry over of funds for projects that were budgeted in earlier years but not yet completed. Because projects are often multi-year in nature, project funds are often carried over from year to year. This can be seen in the FY 2003/2004 Revised Budget number of \$71.67 million for projects. Of this amount, approximately \$48.7 million represents carryover of funds for projects in progress from FY 2002/2003.

Second, the overall reduction is due to the elimination of a number of projects as part of last year's budget reduction process.

While it is useful to understand the City's overall budget, it is important to underscore that the City's budget is comprised of multiple 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 purchased goods and services for the recommended Ten-Year Resource Allocation Plan and 20-year financial plan is assumed to be 1% for FY 2004/2005, 2% per year for the remainder of the first ten years, and 3% for the second ten years. Certain selected budget components, such as purchased water, gasoline, or electricity are increased (or decreased) according to their individual cost characteristics.

Salary projections are based on current memoranda of understanding ("MOU"s) with

employee associations, with estimates for FY 2004/2005 provided by Human Resources staff after review of each respective salary formula. Assumptions for employees represented by the Public Safety Officers Association ("PSOA") are that salaries will increase by 3.4% for FY 2004/2005, 4.1% for FY 2005/2006, 3% through FY 2013/2014, and then 4% thereafter. For Sunnyvale Employees Association ("SEA") members and Management employees it has been assumed that salaries will increase 2.1% for FY 2004/2005, by 3% through FY 2013/14, and by 4% thereafter.

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 assumptions mentioned above are particularly significant since the City utilizes multi-year financial planning over a twenty-year period. Small changes can have a significant long-term effect. For example, a \$1 million loss in revenue or a \$1 million increase in operating expenses in an assumed 3% inflation environment amounts to a cumulative \$26.87 million change in position over the entire planning period.

## **FUTURE FISCAL ISSUES**

Midway through each fiscal year, a Council Study Session is held that identifies factors in the City's current environment and in the near-term that could impact our fiscal security. This year, the Study Session was held on February 10, 2004. The purpose of the Study Session was to:

- Provide Council with an update on the City's current financial condition, including revenue and expenditure patterns and give an economic forecast for the State in general and Silicon Valley in particular
- Identify the possible actions by the Federal Government, State of California, and regional agencies that will affect Sunnyvale
- Identify and briefly discuss several local issues to examine as the annual budget and long-term financial plan is being prepared
- Receive from Council issues, questions, and initial policy direction that will need to be incorporated into the annual budget.

Below are discussions of the major areas covered in the Future Fiscal Issues Study Session.

## **CURRENT ECONOMIC CONDITIONS AND OUTLOOK**

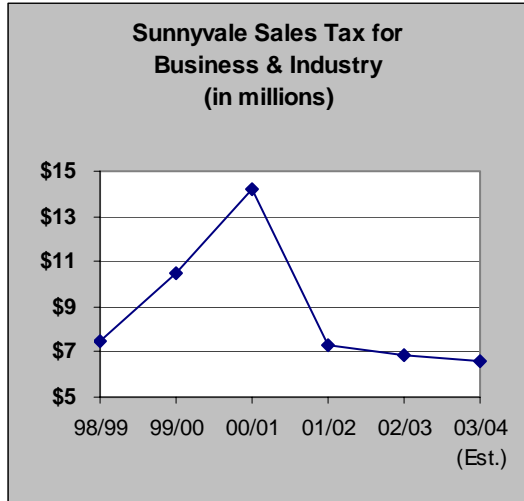
Just four years ago, the nation was in the longest economic expansion in U.S. history. The Silicon Valley was booming and Sunnyvale's finances were buoyed by significant increases in General Fund revenues. Since that time a number of events have occurred nationally and locally that have dramatically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

On a national basis, the U.S. economy decelerated sharply beginning in late 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 dot.com bust and resulting spillover effects of reduced business expenditure on computer hardware and software. This condition continues to persist in 2004, though cautious optimism for a sustained, albeit slow, recovery has emerged in Silicon Valley.

Since the economic downturn began, the Silicon Valley has lost approximately 200,000 jobs. To better put this into perspective, one noted California economist has said that if measured in terms of job loss, what we are experiencing here is on par with losses suffered during the Great Depression. After falling to record lows of around 1.3% in 2000, unemployment in Silicon Valley stands at 6.8% versus 5.6% nationwide. Some areas in the Valley currently are experiencing unemployment rates between 8% and 11%. Due to the tech-heavy concentration in our region and the resulting permanent loss of jobs, unemployment will likely remain higher here than

the rest of the country for the near future, further slowing the pace of an economic turnaround.

### **Effect on Sunnyvale Revenues**



One result for Sunnyvale has been a decline in General Fund revenues, fueled by sharp drops in Sales Tax and Transient Occupancy Tax ("TOT") receipts. By the end of FY 2001/2002 Sales Tax and TOT revenues dropped by 30% and 40% respectively from the records highs of FY 2000/2001. Initially, revenue projections for these and other revenue sources anticipated a leveling out in FY 2002/2003, but it now appears that the bottom will occur sometime in FY 2003/2004. For example, TOT is expected to be 11% lower than projections, and Sales Tax revenues are trending to be approximately 5% lower than budgeted in the current fiscal year. Overall, we expect to receive

approximately \$84 million in General Fund revenues in FY 2003/2004, or 4.5% less than actually received in FY 2002/2003.

### **Projected Pace of Recovery: Positive Signs but Job Growth Lagging**

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 previous graph on Business and Industry Sales Tax revenues illustrates, Sunnyvale Sales Tax in the Business and Industry sector spiked by nearly 90% from FY 1998/1999 to FY 2000/2001, before sharply returning to early 1998 levels in FY 2001/2002. This sector sustained further losses in FY 2002/2003, with actual revenues dropping below \$7 million for the first time since FY 1990/1991. In FY 2003/2004 it is anticipated that losses will stabilize and begin to rebound in FY 2004/2005. 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. Unemployment in the region remains higher here than other areas in the State and across the country, but there are positive signs in the form of gains in earnings reports and local stocks, significant increases in sales from select technology companies, decreasing availability of office space for lease, and a continued strong housing market. Due to the tech-heavy emphasis in our region and the resulting losses in jobs, productivity and sales, the recovery here is lagging the state and the rest of the country. While many other areas in California are experiencing a modest growth in Sales Tax and other revenues, Silicon Valley has not yet seen an appreciable and sustained upturn.

If positive signs for continued economic recovery exist in Silicon Valley, they are somewhat tempered by the jobs growth picture. While recent reports suggest that the nation is adding an average of approximately 200,000 new jobs monthly, this rate will not be duplicated in our region for the foreseeable future. The high concentration of tech-related job losses, coupled with such trends as the off-shoring of high tech jobs, has produced structural rather than cyclical unemployment. With cyclical unemployment, job loss is mainly due to drop in demand. As economic recovery occurs, job growth tends to be steep. Conversely, structural unemployment occurs when an industry changes fundamentally as a result of more permanent or pervasive drops in demand, improvements in technology or the movement of production overseas. The manufacturing sector in the Silicon Valley has experienced this type of unemployment. On the positive side, many economists believe that job loss in the Bay Area has stabilized and that modest job growth will occur over the next two years. On the negative side, it is believed that little job growth will occur in Santa Clara County, which sustained approximately 50% of the job loss in the entire Bay Area due to the tech-heavy concentration in the region.

## **STATE BUDGET SITUATION**

Less than four years ago, the State government was anticipating a budget surplus of up to \$13 billion. In a stunning reversal of fortune, the State's budget deficit was projected to be a staggering \$35 billion deficit by the end of FY 2003/2004. This leads to the question: Where did all the money from the good times go? There are three main answers to this. First, State revenues sharply declined, largely due to decreases in personal income tax from capital gains and stock options. Second, as State revenues were growing throughout the 1990s, so were expenditures. From FY 1993/1994 to FY 2000/2001, State spending more than doubled, from \$39 billion to \$79 billion. 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 of 2000. The result of these converging factors is that the State has a significant ongoing structural deficit that will not disappear without corrective action. The State Legislative Analyst estimated in early 2004 that the State's budget deficit would reach \$17 billion in FY 2004/2005, nearly 90% of which relates to the ongoing structural imbalance.

In October 2003 an additional measure of uncertainty for the State's fiscal picture came into play with the recall of democratic Governor Gray Davis in favor of moderate Republican Arnold Schwarzenegger. This historical event marked the first time in California history that a sitting Governor was recalled (and only the second time in US history). Since Governor Schwarzenegger took office, there have been many complicated developments regarding the State's fiscal issues, certainly too many to list here. The Governor has vigorously pursued budget reduction strategies on a number of fronts, seeking to broker deals with various constituencies, including local governments. Below is a summary of the major actions already taken and to be taken that will impact local governments in general and Sunnyvale in particular.

One of the first actions by newly-elected Governor Schwarzenegger was to repeal the Vehicle License Fee (VLF) increase invoked by the previous administration. The VLF is a constitutionally guaranteed local revenue source, a major portion of which is "back-

filled” to cities after it was legislatively reduced in the 1990s. Elimination of the backfill would mean an annual revenue loss of nearly \$6 million to Sunnyvale. The VLF was originally reduced by the Legislature with the proviso that if the State could no longer afford the backfill, then a “trigger” would be pulled to restore the VLF to previous levels. After legal review in late 2002, the Democratic administration concluded that the State’s Finance Director could “pull the trigger” without invoking the voter approval requirements of Proposition 218. The trigger was then pulled at the end of FY 2002/2003. Due to lag time associated with implementing the statewide increase in VLF, a “backfill gap” was created whereby local governments lost approximately 100 days of VLF backfill revenue (which the State promised to repay in 2006). For Sunnyvale this translated into an approximate \$1.8 million loss in FY 2003/2004. The repeal of the VLF increase immediately put \$6 million in Sunnyvale General Fund revenues at risk, but Governor Schwarzenegger vowed to make cities whole for the loss and restored the backfill process in December.

While local officials greeted the Governor’s December promise to backfill VLF revenues to cities with relief, such solace was quickly dispelled with the unveiling in January of the recommended FY 2004/2005 State budget. The proposed budget included permanent cuts to local governments, mainly through a new property tax shift similar to the Educational Revenue Augmentation Fund ("ERAF") shift implemented during the 1990s. In addition, further cuts were proposed to supplemental law enforcement and transportation funding, property tax associated with redevelopment agencies, public library grants, and continued deferral of State mandate reimbursements. The revenue loss to Sunnyvale of this budget proposal is estimated to be nearly \$3 million annually to the General and Redevelopment funds.

In March 2004, California voters approved the Governor-sponsored Propositions 57 and 58. This paved the way for the historic \$12.3 billion deficit-reduction bond issue known as the “Economic Recovery Bonds,” the sale of which has been partially completed. In addition to the bond issue, passage of the propositions will also amend the State Constitution to 1) require annual budget adoption by the Legislature, 2) give additional mid-year budget adjustment powers to the Governor, 3) establish minimum and specific reserve requirements, and 4) place restrictions on future deficit-related borrowing. The bond issue involves a complicated, three-step local Sales Tax for Property Tax swap called the “Triple Flip.” This mechanism is discussed in more detail in the *General Fund* section of the *Detailed Fund Review* portion of this Transmittal Letter. In brief, the triple flip diverts ¼ cent local Sales Tax to fund the repayment on the bonds. In return, local governments will receive an equal amount of Property Tax to cover the Sales Tax loss. Though the tax swap is supposed to be cost-neutral to local governments, cities may experience cash flow problems because Sales Tax is apportioned monthly while the majority of Property Tax is apportioned bi-annually. Local governments will also lose some interest earnings on the diverted Sales Tax. Perhaps more ominous for cities, the Sales Tax diversion marks the first time the State has moved to take this most important local revenue source (and a major locally-controlled revenue source that has heretofore been “off-limits” to State lawmakers).



## **Local Taxpayers and Public Safety Protection Act**

As the State seeks once again to balance its budget with local revenues, the League of California Cities ("LCC"), California State Association of Counties ("CSAC"), the California Redevelopment Association ("CRA") and the California Special District Association ("CSDA") have formed a coalition (the "LOCAL Coalition") to place a ballot initiative on the November 2004 ballot that would amend the Constitution to permanently protect local revenues. Known as the "Local Taxpayers and Public Safety Protection Act" or the LOCAL initiative, the ballot measure would require a majority vote of the people before the State could take and use local government funds. It would also strengthen existing law to require timely reimbursement to local governments for State-mandated programs, services or other added costs. If passed, the LOCAL initiative will increase local control over local tax dollars so that funding for critical services is more dependable and predictable. Having gathered more than the required amount of petition signatures, local governments are awaiting final certification from the Secretary of State to guarantee placement of the initiative on the November 2004 ballot. The Council approved a resolution on November 11, 2003 to support the LOCAL initiative.

## **New Budget Deal for Local Governments**

The Governor has engaged LCC, CSAC, CRA and CSDA in discussions to secure legislative and voter approval of a proposed alternative November 2004 Constitutional amendment that would provide equal, or better protection than the LOCAL initiative. The Governor has pledged his full support to secure passage of this alternative ballot initiative in exchange for two years of funding cuts totaling \$2.6 billion to cities, counties, special districts and redevelopment agencies. For Sunnyvale, this would mean the loss of approximately \$4.1 million to the General Fund and \$528,000 to the Redevelopment Agency over the next two fiscal years. This alternative is in place of the permanent reductions contained in the Governor's January 2004 proposed budget. Additionally, the new proposal guarantees repayment in 2006 of the VLF monies taken during FY 2003/2004. This repayment amounts to \$2.4 million for Sunnyvale. The net effect of the proposed deal is \$1.7 million to the General Fund and \$528,000 to the Redevelopment Agency Fund.

Although the LOCAL initiative would remain on the November 2004 ballot, all efforts by local governments would be re-focused on passage of the Governor's alternative proposal. In the second week of May the LOCAL Coalition members ratified the proposed budget deal and it has been included in the Governor's May Revision of his FY 2004/2005 Budget. It is important to remember that if the LOCAL Coalition had not accepted the Governor's Proposal, the Governor has indicated that he would oppose the LOCAL Initiative. This action would definitely jeopardize its passage.

The Governor's proposed budget deal with local governments is promising for a number of reasons: it limits the revenue loss to two years; it guarantees the VLF repayment in 2006; and most importantly it provides support for our constitutional protection of local revenues. Still, the deal must be approved by the Legislature, which has already expressed concerns that the Governor is making promises the State may not be able to keep. As indicated earlier in this section, the Governor has also

struck similar deals with other constituencies, namely higher education, that will require legislative approval. The concerns of the Legislature may in fact be well founded, as the State still faces a significant structural budget imbalance that will not disappear without corrective action. Full details of the Governor's revised budget for FY 2004/2005 were released on May 13, 2004 and provisions of the deal have been incorporated into our recommended FY 2004/2005 Budget and Long Term Financial Plan.

### **Other Budgetary Impact for Cities in May Revise**

In addition to the major budget deal discussed above, certain other changes to state funding for local programs were included in the Governor's May Budget Revision. The Public Library Fund suffered a ten- percent reduction in funding. This amounts to about \$6,000 for the City of Sunnyvale. It should be noted that this State grant source has been reduced by about 72% in the two previous years. In keeping with our standard practice with grant funds, we do not include the Public Library Fund ("PLF") funds in the budget on an ongoing basis, but rather appropriate them as they are received. Therefore, there is no immediate impact to the recommended FY 2004/2005 Budget but there will, of course, be a reduction in supplemental library programs available as a result if PLF funds are lower.

While the Governor's original budget proposed in January did not reduce Supplemental Law Enforcement ("SLES") funding to cities, the current May Revise suggests that these funds be used to pay mandate claims for Police Officers Procedural Bill of Rights first, with any remaining funds granted to cities. This recommendation would most likely reduce our SLES funds, which are currently supporting one Patrol Watch Commander in the Department of Public Safety. A discussion of this situation is contained in the *Police Services Augmentation Fund* section of the *Detailed Fund Reviews* in this Transmittal Letter.

The May Revise does not address booking fees. The League of California Cities is assuming that this means that the January proposal, which removes the booking fee subvention to cities and the authority of counties to charge booking fees, is still in place. This would actually be of benefit to the City, since we have currently included the cost of the booking fees in the Department of Public Safety operating budget but have removed the state subvention for these fees from our revenue projections. The actual benefit would be approximately \$178,000 in reduced costs. Currently there are several bills regarding booking fees being considered in the Legislature and the issue is not resolved. When a direction is clear, staff will bring an adjustment to the Budget back to the Council if needed.

### **LOCAL ISSUES IMPACTING THE CITY'S FINANCIAL CONDITION**

At the Future Fiscal Issues Study Session in February, four current issues in addition to the items mentioned above were identified that will have a significant effect on the City's financial condition now and in the future. These issues are briefly described below and will also be discussed in later portions of this Letter of Transmittal.

## **Downtown Redevelopment**

The Downtown Redevelopment Project is in the midst of its highest level of development activity since it was created in 1975. The 460,000 square foot Mozart office development was completed in 2002. The City and CalTrain partnered to rebuild the CalTrain Station and to construct a 400-space parking structure, completed in May 2003. The 1.6-acre Downtown Plaza, a major new public facility, will open this summer.

The Forum Development Group of Smyrna, Georgia proposes to completely redevelop the moribund Town Center Mall into an open air shopping, office, and retail center. Major portions of the original street grid are proposed to be reconstructed, including Murphy Avenue, McKinley Avenue, and Taaffe Street. This will integrate the Mall block into our historic Downtown. In addition to the existing Macy's and Target stores, Forum proposes to build 570,000 square feet of new shops, 150,000-275,000 square feet of office space, and 200 to 300 for-sale housing units. Council action on Forum's proposed development plan is anticipated around July/August of 2004.

Once completed, the redevelopment of the Town Center Mall will protect existing revenue streams at the site and will result in increased Sales Taxes and Property Taxes. Staff is currently examining the estimated new City revenue based upon the current plans being proposed by the Developer. Of course, more precise projections will depend upon any final action taken by the Council on this project.

The final piece in this phase of Downtown redevelopment will be the reconstruction of Town and Country Shopping Center. Although the property owners have not yet selected a developer, it is expected that redevelopment of the site will commence during the next five years. The recently adjusted Downtown Specific Plan permits 450 new housing units and 52,500 square feet of shops on this site. This development will also yield new Property Tax increment and increased Sales Tax to the City.

The proposed redevelopment of downtown may also result in increased operating costs for public safety, public works, and parks and recreation services. Operating costs associated with the Multimodal Station and the Downtown Plaza Park have been included in the recommended FY 2004/2005 Budget in programs managed by the Public Works and Parks and Recreation Departments, respectively. Any additional operating costs associated with redevelopment of the Town Center Mall will, again, require further analysis and refinement depending upon final action by the Council.

## **Upcoming Negotiations with the City's Employee Associations**

The City's current Memorandum of Understanding ("MOU") with the Sunnyvale Employees Association ("SEA") expires on June 30, 2004. Both the City and SEA have indicated their intent to renegotiate the contract and discussions have begun. The SEA represents approximately 530 employees throughout the City and is our largest employee association, so any changes to the MOU will affect base wages and benefits for the majority of the City's non-sworn employees.

The Communications Officers Association ("COA") MOU expired on December 31, 2003 and was extended through December 31, 2004. COA represents approximately 19 employees of the Public Safety Department.

The City's Memorandum of Understanding with the Public Safety Officers Association ("PSOA") expires on June 30, 2006, and our MOU with the Service Employees International Union ("SEIU") expires on June 30, 2005.

### **Capital Improvement Projects and Infrastructure Investment**

In early 2004 the City Manager asked the Public Works Department to update the 10-year Capital Improvement Program ("CIP"). The purpose of this effort was to take a comprehensive look at both Capital Projects and Special Projects to better identify the future unfunded liabilities of the City. Earlier versions of the CIP did not paint a complete picture because they incorporated only those projects for which funding had already been identified. Additionally, there were many Special Projects such as rate studies, franchise service reviews, etc. that the City must conduct on a periodic basis. Historically, these had not been fully projected.

The update of the CIP required each Department to assess their known future obligations and to identify new projects (both funded and unfunded.) Some of these projects had been previously identified but had not been included in the 10- year CIP due to funding constraints. Other projects had not been listed in the CIP because, while the obligation was known, the timing and scope of the project could not be easily defined. The update of the CIP was intended to include all projects even when funding was not yet identified or the final scope was indeterminate so that future obligations could be better projected.

It should be noted that this effort yielded information on known or anticipated projects only. There are likely to be additional obligations that will be identified as the City performs more detailed condition assessments of our existing infrastructure. For example, it is anticipated that the Wastewater collection system and treatment facilities will generate additional projects as a result of further studies. Beginning in FY 2004/2005 an extensive review of our existing infrastructure renovation and replacement program will be undertaken, and it is expected that a number of new utility projects will be identified which will fully populate the 10-year CIP.

The complete list of unfunded projects that was developed by this effort is shown in this budget document in *Volume II Projects Budget* in the section titled *Unfunded Projects*. As indicated above, many of these costs are very rough estimates and are meant to portray a rough order of magnitude only. The total of these unfunded projects, approximately \$200 million, represents a very significant potential unfunded liability of the City. A detailed review of all of these projects will be undertaken in FY 2004/2005 as part of the Projects Budget process.

### **Workers' Compensation Insurance Costs**

The City currently is self-insured for Workers' Compensation claims, but carries excess insurance for claims over \$275,000. Our insurance policy is in the last year of a three-year contract that was negotiated at very favorable rates. In the time since the contract was negotiated, the insurance market has experienced a steep rise in premium costs. Initial indications were that our costs for excess insurance in this area would increase by over \$500,000, which would have a significant negative fiscal effect on the City.

Following the Future Fiscal Issues Study Session, Risk Management staff identified a number of insurance options at different levels of excess coverage. Staff review of the City's Workers' Compensation claims history led to the conclusion that we could increase our "deductible" to \$500,000 and mitigate the potential increase in our insurance premium next year. More information on this issue is included in the *Detailed Fund Reviews* section of this Transmittal Letter in the discussion of the Employee Benefits and Insurance Fund.

## FISCAL STRATEGIES

One of the most powerful aspects of multi-year budgeting and projection is the ability to plan for the future. Small changes made now can avert large problems later. As the City addresses the fiscal issues and challenges identified in the previous section, it is clear that a number of different strategies must be undertaken to help us deal with the structural imbalance between revenues and expenditures that has developed in our Long-Term Financial Plan. The following fiscal strategies will position the City well to address the current imbalance so that quality services can be sustained in the years to come.

- **Use cost-effective technologies to increase productivity, enhance customer service and/or reduce the cost of service**
- **Leverage and partner with community groups, non-profit organizations, and where appropriate the private sector to maintain services and lower costs**
- **Ensure that we are good stewards of the City's infrastructure assets**
- **Don't sacrifice safety or quality of life**
- **Support diversity in all areas of the community**
- **Maintain core services but evaluate the appropriate level**
- **Build and emphasize the connection between the community and business**
- **Pay close attention to the financial impact of policy decisions made throughout the year**
- **Think strategically by emphasizing the multi-year effects of key decisions**
- **Explore alternative service delivery methods including contracting out**
- **Support a quality work force**
- **Manage the City's "Life Style" so that we can live within our means**
- **Stick to the knitting, focusing on issues that can make a difference**
- **Work with employee associations to identify ways to more effectively utilize City resources**
- **Investigate new and increased revenue sources**
- **Emphasize and build on the unique culture of Sunnyvale**

In addition to the strategies listed above, we have identified a number of action items in support of these strategies that can be explored during the coming year. Some of these concepts are Citywide, while others relate to a particular department or expenditure area. During the next fiscal year staff will be reviewing and analyzing many of these ideas to identify their potential for cost savings and efficiencies in our organization, or revenue increases. The focus will be citywide, rather than by department. As opportunities are identified, staff will report the results to Council. *Appendix A* of this Transmittal Letter contains a list of some of the ideas that will be explored in FY 2004/2005.

Council will be asked to give policy direction regarding these strategies and action items during consideration of the recommended FY 2004/2005 Budget to identify if there is any item that Council is not interested in exploring or there are any additional items that Council would like to add to the list to be studied.

## **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), and Park Dedication Fees. Unfortunately, with the State budget crisis much of the special funding for transportation from the State is at risk. More discussion on this issue is contained in the section on *Traffic and Transportation Funding* below.

Along with the new initiatives and funding opportunities, the City also has a number of challenges in the projects area. As was discussed earlier, a major inventory of all funded and unfunded capital and special projects was undertaken this year. This effort identified approximately \$200 million of projects over the ten-year Capital Improvement Plan that are currently unfunded. A major focus for FY 2004/2005 will be to review our capital and infrastructure programs, revise the estimates as needed, and evaluate the unfunded projects as identified.

The recommended FY 2004/2005 Budget includes funding for a total of 330 projects in all categories over the Ten-Year Plan. This section discusses some of the special funding sources and provides information on the status of major project initiatives. Descriptions of recommended projects for each fund 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) provided funds to cities on a per capital basis to be used for various local park and recreational lands and facilities. The allocation to Sunnyvale was \$1.5 million. The City has already programmed about \$1.3 million of these funds for a variety of park improvements. Approximately \$250,000 remains to be allocated. These funds will be programmed in next year's two-year projects budget.

### **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) made available to the City an additional \$943,604 for park and open space projects beginning in FY 2003/2004. Council has appropriated \$500,000 of these monies to 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. It is now recommended that the entire amount of these monies be used to supplement funding for the Downtown Plaza Park in place of General Fund monies. It is also recommended that Park Dedication Funds in the amount of \$500,000 be allocated to the Historical Museum project in place of the Proposition 40 funds. This will provide more flexibility to the Sunnyvale Historical Society as it completes its design and fund raising for the project and allow monies to be returned to the General Fund for use in addressing our current financial problems. A Budget Modification recommending these changes will be presented to Council for consideration in June 2004. This Long Term Financial Plan reflects the effect of these recommendations.

### **Park Dedication Fees**

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 recently helped to pay for the Fair Oaks Skateboard Park and will help to fund a variety of upcoming projects, including improvements to the playground at Ortega Park and the Downtown Plaza project at Evelyn Avenue and Frances Street. The City is currently experiencing a marked increase in new housing developments that are subject to paying Park Dedication Fees, and funds are accumulating in the Park Dedication Fund. As mentioned above, some of these monies will be reprogrammed in FY 2003/2004 to support the Downtown Plaza Park and the Sunnyvale Historical Museum project. More detail on these revenues can be found in this Transmittal Letter in the *Park Dedication Fund* section of the *Detailed Fund Reviews*.

## **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.



All Measure B funds have been appropriated. Work on a number of these projects is currently underway, with completion scheduled for the end of FY 2003/2004.

### **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 was slated to 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 were 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.

When the legislation was first passed, it was projected that the City would 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 \$333,586 were received in FY 2001/2002 and \$345,684 has been received in FY 2002/2003. This leaves funds in the amount of about \$1.5 million unappropriated.

Due to the current State budget crisis, the recommended FY 2004/2005 Budget and Ten Year Resource Allocation Plan assume no further revenue from AB 2928 will be received by the City. Should any of these funds become available, staff will program them in future years.

In March 2002, 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. The effect of this action was to indefinitely extend the allocation of Traffic Congestion Relief Program funds to cities, counties, and transit agencies beginning in FY 2008/2009. Preliminary information indicated at the time of passage that Sunnyvale's annual allocation would be approximately \$1.2 million. In the meantime, the State budget crisis has put these funds into question. The potential exists for Proposition 42 funds to be diverted from the originally intended recipients to other transportation priorities. City staff are closely monitoring the discussions and working to ensure that at least a portion of these funds will be available for the City's transportation needs. However, because of the uncertainty, these funds have not been programmed in the recommended FY 2004/2005 Budget.

### **Traffic Mitigation Funding**

The City Council has adopted a Transportation Strategic Program as part of the Revenue Sources for Major Transportation Capital Improvement Projects Study Issue. The Transportation Strategic Program establishes a comprehensive funding program of revenue sources for major transportation necessary to support the City's land use plans.

Prior to the adoption of the Transportation Strategic Program, an interim funding mechanism was implemented for transportation mitigation of major land development. Known as the Cumulative Traffic Mitigation, this mechanism mitigates cumulative impacts of several major approved land developments as they relate to the Land Use and Transportation Element of the General Plan, and offsets the potential revenue loss that would result if the City waited until the Transportation Strategic Program was completed before implementing a fee or assessment. The interim Cumulative Traffic Mitigation has been replaced by the Traffic Mitigation Fee.

The adopted FY 2003/2004 Budget included projects funded from Cumulative Traffic Mitigation revenues. The recommended FY 2004/2005 Budget and Ten Year Resource Allocation Plan does not include any new projects funded by Traffic Mitigation Fees. Since the 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.

### **INFRASTRUCTURE RENOVATION AND REPLACEMENT**

Sunnyvale has traditionally provided funding in its operating budgets for optimizing maintenance of City infrastructure. Staff believes this to be the most cost-effective, long-term way to approach asset management.

Nonetheless, even with this proactive maintenance approach, eventually every infrastructure element reaches a point where maintenance is no longer a cost-effective strategy, and significant renovation and replacement is required. Additionally, recent budget cuts for maintenance activities for City street pavement and tree pruning will result in accelerated deterioration over time.

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 funding of the renovation and replacement of the City's estimated \$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 City also has undertaken an effort to better identify all future project related liabilities. This year's budget contains information projecting needs over the 10-year CIP that includes information on projects where there is not current funding in place.

The original development of the LRIP was split into two distinct phases. The City completed Phase I of the LRIP by establishing the Infrastructure Renovation and Replacement Fund and incorporating full funding for the General/Gas Tax and Community Recreation Fund assets. However, since development of Phase I occurred several years ago, the original assumptions will need to be reviewed and updated as necessary. The assumptions to be reviewed will include verifying the inventory of assets, the useful life of assets and equipment, replacement costs, etc. This effort will be undertaken as part of the "on year" of the Projects Budget starting early in FY 2004/2005.

Phase II of the LRIP addresses fixed assets within the utility funds (Water, Wastewater, and Solid Waste). Staff has been identifying and inventorying 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 ("Maximo") began several years ago for this purpose. The resulting work product was to be incorporated into the Maximo database. Work proceeded slowly while assessment of Maximo and exploring implementation options with City systems progressed.

At the time of this writing, funding for the purchase, installation, set-up, ongoing maintenance and operation of Maximo has been removed from the City's Capital Improvement Program. This reduction in resources will defer the full establishment and implementation of the LRIP. At this time, the Water Pollution Control Plant has utilized Maximo for documentation of ongoing work on plant equipment as it is performed. Incorporation of historical data will be accomplished when possible. This same effort was planned for other utilities such as water mains, water valves, reservoirs, sewer collection equipment, and storm drains. However, this level of effort cannot be implemented until such time as Maximo (or a similar asset management system) can be put in place.

Meanwhile, increased political attention continues to be paid to the issue of deteriorating infrastructure. This 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. Continued diligence in defining the extent of our infrastructure needs will be critical as the City looks at sources of funding for replacement of our existing infrastructure.

## **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. 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 the latest Caltrans inspection report, the current Mathilda Avenue Railroad Overpass 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 \$17.42 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 \$7.42 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 exceed 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 January 2006.

The recommended FY 2004/2005 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.

### **DOWNTOWN PLAZA PARK**

The Downtown Plaza is currently under construction and will be completed shortly after the beginning of FY 2004/2005. This facility will be a unique open space resource for downtown 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. Phase 2 of the Plaza is not currently funded; the Phase 2 project would construct water features, an overlook area, and public restrooms.

Total funds of \$6,881,482 have been budgeted for this project, as follows:

Park Dedication Fund	\$4,631,482
General Fund	\$1,250,000
Mozart Land Sale Proceeds	\$1,000,000

In June a Budget Modification will be considered by Council that replaces the General Funds in this project with Proposition 40 funds in the amount of \$943,604 and additional Park Dedication monies in the amount of \$306,396. This action will free up \$1,250,000 of General Fund monies that can be applied to the City's current fiscal crisis.

Funds for operation and maintenance of the Plaza in the amount of \$92,372 have been included in Program 265, Neighborhood Parks and Open Space Management, beginning in FY 2004/2005.

## **DETAILED FUND REVIEWS**

As noted earlier in the section on *Fiscal Year 2004/2005 Budget Overview*, City finances are actually composed of a number of diverse businesses accounted for in separate funds. 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. Additionally, the state of the regional economy has a direct effect on the General Fund, as we can see from our current budget crisis.

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 2004/2005 figures. For the balance of the financial plan, however, projections are based on a defined business cycle for each revenue modified for present circumstances. Because these projections are based on historic trends and assumed business cycles, they will need to be closely monitored and corrected to reflect any change in patterns or circumstances.

The on-going national recession has resulted in steep declines in City revenues. Although staff programmed these declines into the City's long-term financial plan, the reduced revenues from many of the City's most important revenue sources "thinned out" our ability to absorb future revenue losses or increased costs. Key revenues have continued to decline this fiscal year but appear to be stabilizing.

### The Triple Flip

As discussed above in the *State Budget Situation* section of this Transmittal Letter, the State has recently issued "Economic Recovery Bonds" as part of the solution to the State's record budget deficit. These bonds are secured by a mechanism called the "Triple Flip" which swaps local Sales Tax for Property Tax while the bonds are outstanding. The Triple Flip has three elements or steps:

- Flip Number 1: The State moves money from cities and counties to the State by raising the State Sales Tax rate by ¼ cent and reducing the local Sales Tax rate by an equal amount. In this way, consumers don't see a change in the Sales Tax rate that they pay.
- Flip Number 2: So that cities and counties aren't hurt, an equal amount of Property Tax is taken from the schools (the Educational Revenue Augmentation Fund) and given to the cities and counties.
- Flip Number 3: So that the schools aren't hurt, the State makes up their loss by giving them an equal amount of money from the State's general fund.

When all of the flips are completed, everyone has the same amount of money as before, but a substantial amount of the State's money will now be in a special fund to pay debt service on the bonds instead of in the State's general fund.

In mid May the State sold the first phase of the Economic Recovery Bonds and the actual Triple Flip will begin July 1, 2004. The exchange mechanism will be in place as long as the Bonds are outstanding, and it unwinds automatically when the Bonds are paid off. Although the final maturity of the Bonds is 2023, it is expected that they will actually be fully repaid in nine to ten years because of certain provisions in the bond

covenants and in the Proposition that authorized them. First, all Sales Tax revenue must be used to pay debt service. Second, the State is required to begin setting money aside in a special reserve starting in two years, with half of the reserve used to pre-pay the Bonds. Assuming that the Sales Tax grows at a 5% rate, which is actually slower than the average over the last 20 years, the Bonds would be fully repaid in nine or ten years.

The recommended FY 2004/2005 Budget and Ten Year Resource Allocation Plan for the General Fund reflects the Triple Flip mechanism over a ten year period beginning July 1, 2004. Staff has reduced our Sales Tax projections each year by one-fourth and reflected it as a separate line called "Triple Flip - Sales Tax Reduction." This same amount is then added to the Property Tax projections in a separate line entitled "Triple Flip - Property Tax Increase." In the Triple Flip, the Sales Tax/Property Tax swap is dollar for dollar based on the actual Sales Tax revenue collected and it does not actually increase the City's Property Tax base. There is no net fiscal impact to the City of the Triple Flip. The major effect of this mechanism on the City lies in the fact that Property Tax is essentially remitted to us twice a year while Sales Tax is remitted monthly; this causes a reduction in our interest earnings and a potential cash flow problem. We have taken this effect into consideration in our interest earnings projections for the General Fund.

#### Effect of State Budget Deal on Estimated Revenues

Unlike the Triple Flip, the State Budget deal discussed above in the *State Budget Conditions* section of this Transmittal Letter has the effect of permanently redistributing two of the City's revenue sources. As described, the deal will permanently reduce the Vehicle License Fee ("VLF") rate from 2% to .65%, which is its current effective rate to the consumer. For the first year, the VLF that the City would have gotten at the 2% rate will be calculated and this amount will be added to our Property Tax base through transfers from the Educational Revenue Augmentation Fund ("ERAF"). In the following years, we will receive our portion of VLF revenues at the now -permanent low rate and our increased Property Tax base will grow according to current economic conditions.

This part of the State Budget deal has been reflected in the General Fund Long Term Financial Plan in an increase in Property Tax and a corresponding decrease in VLF starting in FY 2004/2005. The numbers were developed by first taking our original VLF projection and reducing it by 67.5%. This number, approximately \$5.4 million, was then added to the Property Tax projection. In the following years, the new Property Tax base grows at our forecasted rates over the entire planning period. It should be noted that this permanent shift results in a financial loss to the City in two areas. First, since Property Tax is paid twice a year while VLF is paid monthly, there is a cash flow and interest earnings loss. Second, and most importantly, the Property Tax rate of growth that we have projected is lower than the growth rate of VLF revenues, and this has a negative impact on our Long Term Financial Plan overall. However, it should also be noted that the VLF is a relatively precarious revenue source that would probably be eliminated or reduced by popular demand in the near future. By reducing the rate, the State Budget deal takes this risk away from cities and guarantees our revenues through Property Tax.



The second part of the State Budget deal involves a two-year "contribution" of the City's revenues to the State to help solve its budget crisis. The League of California Cities has estimated that Sunnyvale will lose \$2,076,879 in FY 2003/2004 and a similar amount in FY 2004/2005. One positive aspect of the deal, however, is that we will be guaranteed the return of the VLF funds that we lost in FY 2003/2004 to the State. This amount is projected to be \$2,427,909. The two years of loss and the VLF return are shown on the General Fund Long Term Financial Plan in the *Current Resources* section in the line item "*State Budget - Reductions.*" The net effect over three years is a loss of \$1.7 million.

### **General Fund Major Revenue Sources**

Six key sources generate nearly 87% of the City's General Fund revenues. They are: Sales Tax, Property Tax, Transient Occupancy Tax, State Shared Revenues, Utility Users Tax/Franchise Fees, and construction-related taxes and fees. The current budget projected that revenues from many of these sources would stop falling this year and moderately increase over the next few years as the economy began a slow but measured rebound. While receipts from Property Tax and construction-related revenues have improved, during FY 2003/2004 we continued to experience decreases in our Sales Tax and Transient Occupancy Tax revenues. However, it does appear that a rebound in the Sales Tax has begun to occur during the last part of FY 2003/2004. We are cautiously optimistic that we have turned the corner during the fourth quarter of this year and will start to see more economic strength in FY 2004/2005 in our major revenue sources.

Table II, on the following page, reflects projected major sources of General Fund revenues for FY 2004/2005 and compares those sources with the FY 2003/2004 revised projections. FY 2002/2003 actuals are also included. Overall, our revenues are forecast to be about \$8 million higher than we projected for the same period last year. Comparisons of forecasts for specific revenue sources are difficult to make because of the reshuffling of VLF, Property Tax, and Sales Tax revenues through the Triple Flip and the State budget deal.

**Table II Recommended Revenues – General Fund**

Revenue Character	2002/2003 Actual	2003/2004 Revised Projection	2004/2005 Proposed Projection	% Growth 2004/2005 over 2003/2004	2005/2006 Proposed Projection	% Growth 2005/2006 over 2004/2005
Sales Tax	22,766,997	21,400,000	22,740,513	6.26%	24,183,538	6.35%
Triple Flip – Sales Tax Reduction	0	0	(5,685,128)	N/A	(6,045,885)	
Property Tax	23,868,187	24,091,920	30,222,666	25.45%	31,480,501	4.16%
Triple Flip – Property Tax Increase	0	0	5,685,128	N/A	6,045,885	
Transient Occupancy Tax	5,094,489	4,578,119	5,034,831	10.00%	5,538,315	10.00%
State Shared	8,566,561	6,221,258	2,905,794	-53.29%	3,063,019	5.41%
Interest	4,378,043	3,660,186	2,017,950	-44.87%	1,617,676	-19.84%
Franchises	5,226,408	5,393,252	5,336,106	-1.06%	5,430,801	1.77%
Utility Users Tax	5,651,673	5,539,172	5,711,749	3.12%	5,889,712	3.12%
Permits and Licenses	3,133,125	3,654,247	3,685,368	0.85%	4,063,572	10.26%
Inter-Fund Revenues	1,938,887	2,125,687	4,335,621	103.96%	5,418,820	24.98%
Prop. 172 Sales Tax	1,262,240	1,200,000	1,275,120	6.26%	1,356,090	6.35%
Other Taxes	1,521,419	1,722,522	2,001,260	16.18%	2,166,491	8.26%
Service Fees	1,544,889	1,658,919	2,368,684	42.78%	3,134,676	32.34%
Rents and Concessions	1,193,457	1,029,328	1,390,018	35.04%	1,462,991	5.25%
Fines and Forfeitures	609,858	678,878	699,893	3.10%	714,245	2.05%
Miscellaneous	1,176,358	590,383	564,462	-4.39%	706,508	25.16%
Federal Government	11,431	36,755	0	N/A	0	N/A
State Budget Reductions	0	0	(2,079,879)	N/A	(2,076,879)	N/A
Fiscal Strategies	0	0	1,750,000	N/A	1,802,500	N/A
<b>TOTAL</b>	<b>87,944,040</b>	<b>83,580,626</b>	<b>89,963,156</b>	<b>7.64%</b>	<b>95,952,576</b>	<b>6.66%</b>

In the following section, detailed discussions of the City's six major revenue sources will include explanations of the revenue forecasts for FY 2004/2005 and beyond. However, for several other revenue sources the comparison between revised projections for FY 2003/2004 and recommended projections for FY 2004/2005 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 2004/2005 Budget.

The increase in projected Inter-Fund Revenues is due to accelerated payment schedules of a number of loans made by the General Fund to the Utility Enterprises, the General Services, and the Redevelopment Agency funds. Because of the cash flow problems of the General Fund, payments were increased or brought forward wherever possible in order to provide resources to the General Fund in the early years of the Long Term Financial Plan.

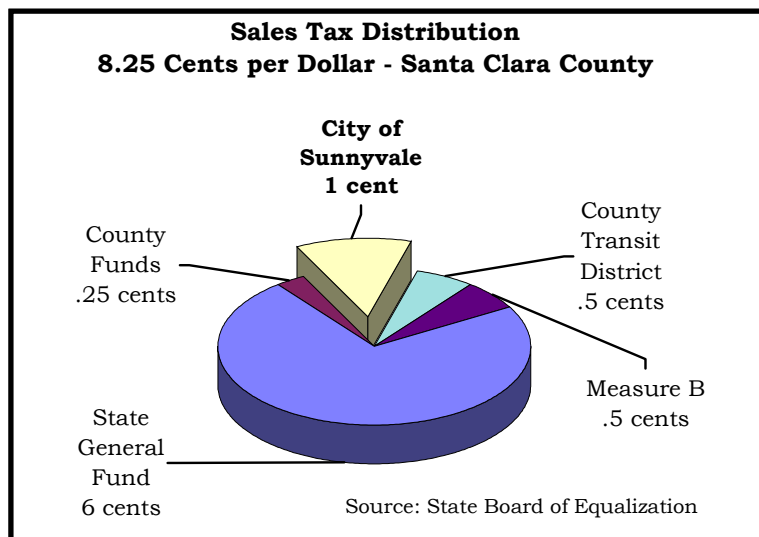
Revenue receipts from service fees are expected to increase next year as the City implements certain new fees in an attempt to recover the cost of services provided to Sunnyvale residents. In FY 2003/2004 three new fees were proposed and included in the Fee Schedule. These were the General Plan Maintenance Fee, the Business License Processing Fee, and the False Fire Alarm Fee. All three were implemented during the year and their revenue is included in the Service Fees category. In the recommended FY 2004/2005 Budget two additional new fees are being proposed. These are the Audiovisual Fee for check-out of feature films from the Library and an Emergency/911 Fee to recover the direct costs of the City's Emergency-911 call center. More information on these proposed fees is included in *Volume I* of the recommended FY 2004/2005 Budget in the section on *User Fees*.

Finally, the large increase in Rents and Concessions is caused by rental revenue collected from the Solid Waste Management Fund for SMaRT Station use of City-owned land. This charge was proposed as part of the FY 2003/2004 Budget and will be received beginning in FY 2004/2005.

Following are detailed discussions of the General Fund's six major revenue categories: Sales and Use Tax, Property Tax, Utility Users Tax/Franchise Fees, Transient Occupancy Tax, construction-related revenues, and State Shared Revenues.

**Sales and Use Tax**

Sales and Use Tax represents the second source of revenue to the General Fund. In FY 2000/2001 Sales Tax represented the largest revenue source and constituted



32.4% of total revenue. Since FY 2000/2001 Sales Tax revenue has fallen at a dramatic rate of 41% or nearly \$15 million. 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.

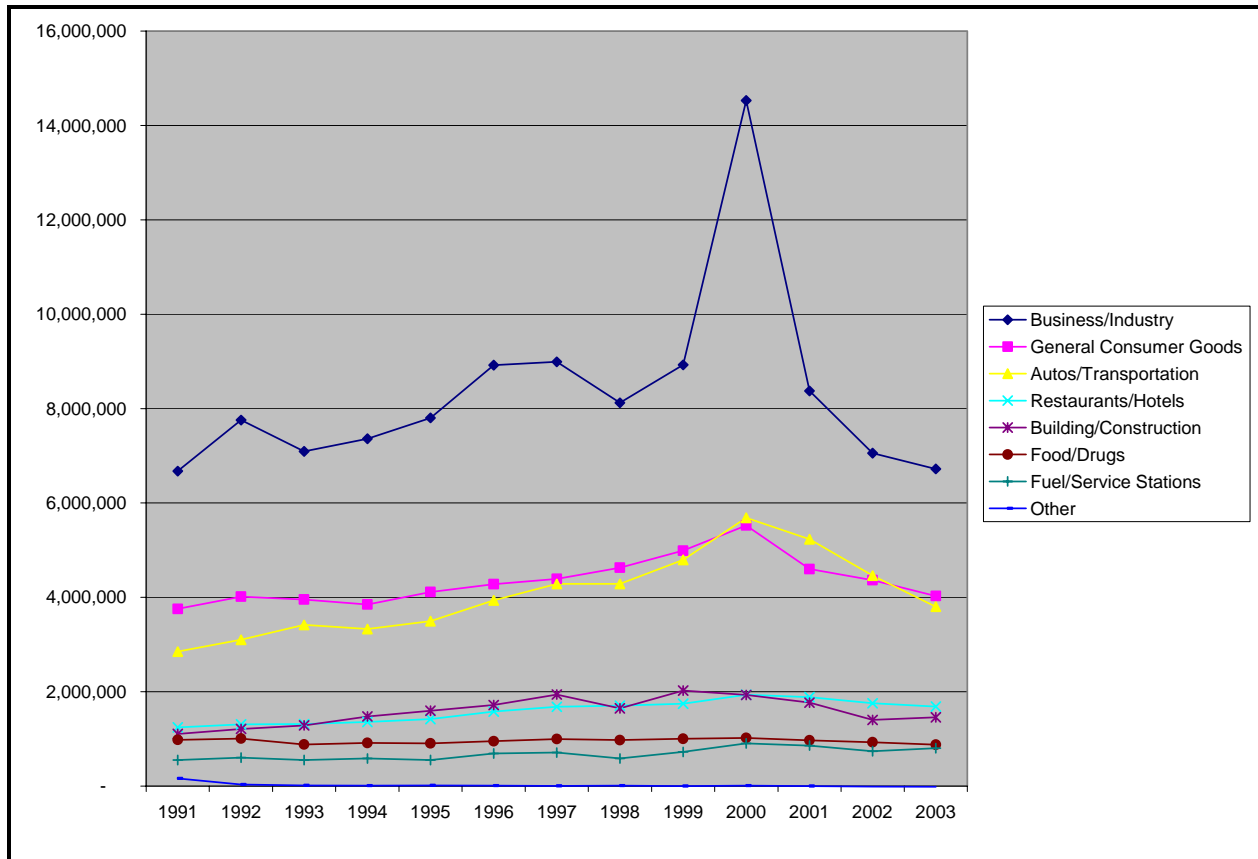
Sales and Use Tax is composed of two different types - general

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. Currently it constitutes nearly 35% of the aggregate.

Our revised Sales Tax estimate for FY 2003/2004, down approximately 6% or nearly \$1.5 million compared to our actual receipts for FY 2002/2003, reflects the continuing retrenchment of the local economic base. Based on the most recent receipts for the fourth quarter of calendar 2003, it would appear as though Sales Tax revenues for the Business and Industry sector have bottomed out and are beginning to show slow but measured signs of growth.

Projections for FY 2004/2005 are that the City's Sales Tax revenue will increase by approximately 6%, to \$22.7 million. For FY 2005/2006 we are forecasting an increase of 6% to \$24.1 million. To develop our projections we divided Sales Tax receipts into four major categories that had similar economic characteristics: Business and Industry, General Consumer Goods, Autos and Transportation, and Other. As can be seen from the graph below, each category has a unique pattern:

**City of Sunnyvale  
Sales Tax Receipts by Major Sector  
(Calendar Year 1991 - 2003)**



In forecasting our Sales Tax revenues for the next two years and the balance of the financial plan, staff developed individual projections for each sector, and then assimilated the numbers into a single weighted aggregate forecast. Review of the historical data indicated that the Sales Tax had an eight-year economic cycle, which is reflected in our projections over the entire Long Term Financial Plan.

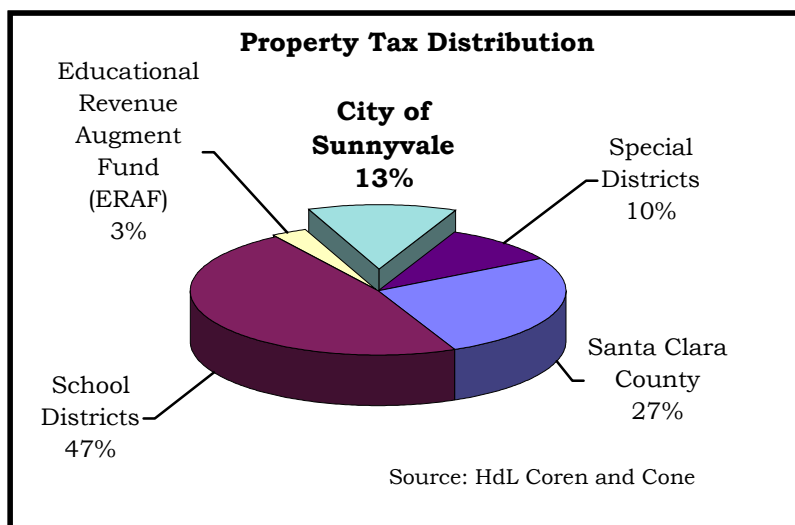
In summary, Sales Tax revenues have experienced wild swings over the last several years. Sunnyvale experienced unprecedented growth of about 20% per year in Sales Tax receipts in FY 1999/2000 and FY 2000/2001 due to a “boom” in high technology business. Unfortunately, this level of revenue was not sustainable. The current economic downturn was already impacting City revenues 3 years 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 are now anticipating a mild recovery over the next several years to a more realistic on-going level.

### **Property Tax**

The Property Tax now represents the largest source of General Fund revenue. 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 and will surpass Sales Tax revenue by year-end.

The following graph shows how Property Tax dollars are distributed in Santa Clara County. Sunnyvale currently receives 13% of every Property Tax dollar paid by property owners in the City. If the State budget deal is approved, the percent of Property Tax received by the City will increase.

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, this “ERAF shift” is now 3% of the Property Tax dollar, representing an annual loss to the City of Sunnyvale currently amounting to approximately \$6.3 million.

Even with the recent declines in the commercial real estate market, our Property Tax revenues have grown. This is due to two major factors. First, 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 are now being reflected on the assessment rolls. The second factor is the relative strength of the residential property segment. These two factors will result in a projected 1% increase overall in Property Tax revenue in FY 2003/2004 compared to the amount received in FY 2002/2003.

Revenue from Secured Property Tax, which represents about 80% of total Property Tax revenues, is projected to increase by approximately 3% next year. While the residential market appears to be holding its own, there are significant declines in the value of commercial property due to the area's high vacancy rates. However, the Santa Clara County Assessor has proactively reduced assessed valuations Countywide for both residential and commercial parcels and we expect this action to mitigate the effect of assessment appeals on our revenues.

In developing future projections we developed a model similar to that used for our Sales Tax forecasts. For Secured Property Tax we isolated the assessed valuations for both Residential and Commercial/Industrial, as each segment represents different stages of the economic cycle. For FY 2004/2005 we have anticipated continued growth in residential valuations since the residential housing market remains strong. Assessed valuations associated with commercial and industrial properties are anticipated to remain flat for the next fiscal year as this sector continues to have high vacancy levels. In the following fiscal year, FY 2005/2006, we anticipated 6% growth in the residential sector and 0.5% for commercial and industrial properties. We then used the eight-year economic cycle to project revenues for the remainder of the financial plan. Projections are that residential property tax will remain strong for the first ten years of the planning period, while the commercial sector will stay flat until FY 2007/2008 when it increases by an average of 3.5% through FY 2013/2014.

The proposed State budget deal has been reflected in our Property Tax projections beginning in FY 2004/2005. As discussed earlier, the Property Tax base will increase next year in relationship to a reduction in Vehicle License Fee revenues. This increase will be permanent, and the new base will grow in the following years with the actual growth of Property Tax.

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

Utility Users Tax (UUT) and Franchise Fees combined represent the third largest source of General Fund revenue. 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 decrease by nearly 2% in FY 2003/2004 compared to last year's receipts. This decline is primarily driven by a decrease in electrical rates charged by Pacific Gas & Electric ("PG&E"). In February of this year PG&E announced that the California Public Utilities Commission ("CPUC") had approved an average rate decrease of approximately 8% effective as of March

billing statements. This electric rate decrease is projected to be somewhat offset by increases in usage due to improved commercial building occupancy and higher natural gas prices. UUT and Franchise Fee revenues are projected to increase by 3% from FY 2004/2005 through FY 2013/2014, and 4% for the second ten years of the Long Term Financial Plan.

### **State-Shared Revenue**

State-shared revenues represent the General Fund's fourth largest revenue source. Vehicle License Fees ("VLF") currently make up over 91% of State-Shared 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 State's adopted FY 2003/2004 Budget included a reduction in VLF fees to local governments. Based upon last year's receipts staff estimated this would result in a reduction in City revenue of approximately \$1.8 million for the current year. The revised FY 2003/2004 estimate for VLF is \$5.7 million.

The recommended FY 2003/2004 Budget reflects the provisions of the State budget deal which permanently reduces the VLF rate and corresponding revenues to local government. This reduction equals 67.5% of the total. Our projections beginning in FY 2004/2005 show only the remaining base amount of the VLF and are therefore substantially lower than prior years.

Growth in this revenue in prior years had been driven by extremely strong auto sales resulting from the robust economy. However, even as the economy faltered, statewide vehicle sales remained surprisingly strong, in part due to unusually generous financing offers. For the remainder of the financial plan we have based our VLF projection on the historical receipts associated with the Autos and Transportation segment of the City's Sales Tax revenue. We are projecting a 6% annual increase for the first ten years of the Long Term Financial Plan and 4.4% for the second ten years.

The projected FY 2004/2005 reduction in State Shared revenue as compared to FY 2002/2003 actuals also reflects the cancellation of booking fee reimbursements as part of the State budget for FY 2003/2004. The proposed State Budget for FY 2004/2005 does not contain booking fee subventions going forward. There is some discussion occurring at the State level about booking fees, but it is likely to result in reduced costs rather than reinstating these revenues.

### **Transient Occupancy Tax**

Transient Occupancy Tax ("TOT") represents the fifth largest revenues source of the General Fund. In prior years, TOT has been 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, as evidenced by an extremely high level of correlation between TOT revenue and Sales Tax revenue from the Business and Industry category.

Over the past two years, Sunnyvale hotels have seen significant reductions in both average occupancy rate and average room rate. These decreases are directly related to the drastic downturn in the local economy and the current state of uncertainty surrounding the global economy.

As a result of these economic factors, we have seen a dramatic drop in our TOT revenues this year, which we forecast will be approximately 11% lower than last year's receipts. Compared to FY 2000/2001, this translates to a reduction of more than 57% or over \$6 million.

Based upon the most recent level of receipts, we are anticipating that TOT revenues have effectively bottomed out and are starting to show slow but measured indications of growth. Due to this recent trend, and to the extremely high correlation of TOT to Business and Industry Sales Tax, our projections for TOT mirror those associated with the Business and Industry Sales Tax category for the remainder of the Long Term Financial Plan. Our estimates for FY 2004/2005 show an increase of 10% to approximately \$5 million, and for FY 2005/2006 increase by 10% to approximately \$5.5 million. Future year projections mirror the business cycle seen in the Business and Industry Sales Tax sector and average approximately 6% over the remainder of the planning period.

### **Construction-Related Revenue**

Construction-related revenues represent about 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 commercial projects, as well as general increases in construction, these revenues showed extraordinarily large gains in FY 1999/2000 and FY 2000/2001. Clearly the economic downturn caused the levels of construction-related revenue to trend downward significantly in FY 2001/2002 and FY 2002/2003. Unusually high levels of residential development currently have caused the original projection for FY 2003/2004 to increase by approximately 17%. We have based future years' projections on an historical eight-year economic cycle. The forecast for FY 2004/2005 calls for growth of approximately 5.8% and 10% for FY 2005/2006. In the following years construction-related revenue will grow at lower levels from FY 2006/2007 until FY 2007/2008, and then decline until FY 2011/2012. The business cycle will then be repeated over the remainder of the planning period.



**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 2004/2005 are 2.01% above the Revised FY 2003/2004 Budget. However, 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.

<b>Table III Recommended Expenditures – General Fund and Gas Tax Fund Combined</b>						
Expenditure Character	2002/2003 Actual	2003/2004 Revised Budget	2004/2005 Proposed Budget	% Growth 2004/2005 over 2003/2004	2005/2006 Proposed Budget	% Growth 2005/2006 over 2004/2005
Operating	89,839,851	92,965,044	101,527,119	9.21%	107,715,735	6.10%
Budget Supplements*	0	0	51,290	N/A	52,316	2.00%
Project Operating	0	0	0	N/A	43,103	N/A
Projects	5,902,315	6,864,082	1,699,943	(75.23%)	2,289,230	34.67%
Debt	410,778	411,468	411,358	(0.03%)	410,138	(0.30%)
Lease Payments	1,215,678	1,216,678	1,211,728	(0.41%)	1,210,558	(0.10%)
Equipment	0	300,000	0	N/A	0	N/A
Fiscal Strategies	0	0	(1,100,000)	N/A	(2,300,000)	109.09%
<b>TOTAL</b>	<b>97,368,622</b>	<b>101,757,272</b>	<b>103,801,438</b>	<b>2.01%</b>	<b>109,421,080</b>	<b>5.41%</b>

\* In FY 2002/2003, Recommended budget supplements totaled \$4,129,424. Upon Council approval these costs are included in the Operating and Projects character lines.

The operating portion of the recommended FY 2004/2005 Budget is 9.21% above the Revised FY 2003/2004 Budget. However, this increase is primarily attributable to a major increase in CalPERS retirement costs, which are not under the City's control. The operating total reflected in the above table includes approximately \$5.42 million in increased retirement costs for FY 2004/2005 above the current level. When these retirement increases are factored out of the calculation, the real increase in General Fund operations is 3.4%.

The recommended FY 2004/2005 Budget is built on several key salary and benefit assumptions. First, salary increases have been projected based on preliminary survey information from the Human Resources Department. The following table indicates assumptions for salary increases in the future:

Labor Unit	FY 2004/05	FY 2005/06	FY 2006/07 – FY 2013/14	FY 2014/15 – FY 2023/24
SEA/Confidential	2.10%	3.00%	3.00%	4.00%
PSOA	3.40%	4.10%	3.00%	4.00%
COA	3.40%	4.10%	3.00%	4.00%
SEIU	8.12%	3.00%	3.00%	4.00%
Management	2.10%	3.00%	3.00%	4.00%

\*Increase for SEIU in FY 2004/05 represents an average increase for all classifications.

In general, all employees saw significant salary increases as the result of our local labor market and the City's competitive compensation philosophy during the past several years. Our labor agreements for all of the four bargaining units are still in effect, with SEA expiring on June 30, 2004. As Council knows, these agreements contain formulas that determine what salary increases will be in the future. These formulas are based on market comparisons with predetermined comparable cities within our labor market. We are not aware that a significant number of our comparator cities have asked for or received wage concessions from their employees this year. However, as shown in the above table, we are assuming that economic conditions will moderate future salary increases in our comparator cities.

An equally disturbing trend, with significant fiscal implications for the future, is the rapid escalation being experienced in the cost of personnel benefits. The recommended FY 2004/2005 Budget contains an increase of 21% in expenditures for the Employee Benefits Fund over this current year, and 9% for FY 2005/2006. The largest component of these increases by far is the cost of retirement contributions, which are continuing to rise as the effect of prior years' PERS investment losses are reflected in the new contribution rates. 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*.

Several other changes to General Fund expenditures are noteworthy. First, the Economic Prosperity programs of the Community Development Department that are not directly related to the Redevelopment Agency have been moved from the Redevelopment Agency Fund to the General Fund. This results in an increase in operations of about \$515,000 but also allows a larger repayment by the RDA Fund for the outstanding General Fund loans.

Second, funding for municipal election costs have been restored throughout the entire plan. Last year a Study Issue was proposed to explore the feasibility of consolidating municipal elections with State and Federal elections in even-number years in order to reduce election costs. Following the Study Issue, Council concluded that the City would be better served to keep the General Municipal Election in the odd-numbered years. In keeping with this policy direction, funds of about \$60,000 additional for the

separate elections have been included in the Office of the City Manager budget every other year.

Another change is the inclusion of the two separate Special Projects managed by the Office of the City Manager into a new program in their operating budget. In previous years, the Youth and Family Services project and the Integrated Neighborhood Services project reflected in the *Project Operating Costs* line of the General Fund *Expenditure* section. These costs are now included in operations in the approximate amount of \$335,000, and the *Project Operating Costs* have been reduced accordingly. There is therefore no net fiscal impact to this change.

Finally, the recommended FY 2004/2005 Budget includes approximately \$1.1 million in additional appropriations for the Department of Public Safety as follows:

- Salary increases for the Public Safety Officers Association (PSOA) and the Communications Officer Association (COA) were approved by Council in December 2003 on a one-time basis. On an annualized basis this direction has added \$576,001 to the department's budget.
- Per Council direction staff has added two positions (1 Public Safety Officer II and 1 Public Safety Lieutenant) to Program 485 – Special Operations Vice and Narcotics activities. Through this addition the ratio between proactive and reactive investigation has been raised to 60% and 40% respectively. This change in service level represents an addition of \$373,366.
- Staff has increased hours in order to fully fund 1 Internal Affairs Investigator. This position had previously been funded via SLES/BJA grant revenue. Due to continual declines in grant awards from both agencies staff has recommended to fully fund this position through the General Fund. The increase in budgeted hours represents a \$98,344 increase in obligations to the General Fund.
- Staff has added 1 Hazardous Materials Inspector to the FY 2004/2005 budget per Council direction received on March 30, 2004. Funding for this position will be partially offset by anticipated grant revenues for the California Integrated Waste Management Board. The remaining funding requirement will be derived from increases in fees and charges associated with City's Hazardous Materials program. Staff anticipates that this reduction will add only nominal costs to the General Fund.

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 2004/2005 are 9.41% above the Revised FY 2003/2004 Budget. Total General Fund recommended expenditures, including projects, debt, and equipment, are 3.07% above the Revised FY 2003/2004 Budget.

**Table IV Recommended Expenditures – General Fund**

Expenditure Character	2002/2003 Actual	2003/2004 Revised Budget	2004/2005 Proposed Budget	% Growth 2004/2005 over 2003/2004	2005/2006 Proposed Budget	% Growth 2005/2006 over 2004/2005
Operating	89,006,156	90,965,044	99,527,119	9.41%	105,715,735	6.22%
Budget Supplements*	0	0	51,290	N/A	52,316	2.00%
Project Operating	0	0	0	N/A	43,103	N/A
Projects	4,456,134	5,377,990	1,186,220	(77.94%)	1,519,118	28.06%
Debt	410,778	411,468	411,358	(0.03%)	410,138	(0.30%)
Lease Payments	1,215,678	1,216,678	1,211,728	(0.41%)	1,210,558	(0.10%)
Equipment	0	300,000	0	N/A	0	N/A
Fiscal Strategies	0	0	(1,100,000)	N/A	(2,300,000)	109.09%
<b>TOTAL</b>	<b>95,088,746</b>	<b>98,271,180</b>	<b>101,287,715</b>	<b>3.07%</b>	<b>106,650,968</b>	<b>5.30%</b>

\* In FY 2002/2003, Recommended budget supplements totaled \$4,129,424. Upon Council approval these costs are included in the Operating and Projects character lines.

### **Budget Supplements**

Budget supplements are called out separately in the recommended budget to draw a distinction between the service levels provided in the baseline budget and recommended expansion or reduction of service levels. Supplements are normally presented to the City Manager by staff during the budget review process and then the City Manager makes a recommendation to Council. If a supplement is approved as part of the budget adoption in June, that particular activity is moved into the baseline budget and reflected as such in the adopted budget document.

This year, there are four budget supplements included in *Volume I* of the budget document. Three of these were initiated by staff, and the fourth reflects the results of the Council service reviews conducted in March and April.

- **Budget Supplement #1 – Continue Additional Funding for Sunnyvale Library’s Children Collection:** During the last operating budget cycle, analysis indicated that the materials acquisition budget was inadequate for the demands on the children’s collection. \$40,000 was added for each year of the two-year budget, to be reviewed during the following budget process. Current circulation data indicate demand has continued to grow for children’s materials and this budget supplement seeks to continue the funding on an on-going basis. The City Manager is recommending that this supplement be funded by Public Library Funds rather than the General Fund.

- **Budget Supplement #2 – Reallocate Resources from Employee Communication to Website Content Management:** To assume content responsibilities for the City’s website, the Communications Division in the Office of the City Manager is requesting reallocation of resources within the division to take on these responsibilities. No additional funding is requested. However, the reallocation will reduce the publication of the Harbinger (Sunnyvale’s electronic employee newsletter) from 12 to 6 times a year, shift scheduling and management responsibilities of the Utility Bill Insert program to the Finance Department and reduce time spent on the design for KSUN-18 slides.
- **Budget Supplement #3 - Recommendations of Council Service Review Process:** The services that Council provided policy direction on have been reviewed by the City Manager. Costs for these services and the City Manager's recommendations are included. The Budget Supplement includes detailed information regarding the amount of reduction or increase and the service level effect for each service.
- **Budget Supplement #4 – Funding for the 2004 Downtown Summer Music Series:** The Sunnyvale Downtown Association has requested support from the City for the Downtown Summer Music Series “Music and Market.” This budget supplement would provide up to \$4,500 to help defray the costs of Public Safety and Public Works services provided for this series. These one-time costs would be budgeted into a special project in the General Fund if approved.

Detailed reports for these budget supplements are located in *Volume I* of the recommended budget document, under *Budget Supplements*.

### **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).

The recommended FY 2004/2005 Budget for the General Fund includes \$142,893 in Capital Projects, \$764,721 in Special Projects, and \$142,531 in Outside Group Funding Projects. Additionally, 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 additional projects affecting the General Fund which are either new or have changes in funding in the recommended FY 2004/2005 Budget:

- **Property and Evidence Purge Project** - According to a "Needs Assessment" done for the Public Safety Property Unit, there is a significant backlog of case evidence that needs to be purged. There are currently 6,522 cases eligible for purge; these are cases for which conviction and sentencing data is available, the statute of limitations has passed, no arrests have occurred, and/or the property is listed as found or safekeeping. This project is necessary to accommodate serious space needs within Public Safety's existing Property/Evidence facility and to ensure we are maintaining compliance with legal mandates as well as industry standards set by IAPE (International Association of Property and Evidence Professionals). The project has been programmed in the General Fund in the amount of \$31,512 for FY 2004/2005, \$32,142 in FY 2005/06 and \$32,785 in FY 2005/06.
- **Murphy Avenue Decorative Street Lighting Replacement:** Every two years, the decorative tree lights on Murphy St. need to be removed and replaced, and the trees need to be pruned by the tree crew. Without this maintenance effort, the trees become overgrown and the lights break down resulting in an unsightly downtown appearance. This project was originally budgeted in FY 2003/2004 in the General Fund Assets Sub-fund of the Infrastructure Fund. Starting in FY 2004/05, this project has been programmed as a placeholder. Funds will not be appropriated until a Business Improvement District in the Downtown Area has been established to provide ongoing funding for these costs.
- **Bernardo Avenue CalTrain Undercrossing:** This project provides for the construction of a bicycle and pedestrian undercrossing of the CalTrain tracks at Bernardo Avenue. The total cost of this project has been estimated at \$1.3 million, with 80% to come from the Santa Clara Valley Transportation Authority ("VTA") as part of their bicycle expenditure program, and the 20% match to come from the City's Gas Tax funds. The VTA's contribution is scheduled to be allocated September 2004.

In addition to the direct funding of capital and special projects discussed above, the General Fund makes an annual contribution to the Infrastructure Renovation and Replacement Fund to support the Long Range Infrastructure Plan. The recommended FY 2004/2005 Budget and Long Term Financial Plan includes an ongoing contribution of approximately \$2.2 million for FY 2004/2005, increasing with inflation over the twenty-year planning period. *Volume II, Projects Budget* contains details on the Infrastructure projects included in the recommended FY 2004/2005 Budget.

### **General Fund Reserves and Set-Asides**

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. The reserves and set-asides contained in the General Fund's Long-Term Financial Plan play a pivotal role in the City's multi-year planning strategy.

The City has established five reserves in the General Fund that are restricted by prior policy or legal requirements to specific uses. Most of the City's reserves are established in accordance with policy adopted in the Fiscal Sub-Element of the General Plan. Policy 7.1B.8: states:

“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.”

The General Fund currently has four reserves that are designed to be used according to the policy above. These reserves are contained in the General Fund's financial plan under the sub-heading, *Designated Reserves*.

The first is the *Contingencies Reserve* equal to 20% of the operating budget each year. This reserve is to be used only in case of emergency or disaster, and is not intended for normal unanticipated expenditures. In the Fiscal Sub-Element, the policy calls for this reserve to be 10% of operations, but Council policy in FY 1992/1993 changed it to 20% of operations. This reserve changes each year as operations of the General Fund either increase or decrease.

The General Fund also has an additional 5% of operating costs in the *Service Level Contingency Reserve*. This reserve was established in FY 1993/1994 to provide funds for increased service levels or costs in excess of inflation. In earlier years, the Resource Allocation Plan contained an on-going set-aside called the “One Percent of Operations Set-aside” that provided the ability to handle revenues that did not perform as well as projected and expenditures that increased more than inflation. This set-aside was replaced by the *Service Level Contingency Reserve*. It is important to note that the reserve is one-time, and once drawn down it is gone. The set-aside, on the other hand, was available each year and accumulated if not used.

A third reserve in the General Fund is 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 were 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. This reserve has been reduced dramatically as the City has paid for the Senior Center Construction project. The balance of this reserve at the end of FY 2003/2004 is currently projected to be \$490,212.

A fourth reserve in the General Fund is entitled the *20-Year RAP Reserve*. This reserve functions to levelize economic cycles from year to year. By letting this reserve vary each year, the fund can absorb the cyclical effects of the economy and specifically plan for project-related expenditures. In essence, this reserve grows during periods of economic growth and is drawn down during the low points of economic cycles to maintain stable service levels. The *20 Year RAP Reserve* functions very effectively to prevent us from adding services at the top of the economic cycle that cannot be sustained while allowing us to maintain 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.

The function of the *20-Year RAP Reserve* and its strength has been particularly apparent in the last two years as the City has struggled with the rapid economic downturn in the region. In prior years when the City was experiencing strong economic growth, the reserve was building up over time to the \$61 million level reached in FY 2002/2003. Then, as the effects of the economic downturn began to be fully felt, the reserve was available to provide a “cushion” to maintain City services at desired levels. In the recommended FY 2003/2004 Budget a structural imbalance between revenues and expenditures of \$14-15 million was identified, and a plan consisting of a combination of service level/expenditure reductions and fee increases was implemented to bring the General Fund into balance over the twenty-year planning period. Last year's Long-Term Financial Plan showed the *20-Year RAP Reserve* being drawn down even with the proposed budget reductions until FY 2013/2014, when we projected that the economy would stabilize and begin to grow.

A detailed discussion of our current projections for the *20-Year RAP* beginning in FY 2004/2005 is found in the section below entitled *General Fund Fiscal Position*.

Finally, the City has one restricted reserve, the *Land Acquisition Reserve*, which has a balance of \$3 million. This reserve was established in FY 1994/1995 for the purpose of purchasing land or property in the downtown area with an emphasis on future income generation through economic development. It has been used to purchase key parcels in the downtown area, and as the land is sold to the private sector, the reserve is replenished.

During FY 2004/2005 staff will be reviewing the use of reserves and their appropriate levels as part of our fiscal strategies.

### ***General Fund Financial Position and Required Fiscal Strategies***

The further decline in Sunnyvale's General Fund revenues and another sharp rise in personnel costs have led to a continuing structural imbalance between revenues and expenditures in the City's General Fund. Last fiscal year the structural gap was estimated to be \$14-15 million, but as noted above a combination of service



level/expenditure reductions and fee increases was adopted to address this problem. In spite of these actions we are projecting that revenues and expenditures will still be out of balance for the first portion of our planning period.

For the FY 2004/2005 Long Term Financial Plan, a new section has been added to the bottom underneath the *Fund Balance* information to display the *Total Current Resources*, *Total Current Requirements*, and the *Difference* between them. As can be seen from this information, a structural imbalance between revenues and expenditures exists for the first five years of the plan, or through FY 2008/2009. In FY 2009/2010 the revenues and expenditures are essentially even and then revenues begin to be greater than expenditures by varying amounts.

The recommended FY 2004/2005 Budget and Long Term Financial Plan for the General Fund includes several elements that contribute both positively and negatively to the fiscal status. All known provisions of the Governor's proposed State Budget have been reflected, as described above in the section on *Effects of State Budget Deal on Estimated Revenues*. The effects of the Triple Flip required by the State's Economic Recovery Bonds have been portrayed over a ten-year period.

Two local actions that may have an extremely positive impact on the fiscal condition of the General Fund have been anticipated in the FY 2004/2005 Plan. First, full implementation of the Emergency/911 fee that was proposed last year has been reflected. The FY 2003/2004 Adopted Budget included revenues of \$250,000 annually from this source beginning in FY 2004/2005. Further refinement of our methodology has led staff to conclude that the original projections were substantially understated, and so we have included an additional \$1,750,000 in revenues from this source beginning in FY 2004/2005.

Second, the additional Sales Tax that will be generated from redevelopment of the Town Center Mall has been reflected in the plan starting in the second half of FY 2007/2008. This revenue has been estimated net of potential additional City costs that may be required by the development.

When all of the elements discussed above have been taken into consideration, the General Fund Long Term Financial Plan will still require decreases in expenditures or increases in revenues in order to balance over the first portion of the planning period. Staff is reflecting the amount of these actions needed in the line item *Fiscal Strategies* contained in the *Expenditures* section of the plan. As can be seen, strategies that will either reduce costs or increase revenues will need to be in place starting midway through FY 2004/2005 and will continue through FY 2011/2012.

Staff is recommending that Council make its final decision on the service level reductions in December 2004. This will allow for a comprehensive analysis of each reductions and the development of an implementation plan. Additionally, several currently unknown factors will be resolved. First, it is likely that the State budget will have been passed and its ramifications fully understood. Second, the fate of the LOCAL initiative to be voted on in the November 2004 election will be decided and its effect on our long-term revenues will be clearer. Third, the state of the local economic recovery will be more apparent after several quarters of experience. Finally, staff will have time to explore a number of the cost saving strategies and ideas included in

Appendix A. Some of these strategies may produce cost savings or revenue increases which would mitigate the need for the identified service level reductions. At that point, Council would need to prioritize the recommended reductions along with the proposed cost saving strategies. Staff will seek Council direction as to the reductions and other fiscal strategies in December 2004.

### ***Fiscal Uncertainties***

In past years the General Plan Long Term Financial Plan has contained a 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 last two years, it has been clear that budget reductions and revenue increases were going to be necessary in order to balance the structural deficit in the General Fund. In the Adopted FY 2003/2004 Budget the *Fiscal Uncertainties* line item was retained as a small amount that could be available to Council for unexpected operating costs.

For the recommended FY 2004/2005 Budget the *Fiscal Uncertainties* line item has been zeroed out for the first nine years of the plan. However, assuming that the strategies discussed above are put into place and the Long Term Financial Plan is balanced, as revenues begin to exceed expenditures in the latter part of the first ten years it will be possible to reinstate the *Fiscal Uncertainties* line item beginning in FY 2013/2014. At this point, approximately \$1.2 million will be available on an ongoing basis to provide latitude for increased service levels or financial issues that we may be experiencing. It should be cautioned, however, that there are a number of pressures on the expenditure side that may pose fiscal challenges for the City in the upcoming years. These include items on the expenditure side that are growing faster than inflation, such as personnel costs and benefits, and items that may jeopardize our ability to collect City revenues. Examples of this latter category include the changes in telecommunications such as Voice Over Internet Protocol (VOIP) that may reduce our Utility Users Tax in the future. An additional challenge will be the unfunded capital and infrastructure projects that have been identified this year which total about \$200 million.

Of course, the fiscal issues and challenges that we face 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. Still, caution is advised and Council is urged to stay the course in "changing our lifestyle" to accommodate our reduced revenue base.

## **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.

Beginning in FY 2001/2002 new state funding for streets and road systems (AB 2928 - State Traffic Congestion Relief Program) has been 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.

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.

Operating expenses programmed for street maintenance in this fund are \$2 million for FY 2004/2005 through FY 2006/2007. In future years, operating expenses vary from \$2 million to \$2.7 million each year.

The recommended FY 2004/2005 Budget for the Gas Tax Fund has 2 capital projects totaling \$24,753. These are for Roadway Geometric Improvements (\$14,653) and Transportation Project Design (\$10,100).

The project administration expenditure in the Gas Tax Fund represents the in-lieu charge for Engineering Services that are expected to be utilized in supporting Gas Tax-funded capital projects; these projects are reflected here and also in the Capital Projects Fund. The cost is higher over the first three years of the long-term financial plan because there are a number of large-scale projects that are programmed from Gas Tax revenues during that time period.

Finally, the recommended FY 2004/2005 Budget reflects a transfer to the Capital Projects Fund/Gas Tax Sub-fund of \$3,197,352 to support street-related capital projects as follows:

Washington and Mathilda Intersection Improvements	\$802,000
Mathilda Avenue Railroad Overpass Improvements	2,395,352

## **ENTERPRISE FUNDS**

The Enterprise Funds of the City incorporate 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 2004 Council approved the following rate changes as recommended by staff:

Utility	Rate Change
Wastewater	5.0%
Water	5.0%
Solid Waste	4.0%

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 4.6% overall. It is important to note that even with the rate changes, Sunnyvale residents enjoy utility rates that are 29.5% lower than the average of surrounding communities. This amounts to annual savings of approximately \$346 per household.

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.

### **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.

Sunnyvale currently receives water from four different sources. Approximately 42% comes from the San Francisco Public Utilities Commission ("SFPUC"), 46% from the Santa Clara Valley Water District ("SCVWD"), 6% from well water, and the remaining 6% from recycled water.

A significant portion (66.8%) 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: the San Francisco Public Utilities Commission ("SFPUC") and the Santa Clara Valley Water District ("SCVWD"). Currently, we are paying \$479 per acre-foot to SFPUC, and \$460 per acre-foot to SCVWD.

Prior to preparing a Twenty-Year Water Forecast, staff obtains projections from each of the City's water wholesalers for next year and beyond. In general, each of the City's suppliers provides price projections for a one to ten 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.

For the first five years of the Forecast, staff maximizes the use of SFPUC water to take advantage of the benefit provided by a rebate for recycled water. Starting in the seventh year (FY 2010/2011), the Forecast maximizes the use of well water, which is currently the City's most cost-effective source of water. However, the bulk of the water must still come from our wholesale suppliers as the wells are only able to generate a limited amount of acre feet before the power costs drive the unit cost for the water above that which is available from our wholesalers. At this same point, the projected acre feet taken from the SFPUC and SCVWD are essentially flattened for the remainder of the 20-year period with the continued increases in the use of well water to meet the projected demand in FY 2023/2024.

The recommended FY 2004/2005 Budget assumes increases of 5% for SFPUC and 7.6% for SCVWD, based on initial projections received by staff in April. The Budget also includes projections provided by SFPUC for nine additional years and by SCVWD for four more years. It should be noted that the SFPUC is projecting substantial rate increases in FY 2009/2010 through FY 2011/2012 to reflect completion of their ambitious Capital Plan. The projections provided by each agency are as follows:

	<b>SFPUC</b>	<b>SCVWD</b>
FY 2004/2005	5.0%	7.6%
FY 2005/2006	6.0%	8.1%
FY 2006/2007	6.0%	6.5%
FY 2007/2008	6.0%	7.9%
FY 2008/2009	12.0%	7.3%
FY 2009/2010	18.0%	
FY 2010/2011	12.0%	
FY 2011/2012	13.4%	
FY 2012/2013	6.0%	
FY 2013/2014	6.0%	

Our experience tells us that the projections from the SFPUC are particularly unreliable, and subject to frequent change. In fact, after our rate-setting process in April, staff received word that the increase from SFPUC would be 2.7% instead of the projected 5%. Beyond the first year, the projections from SFPUC have been adjusted by staff to be no less than 6% to mitigate potential fluctuations in cost due to wildly varying SFPUC rates.

A major potential influence on water rates continues to be the need for significant improvement to the SFPUC's Hetch-Hetchy system infrastructure. As staff has mentioned for several years, SFPUC has identified a need for 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 28 jurisdictions outside of the City of San Francisco who make up approximately 70% of the system's customers (the "Suburban Users"). In May 2002 the SFPUC approved a \$3.6 billion Capital Improvement Program ("CIP") and in November 2002, the San Francisco voters approved a \$1.6 billion bond measure, the largest ever approved in city history, to fund the San Francisco portion of the project. The remaining portion of the CIP is to be funded by the suburban Users.

The SFPUC is focused on implementing the CIP, and the projected increases in the cost of purchased water from SFPUC are due to capital improvements and related adjustments to the costs associated with program operations. The fact that the projected purchased water rates are climbing is a sign that SFPUC is beginning to implement projects that have been in the planning stages for many years.

Additionally, the recommended FY 2004/2005 Budget and Long Term Financial Plan for the Water Fund reflects a variety of capital, special and infrastructure projects totaling more than \$18.6 million through FY 2023/2024. Most notable are projects to replace and upgrade the Water Supervisory Control System (\$1.9 million) and reburishment of the Wright Avenue water tanks (\$375,000.) Other projects include the ongoing replacement of a variety of water lines, manholes, and pumps, and security improvements at the City's well sites. The plan also provides partial funding for future projects including the replacement of water valves, pump station buildings, and the ongoing maintenance and refurbishment of a variety of water tanks and facilities.

For FY 2004/2005 the City's method of accounting for capital and infrastructure projects in the utility funds has been changed to reflect preferred practices. Previously, capital or infrastructure projects for all funds, including the Water Fund, were accounted for in the Capital Projects Fund or the Infrastructure Renovation and Replacement Fund, with transfers from each benefiting fund being made over the Long-Term Financial Plan. Beginning in FY 2004/2005, the capital projects are being accounted for within the fund itself, and the infrastructure projects are being

accounted for in a separate sub-fund of the respective fund. This change is reflected on the Long Term Financial Plan in two areas. First, under *Current Resources*, transfers are being made into the Water Fund from the Capital Projects Fund and the Infrastructure Fund. These transfers are being made to return the unexpended funds for capital or infrastructure. Second, capital projects and infrastructure projects totaling about \$17 million are now reflected in the Water Fund Long Term Financial Plan directly. The transfer to the infrastructure fund has been reduced to reflect only those projects that are funded by multiple funds and therefore are properly reflected in another fund.

In the recommended FY 2004/2005 Budget a special project to perform a Cost of Service Study on the City's water utility has been funded. The study will work to reallocate the costs associated with providing water to Sunnyvale customers among the various customer classes based on their use of the system. Staff also plans to have the study identify the total costs to produce recycled water, including the indirect benefits realized through reduced potable water purchases and reduced discharge of wastewater to the San Francisco Bay. The study will take the major part of the year to complete. The results will be reported as part of the FY 2005/2006 utility rate report.

Another new item on the Water Fund Long Term Financial Plan is the Municipal Utilities Infrastructure Fee. This is a new fee that was approved in concept in last year's Budget process and will take effect in FY 2004/2005. The City currently charges a franchise fee to the private utilities that operate in the City for the purposes of covering the impacts from the utility's operations on City infrastructure. A franchise fee is also charged to Specialty Solid Waste and Recycling, the holder of an exclusive franchise for providing refuse collection services within the City. The new Municipal Utilities Infrastructure Fee will be collected from City-owned utilities for their impact on General Fund assets. The Department of Finance has engaged an expert to determine the impact of the Water and Wastewater utilities on the City's street system. The completion of the study will provide recommendations as to how to allocate reimbursements to the City's General Fund that will meet the legal requirements associated with implementing a fee of this nature. Staff has programmed a total of \$644,780 a year into the Long Term Financial Plans for the two utilities beginning in FY 2005/2006. This estimate is split in half between the two funds to approximate the transfers that may result from this study. These transfers are reflected for the full 20 years of the plans, adjusted for inflation.

The Water Supply and Distribution Fund Long Term Financial Plan reflects one Interfund loan from the General Fund. During FY 2002/2003 the City purchased property located at 239 Commercial Street to provide additional space for the Public Works Corporation Yard. The total purchase price of \$2,530,000 was funded by the City's Water and Wastewater enterprise funds based on the number of staff located at the Corporation Yard. The Water Fund's share of the cost amounted to 64%, or \$1,632,000. The Water Fund did not have sufficient funds for the purchase, and the General Fund loaned the Water Fund the total amount. The loan accrues interest of 6% starting in FY 2002/2003. Payments are deferred until FY 2007/2008 and will continue through FY 2025/2026.

The Fiscal Sub-Element of the City's General Plan calls for the Water Fund to maintain a Contingency Reserve of 25% of operations. This Contingency Reserve is to be used only in the event of disasters or other emergencies. The Water Fund also maintains a Rate Stabilization Reserve to smooth utility rates from year to year. Finally, the 20-Year Resource Allocation Plan ("20-year RAP ") Reserve serves in this fund, as it does in the General Fund, to levelize economic cycles and plan for project-related expenditures.

The rate increase approved by Council for water utility services for FY 2004/2005 is 5%, compared to the 4% anticipated last year. The projected rate increases anticipated over the remainder of the 20 years are shown at the bottom of the Water Fund Long Term Financial Plan. Also shown is the percent change in purchased water cost for each year. It is important to note that the water rate increases anticipated are in most cases significantly lower than the projected increases in the cost of purchased water.

### **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.

The City owns and operates an extensive system for management of wastewater (sewage) within City limits and in a small area in northern Cupertino. The system includes approximately 327 miles of sewer pipes and a 29.5 million gallon per day ("MGD") Grade V Water Pollution Control Plant. Operations include the transport of sewage to the treatment plant, wastewater treatment, recycled water production, industrial discharge inspection and enforcement, and many other services related to wastewater. Although the WPCP has a 29.5 MGD capacity, it is currently processing about 15 MGD. One issue that will be explored in the next year is whether it would be possible to make some of this capacity available to other nearby jurisdictions to help defray overhead and provide additional revenue to this fund.

Infrastructure maintenance and replacement has been and remains the largest issue for the Wastewater Management Fund. The Long Term Financial Plan reflects large infrastructure expenditures on projects that are underway in the early years of the plan. These projects were largely funded by revenues from the 2001 Water and Wastewater Revenue Bonds,

Portions of the treatment plant and collection system are approaching 50 years in age. Staff has made significant progress in the past year identifying projects for the future and working to isolate the cost and life span of various pieces of infrastructure, both at the treatment plant and in the collection system. As they are identified, projects are incorporated into a long-term infrastructure replacement plan which will then drive the financing of the projects and ensure that all wastewater collection and treatment processes are maintained in working order. Potential funding sources are being explored with the goal of minimizing the impact of infrastructure renovation and replacement on ratepayers.



The recommended FY 2004/2005 Budget reflects this need for significant capital improvements, with \$46 million programmed over the 20-year period. The major infrastructure project is the Borregas Sanitary Trunk Sewer Replacement, budgeted at \$5.6 million over a three year period ending FY 2004/2005. Other significant projects include the rehabilitation of Storm Pump Station No. 1 (\$1.2 million) and Replacement of the Digester Lids (\$1 million over three years). The plan also provides partial funding for future projects including the replacement of sewer mains, pump station buildings, and the ongoing maintenance and refurbishment of a variety of wastewater related facilities.

As with the Water Supply and Distribution Fund, the method of accounting for capital and infrastructure projects has changed beginning in FY 2004/2005. This change is reflected in the transfers in from the Capital Projects Fund and Infrastructure Fund of unexpended funds, and the capital and infrastructure projects that are shown directly in the Wastewater Fund starting in FY 2004/2005.

Environmental regulations continue to restrict numerous pollutants, requiring additional study and increased public outreach efforts to reduce the amount of pollutants reaching the San Francisco Bay. Staff is currently undertaking efforts to renew the City's discharge permit under these more stringent requirements. In prior years, three ongoing efforts related to our National Pollutant Discharge Elimination System (NPDES) permit and the control of non-point source discharges were shown in this fund as special projects. Since they are ongoing and are actually operational in nature, these projects have been folded into operations for FY 2004/2005. This will show as a apparent sharp decrease in special projects and a corresponding increase in operations beginning next year.

As part of the City's budget process in FY 2003/2004, Public Works staff identified reductions to the Wastewater Management Program. One of these reductions was the service to maintain, repair, and replace private sewer laterals and install clean out on private sewer laterals related to street tree damage. In March 2004 Council directed staff to include restoration of this service in the recommended FY 2004/2005 Budget. This restoration is reflected as a budget supplement in the amount of \$332,062. This cost has been included in calculating the proposed rate increase for FY 2004/2005.

The recommended FY 2005/2006 Budget for the Wastewater Management Fund reflects payment of a Municipal Utilities Infrastructure Fee to the General Fund in the amount of \$332,390. This new fee has been discussed in more detail in the section of this Transmittal Letter dealing with the *Water Supply and Distribution Fund*.

The Wastewater Management Fund Long Term Financial Plan reflects two Interfund loans from the General Fund. In FY 1980/1981 the General Fund advances to the Wastewater Management Fund \$10.7 million for the purpose of remodeling the primary facilities of the WPCP and expanding the plant capacity from 22.5 million gallons per day to 29.5 million gallons per day. The advance bears interest at 7%. Repayment of the loan has been accelerated to begin in FY 2004/2005. Payments will continue through FY 2023/2024. The General Fund also advanced an additional \$2,453,635 to the Wastewater Management Fund for cash flow purposes in FY 1995/1996. Repayment of the loan is ongoing and continues through FY 2023/2024.

As with the Water Fund, the Wastewater Management Fund by policy maintains a Contingency Reserve of 25% of operations, a Rate Stabilization Reserve and a 20-Year Resource Allocation Plan Reserve.

The rate increase approved by Council for Wastewater services for FY 2004/2005 is 5%, the same as last year's projection. Annual rate increases for the remainder of the planning period are shown at the bottom of the Long Term Financial Plan.

### **Solid Waste Management Fund**

The Solid Waste Management Fund accounts for the revenues and expenses related to collection, recycling, and disposal 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 ("Specialty"), 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.

In budgeting for municipal solid waste management expenses, the most significant factor influencing revenues and expenses are tons of solid waste collected, transferred, and disposed. Staff begins preparation of the Solid Waste Long Term Financial Plan by projecting the amount of material that is anticipated to be delivered to the SMaRT Station. For forecasting purposes, staff has separately projected residential and commercial/industrial tonnage. Residential projections are based on new housing forecasts and are expected to remain relatively flat. The commercial/industrial forecast is based on the 8-year economic cycle of tonnage that is reflected in historical data for the Solid Waste Fund. Revised tonnage projections for FY 2004/2005 have remained fairly flat from last year's anticipated projections, dropping only 2%. As mentioned earlier, tons increase and decrease trending the assumed economic cycle.

One current issue that has been reflected in the recommended FY 2004/2005 Budget for the Solid Waste Fund is the proposed extension of the Specialty contract. In November 2003 City Council adopted alternatives to approve a change to the depreciation schedule for Specialty's trucks and equipment, and directed the City Manager to negotiate and return with a contract amendment that extended the term of the contract. At that time, Council also directed that a detailed performance review of Specialty's operations be undertaken by the City. The proposed FY 2004/2005 solid waste utility rates incorporate the effects of this council action. The proposed extension of depreciation manifests itself as a savings in the yearly contractor payment. The Long Term Financial Plan also anticipates the receipt of \$1,043,830 in one-time accrued depreciation savings from Specialty in FY 2004/2005.

One new cost reflected in the Solid Waste Fund Long Term Financial Plan starting in FY 2004/2005 is a charge for rent for use of the land that the SMaRT Station occupies. The SMaRT Station is located on a parcel of land also occupied by the landfill that records indicate was originally purchased by the City with the intent of establishing a park. The facility resides on 9.5 acres of land. Currently the City's

General Fund receives no revenue from the Solid Waste Management Fund's use of this land, even though the Solid Waste Fund receives a benefit for its use. Taking into consideration the location and values of comparable land, staff is recommending that the General Fund be reimbursed \$11.25 per square foot for the use of the land, for a total payment of \$333,602. This payment is reflected for the full term of the plan, adjusted for inflation.

The Solid Waste Management Fund Long Term Financial Plan reflects one Interfund loan from the General Fund and one Interfund loan from the Water Supply and Distribution Fund. From FY 1984/1985 through FY 1988/1989 the General Fund advances a total of \$14,185,152 to the Solid Waste Fund for the construction of the landfill methane gas collection system and for stabilization of rates over the long term. The advance bears interest at 7%. Repayment of the loan has been accelerated to begin repayment in FY 2004/2005. Payments will continue through FY 2023/2024.

During FY 1993/1994 the Water Fund advanced \$1,707,698 to the Solid Waste Fund to finance a portion of the cost to place a final cover on the City's landfill. Payoff of the loan in full has been programmed for FY 2004/2005.

By fiscal policy, the Solid Waste Fund maintains a Contingency Reserve of 10% of operations. This is less than the 25% required for the other two utility enterprises to reflect that fact that this operation has less risk for damage or disaster. The Fund also maintains a Rate Stabilization Reserve and a 20-Year Resource Allocation Plan Reserve similar to the other utilities.

The rate increase adopted by Council for FY 2004/2005 is 4.0%, half a percent less than planned last year. The projected rate increases for the remainder of the planning period are reflected at the bottom of the Solid Waste Management Fund Long Term Financial Plan.

### **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.

In February 2003, the City completed the sale of the City of Sunnyvale Solid Waste Revenue Refunding Bonds, Series 2003. The transaction produced net present value savings of \$1,231,530.93, or 6.756% of the par amount of the refunded bonds. The majority of the savings occur in the final year of debt service when the payments are covered by the reserve fund and reserve fund earnings. The savings are distributed to each of the three cities based on their share of the debt service established under the MOU. Sunnyvale will realize approximately \$681,000 in savings over the life of the bonds.

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 recommended FY 2004/2005 SMaRT Station Long Term Financial Plan reflects debt service for the original cost of the facility through FY 2017/2018. The MOU with Palo Alto and Mountain View continues through October 2021. Staff projects that while most of the equipment can be maintained in good working order through the term of the MOU, there will come a point when major equipment and the structure itself will need replacement. When the end of the MOU term approaches, Sunnyvale will begin the process of exploring various refuse transfer and disposal options that are available on the market at that time. The most likely option at this juncture is the refurbishment or replacement of the SMaRT Station. Staff will consider this issue again during the FY 2005/2006 Budget process and reflect any changes that may affect the City financially in the Long Term Financial Plan.

### **Community Recreation Fund**

This fund, which was created in FY 1991/1992, 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. 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 that would have been required to support leisure services in Sunnyvale going forward.

The recommended FY 2004/2005 Budget for the Community Recreation Fund includes a number of key issues for Council consideration, as discussed below.

#### **Golf Services**

Golf operations continue to be the greatest single source of revenue for this Fund, providing over \$1.7 million of net profit to the Fund in FY 2002/2003 to support other subsidized recreation services. Sunnyvale's golf courses are on track to again generate

a substantial overall profit for FY 2004/2005. However, the general decline in the local and state economy has definitely had a negative effect on golf play, and that will be reflected in year-end results. Staff estimates that the combined courses will generate several hundred thousand dollars less in green fees than planned for this fiscal year. As a result of this decline in play and impacts on the local economy, Council acted in March of 2004 to postpone increases in green fees previously planned to go into effect in April 2004.

Future year projections of golf revenues also take into account the national 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. Council's continued support of market-based golf fees regardless of residency or age (with the exception of monthly discounts for residents and seniors) remains a critical factor in maintaining this important revenue stream.

### Senior Lunch Program

During FY 2003/2004 staff began to implement changes in the provision of the City's Senior Lunch Program that had previously been communicated to Council. Specifically, staff began to explore contractual arrangements with private caterers whereby they would provide the Senior Lunch Program at a much reduced cost in exchange for the privilege of exclusive catering rights for Community Center and Senior Center functions. A local catering firm has entered into a pilot program that will expire at the end of FY 2003/2004. Staff anticipates negotiation of a longer-term agreement with this firm that will essentially eliminate all but \$4,000 of the City's costs for the Senior Lunch Program. The recommended FY 2004/2005 Budget reflects this assumption, which results in a cost reduction of \$135,000 for senior services. While change can be difficult, staff believes that this arrangement will serve to protect and maintain services important to our senior community, even in the face of our reduced fiscal circumstances.

### Fee Waiver Program

The fee waiver program is an important component of the City's delivery of leisure services. It allows the economically disadvantaged to participate in programs by defraying the established user fees. During FY 2003/2004 the amount of fee waivers allowed per individual each year was increased to \$250 to keep pace with inflation. To date, Sunnyvale Community Services ("SCS") has administered the City's fee waiver program at no cost. However, SCS also received significant financial assistance from the City in the form of free rent at the old Senior Center on McKinley Avenue. Since SCS has moved to a new facility and is no longer receiving on-going rental assistance from the City, it has indicated it can no longer afford to shoulder the full cost of administering the fee waiver program. Staff will work in FY 2004/2005 with SCS to determine how the fee waiver program can continue at no additional expense to the City. Both staff and SCS believe a collaborative relationship between the two parties will continue to exist, but that the role of SCS will focus more on qualifying individuals for assistance while City staff restructure to absorb functions related to program registration and tracking participation.

## General Fund Subsidy

The recommended FY 2004/2005 Budget provides \$10.5 million worth of diverse leisure services to the community with a total subsidy from the General Fund of \$3.1 million. Approximately \$930,000 of this subsidy is returned to the General Fund to cover administrative in-lieu costs, making the net subsidy \$2.2 million. When the Community Recreation Fund was established in FY 1991/1992 the General Fund subsidy was approximately \$2 million, with \$91,000 returned to the General Fund for in-lieu charges. When converted to today's dollars, the same level of subsidy would be \$2.8 million, and the in-lieu charges would be \$126,000, for a net subsidy of \$2.7 million. As this information indicates, over the intervening years the subsidy has held constant and in fact reduced slightly. This has occurred in spite of the fact that the service level approved by the Council has increased (e.g. teen services, Fremont Pool, new Senior Center.)

However, regardless of how well this Fund operates, the fact that it requires a subsidy and is dependent upon the General Fund necessitates that it be examined during times of fiscal crisis or retrenchment. A fundamental tenet of this Fund is that it can always reduce costs to the point of becoming self-sufficient by reducing or eliminating services. The dilemma, of course, is that the services that would need to be eliminated to achieve a reduction in the subsidy are those that are the least attractive to reduce from a public policy perspective. They are those that serve our youth, senior, disabled and low-income populations. Most other recreational programs pay for themselves or generate a slight profit.

## Structural Imbalance

The recommended FY 2004/2005 Budget is balanced using a General Fund transfer of \$3.1 million, the same level as projected last year. However, this is not sufficient to cover the full difference between revenues and expenditures in this fund. Absent any corrective actions, the General Fund transfer would be about \$300,000 more than anticipated last year starting in FY 2004/2005, and grow over time. Given the City's current new fiscal realities, staff has retained the General Fund subsidy at its previously projected levels and inserted a new line in the Long Term Financial Plan entitled "*Fiscal Strategies.*" This line, shown under *Current Requirements*, reflects the fact that the Community Recreation Fund will have to decrease its expenses (or increase its revenues) by \$318,090 starting in FY 2005/2006 in order to continue to be in balance and not draw further on the General Fund. Staff anticipates that the Community Recreation Fund will end the current year with about \$300,000 in the 20-Year Resource Allocation Plan Reserve. The Budget proposal utilizes this reserve to balance the Fund for FY 2004/2005 while staff develops a plan to decrease expenses by the needed amount. Staff believes that this is possible by utilizing the following strategies:

- **Manage demand so as not to increase services unless they are self-sufficient**
- **Maximize Golf revenues**
- **Explore alternate ways of providing subsidized services at a lower cost**

- **Continue creative partnerships with outside groups to reduce costs**

**Maximize other Community Recreation Fund revenues by charging market based fees wherever possible**

Staff will be looking at these strategies during FY 2004/2005 and will return to Council with recommendations designed to contain or reduce the General Fund subsidy while minimizing reductions in services to the City's youth, seniors, economically disadvantaged and disabled populations.

The recommended FY 2004/2005 Budget and Ten-Year Resource Allocation Plan includes no new capital projects in the Community Recreation Fund. The Fund contains two small reserves. The first, *Co-op Sports Reserve*, reflects requirements of a contract that the City has with the Sunnyvale School District to administer the after school intra-mural sport league programs at Sunnyvale Middle School and Columbia Middle School. The reserve carries over funds for the Sunnyvale Middle School program, which generally brings in more revenue from participant fees than is needed to cover direct program costs. The reserve funds are used to purchase equipment and uniforms as needed by the school.

The second reserve is the 20-year Resource Allocation Plan Reserve, which functions here as in other funds, to levelize expenses and revenues over the planning period.

## **SPECIAL REVENUE FUNDS**

Special Revenue Funds are 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 federal HOME grants, housing mitigation funds, and Below-Market-Rate ("BMR") 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**

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 2004/2005, reflecting the final payment from Applied Materials for the fees on their Arques campus development. As with other grant funds, our Long Term Financial Plan includes only development approved to date.

For FY 2004/2005 the Housing Mitigation Sub-fund has two other specific sources of revenue. The first is a Housing Loan Repayment in the amount of \$350,000. This represents the portion of a bridge loan to the Emergency Housing Consortium that will come due next fiscal year. The second revenue, Real Property Sale, represents the sale of four housing units that were purchased in forced sales to maintain the City's Below Market Rate housing stock.

Interest income on the reserve balances in this sub-fund continues to accrue and is available for programming to future housing mitigation projects.

Beginning in FY 2001/2002, Council appropriated Housing Mitigation funds for the Housing Assistance for Teachers and City Employees project. The program consists of three components: Homebuyer Education, Security Deposit Loan Program and Down Payment Assistance Program. Staff has proposed an additional \$230,000 for this project in FY 2004/2005 and \$200,000 a year thereafter for the entire Long Term Financial Plan.

Also beginning in FY 2004/2005 staff has programmed a line entitled *Future Housing Mitigation Projects* to serve as a placeholder for the Housing Mitigation Fund's portion of three significant housing projects. Funds in the amount of \$830,000 are identified for FY 2004/2005 for potential projects for Preservation of at Risk Affordable Units, Acquisition of Existing Properties for Loans to Non-Profits, and the Plaza de las Flores Acquisition. Staff will be coming to Council in FY 2004/2005 with more details to seek Council approval for these efforts. Additional funds of \$830,000 are shown as future project requirements through FY 2007/2008.

Also proposed for FY 2004/2005 is a transfer to the Other Grant Sub-fund of the Housing Fund to move a deposit made a number of years ago into the proper account. Haseko Residential Inc. made a \$1.8 million Below Market Rate ("BMR") in-lieu contribution for the Lawrence/101 development project in 1991. In FY 2002/2003, staff identified the need to segregate these funds with accrued interest to ensure that the money is properly used for BMR related activities. As of the end of FY 2003/2004 it is expected that these funds will total \$2,769,741, and they have been placed into a BMR In-Lieu Reserve. In FY 2004/2005 the funds are shown as transferred into the sub-fund of the Housing Fund that handles all BMR activities.

Following the proposed transfer of the BMR funds, the Housing Mitigation Sub-fund is projected to have a Housing Mitigation Reserve balance of approximately \$5.9 million.

#### HOME Fund

HOME funds are also maintained in a separate sub-fund of the Housing Fund. The City has been notified that its allocation of these monies for FY 2004/2005 totals \$777,156. Including program income received to date, \$1,166,644 is being recommended in FY 2004/2005 for the following activities: Operations (\$77,643), Community Housing Development Organizations ("CHDO") Project (\$151,573), First Community Housing Project (\$328,138), and Future Home Projects (\$609,290). The last project includes the remaining HOME monies that are not designated for specific projects but generally target the goals of the City's General Plan and the 2000-2005 Consolidated Plan.



### Other Grant Supported Housing

Finally, the Housing Fund has a third sub-fund that contains BMR and other grant-supported housing activities. Revenues in this sub-fund include housing monitoring fees, revenues from BMR code violations, and interest earnings. The transfer from the Housing Mitigation Sub-fund mentioned above is also reflected here for FY 2004/2005. Expenditures are operating costs associated with maintenance and monitoring of the BMR program (\$57,955) and two special projects (\$580,400). One on-going special project in this sub-fund provides for the auditing of BMR participants to ensure compliance with program regulations. The second special project provides \$540,000 each year from FY 2004/2005 through FY 2007/2008 for First-Time Homebuyer Support.

The Other Grant Supported Housing Sub-fund maintains two reserves. The first is the BMR In-Lieu Reserve discussed above which is to be used for BMR related activities. The second is the 20-year Resource Allocation Plan Reserve which is used here as in other funds to levelize spending or provide funds for capital expenditures.

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

The Community Development Block Grant Fund is comprised of revenues from Community Development Block Grants and the repayment of commercial and residential loans. In prior years, the fund had rental income from a residential property that it owned, but the Long-term Financial Plan shows this property being sold in FY 2004/2005. Primary expenditures are for operations, 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 2004/2005. The Federal Government has notified the City that its FY 2004/2005 entitlement will be \$1,504,000. 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.

Traditionally, 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. By regulation, CDBG funds may be used for programs or projects that benefit groups with special needs such as senior and handicapped citizens. During FY 2004/2005 staff will be working to evaluate the possibility of using the

Housing Mitigation and HOME funds for the City's affordable housing expenditures and utilizing CDBG funds more extensively for these special needs communities.

The recommended FY 2004/2005 Budget includes \$313,193 for Outside Group Funding of sixteen local agencies. Special projects are proposed in the amount of \$1,361,219, including \$100,000 for the City's ADA Curb Retrofit project. Details of the Special projects are included in *Volume II, Projects Budget*.

### **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. Revenues in this Fund also include rental income from certain houses that the City purchased with Park Dedication Funds in anticipation of park expansion 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 the intervening time period through FY 2002/2003. However, in FY 2003/2004 a number of large residential projects have been undertaken and the City has received about \$1.9 million to date. Staff from the Community Development Department also indicate that an additional \$1.6 million is on track to come in during FY 2004/2005 and a similar amount in FY 2005/2006. In general, the concept in this fund is that the City cannot count on, nor predict, this revenue stream. Therefore, appropriations will only follow the actual receipt of Park Dedication Fees or approval of residential projects subject to Park Dedication Fees.

The Park Dedication Fund also receives rental income from six houses that the City purchased in anticipation of expanding Murphy Park and Orchard Gardens Park. Currently, neither expansion project is funded in the Capital Improvement Program, and so the rental income has been included for the full twenty years of the planning period.

The largest single appropriation of Park Dedication Funds has been for the design and construction of a new Downtown Plaza Park at Evelyn Avenue and Frances Street. Funds have been made by way of a transfer to the Capital Projects Fund, which is accounting for the Downtown Plaza project. Discussion of this project and progress to date is included in the *Major Project Efforts* section of this Transmittal Letter. Park Dedication Funds appropriated to the Plaza Project total \$4,632,482. Park Dedication Funds have also been used for the Fair Oaks Skateboard Park and Playground Improvements at Ortega Park.

By the end of FY 2004/2005 it is estimated that the City will have \$2.5 million remaining in this fund's Park Dedication Fee reserves after appropriations have been made for the projects mentioned above. In order to maximize our General Fund dollars during this difficult financial time, we are proposing that additional Park Dedication Funds be appropriated to the Plaza Project and General Funds removed. We are further recommending that Park Dedication Funds be appropriated to the Historical Society Museum Project. A budget modification will be presented to Council late in FY 2003/2004 to propose these changes, and if approved will be included in the adopted FY 2004/2005 Budget. Meanwhile, the recommended General Fund Long Term Financial Plan includes a transfer of \$1,250,000 from the Capital Projects Fund to the General Fund to reflect the substitution of Park Dedication Funds to the Plaza project.

### **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. The purposes for which asset forfeiture can be used are limited, and funds are drawn down for new one-time expenses targeted for law enforcement services. As this is done, caution should be used to assure that these expenses are ones that fit into the City's priorities and that don't lead to unnecessary future liabilities.

The recommended FY 2004/2005 Budget includes one small operating expense in this Fund to cover allowable ongoing costs related to the yearly asset forfeiture audit. In addition, it includes a continuing transfer to the General Fund 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 that provide monies for law enforcement purposes. The first is the Supplemental Law Enforcement Services ("SLES") program established by the State, and the second is a small Federal block grant from the

Bureau of Justice Administration ("BJA").

The State SLES monies constitute the major portion of this Fund. The City first received the SLES grant in FY 1996/1997. Over the years, the amounts of both grants have decreased significantly, as shown in the table below:

	FY 96/97	FY 97/98	FY 98/99	FY 99/00	FY 00/01	FY 01/02	FY 02/03	FY 03/04
SLES	293,461	297,886	295,694	295,117	289,000	267,997	263,782	197,376
BJA	63,935	68,768	70,158	52,915	41,718	41,198	33,685	25,997

Initially the monies were used to fund a full-time Domestic Violence Investigator, a Patrol Watch Commander, and participation in the State Bureau of Narcotic Enforcement's Bay Area Regional Narcotics Task Force. Beginning in FY 1999/2000 Council approved use of the SLES revenue to fund the Patrol Watch Commander and two Internal Affairs Investigators. Due to the continual decline of funding and increased personnel costs, by FY 2003/2004 the grants were no longer able to support the three positions and funds were allocated to the Patrol Watch Commander and a portion of an Internal Affairs Investigator. The recommended FY 2004/2005 Budget supports only the Patrol Watch Commander with SLES/BJA funds. The Internal Affairs Investigator has been moved to the General Fund operations of the Department of Public Safety.

The financial plan for the Police Services Augmentation Fund reflects revenue only for the two year operating cycle (FY 2004/2005 and FY 2005/2006) because the grants are speculative in nature. Although the State SLES funds have been targeted as a possible reduction in funding to local governments, as of the Governor's May Budget Revision they are still in the State budget. Reserves in the Fund will be depleted by the end of FY 2003/2004. If the grant funds go away or are reduced significantly, it is important to note that a Patrol Watch Commander position will be reduced accordingly from the Department of Public Safety Budget.

### **Employment Development Fund**

The City of Sunnyvale, as administrative entity for the North Valley (NOVA) Job Training Consortium, is required by legislation and regulations to account for the use of various Federal and State funds and program revenues for the workforce development activities that are conducted for the consortium. The City has established the Employment Development Fund to fulfill this obligation.

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 through various vehicles, with baseline funding originating from the Federal government and passing through the State of California. A significant amount of additional grant money is received from Federal and State sources, as well as the County of Santa Clara, local companies and foundations. Since July 1, 2000 the primary funding for

the Department of Employment Development/NOVA has been allocated through the Workforce Investment Act (WIA).

In FY 2003/2004 funding reductions in several grants and the elimination of several Federal, State of California and private foundation funding streams caused the actual revenues available to be significantly less than anticipated, and less than projected at the beginning of the year. To manage this budget shortfall several actions were taken: the elimination of discretionary spending on such items as participant skill training, the reduction of staff by ten positions, and encouraging staff to take voluntary time off. As a result, NOVA's actual revenues will cover all actual expenditures for the current year.

The WIA-allocated funds for NOVA for FY 2004/2005 have just been released by the State of California. Even though the State of California received an allocation from the Federal government of approximately the same amount as in FY 2003/2004, NOVA's allocation increased by 17% to \$4,420,177 reflecting the continued increase in the demand for re-employment services in our region. In addition to these allocated funds, NOVA has a long history of being very competitive for additional Federal and State resources and has several grant applications in place. It is projected that at least \$5 million in supplemental funding will be secured during FY 2004/2005. As in the past, staff will monitor the actual expenditure/revenue rates on an on-going basis and make the required adjustments as needed.

For the purposes of the City's recommended FY 2004/2005 Budget, we have taken the funds that were available in FY 2003/2004 and used these as a starting point for NOVA's FY 2004/2005 programs and service levels. It is important to note that the Department has not yet migrated to the outcome management format. As different grants come and go, various programs and activities have a relatively short lifespan relative to other City departments. Therefore, the current listing of programs that have operated during the last several years are not included in this recommended Budget. Rather, a base funding level will be carried into the new fiscal year and the City Budget will be modified for planned activities, outcomes and expenditures during the course of the year as new funding is secured.

*Volume II, Operating Budget*, does contain descriptions of the significant NOVA programs and a summary table of the expenditures and budgets for these programs. The summary table presents two years of actual expenditures, the current budget, and the proposed budgets for FY 2004/2005 and FY 2005/2006. The proposed budgets include funds that were awarded in previous years but allocated over several years.

As in the past and in keeping with the 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.

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.

In previous years, the Parking District Fund had two revenue sources. The first was property tax to pay outstanding bonded indebtedness and special assessments to pay for ongoing maintenance.

Annual debt service for the Parking District Bonds was approximately \$70,000, with the final payment made on July 1, 2003. As mentioned above, annual debt service has been funded by ad valorem property taxes.

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.

Beginning in FY 1998/1999, voters in the District approved the new assessment methodology and have assessed themselves annually for operation and maintenance. In 2002/2003, property owners approved a two-year assessment that extended through FY 2003/2004, and another vote for a two-year assessment will be taken in June for FY 2004/2005 through FY 2006/2007.

In the near future, the various new developments now occurring or planned in the downtown area are 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 over the remainder of the planning period. Once the existing *20-year RAP Reserve* funds are exhausted in FY 2011/2012, operational expenses are shown as decreasing 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.

It should be noted that the lot located on the corner of Charles Street and Evelyn Avenue is not included in the maintenance assessment and will not be maintained with Parking District Funds. Costs of maintaining this lot are currently reflected in the Public Works Department Public Parking Lot Maintenance program. Although this lot was acquired with parking district bonds, it was not effectively serving the properties within the parking district. Parking District property owners expressed concern that it was primarily used by CalTrain riders, and in FY 2001/2002 it was removed from the Parking Maintenance District Assessment. The Parking District participants still have concerns that parking district bonds were used to purchase the lot and it no longer serves the needs of the Parking District. In FY 2004/2005 and ongoing we will need to resolve the issue of ownership and responsibility for maintenance of the Charles Street Lot.

Two issues regarding the Parking District Fund must be stressed. First, the level of service in this area is set by the property owners, not by the City. Depending upon their desire for various services and their willingness to pay, the Parking District members can have more or less services included in their assessment. The second important issue concerning the Downtown Parking District is the continuing threat that the voters will not approve 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, during FY 2002/2003 the property owners did not initially approve of the assessment. A full study of options was then done in conjunction with the downtown merchants and, as a result, a second election was held that approved the assessment for two years. If, however, the assessment is not approved any time in the future, funds will 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.

### **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 ("CNC"). 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 that 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. Other revenues to the Fund are Recreation Fees, interest earnings on the endowment, and an annual subsidy from the General Fund. For FY 2004/2005 the subsidy is approximately \$94,000 because the Center had

reserves from which to draw. For the following years, the subsidy is set at about \$410,000 in FY 2005/2006 and grows with inflation over the entire planning period.

In the recommended FY 2004/2005 Budget the operating costs of the facility have been broken into separate components: the management and operations of the Columbia Neighborhood Center, the Recreation programs being conducted at the Center, and the efforts of Public Safety in Juvenile Diversion and Neighborhood Safety.

In FY 2001/2002 and FY 2002/2003 funds were appropriated for a capital project to expand the Columbia Neighborhood Center Facility. The project was dependent upon external support, largely in the form of participation by the Sunnyvale School District. The difficult financial situations of both the City and the District have made continuing with the expansion inadvisable at this time, and therefore the funding for this project was eliminated during last year's budget reduction process. It should be emphasized, however, that the Columbia Neighborhood Center is an excellent model of a program that leverages outside resources to provide significant cost-effective services to the community. In future years the City will continue to explore ways to maximizing this program.

### **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 2002/2003 the Redevelopment Agency had outstanding loans due to the City General Fund of approximately \$45.9 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 final 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. Under current conditions, it is projected that the Redevelopment Agency will never be able to completely repay the General Fund loans.

When tax increment revenues from the downtown area as it originally existed were projected, the Agency reached its increment limit just before the time limit was reached in 2025. However, the recommended FY 2004/2005 Budget now reflects the completion of the 460,000 square foot Mozart office project and the placing of new tax increment from this source on the property tax rolls over a two year period. As a result



of including the increased taxes from the Mozart project, the property tax increment limit of \$118 million is reached in FY 2022/2021.

The recommended FY 2004/2005 Budget and Ten Year Resource Allocation Plan for the Redevelopment Agency reflects a "base case" scenario that does not include any additional redevelopment assumptions. Currently, the Forum Development Group is proposing to completely redevelop the Sunnyvale Town Center Mall within the next two years, and the owners of the Town and Country Village development are expected to follow suit within the next five years. More information on the status of Downtown Redevelopment is included in this Transmittal Letter in the section on *Local Issues Impacting the City's Financial Condition*. Although the City is now in negotiations with the Forum Group, the Long Term projections shown here do not include any of the financial effects of the development since the final plans and the terms of the deal have not yet been approved by Council. Nonetheless, this base case Financial Plan can provide us with the benchmark against we will evaluate this and other development proposals to ensure that the General Fund fiscal position is maintained and enhanced.

It is important to note that 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 or tax increment cap 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. It is expected that a potential amendment to the Plan will be brought to Council for consideration in FY 2004/2005.

The primary source of revenues to the Redevelopment Agency is Property Tax increment, which is expected to total about \$3.6 million in FY 2004/2005. The effect of the Governor's May revision to his proposed budget are also shown here as a two-year reduction to the Property Tax through a shift to the Educational Revenue Augmentation Fund ("ERAF shift") starting at \$264,000 in FY 2004/2005. The other major revenue source for this fund is a lease payment from the General Fund for the Mathilda Avenue Parking Structure in the amount of \$1.2 million annually.

Operations for the Redevelopment Agency have been restructured in the recommended FY 2004/2005 Budget. Activities in the Economic Prosperity program managed by the Community Development Department were all previously reflected in the Redevelopment Agency Fund. Beginning next year, those activities not directly related to management of the Redevelopment Agency have been transferred to the General Fund. This reflects in a decrease in operating costs to about \$200,000 annually.

Also included in current requirements are debt service payments totaling \$1.8 million for the Central Core Redevelopment Project Tax Allocation Bonds and the Parking Facility Certificates of Participation. The Long Term Financial Plan also includes a repayment to the City for its outstanding loans (as discussed above) in the amount of \$1.6 million in FY 2004/2005 and \$2.6 million in FY 2005/2006. The Resource Allocation Plan includes a total of \$32.6 million in repayment to the General Fund over the first ten years and \$25.1 million in the second ten years. In spite of these payments, it is anticipated that the General Fund loan will still not be completely repaid when the Redevelopment Project expires in FY 2020/2021.

In FY 2001/2002 Council approved a capital project for improvements to the Downtown area in the amount of \$1.5 million. These funds were originally generated from the sale of Parking District property for the Mozart development. Although the capital project for downtown improvements is currently funded, it has not yet been programmed. It is expected that recommendations will be developed and presented to Council for approval in FY 2004/2005.

Additional capital or special projects recommended for the Redevelopment Agency Fund in FY 2004/2005 are:

- **Town Center Demolition:** The Town Center parking structure was built in 1978. On June 2, 2003, the Building Official ordered the second level of the structure to be closed because of functional obsolescence. The cost of repair exceeds the value of the structure and therefore it should be demolished and replaced. Forum Development Group, the potential redeveloper of the Mall, has estimated demolition cost at \$1,165,000. The Mall owns approximately 1/3 of the structure and is responsible for that portion of the cost. The City is responsible for approximately 2/3 of the cost of demolition, or \$800,000, which has been programmed in the Redevelopment Agency Fund in FY 2004/2005.
- **Downtown Development Economic Analysis-Keyser Marston Associates:** This project will fund the economic analysis of the downtown development for the Redevelopment Agency. The project will fund the analysis of developer proformas and financing strategies which will facilitate development to the benefit of the Agency. The project will also allow Keyser Marston Associates to complete the negotiation of real estate transactions relating to the Town Center Mall and will include the analysis of other potential development projects in the downtown area, such as the Town and Country site. The project has been programmed in the RDA Fund in the amount of \$75,000 for FY 2004/2005 and \$50,000 in FY 2005/2006.
- **Outside Counsel Services for RDA:** This project will fund the outside legal services for the Redevelopment Agency through the City Attorney. Because of the increasingly complex nature of negotiations surrounding the downtown redevelopment, a special project was funded to track outside counsel services and costs. It is anticipated that significant outside legal services will be needed over the next two years to complete the Town Center Mall project and other potential development projects in the downtown area. Future projects may involve assistance on relocation agreements for sites such as the Town and Country. The project has been programmed in the RDA Fund in the amount of \$100,000 for FY 2004/2005 and \$50,000 in FY 2005/2006.
- **Redevelopment Plan Project Area: Economic Analysis** - This project provides for study and analysis to explore opportunities in the downtown area. Efforts will include: architectural, land planning, economic/market feasibility, parking, and financial analysis to further redevelopment in the downtown. It is anticipated that further assistance will be needed because of the increased activity associated with the development of the Town Center and future development of the Town and

Country site. The project has been programmed in the RDA Fund in the amount of \$25,000 per year from FY 2006/2007 through to FY 2013/2014.

One final ongoing expenditure is programmed in the Redevelopment Agency Fund to pay the General Fund for the services of the Agency's Treasurer. These services are not charged directly to the RDA Fund, but rather are included in the General Fund.

The Redevelopment Agency Fund maintains one reserve that reflects Debt Service Reserve Funds held by the trustees for the two outstanding bond issues mentioned above.

Finally, it should be noted that the Redevelopment Agency is currently unable to make payments of 20% of its tax increment revenues to the Low and Moderate Income Housing Fund because of preexisting debt obligations. Each year, the Agency calculates the contribution that should have been made and books it as a liability in its financial statements. It is currently estimated that when the tax increment cap is reached the liability will total approximately \$19.2 million. State law allows the Agency to continue collecting tax increment after the Project time and increment limits are reached to fund its housing liability. Actual payments to the Low and Moderate Income Housing Fund are reflected beginning in FY 2020/2021 until the liability is paid off.

### **Patent Library Fund**

In the mid 1990s, the City and the United States Patent and Trademark Office (USPTO) formed a partnership with the City of Sunnyvale to create the Sunnyvale Center for Innovation, Invention and Ideas Sc[i]<sup>3</sup>. 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 eight years, and Sc[i]<sup>3</sup> has been recognized as an important contribution that the City of Sunnyvale makes to the economic development in the region, particularly during the technology boom of the late 1990s. Several years ago USPTO began to systematically make increasing amounts of patent and trademark information available electronically. This availability better addresses the preference of practitioners who prefer to work from their own offices, but has negatively affected Sc[i]<sup>3</sup>'s revenue stream. Efforts to enhance revenue through other means such as the Friends of Sc[i]<sup>3</sup> Foundation or through support from the State of California have proven unsuccessful.

Sc[i]<sup>3</sup> was downsized, redesigned and relocated to the main library in January 2002. FY 2002/2003 was the first full year of operation with a streamlined budget and reduced services under which Sc[i]<sup>3</sup> was expected to be fully self supporting. At year-end the Program fell short of its goal by approximately \$20,000. The operation is very lean with a very small staff. Some of the services offered are able to cover their own cost entirely while others operate without full cost recovery. The program is constrained from covering all costs in some cases because the federal government sets the fees. Performance in FY 2003/2004 appears on track to have a deficit of between \$23,000 and \$30,000 (dependent on whether the entire subscription fee for the federal fiscal year is paid or a prorated amount to reflect the City's fiscal year). Several other

factors contribute to the fact that Sc[i]³ has a difficult time reaching full self sufficiency.

First, Sc[i]³ is required to pay a subscription fee of \$30,000 to the USPTO. Repeated efforts by the City Council and staff to have this fee eliminated have been unsuccessful. Second, customer input indicates that the most valuable role Sc[i]³ plays is that of liaison to the USPTO. In recent years this role has been virtually eliminated. Third, the USPTO is not responsive to customer requests for training seminars on specific current topics. Fourth, very few customers take advantage of our services to provide access to the patent examiner database, EAST, or to conduct patent examinations or hearings using videoconferencing equipment. Due to this low level of use the services rarely cover their own costs.

For these reasons, there is continuing risk for the City in the operation of Sc[i]³. Sc[i]³ staff cannot guarantee that the operation can be self-sufficient as long as so many factors are outside their control. In assessing whether this is an appropriate risk to take, it may be valuable to consider whether residents and businesses within the City still require library-related assistance for their intellectual property concerns. It is possible that adequate alternatives exist through businesses and online access to enable them to obtain the information services they require elsewhere. If this is the case, this might be the appropriate time to acknowledge the positive contribution Sc[i]³ has made to the intellectual property community in Silicon Valley and beyond and to cease the Partnership.

While these policy decisions have not yet been made, the recommended FY 2004/2005 Budget shows revenues and operating costs in the Patent Library Fund roughly equal for the entire planning period, drawing down slightly on the small 20-Year RAP Reserve each year. It is still yet to be determined whether expenditures can be contained to this extent. During FY 2004/2005 the Council will be reviewing the alternatives and making any necessary adjustment to the financial plan for Sc[i]³.

### **Transportation Development Act (TDA) Fund**

In FY 2003/2004 a new, small special revenue fund was established to account for activities related to the Transportation Development Act (TDA) funds received from the State of California through the Metropolitan Transportation Commission. These funds are restricted for pedestrian and bicycle facilities and bicycle safety education programs and must be segregated for those purposes. In the past these funds were accounted for in the Gas Tax Fund. Although many of the projects using TDA monies are multi-funded by Gas Tax, TDA and other funding sources, they are completely different sources of funds and should not be reported in the same fund. In addition, the TDA, in accordance with Public Utilities Code Section 99245, must submit a report of a fiscal and compliance audit made by an independent auditor at the end of each fiscal year. In order to facilitate the audit and the issuance of the fiscal and compliance report, the City decided to segregate this fund into its own special revenue fund.

The recommended FY 2004/2005 Budget includes revenues of \$80,000 from TDA funds based on staff's estimates using historical receipts. This revenue is included

each year for the entire 20-year period, increased by inflation. The estimated new revenues are offset by an expenditure line item entitled "Future TDA Projects." When the funds are received, pedestrian and bicycle projects will be identified and funds will be appropriated. Examples of projects funded to date are Arques Avenue Bike Lanes, Sunnyvale Bicycle Network, Calabazas Creek Trail, and Countywide Bicycle Route 8 Bike Lanes.

## **CAPITAL PROJECT FUNDS**

Capital Projects Funds are used for major capital acquisition, construction activities, and renovation or replacement of General City fixed assets. The City currently operates two of these funds: the Capital Projects Fund and the Infrastructure Renovation and Replacement Fund. Capital and Infrastructure projects related to the Utility Enterprise Funds are budgeted and accounted for within each individual utility 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.

There are currently seven sub-funds of the Capital Projects Fund: the General Sub-fund, the Wastewater Management Sub-fund, the Water Sub-fund, the Gas Tax Sub-fund, the Measure B Sub-fund, the Traffic Mitigation Sub-fund, and the Multi-funded Sub-fund. However, beginning in FY 2004/2005 staff has changed the accounting method for capital projects related to the Utility Enterprise Funds to reflect best accounting practices. The recommended FY 2004/2005 Budget and Long Term Financial Plan for the Capital Projects Fund reflects transfers back to the Water Fund and the Wastewater Fund of monies that were previously held here for utility projects. These projects will now be completely budgeted and accounted for within each Utility Enterprise Fund. When these transfers are completed, the Capital Projects Fund will be used exclusively for the General Fund and other Governmental Funds. The only Utility Enterprise Funds that will still be budgeted here will be those that are relating to projects funded by more than one fund.

The Capital Projects Fund contains projects that are funded by external agencies such as State Transportation Surface grants, the California Energy Commission, Propositions 12 and 40 park grants, developer contributions, and transfers from various City governmental funds. In FY 2003/2004 a significant transfer was made from the Park Dedication Fund, primarily to support the Downtown Plaza Park Project.

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 project appropriations by sub-fund for FY 2004/2005.

<b>Capital Projects Fund - Project Expenditures by Sub-fund</b>	
Sub-fund	FY 2004/2005 Recommended Budget
General Fund Assets	\$ 0
Gas Tax	\$9,040,000
<b>TOTAL</b>	<b>\$ 9,040,000</b>

The appropriations for the Gas Tax Sub-Fund are comprised of two large projects. The first is the Mathilda Avenue Railroad Overpass project (\$8 million) and the Bernardo Avenue CalTrain Undercrossing project (\$1,040,000). It should be noted that the Long Term Financial Plan shows Capital Projects expenditures of \$11,915,000 for FY 2004/2005. This reflects the fact that costs for two projects were budgeted in FY 2003/2004 but shown as being spent in FY 2004/2005 because of timing issues. These funds are Washington at Mathilda Intersection Improvements (\$875,000) and Mathilda Avenue Railroad Overpass Improvements (\$2 million). These funds, when added to the \$9,040,000 shown on the table above, total the \$11,915,000 detailed in the FY 2004/2005 Budget.

FY 2004/2005 is an "off" year for capital projects in the City's budgetary cycle. As such, there are no new projects recommended for funding in the ten year planning period. However, as discussed earlier in this Transmittal Letter in the *Future Fiscal Issues* section, the City Manager asked the Public Works Department to lead an effort this year to identify all of the City's current and future capital and infrastructure needs, funded or unfunded. As we begin the Projects Budget review cycle in FY 2004/2005, staff will be reviewing and updating this list along with various funding strategies to bring to Council for policy direction.

### **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. Its importance 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. Currently the sub-funds are General, Wastewater, Water, Solid Waste, Community Recreation, and General Services. However, as noted above in the discussion of the *Capital Projects Fund*, the Utility Enterprise infrastructure projects are being moved back into each utility fund beginning in FY 2004/2005. The

Infrastructure Renovation and Replacement Fund will then be budgeting and accounting for only the General and governmental fund projects.

Major projects contained in this fund are described throughout the Transmittal Letter. The following table contains project expenditures by sub-fund for FY 2004/2005.

<b>Infrastructure Fund – Project Expenditures by Sub-fund</b>	
Sub-fund	FY 2004/2005 Recommended Budget
General Fund Assets	\$953,816
Community Recreation	195,134
General Services	0
Multi-Funded Assets	0
<b>TOTAL</b>	<b>\$1,149,130</b>

There are 18 projects in the two sub-funds consisting of such items as Corporation Yard Building HVAC repair and Traffic Signal Controller Replacement. The largest project is Park Building Rehabilitation for \$368,650. Information on each of the projects is available in the *Volume II, Projects Budget*.

A complete discussion of the total Infrastructure Renovation and Replacement Program and its current status is contained earlier in this Transmittal Letter in the *Major Project Efforts* section. One of our major tasks during FY 2004/2005 will be to complete and validate the entire inventory of infrastructure components within the City and to update cost estimates for infrastructure projects.

## **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 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 in FY 2001/2002 to provide potential expansion opportunities for the Civic Center complex. The other new fund was 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.

Aggregate rental rate increases for General Services Fund activities are projected at 1.9% for FY 2004/2005 and an average of 2.8% over the remaining years of the financial plan. Rental rates are lower in the second ten years of the plan. Overall, rental rates are lower than those projected last year.

As part of the fiscal strategies to be employed in FY 2004/2005, staff is planning to re-examine the assumptions, models, and schedules used in preparing the City's various rental rates. Furthermore, staff will be reviewing the use of reserves and their impact during next year's rental rate development process.

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. Included in each section is a brief description of major items that effect the current resources, current requirements, or reserves of each plan.

### ***Fleet Services Sub-fund***

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.

The main source of funding within this Sub-fund is derived from Fleet Services rentals to other programs. However, other items that affect the current resources of this fund are also discussed below.

The Fleet Services rental is scheduled to increase by 4.5% for FY 2004/2005 or \$137,447 above the current fiscal year. This increase is due to the fact that the planned 15% reduction in the City's Fleet Inventory was not achieved. Based upon the submissions of City programs to the City's Fleet Manager a total value reduction of 12.6% was achieved through implementing the service level reductions approved in the Adopted FY 2003/2004 Budget. An average annual increase of approximately 2.7% is projected for the remainder of the plan.

The Sale of Property line item of the Financial Plan represents the sale of surplus or replaced vehicles or pieces of equipment. The large figure in the current year represents the sale of the Library's Bookmobile. For the remainder of the plan an historical average of the sale of assets is used.



The Intrafund Loan Repayment represents scheduled payments from the Facilities Management Services Sub-fund. This loan was initially made in FY 1999/2000 to alleviate cash flow issues experienced by the Building Services Sub-fund. The initial terms of the loan were for a principal amount of \$1.6 million to be repaid over 10 years with final payment scheduled for FY 2015/2016. Since its inception the loan repayment schedule has been accelerated to a new term of 7 years.

The multiple transfer line items found within the Current Resources section of the financial plan represent the funding mechanisms for a Capital Project Upgrading the City's Fuel Stations.

The two major current requirements deal with equipment replacement and operation of the Fleet Services Program.

As mentioned in the previous section, the large expenditures under the Capital Projects line item of the Financial Plan represent budgeted costs associated with the upgrade of the City's fuel stations.

The Equipment Replacement Reserve represents the accumulation of annual rental rates received from City programs, net of replacements purchased during the current fiscal year, for future replacement of vehicles and equipment. This reserve correlates with the equipment replacement line item under the *Current Requirements* section of the sub-fund. For example, when a large value item is scheduled to be replaced such as a street sweeper or a fire engine, the equipment replacement reserve will be drawn down as the accumulated annual replacements fund within the reserve will be used to purchase the vehicle or apparatus.

The *20-Year RAP Reserve* functions in this fund, as in other funds, to levelize rates and plan for capital projects.

### ***Facilities Management Services Sub-fund***

The Facilities Management program reflects the cost of maintaining City facilities (including costs for electricity and water), free standing furniture, modular furniture, and building equipment.

The Facilities Management Services Sub-fund has two rental rate revenue items, one relating to space rental and the other relating to equipment. The space or Facilities rental is based upon the total square footage of building space throughout the City. This square footage is then divided amongst the various City programs. The equipment rental accounts for replacement costs associated with modular and freestanding furniture, carpet, and blinds, and building maintenance equipment. For FY 2004/2005 the aggregate rental rate is scheduled to decrease by approximately 5% or \$136,369 as compared to the current year. This decrease is due to service level reductions planned for FY 2004/2005 as part of the implementation of the service level reductions approved in the Adopted FY 2003/2004 Budget. An average annual increase of approximately 2.7% is projected for the remainder of the plan.

The major current requirements deal with equipment replacement and operation of the Facilities Management Services Program. The increase in planned operating costs for FY 2004/2005 is directly attributable to increase in costs associated with the provision of utilities for City facilities.

The Lease Payments line item in the financial plan represents a transfer of rental rate revenues received from City programs currently housed at the 505 W. Olive Sunnyvale Office Center. These funds are collected in this sub-fund and then transferred to the Sunnyvale Office Center Sub-fund to partially fund the facility management costs associated with that facility.

The Interfund Loan line item in the financial plan represents loan payments to the Fleet Services Sub-fund. As was mentioned in the *Fleet Services* section this loan was made to alleviate cash flow constraints of the Facilities Management Sub-fund in FY 1999/2000. The original terms of the loan called for repayment over a 10-year period; however, staff has since accelerated the payment schedule to a term of 7 years.

The equipment replacement reserve represents the accumulation of annual rental rates received from City programs, net of replacements purchased during the current fiscal year, for future replacement of office furniture, carpets and blinds, and building maintenance equipment.

The *20-Year RAP Reserve* functions in this fund, as in the other funds, to levelize rates and provide for planned capital projects.

### ***Technology/Application Services Sub-fund***

Beginning in FY 2004/2005 this sub-fund will combine the two previous sub-funds associated with the City's Information Technology Department. These two sub-funds were combined for ease of administration as the department has completed an operating restructure to the outcome management budgeting system. As a result of the restructure both Technology and Communications equipment related charges and their associated operating costs will be budgeted in one program. Twelve factors contribute to the total user charge: network infrastructure, central computer maintenance, desktop maintenance, training, development of equipment specifications and/or applications, administrative and support services, technology equipment replacement costs, communication equipment, office equipment, mail services, print shop services, and telecommunication franchise (all KSUN related equipment). All software application related services have been incorporated into a separate program. Three factors contribute to the total user charge for application support: software maintenance, project management, and administration and support services.

As mentioned above this new sub-fund represents the combination of the previous Technology Services Sub-fund (595-300) and Communications Services Sub-fund (595-400). The rental revenue line items are listed separately for ease of comparison to previous year's financial plans. For FY 2004/2005 the aggregate rental rate is scheduled to increase by approximately 4% or \$283,398 as compared to the current fiscal year. An average annual increase of approximately 3% is projected for the remainder of the plan

The Miscellaneous Revenue line item in the financial plan accounts for royalty revenue received from the City's SUNGIS software application.

The transfer from the Asset Forfeiture Fund and \$451,583 of the transfer from the General Fund represent the funding components of a capital project for updating the City's computer network and information security infrastructure. The remaining transfer from the General Fund represents funding for costs associated with maintenance of the City's cable franchise agreement.

The two transfers from the Employee Benefits Fund represent funding donated by City employees to extend the timeframe of employment for those employees whose positions were eliminated as a result of the implementation of the service level reductions approved in the Adopted FY 2003/2004 Budget.

The major current requirements of this sub-fund deal with equipment replacement and operation of the Technology Services Programs.

The \$531,583 in the Capital Projects line item of the financial plan for FY 2003/2004 represents costs associated with the updating of the City's computer network and information security infrastructure. The resources under the Project Operating line item represent the ongoing costs that will be assimilated into the Technology Services Program upon completion of the program.

The General Fund Loan repayment line item of the financial plan represents the repayment schedule of a \$2 million loan made to the former Technology Services Sub-fund (595-300) in FY 1999/2000. This loan was made to help alleviate cash flow issues experienced by the sub-fund at that time. The original term of the loan was 10 years with payments scheduled to begin in FY 2009/2010. Staff has accelerated the payment of this loan such that initial payment is scheduled to begin in FY 2006/2007.

The equipment replacement reserve represents the accumulation of annual rental rates received from City programs, net of replacements purchased during the current fiscal year, for future replacement and maintenance of network infrastructure, central computer maintenance, desktop maintenance, training, development of equipment specifications and/or applications, administrative and support services, technology equipment replacement costs, communication equipment, office equipment, mail services, print shop services, and telecommunication franchise (all KSUN related equipment).

The *20-Year RAP Reserve* functions in this fund, as in other funds, to levelize rates and provide for planned capital improvements.

### ***Sewer Equipment Sub-fund***

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. For FY 2004/2005 the rental rate is scheduled to increase by approximately 1% or \$6,839

more than the current fiscal year. An average annual increase of approximately 3% is projected for the remainder of the plan.

### ***Public Safety Equipment Sub-fund***

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 Public Safety Programs within the General Fund. For FY 2004/2005 the rental rate is scheduled to increase by approximately 23.8% or \$55,233 as compared to the current fiscal year. The vast majority of this increase is due to the addition of fire turnout gear to the equipment rental rate schedule that was previously incorporated as part of the Department of Public Safety's operating budget. As a result of this transfer the Department of Public Safety's operating budget has been reduced by \$44,500 thus mitigating the impact of the increase in rental rates. An average annual increase of approximately 3% is projected for the remainder of the plan

The General Fund Loan repayment line item of the financial plan represents the repayment schedule of a \$450,000 loan made in FY 2000/2001. This loan was made to help alleviate cash flow issues experienced by the sub-fund at that time; specifically, these funds were used for replacement purchases of Self-Contained Breathing Apparatus (SCBA) units. The original term of the loan was 9 years of an annual payment of \$20,000 starting in FY 2007/2008 through FY2011/2012 and \$243,659 starting in FY 2012/2013 until FY 2015/2016. Staff has increased the dollar amount of the first portion of the loan repayment.

### ***Parks and Recreation Equipment Sub-fund***

The Parks and Recreation Department has responsibility for the General Services program that manages all leisure services equipment. Examples of this equipment include pool covers, theater lighting, gymnastic equipment, and theater staging equipment. All rental rates are applied exclusively to the Community Recreation Fund. For FY 2004/2005 the rental rate is scheduled to increase by approximately 1.5% or \$665 more than the current fiscal year. An average annual increase of approximately 2.8% is projected for the remainder of the plan.

As part of the fiscal strategies to be explored in FY 2004/2005 staff is planning to evaluate the feasibility of incorporating this rental rate structure into the Recreation programs' operating budget.

### ***Project Management Sub-fund***

This sub-fund represents project management services provided by staff within the Department of Public Works Engineering Service Program. These services are associated with the various capital and special projects currently incorporated within the City's 10-Year Capital budget. The transfers into this fund represent the proportionate share of the current schedule of projects that the project management group is responsible for overseeing.

The current year operating figure is uncharacteristically low due to the large number of Measure B projects currently being administered by the Project Management program. Measure B grant regulations require that charges for services such as those provided by Project Management be charged directly to the Measure B funds rather than charged to this general services account and then applied as overhead to the projects. This requirement causes the costs included in Project Management to be understated. Since Measure B funds will be exhausted by the end of FY 2003/2004, this situation will not occur again.

As part of the fiscal strategies to be examined in FY 2004/2005, staff will be reviewing the question of what base level of project management is required by the future 10-Year Capital Budget.

### **Employee Benefits and Insurance Fund**

The Employee Benefits and Insurance Fund provides a mechanism to cover expenditures related to pension costs, employee insurance plans, workers' compensation costs and leave time while applying the principles of full cost accounting. This is accomplished by charging an additive rate to staff salaries wherever personnel hours are budgeted and expended. To better track and analyze expenditures, the Fund was separated into four sub-funds for FY 2002/2003: Leaves Benefit, Retirement Benefits, Workers' Compensation and Insurance and Other Benefits. Liability and property insurance, previously a part of the Employee Benefits and Insurance Fund, was broken out into its own fund because these costs are not related to salary expenditures, but instead recovered on claims experience and building space usage.

As identified and budgeted last year, employee benefits costs are significantly higher for FY 2004/2005 and are the major driver of higher operating costs. For FY 2004/2005 total expenditures in the combined fund are up by \$8.5 million over the current budget, or a 21% increase. Although most of this increase was budgeted for last year, benefits costs, primarily in CalPERS retirement costs, continue to increase higher than budgeted. With labor costs the largest component of operating expenditures, these increases, especially when they are outpacing revenue trends, are problematic for the long term financial picture. Details of the benefits increases are discussed in the sub-fund sections below.

#### ***Leaves Benefit Sub-fund***

The Leaves Benefit program accounts for all City employees' leave time, including accrual of outstanding leave benefits. The additive rate is calculated by determining the amount of leave benefits to be accrued and adjusting for estimated salary increases. In addition, the reserve level is reviewed to ensure that all unused leave is appropriately reserved. For the long range financial plan, the reserve level is adjusted to account for increased retirements in the next three to five years. Over the next year, as part of the fiscal strategy, this reserve level will be analyzed in more detail to reflect changes and trends in the workforce over the twenty-year planning period.

### **Retirement Benefits Sub-fund**

The Retirement Benefits Sub-fund contains the costs for the City's retirement plan. 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). The City pays the employee contribution as well as the employer contribution for these plans. While the employee contribution rate is set by law, the employer contribution rate is adjusted by CalPERS through an actuarial analysis and is impacted by its investment portfolio. The contribution rates are applied against employee salaries (PERSable earnings) in order to calculate the dollar amounts the City must contribute. Employer rates provided by CalPERS for FY 2004/2005 and projected by CalPERS for FY 2005/2006 are in the following table. Current year rates are also shown for reference.

CalPERS Plan Employer Rate	FY 2003/2004 (actual)	FY 2004/2005 (actual)	FY 2005/2006 (projected)
Safety (3% @ 50)	16.9%	29.6%	33.0%
Miscellaneous (2% @ 55)	0.6%	6.6%	8.1%

As the table indicates, the employer contribution rates are increasing significantly. It is important to note that these rates are set by CalPERS using actuarial analysis that is two years old. Therefore, the FY 2004/2005 rates include investment losses through FY 2001/2002 only.

Because of the City's long term financial planning, staff worked with our consulting actuary last year to incorporate the projected FY 2004/2005 rates into the twenty year financial plan. Additionally, we reviewed the CalPERS actuarial analysis and adjusted it for increases in salaries. As a result, the most significant increases have been budgeted for. However, at the time the long range plan was developed last year, the investment results for FY 2002/2003 were not known, so the FY 2004/2005 rates were reflected for the remaining years of the planning period. Unfortunately, the investment losses continued for an historic third year, and the projected rates for FY 2005/2006 are higher than FY 2004/2005. These higher rates are now budgeted into the recommended budget.

As mentioned earlier, CalPERS experienced significant investment losses over the last three years. Long term contribution rates are based upon the assumption that investment earnings will equal 8.25% annually. In FY 2000/2001 CalPERS experienced a real loss of 7.2%, and in FY 2001/2002 a real loss of 6.1%. Results for FY 2002/2003 were an investment gain of 3.7%, 4.5% less than the actuarial assumption. These investment losses have had a dramatic impact on the assets in our employer account at CalPERS and therefore our contribution rates. Fortunately, FY 2003/2004 has seen a turnaround in the CalPERS portfolio. Returns as of February 29, 2004 were 15.9%, although the market has seen a drop in the interim. Nevertheless, market returns higher than the actuarial assumption will help to stabilize rates and prevent further increases.

The effect of marked increases in CalPERS rates has been particularly noticeable in Public Safety additive rates. The change in the Public Safety plan from 2% @ 50 to 3% @ 50 in FY 2000/2001 represented a 50% increase in the value of the retirement benefits for Public Safety members. This enhancement was made possible in large measure by the large surplus assets in the Public Safety plan, and an agreement between the City and the Public Safety Officers Association was made to split the estimated additional cost of the retirement enhancement equally between the City and the Association. The current and projected extraordinary losses in CalPERS assets have resulted in significant increases in public safety retirement costs and in the cost of the 3% @ 50 benefit. By FY 2004/2005 the additive rate for sworn personnel will be almost 100% of direct wages because of the higher CalPERS rates.

The continuing increase in retirement costs has a significant impact on expenditures, particularly when reflected over the long term financial planning period. As part of the fiscal strategies, staff will be analyzing the actuarial data to determine how to budget these costs over the long term and where and how to moderate these costs.

### ***Workers' Compensation Sub-fund***

The Worker's Compensation Sub-fund is funded through the use of an additive rate that is applied to all staff salaries. This additive rate is based upon actual usage of the City's Workers Compensation program. For this reason, the City charges a variable additive rate depending upon the classification of the employee. In other words, more high risk positions, such as a Public Safety Officer, are charged a higher rate than an administrative employee.

The City currently is self-insured for workers' compensation costs but maintains excess insurance above what is known as the self-insured retention ("SRI"). The SRI level functions similar to deductible on a standard automobile insurance policy. The City pays for any claim losses incurred below the SRI level and the insurance carrier or risk pool pays losses over the SRI amount. Currently the City is in the final year of a very favorable insurance contract, with the SRI level set at \$275,000. Staff is currently in the process of obtaining a replacement excess insurance policy, and has found that the cost of continuing this coverage at the \$275,000 SRI would have increased by more than 4 fold, from \$175,000 to about \$750,000. Staff has reviewed the City's historical workers compensation claims and found only 7 instances in the past 15 years where the City's SRI threshold was exceeded. As a result of this analysis staff is recommending that we purchase excess insurance with the SRI at \$500,000. By increasing the SRI threshold the City will realize premium savings of approximately \$350,000 over what would have been required. The recommended FY 2004/2005 Budget includes the workers' compensation excess insurance premium at \$365,000.

Staff in conjunction with the City's benefits actuary has revised the reserves of the Worker's Compensation Sub-fund. This new reserve model assumes a starting reserve requirement based upon an actuarial analysis of approximately \$11 million. Added to the initial reserve requirement are the estimated number of new claims and associated costs. The ending reserve requirement assumes the total obligation of the initial reserve in addition to the anticipated number of claims net of estimated payments for the fiscal year.

As the area of Workers Compensation reform continues to be debated, staff will monitor future State legislation and its potential impacts on the City. As part of the fiscal strategies staff is researching new program measures for high risk programs that will assist in monitoring and containing the number and severity of claims.

### ***Insurance and Other Benefits Sub-fund***

The Insurance and Other Benefits Program includes costs for all the employee insurance plans including medical, dental, vision and life insurance. This program also includes the costs of the City's incentives programs such as the Management Achievement Program, Disability Incentive Program and Service Awards. Expenditures also include the costs for administering these programs.

The largest cost in this Program is medical insurance for our employees. Based on the most current information, the increase in medical insurance costs are budgeted at the same level as reflected in the current budget, 15% for FY 2004/2005 and 12% for FY 2005/2006 and FY 2006/2007. Increases in the high single digits are maintained through the remaining planning period. It is important to note that the budget assumes the current employee share of these plans is maintained such that SEA and PSOA employees will take on a larger share of these increases.

In this recommended budget, the medical insurance costs are broken out by active employees and retirees to reflect the significantly increasing costs for retirees. Although there are currently enough reserves to pay for the City's share of retiree medical costs, current additive rates cannot fully fund these costs over the long term. As a result, increased additive revenue in the amount of \$2.2 million, growing annually with inflation, is reflected in the last ten years of the financial plan. Without this additional revenue, medical costs are severely underfunded over the planning period. As part of the fiscal strategies, staff will be analyzing ways to contain medical costs for both active employees and retirees in the next year.

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

This fund was established in FY 2002/2003 to separate out liability and property insurance costs from the Employee Benefits and Insurance Fund. Separating these costs into a separate fund provides better accountability of expenditures and allows the City to recover costs based on usage rather than on salary expenditures.

The Liability Property Insurance Fund is funded through transfers from its dependent funds rather than on an additive rate basis. This insurance coverage is applied to the maintenance of the City's infrastructure and covers the City against claims such as a Trip and Fall, Vehicle Damage, and damage caused by City trees.

Currently, the City participates in a risk pool administered by the California Joint Powers Risk Management Authority.

As part of the future fiscal strategies staff plans to review the City's use of its current



risk pool and will perform a comparative analysis of alternative insurance strategies. Furthermore, staff will be implementing new service measures that will assist in the containment of future costs.

**Reserve Levels in Employee Benefits and Insurance Fund**

Reserves in the Employee Benefits and Insurance Fund have been set at amounts recently established by actuarial studies or staff analysis, as discussed above. The reserve levels as of June 30, 2004 are expected to be as follows:

<b>Reserve Item</b>	<b>FY 2003/2004 Year-End Amount</b>
Workers' Compensation	\$ 11,591,714
Vacation Leave	7,393,429
Insurance and Other Benefits	10,675,141
Liability and Property*	1,663,070
<b>Total Employee Benefits Fund Reserves</b>	<b>\$ 31,323,354</b>

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

**Sunnyvale Office Center Fund**

A new fund was established in the 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 are maintenance and operations of the office facility, capital projects, and debt service. Revenues to this fund consist of rental from outside tenants and City operations, and interest on reserves.

In FY 2002/2003, the remainder of the proceeds of the COPs was transferred in from the Capital Projects Fund, where they had originally been deposited. For FY 2003/2004 the interest earnings attributable to this fund that had previously been earned were transferred in from the Capital Projects Fund.

When the fund was established, it was projected that the existing office buildings would be operated and leased through FY 2005/2006, when a long-term solution to the City's office space problem could be in place. Subsequently, plans for a new civic center complex have been put on hold because of the City's financial situation. The FY 2004/2005 Long-Term Financial Plan therefore shows the complex being operated for the entire 20 year planning period. Increasing the length of operation causes the office complex to generate more net income than originally anticipated; this allows the

Sunnyvale Office Center Fund to give a rebate to the General Fund of about \$200,000 annually over the entire planning period.

Because of the age and general condition of the office buildings, it was necessary to propose capital improvements in the amount of \$654,000 in the first ten years in order to keep the facility in working order for the additional years that it would be in operation. The capital improvements would begin in FY 2004/2005 and continue through FY 2006/2007. A similar set of capital improvements is proposed in the second ten years of the plan in order to maintain the facility as an earning resource.

Staff has also modified the interest rate assumptions to account for the likely increase in interest rates in the near future. Currently, the COPs weekly interest rate is less than 1%. However, given recent indications from the Federal Reserve's Federal Open Market Committee staff has increased the assumed interest rate to 3% beginning in FY 2005/2006. This interest rate represents the approximate historical average of the Bond Market Association's Municipal Swap Index.

## **FIDUCIARY FUNDS**

### **Dorolou P. Swirsky Youth Opportunity Fund**

In August of 1993, City Council accepted Dorolou Swirsky's gift of her trust estate to establish an ongoing Youth Opportunity Fund to specifically address sports, recreational, social, cultural, and educational activities for disadvantaged youth living in Sunnyvale.

The Dorolou Swirsky estate was donated to the City upon her death in March of 2000. The estate consisted of a single family home located at 1133 Hollenbeck Road. At the time of donation an appraisal was performed on the property, and the total value was estimated at \$555,000. Following the donation, the City established the Swirsky Youth Opportunity Fund to account for the proceeds. Ms. Swirsky had taken a reverse mortgage on the property which the City paid using General Fund monies. The property was rented out for \$2,650 per month until August of this year. Net proceeds realized each year of the lease agreement were approximately \$20-25,000, and were used to help pay back the General Fund for the reverse mortgage.

In November of 2003, Council approved a resolution authorizing the sale of 1133 Hollenbeck Road. The proceeds of the sale were used to pay off the obligation to the General Fund and the remainder was placed into the Swirsky Youth Opportunity Fund to form a nonexpendable trust fund. In accordance with Council's action, one-third of the interest generated each year by the principal are to be used to provide summer recreational equipment and supplies to disadvantaged youth through an agreement with Sunnyvale Community Services. The remaining two-thirds of the interest generated annually by this fund will provide grants for agencies supporting disadvantaged youth to be administered through the joint Arts Commission and Parks and Recreation Commission. Those interested in more detail are referred to Report to Council 03-392.

### **Fremont Pool Endowment (Trust) Fund**

The Fremont Pool Trust Fund was established by the City in FY 2002/2003 to account for the receipt of monies raised by The Friends of Fremont Pool, a group of residents who lobbied City Council regarding the need for a new pool in Sunnyvale. The Fund currently has an Endowment Reserve balance of \$810,049. The basic premise of this fund is that the corpus, or principal, is never expended. Rather it is invested in a safe, interest-generating market. Each year the interest generated by this fund is used to help offset the City's cost of operating the new, 50-meter pool constructed in partnership with the Fremont Union High School District at Fremont Union High School. The City's cost is determined by adding 50% of the cost of maintaining the pool itself (performed by the School District, which subsequently bills the City); and 100% of the City's cost of maintaining the public shower/locker facility; and staff costs related to oversight of the contract with California Sports Center, a private firm which the City has engaged to program and operate the City's share of the Fremont Pool, then subtracting the revenue received by the City from CSC. Any surplus amount of interest is returned to the fund for possible use in future years. During its first year of the new pool's operation, this fund was able to generate sufficient interest to pay the entire net cost to the City. Staff and the District note that this was not a normal year in terms of expenses, and that future years are likely to cost more. It should also be noted that while the corpus of this fund may grow a bit in future years (assuming continued contributions), it is not expected to increase markedly over time. As a result, it is not expected to keep up with inflation and the purchasing power of the interest it generates will likely erode over time. If in future years this fund generates insufficient interest to pay the City's net expenses, the General Fund will need to make up the difference. In this context, and the City's current budget crisis, it is critical to note the importance of allowing the California Sports Center to charge market rates for use of the pool. The net revenue received by the City from CSC, and the interest generated by the Fremont Pool Trust Fund, are critical factors in allowing the pool to support itself financially.

## CONCLUSION

As your City Manager, I am honored to have the opportunity to present to you my recommendations for the FY 2004/2005 Budget, the Ten-Year Resource Allocation Plan, and 20-year financial forecast. Even in this period of economic difficulties, each fund is balanced to the twentieth year assuming successful implementation of the fiscal strategies and action items identified in this Transmittal Letter. The goal this year is to achieve long term financial stability and eliminate a structural imbalance between revenues and expenditures that exists over the first eight years of the Long Term Financial Plan.

Two final points need to be made. First, Sunnyvale's planning and financial management systems are providing the foundation on which we are building the solutions to the City's budget crisis. Without this foundation, we would have found ourselves unprepared to respond to a budget crisis of this magnitude. This budget crisis requires that the City "change its lifestyle" to adjust to our new fiscal realities. Our planning and management systems provided the framework and the information in order for staff to make recommendations and for Council to make the final decisions.

Second, although we have recommended ways to close the General Fund structural gap, our job is not over. Staff has identified a number of fiscal strategies that will be explored during FY 2004/2005 to bring our ongoing revenues and expenditures into alignment over the long term. Staff will continue to pay close attention to local economic conditions, our revenue patterns and expenditure trends, and State legislative actions. Any changes to our strategies for addressing this budget crisis will be presented to the City Council for policy direction and final action.

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 2004/2005 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.

First, I would like to say a heartfelt thank you to Deputy City Manager Chuck Schwabe for his efforts in coordinating the Council's new budget service review process this year. Also, given the new process, much staff work was undertaken by department directors and program managers in a very short turn around time. I am grateful to them for their support and commitment to provide timely and complete information to the Council for consideration.

Of course, the budget would not have been prepared without the talented and dedicated budget team led by Mary Bradley, Director of Finance and Grace Kim, Finance Manager. These team members, including Mark Eyrich, Kurtis Mock, Charlene Sun and Tim Kirby, did a yeoman's job in putting the budget together and I greatly appreciate their dedication.

Finally, I would like to thank Council for their leadership and support and their

commitment of time in developing the new budget process, community outreach, and policy direction.

Respectfully Submitted,

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Amy Chan  
City Manager

May 18, 2004

**APPENDIX A  
STRATEGIES AND COST SAVING IDEAS TO BE EXPLORED  
IN 2004/2005**

<b>EMPHASIZE ECONOMIC DEVELOPMENT</b>
Reexamine economic development strategies to ensure that short term and long term goals are achievable and deliverable
<b>USE TECHNOLOGY TO REDUCE COSTS</b>
E-mail business newsletter rather than mail hard copy
Substitute e-mail for paycheck stuffers
Continue roll out of hand held units for field operations in Public Safety
Use citywide smart card connected to utility billing as way to collect all Library fees, fines, registration
Enhance/add Library self-check machines to keep up with increased use and allow payment of fines
Establish investment fund to review and implement automation of processes citywide that are not currently automated
Continue the deployment of remote meter reading technology
<b>EXPLORE ALTERNATIVE SERVICE DELIVERY METHODS</b>
Review organization of Emergency Preparedness program in DPS, determine use of sworn vs. non-sworn positions
Explore contracting out recreation services where appropriate
Redesign Organizational Effectiveness program to focus on PAMS and cost containment practices
Expand outsourcing of printing services
<b>MANAGE/CONTAIN EMPLOYEE SALARIES AND BENEFITS</b>
Utilize flexible schedules to reduce overtime needs
Eliminate city cars except for field inspections
Investigate tiered employee benefits for new hires
Accumulate PTO at earned salary rates rather than current rates
Lower the cap on employee vacation/PTO accumulation; allow payoff yearly
Eliminate tuition reimbursement for staff
Conduct audit of overtime usage citywide
Explore alternate medical insurance plans
Revisit uniform use and rental citywide
Institute a vesting requirement for retiree medical benefits
Investigate substituting a PTO program for disability where possible
Review benefit levels for prescription safety glasses, safety shoes, and wildland boots
Revisit definition of family emergency leave
Revisit benefit level for staff medical examinations
Review payment of certifications for various position in City
Review provisions of new workers' compensation law

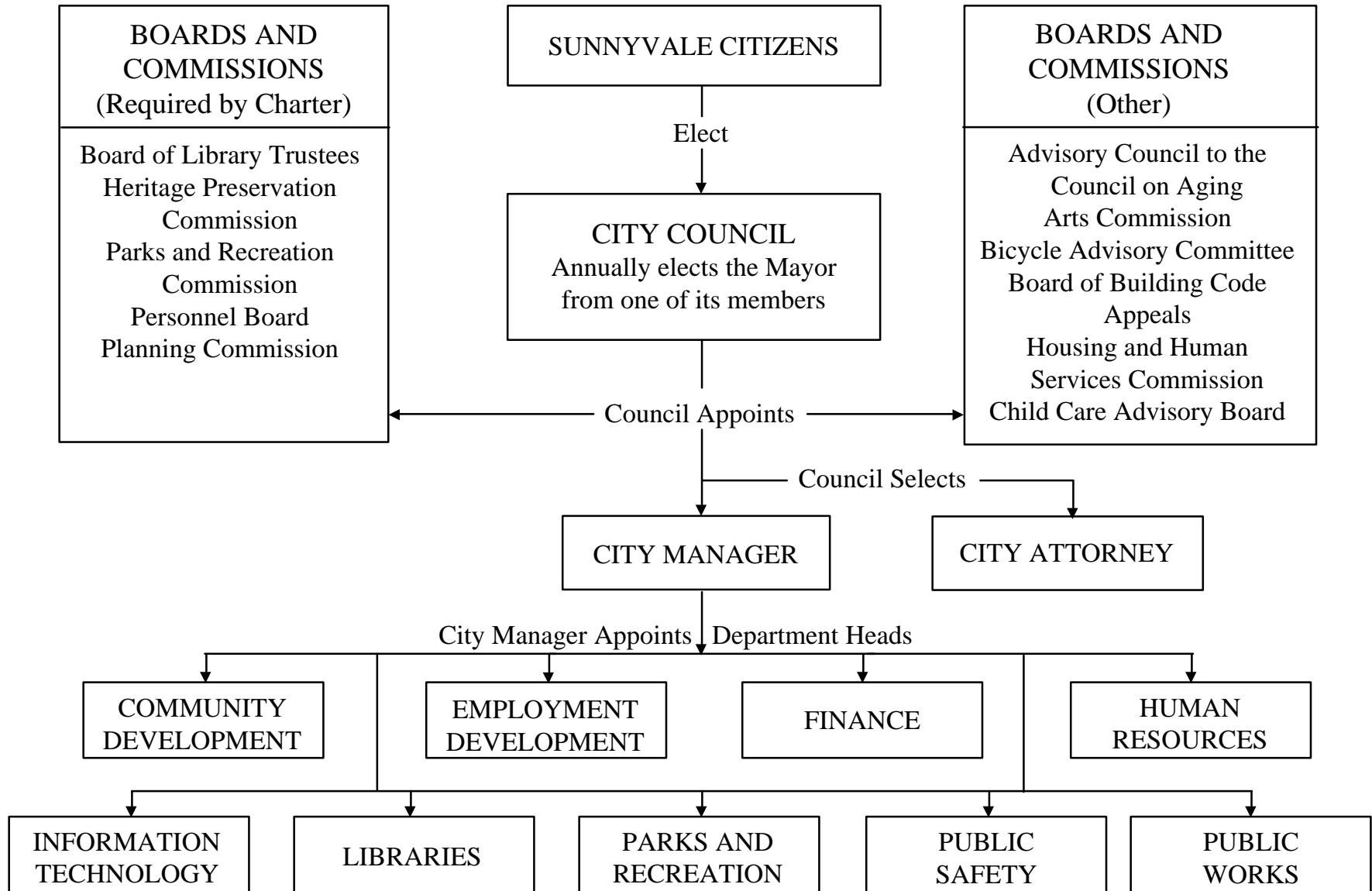
Review workers' compensation legal requirements as they relate to selection of physician and time off for workers' compensation medical appointments
Reevaluate the disability leave incentive program
Focus on reducing workers' compensation claims/costs
<b>STREAMLINE CITY PROCESSES</b>
Hold Library Board meetings 6 times a year
Develop processes with more input at the beginning so that each step is consistent with the others
Combine Parks and Recreation Commission with Arts Commission
Consolidate/update administrative policies
<b>MANAGE THE CITY'S "LIFESTYLE" AND EMPLOYEE EXPECTATIONS</b>
Review level of items supplied by central stores to employees
Reuse paycheck envelopes by not sealing them
Reduce low use fire apparatus
Pull cell phones from Police patrol cars
Relocate/consolidate offices to make more efficient/effective use of space
Cut distribution of news clips
<b>EXPLORE REDUCING CITY HOURS OF OPERATION</b>
Close City offices between Christmas and New Years with use of PTO or unpaid time
Utilize different/shorter business hours for the public
Reduce hours of one-stop center availability
Close Library for 2 one-week periods a year (December and August). This equals about a 5% decrease for all staff costs. Savings would be realized by gradual (3 year) salary reduction
<b>EXAMINE WAYS TO MORE EFFECTIVELY USE CITY WORKFORCE</b>
Eliminate one recreation support person, replace with lower position
Explore expanded use of job sharing and allowing more part time employees
Review management positions citywide for consistent span of control, supervisory levels
Evaluate internal training programs to ensure that all employees receive appropriate skills necessary to effectively perform their jobs
Eliminate/consolidate answer points in joint locations
Freeze vacant management positions in DPS during vacancy of Chief
Change traditional backfill requirements in Fire when a short term (sick day, etc.) vacancy occurs
Share DPS maintenance person with another department
Study Pay for Performance System
Review Public Safety training costs; develop inventory of mandatory Public Safety training; review training hour provision of PSOA side letter
Review practice of fire station staffing versus requirements in MOU
Review patrol minimum staffing requirements in MOU
Investigate use of part time Public Safety Officers and Public Safety retirees
Review start times for Patrol schedule
Evaluate need for Sworn/non-sworn management positions in DPS

Share DPS Financial/Management position with another department, e.g. Finance
<b>REVIEW FUND RESERVE POLICIES</b>
Review reserve policies for all funds for level and appropriateness
Review all equipment replacement reserves
<b>REVIEW CITY'S COST RECOVERY POLICY FOR FEES AND CHARGES</b>
Charge homeowners for a portion of concrete replacement costs
Charge fees for concrete replacement on commercial properties
Explore full cost recovery of DPS permits for taxicabs, adult entertainment, pawn shops, massage parlors, and weapons
Revisit policy of keeping utility rates below average of surrounding cities
Update subsidy analysis of Community development, Recreation, and SCI3 programs
Develop full cost recovery of art in private development program
<b>INVESTIGATE NEW AND INCREASED REVENUE SOURCES</b>
Expand park picnic rental services, e.g. inflatable jumpers, etc.
Explore entertainment tax
Explore increase in Business License Tax
Explore increase in Transient Occupancy Tax
<b>EVALUATE CITY'S POLICY REGARDING LAND HOLDINGS</b>
Determine legal standing of Charles Street lot and responsibility for maintenance
Analyze additional income potential of 505 W. Olive property
<b>MISCELLANEOUS</b>
Update Phase I of the Long Range Infrastructure Plan and complete Phase II
Evaluate recreation services fee waiver program and program administration
Complete optimal staffing study for Public Safety Department
Evaluate use of CDBG funds for senior services support
Evaluate use of various City housing funds
Undertake comprehensive review and analysis of the outcome managementsystem
Develop and conduct PAMS training at all levels
Perform complete update and review of Capital Improvement Program, including unfunded projects over 10-year plan



**City  
Organization Chart**

# CITY OF SUNNYVALE ORGANIZATION CHART



**Directory of  
City Officials**

**City of Sunnyvale**  
DIRECTORY OF CITY OFFICIALS  
July 1, 2004

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**John Howe**  
Mayor

**Dean Chu**  
Vice-Mayor  
**Frederik Fowler**  
Councilmember  
**Melinda Hamilton**  
Councilmember

**Otto Lee**  
Councilmember  
**Julia Miller**  
Councilmember  
**Ron Swegles**  
Councilmember

**Amy Chan**  
City Manager

**Irwin Bakin**  
Director of Public Safety  
**Mary J. Bradley**  
Director of Finance  
**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

**Citizen's Guide  
To the Sunnyvale  
Management System**

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

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

The Planning and Management System (PAMS) 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 with 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. Each element of the City's General Plan has a sub-element or series of sub-elements which make up the goals or standards desired for the future of the community. These sub-elements provide the avenue for which long-range policy making of the General Plan is developed and ultimately implemented.

## **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 defined products. Activities and their products are the actual services delivered.

## **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

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# CITIZENS' GUIDE TO THE SUNNYVALE MANAGEMENT SYSTEM

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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. It is a planning tool useful in projecting where the City is heading financially. It is less for estimating revenues and expenditures over twenty years and more for understanding the trends 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", so it includes projects that may go into operating budgets in other cities because they are one-time special efforts. Capital Improvements/Special Projects is probably the most crucial area in which the City must allocate and administer limited resources. This is where development of the City's infrastructure maintenance and replacement is 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

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# CITIZENS' GUIDE TO THE SUNNYVALE MANAGEMENT SYSTEM

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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**

Cost accounting is a method of accounting which provides for all the elements of cost incurred to accomplish a purpose, carry on an activity or complete a unit of work to be gathered together. 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 the amount is 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.



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# CITIZENS' GUIDE TO THE SUNNYVALE MANAGEMENT SYSTEM

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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

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# CITIZENS' GUIDE TO THE SUNNYVALE MANAGEMENT SYSTEM

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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.
7. For Governmental and Agency Funds, the City Manager is authorized to reappropriate budgeted amounts between programs of the same fund and department, unless the reappropriation exceeds the thresholds outlined below, which require Council

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# CITIZENS' GUIDE TO THE SUNNYVALE MANAGEMENT SYSTEM

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approval:

<b>Annual Program Budget</b>	<b>Reappropriation Threshold</b>	<b>Maximum Reappropriation Threshold (Annual)</b>
>= \$500,000	\$100,000 or 5%, whichever is greater	\$250,000
<= \$500,000	\$50,000 or 50%, whichever is less	\$50,000

For the Proprietary Funds and Internal Services Funds, if the expenditures for the fiscal year exceed actual revenues plus the planned appropriation from the Rate Stabilization Reserve Account or the Resource Allocation Plan Reserve Account, as the case may be, on an annualized basis, Council approval shall be required.

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.

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

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## **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 Council meetings scheduled on Tuesdays throughout the year. At the Council meetings, citizens are given an opportunity to speak 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***

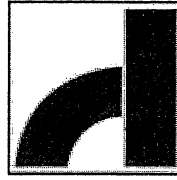
Develop and maintain an aggressive revenue collection program to assure that monies due the City are received in a timely fashion.

***Revenue Forecasting and  
Monitoring***

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



**Budget  
Award**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Sunnyvale  
California**

For the Fiscal Year Beginning

**July 1, 2003**

*Ann M. Chew*

President

*Jeffrey R. Emer*

Executive Director

**Budget  
Overview**

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# **BUDGET SUMMARY, SUMMARY OF BUDGETED PERSONNEL HOURS, FINANCIAL GRAPHS, AND INDIVIDUAL FINANCIAL PLANS**

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## **Budget Summary**

Purpose: The budget summary provides a listing of the major revenue sources for fiscal year 2004/2005. Operating expenditures are grouped by department and then by program. Project expenditures are identified by category.

## **Summary of Budgeted Personnel Hours**

Purpose: To provide a comparison of personnel hours by classification on a city-wide combined program basis for four fiscal years: 2002/2003 actual, 2003/2004 current, 2004/2005 budget and 2005/2006 budget.

## **Financial Graphs**

Purpose: To provide visual depiction of revenues and expenditures for the fiscal year 2004/2005 budget.

## **Individual Financial Plans**

Purpose: The individual financial plans render a picture of the financial condition of the fund. In addition to fiscal year 2002/2003 actual and fiscal year 2003/2004 current year budget, the statements include projections for the ensuing twenty years. The underlying inflation assumption throughout the plan is as follows:

- **Operating:** The general inflation factor for operating programs is 3% for the first decade and 4% for the second decade. For the upcoming years several different factors are used for specific items. Salary costs are projected according to agreements with employee associations. Additionally, contracts lock in cost increase for several items.

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# BUDGET SUMMARY, SUMMARY OF BUDGETED PERSONNEL HOURS, FINANCIAL GRAPHS, AND INDIVIDUAL FINANCIAL PLANS

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- **Projects:** For fiscal year 2003/2004 there was generally no inflation factor applied, but for fiscal year 2004/2005, the factor is 1%, and the factor for the remainder of the first decade is 2% and 3% for the second decade.
- **Revenues:** Major revenues are projected using their own particular drivers. For example, the state of the local economy influences the City Transient Occupancy Tax. Minor revenues are inflated by 3% in the first decade and 4% in the second decade.

The ten-year revenue projections supplies detail by type of the various revenue sources and the trend for the twenty-year plan.

The Summary of Budgeted Expenditures by Fund presents detailed operating expenditures by type: Salaries and Benefits, Purchased Goods and Services, Property and Capital Outlay, Miscellaneous Expenditures, and Internal Services Charges. Data includes four years for comparison purposes: 2002/2003 actual, 2003/2004 current, 2004/2005 budget and 2005/2006 budget.

**Budget  
Summary**

**CITY OF SUNNYVALE  
FY 2004/2005 BUDGET SUMMARY**

**Revenue Sources:**

Property Tax	\$39,273,979
Refuse Collection and Disposal Service Fees	\$25,662,165
Water Supply and Distribution Fees	\$21,705,486
Sales Tax	\$18,330,505
Wastewater Management Service Fees	\$16,736,662
Workforce Investment Act Grant	\$9,273,000
SMaRT Station Operations Reimbursement*	\$9,091,595
Franchises Fees	\$7,812,889
Recreation Service Fees	\$7,125,217
Federal Grants	\$6,425,997
Miscellaneous Revenues	\$5,965,288
Utility Users Tax	\$5,711,749
Transient Occupancy Tax	\$5,034,831
Interest Income	\$4,675,681
Rents and Concessions	\$3,726,848
Permits and Licenses	\$3,685,368
State Shared Revenues	\$902,463
Other Fees and Services	\$2,655,276
Motor Vehicle License Fees	\$2,620,423
State Highway Users Tax (Gas Tax)	\$2,540,873
Other Taxes	\$2,001,260
Community Development Block Grant	\$1,504,000
Santa Clara County Measure A/B Pavement Management Program	\$1,040,000
Other Agencies Contributions	\$906,759
HOME Program Grant	\$777,156
Fines and Forfeitures	\$699,893
SMaRT Station Revenues	\$550,685
State Budget Reductions	(\$2,076,879)
Use of Reserves	\$16,211,469
<b>Total Revenues Sources**</b>	<b><u><u>\$220,570,637</u></u></b>

\* 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  
FY 2004/2005 BUDGET SUMMARY**

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**Expenditures:**

**Operating Budget:**

City Council		\$332,699
Office of the City Attorney		\$1,297,618
Office of the City Manager:		
Child Care Services	175,095	
Columbia Neighborhood Center	627,230	
Council Policy Assistance and Support	526,953	
Executive Management	532,652	
External Relations	513,216	
Neighborhood and Community Services	334,877	
Official Records and Elections	343,206	
Organizational Effectiveness	377,737	
Volunteer Resources	184,422	
Total Office of the City Manager		\$3,615,387
Community Development Department:		
Community Planning	680,814	
Development Services	3,592,281	
Economic Prosperity	716,822	
Housing and Human Services	701,992	
Neighborhood Preservation	775,933	
Total Community Development Department		\$6,467,842
Employment Development Department		\$10,060,213



**CITY OF SUNNYVALE  
FY 2004/2005 BUDGET SUMMARY**

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**Operating Budget: (Continued)**

Finance Department:

Accounting and Financial Reporting	1,124,827	
Budget Management	613,924	
Financial Management & Analysis	967,843	
Procurement Management	1,377,387	
Treasury/Cash Management	740,526	
Utility Business Management	1,878,278	
Total Finance Department	<u>1,878,278</u>	\$6,702,784

Human Resources Department

\$1,632,379

Library Department:

Library Collection Management	3,820,263	
Library Learning Environment	1,049,358	
Library Programs and Services	1,624,945	
Sunnyvale Center for Innovation, Invention, and Ideas SC[i]3	299,931	
Total Library Department	<u>299,931</u>	\$6,794,498

Parks and Recreation Department:

Customer Service, Registration, Reservation, Publicity and Recreation Facility Operations	2,443,250	
Golf Course Maintenance Operations and Golf Shop Services	2,913,582	
Neighborhood Parks and Open Space Management	6,112,772	
Park & Recreation Management	612,807	
Recreation and Arts for Adults and Rental Use of Recreation Facilities	1,532,088	
Recreation Services for Children, Teens, Seniors, Disabled, and Economically Disadvantaged	3,582,507	
Total Parks and Recreation Department	<u>3,582,507</u>	\$17,197,006

**CITY OF SUNNYVALE  
FY 2004/2005 BUDGET SUMMARY**

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**Operating Budget: (Continued)**

Public Safety Department:

Community Safety Services	3,713,400	
Fire Services	17,674,859	
Personnel and Training Services	4,486,868	
Police Services	18,671,289	
Public Safety Administration	4,713,341	
Special Operations	5,231,922	
Technical Services	4,695,315	
Total Public Safety Department	<u>4,695,315</u>	\$59,186,994

Public Works Department:

Concrete Maintenance	1,070,661	
Engineering Services	465,488	
Parking District Landscaping	83,537	
Pavement Operations	4,449,670	
Public Parking Lot Maintenance	82,051	
Public Works Support Services	586,234	
Roadside and Median Right-of-Way Services	1,252,318	
SMaRT Station Operations*	16,299,624	
Solid Waste**	17,965,076	
Street Tree Services	1,318,798	
Transportation Operations	2,377,663	
Wastewater Management	12,689,019	
Water Supply and Distribution	17,194,423	
Total Public Works Department	<u>17,194,423</u>	\$75,834,563

**Total Operating Budget\*\*\***

**\$189,121,983**

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

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

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

**CITY OF SUNNYVALE  
FY 2004/2005 BUDGET SUMMARY**

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<b>Projects Budget:</b>	
Capital Projects	\$3,842,580
Special Projects	\$4,960,101
Infrastructure Projects	\$13,302,691
Outside Group Funding	\$455,724
Lease Payments	\$1,545,330
Project Administration	\$1,613,993
<b>Total Projects Budget</b>	<u><u>\$25,720,419</u></u>
<b>Other Expenditures:</b>	
Debt Service	\$6,828,236
Fiscal Strategies	(\$1,100,000)
<b>Total Other Expenditures</b>	<u><u>\$5,728,236</u></u>
<b>Total Recommended Budget</b>	<u><u>\$220,570,637</u></u>

**Summary of Budgeted  
Personnel Hours**

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## SUMMARY OF BUDGETED PERSONNEL HOURS

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Purpose: This report provides additional FTE/PTE (Full-Time/Part-Time Equivalent) 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 FTE/PTEs using the following calculations:

- Management Staff: 1850 hours equals one FTE
- Non-Management Staff: 1800 hours equals one FTE
- Part-Time Staff: 1145 hours equals one PTE
- Public Safety Officers: 1900 hours equals one FTE

Employees Estimate (City-Wide)  
Fiscal Year Comparison

<i>Fiscal Year</i>	<i>Actual</i> 2002/2003	<i>Current</i> 2003/2004	<i>Budget</i> 2004/2005	<i>Budget</i> 2005/2006
Management	97.7	110.3	106.3	106.8
Non-Management	556.0	621.0	599.4	599.8
Part-Time Staff	50.7	89.7	74.3	74.0
Public Safety Officers	210.9	206.7	208.6	208.6
<b>Total</b>	<b>915.3</b>	<b>1,027.7</b>	<b>988.6</b>	<b>989.2</b>

The variance between Current FY 2003/2004 and Actual FY 2002/2003 is primarily due to unfilled vacancies.

**Summary of Budgeted Personnel Hours  
Citywide**

	<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Current</u>	<u>FY 2004/2005</u> <u>Budget</u>	<u>FY 2005/2006</u> <u>Budget</u>
0000 Non Job Code Hours				
Work Hours - Regular	-2,858.30	0.00	0.00	0.00
Work Hours - Regular Part-Time	6.00	0.00	0.00	0.00
Work Hours - Casual/Seasonal	680.20	0.00	0.00	0.00
Work Hours - Contract Personnel	107,298.25	117,140.00	42,308.00	42,308.00
Work Hours - Light Duty	5.00	3,300.00	3,300.00	3,300.00
Work Hours - Overtime - Regular	8.10	0.00	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	-13.90	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	0.00	0.00	0.00	0.00
Work Hours - Overtime - Contract	23.50	0.00	0.00	0.00
Other Hours - Standby	0.00	0.00	630.00	630.00
0010 City Manager				
Work Hours - Regular	1,836.00	1,850.00	1,850.00	1,850.00
0011 City Attorney				
Work Hours - Regular	1,852.00	1,850.00	1,850.00	1,850.00
0012 Senior Assistant City Attorney				
Work Hours - Regular	1,778.00	1,850.00	1,850.00	1,850.00
0013 Assistant City Attorney				
Work Hours - Regular	1,795.50	1,850.00	1,850.00	1,850.00
0014 Deputy City Attorney				
Work Hours - Regular	1,693.00	1,850.00	1,850.00	1,850.00
0110 Assistant City Manager				
Work Hours - Regular	1,868.00	1,850.00	1,850.00	1,850.00
0115 Deputy City Manager				
Work Hours - Regular	1,876.00	1,850.00	1,850.00	1,850.00
0120 Director of Community Development				
Work Hours - Regular	1,920.00	1,835.00	1,791.00	1,791.00
0130 Director of Finance				
Work Hours - Regular	1,892.00	1,850.00	1,850.00	1,850.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
0140 Director of Employment Development				
Work Hours - Regular	1,766.50	1,850.00	1,850.00	1,850.00
0145 Director of Human Resources				
Work Hours - Regular	1,858.00	1,850.00	1,850.00	1,850.00
0155 Director of Libraries				
Work Hours - Regular	1,867.50	1,830.00	1,830.00	1,830.00
0160 Director of Parks and Recreation				
Work Hours - Regular	1,812.00	1,850.00	1,850.00	1,850.00
0170 Director of Public Safety				
Work Hours - Regular	1,790.50	1,810.00	1,810.00	1,810.00
0180 Director of Public Works				
Work Hours - Regular	1,836.00	1,850.00	1,850.00	1,850.00
0190 Director of Information Technology				
Work Hours - Regular	1,796.00	1,800.00	1,800.00	1,800.00
0202 Housing Officer				
Work Hours - Regular	1,175.00	1,731.00	1,664.00	1,664.00
0203 City Clerk				
Work Hours - Regular	1,906.00	1,850.00	1,850.00	1,850.00
0204 Neighborhood Preservation Manager				
Work Hours - Regular	1,781.00	1,850.00	1,840.00	1,840.00
0205 Assistant Director of Public Works/City Engineer				
Work Hours - Regular	1,220.50	1,900.00	1,850.00	1,850.00
0206 Assistant City Engineer				
Work Hours - Regular	1,442.00	1,700.00	1,700.00	1,700.00
0208 Assistant Dir Of Public Safety				
Work Hours - Regular	0.00	3,700.00	3,700.00	3,700.00
0209 Manager Of Business Operations				
Work Hours - Regular	48.00	1,850.00	1,850.00	1,850.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
0210 Superintendent of Building Inspection				
Work Hours - Regular	1,952.00	1,850.00	1,847.00	1,847.00
0212 Superintendent of Building Maintenance				
Work Hours - Regular	1,659.70	1,850.00	1,850.00	1,850.00
0213 Recreation Supervisor				
Work Hours - Regular	2,373.50	0.00	9,250.00	9,250.00
0222 Superintendent of Parks				
Work Hours - Regular	1,552.00	1,846.00	1,846.00	1,846.00
0223 Superintendent of Trees and Landscape				
Work Hours - Regular	1,619.00	1,592.00	1,594.00	1,594.00
0230 Planning Officer				
Work Hours - Regular	1,757.50	1,850.00	1,770.00	1,770.00
0235 Public Safety Captain I				
Work Hours - Regular	8,520.00	14,990.00	14,990.00	14,990.00
0256 Superintendent of Cultural Arts				
Work Hours - Regular	1,795.00	1,850.00	1,850.00	1,850.00
0257 Leisure Services Manager				
Work Hours - Regular	1,800.00	1,850.00	1,850.00	1,850.00
0258 Assistant To Dir Of Parks/Rec				
Work Hours - Regular	1,847.50	3,700.00	1,850.00	1,850.00
0260 Economic Development Manager				
Work Hours - Regular	1,797.00	1,814.00	1,760.00	1,760.00
0270 Superintendent of Field Services				
Work Hours - Regular	1,810.50	1,526.00	1,669.00	1,669.00
0275 Solid Waste Program Manager				
Work Hours - Regular	1,810.00	1,850.00	1,825.00	1,825.00
0278 Management Analyst				
Work Hours - Regular	11,287.00	15,672.50	9,800.00	10,725.00



**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
0280 Risk and Insurance Manager				
Work Hours - Regular	1,761.00	1,850.00	1,850.00	1,850.00
0282 Human Resources Manager				
Work Hours - Regular	1,228.00	0.00	1,850.00	1,850.00
0290 Transportation and Traffic Manager				
Work Hours - Regular	1,870.50	1,850.00	1,850.00	1,850.00
0295 Environmental Division Manager				
Work Hours - Regular	1,798.00	1,860.00	1,815.00	1,815.00
0300 Administrative Assistant				
Work Hours - Regular	4,402.00	5,376.00	3,680.00	3,680.00
0301 Employment Training Manager				
Work Hours - Regular	8,484.00	9,250.00	9,250.00	9,250.00
0305 Administrative Librarian				
Work Hours - Regular	2,907.10	3,659.00	3,709.00	3,709.00
0307 Administrative Services Manager				
Work Hours - Regular	1,756.00	1,850.00	3,622.00	3,622.00
0310 Supervising Librarian				
Work Hours - Regular	6,800.20	7,710.00	7,581.00	7,566.00
0315 Revenue Systems Supervisor				
Work Hours - Regular	1,855.00	1,850.00	1,850.00	1,850.00
0319 Neighborhood and Community Services Manager				
Work Hours - Regular	0.00	0.00	1,850.00	1,850.00
0320 Assistant to the City Manager				
Work Hours - Regular	1,795.50	650.00	0.00	0.00
0322 Senior Management Analyst				
Work Hours - Regular	14,761.50	12,008.00	14,594.00	14,594.00
0324 Mgr, Bureau Of Tech Services				
Work Hours - Regular	1,772.00	1,800.00	1,800.00	1,800.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
0325 Operations Manager				
Work Hours - Regular	0.00	3,650.00	1,850.00	1,850.00
0326 Recycling Supervisor				
Work Hours - Regular	1,713.50	1,850.00	1,800.00	1,800.00
0327 Golf Operations Supervisor				
Work Hours - Regular	3,619.00	3,700.00	3,700.00	3,700.00
0330 Parks Supervisor				
Work Hours - Regular	5,235.00	12,771.00	3,701.00	3,701.00
0331 Manager, Information Technology Services				
Work Hours - Regular	1,818.00	1,850.00	1,850.00	1,850.00
0332 Mgr, Applications Development				
Work Hours - Regular	1,725.20	1,850.00	1,800.00	1,800.00
0333 Technical Support Manager				
Work Hours - Regular	1,828.00	705.00	0.00	0.00
0337 Human Resources Supervisor				
Work Hours - Regular	1,804.00	3,900.00	1,850.00	1,850.00
0340 Public Safety Captain II				
Work Hours - Regular	7,293.50	0.00	0.00	0.00
0345 Urban Landscape Supervisor				
Work Hours - Regular	3,591.80	3,487.00	3,483.00	3,483.00
0350 Public Works Supervisor				
Work Hours - Regular	2,409.50	3,759.00	3,469.00	3,469.00
0365 Finance Manager				
Work Hours - Regular	7,196.50	7,380.00	7,400.00	7,400.00
0375 Program Quality and Operations Manager				
Work Hours - Regular	2,882.00	3,700.00	3,700.00	3,700.00
0380 Fleet Manager				
Work Hours - Regular	1,733.00	1,850.00	1,850.00	1,850.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
0388 City Property Manager/Senior Administrator				
Work Hours - Regular	1,680.00	1,850.00	1,850.00	1,850.00
0390 WPCP Supervisor				
Work Hours - Regular	1,901.50	1,965.00	1,852.00	1,852.00
0395 WPCP Maintenance and Facility Manager				
Work Hours - Regular	1,640.00	1,860.00	1,800.00	1,800.00
0396 WPCP Operations Manager				
Work Hours - Regular	1,754.00	1,940.00	1,800.00	1,800.00
0900 Management Intern				
Work Hours - Regular	1,376.00	0.00	0.00	0.00
1000 Accountant				
Work Hours - Regular	9,285.60	9,000.00	8,911.00	8,911.00
Work Hours - Overtime - Regular	23.50	142.00	40.00	40.00
Work Hours - Overtime - Comp Time Earned	76.60	0.00	0.00	0.00
1001 Accountant-Confidential				
Work Hours - Regular	2,562.30	0.00	0.00	0.00
Work Hours - Overtime - Regular	140.70	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	8.60	0.00	0.00	0.00
1010 Senior Accountant				
Work Hours - Regular	1,742.50	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	14.50	0.00	0.00	0.00
1015 Sr Accountant-Confidential				
Work Hours - Regular	0.00	0.00	1,800.00	1,800.00
1060 Paralegal				
Work Hours - Regular	859.50	1,800.00	1,800.00	1,800.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Current</u>	<u>FY 2004/2005</u> <u>Budget</u>	<u>FY 2005/2006</u> <u>Budget</u>
1100 Administrative Aide				
Work Hours - Regular	21,331.90	21,707.00	21,025.00	21,025.00
Work Hours - Contract Personnel	-67.20	0.00	0.00	0.00
Work Hours - Overtime - Regular	616.30	235.00	395.00	395.00
Work Hours - Overtime - Comp Time Earned	674.90	0.00	0.00	0.00
1101 Administrative Aide-Confidential				
Work Hours - Regular	9,067.00	9,534.00	12,600.00	12,600.00
Work Hours - Overtime - Regular	121.40	50.00	91.00	91.00
Work Hours - Overtime - Comp Time Earned	122.90	0.00	0.00	0.00
1130 Public Safety Records Coordinator				
Work Hours - Regular	1,722.70	1,485.00	1,485.00	1,485.00
Work Hours - Overtime - Regular	2.50	35.00	35.00	35.00
Work Hours - Overtime - Comp Time Earned	11.60	0.00	0.00	0.00
1140 Senior Buyer				
Work Hours - Regular	1,895.50	1,800.00	1,800.00	1,800.00
1160 Employment Training Program Coordinator				
Work Hours - Regular	19,955.10	25,222.00	25,200.00	25,200.00
Work Hours - Overtime - Regular	78.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	241.30	0.00	0.00	0.00
1200 Associate Planner				
Work Hours - Regular	6,189.00	10,854.00	9,161.00	9,161.00
Work Hours - Overtime - Regular	327.60	154.00	154.00	154.00
Work Hours - Overtime - Comp Time Earned	190.90	0.00	0.00	0.00
1205 Automotive Shop Attendant				
Work Hours - Regular	48.00	1,800.00	1,800.00	1,800.00
1250 Administrative Analyst				
Work Hours - Regular	9,431.00	12,618.00	10,828.00	10,828.00
Work Hours - Overtime - Regular	357.40	40.00	180.00	180.00
Work Hours - Overtime - Comp Time Earned	155.50	26.00	20.00	20.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
1251 Assistant Planner				
Work Hours - Regular	3,889.00	1,782.00	1,754.00	1,754.00
Work Hours - Overtime - Regular	58.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	65.50	0.00	33.00	33.00
1260 Senior Planner				
Work Hours - Regular	0.00	1,800.00	1,705.00	1,705.00
Work Hours - Overtime - Regular	0.00	25.00	25.00	25.00
1300 Senior Environmental Chemist				
Work Hours - Regular	3,457.70	3,357.00	3,775.00	3,775.00
Work Hours - Overtime - Comp Time Earned	21.20	0.00	0.00	0.00
1345 Solid Waste Contract Administrator				
Work Hours - Regular	1,836.50	1,760.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	40.00	40.00	40.00
Work Hours - Overtime - Comp Time Earned	25.50	0.00	0.00	0.00
1349 Senior Industrial Waste Inspector				
Work Hours - Regular	1,722.80	1,715.00	1,850.00	1,850.00
1350 Industrial Waste Inspector				
Work Hours - Regular	7,321.40	7,125.00	6,985.00	6,985.00
Work Hours - Overtime - Regular	0.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	2.00	0.00	0.00	0.00
1351 Environmental Chemist II				
Work Hours - Regular	6,303.20	10,096.00	8,640.00	8,640.00
Work Hours - Overtime - Comp Time Earned	7.00	0.00	0.00	0.00
1400 Civil Engineer				
Work Hours - Regular	4,337.20	3,935.00	5,490.00	5,490.00
Work Hours - Overtime - Regular	6.00	5.00	75.00	75.00
Work Hours - Overtime - Comp Time Earned	2.00	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
1410 Engineering Assistant II				
Work Hours - Regular	2,412.50	3,600.00	1,930.00	1,930.00
Work Hours - Overtime - Regular	7.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	42.50	0.00	0.00	0.00
1426 Software Applications Leader				
Work Hours - Regular	1,827.70	1,850.00	1,850.00	1,850.00
Work Hours - Overtime - Regular	0.00	50.00	20.00	20.00
Work Hours - Overtime - Comp Time Earned	6.50	0.00	0.00	0.00
1450 Human Resources Analyst				
Work Hours - Regular	6,054.00	7,200.00	7,200.00	7,200.00
Work Hours - Overtime - Regular	36.80	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	83.00	0.00	0.00	0.00
1500 Engineering Assistant I				
Work Hours - Regular	0.00	175.00	100.00	100.00
1600 Librarian				
Work Hours - Regular	21,609.00	21,677.00	21,388.00	21,236.00
Work Hours - Overtime - Regular	6.70	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	175.30	0.00	0.00	0.00
1700 Principal Planner				
Work Hours - Regular	3,399.00	3,619.00	3,568.00	3,568.00
Work Hours - Overtime - Regular	107.00	307.00	282.00	282.00
Work Hours - Overtime - Comp Time Earned	63.00	0.00	0.00	0.00
1775 Human Resources Technician				
Work Hours - Regular	6,702.70	5,400.00	7,200.00	7,200.00
Work Hours - Overtime - Regular	306.40	50.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	62.40	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
1800 Senior Engineer				
Work Hours - Regular	3,682.00	5,485.00	5,445.00	5,445.00
Work Hours - Overtime - Regular	39.40	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	88.90	0.00	0.00	0.00
1840 Environmental Engineering Coordinator				
Work Hours - Regular	1,841.50	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	50.00	20.00	20.00
Work Hours - Overtime - Comp Time Earned	9.50	0.00	0.00	0.00
1850 Senior Construction Inspector/Coordinator				
Work Hours - Regular	1,611.00	1,775.00	1,775.00	1,775.00
Work Hours - Overtime - Comp Time Earned	17.50	0.00	0.00	0.00
1860 Senior Traffic Engineer				
Work Hours - Regular	1,789.00	1,800.00	1,740.00	1,740.00
Work Hours - Overtime - Regular	99.00	100.00	100.00	100.00
Work Hours - Overtime - Comp Time Earned	19.00	0.00	0.00	0.00
1861 Transportation Planner				
Work Hours - Regular	1,753.00	0.00	0.00	0.00
Work Hours - Overtime - Regular	1.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	67.50	0.00	0.00	0.00
1875 Sr Transportation Planner				
Work Hours - Regular	0.00	1,750.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	90.00	125.00	125.00
1950 Traffic Engineer				
Work Hours - Regular	3,598.00	3,600.00	3,570.00	3,570.00
Work Hours - Overtime - Regular	385.70	210.00	210.00	210.00
Work Hours - Overtime - Comp Time Earned	63.80	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
2000 Buyer				
Work Hours - Regular	3,355.90	3,600.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	2.50	30.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	5.50	0.00	0.00	0.00
2100 Library Assistant				
Work Hours - Regular	6,818.20	7,140.00	7,185.00	7,185.00
Work Hours - Overtime - Comp Time Earned	80.10	0.00	0.00	0.00
2115 Permit Technician				
Work Hours - Regular	1,765.00	0.00	1,875.00	1,875.00
Work Hours - Overtime - Regular	9.50	0.00	10.00	10.00
Work Hours - Overtime - Comp Time Earned	11.50	0.00	0.00	0.00
2120 Technical Support Specialist				
Work Hours - Regular	1,379.80	1,800.00	3,700.00	3,700.00
Work Hours - Overtime - Regular	43.10	135.00	105.00	105.00
Work Hours - Overtime - Comp Time Earned	10.30	0.00	0.00	0.00
2145 Senior Community Services Officer				
Work Hours - Regular	1,643.20	7,334.00	5,260.00	5,260.00
Work Hours - Overtime - Comp Time Earned	66.90	0.00	0.00	0.00
2150 Community Services Officer				
Work Hours - Regular	10,136.30	6,276.00	5,560.00	5,560.00
Work Hours - Overtime - Regular	83.50	50.00	50.00	50.00
Work Hours - Overtime - Comp Time Earned	242.00	0.00	0.00	0.00
2200 Programmer Analyst				
Work Hours - Regular	1,052.50	1,800.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	6.50	0.00	0.00	0.00
2201 Senior Programmer Analyst				
Work Hours - Regular	6,916.90	6,916.00	8,806.00	8,806.00
Work Hours - Overtime - Regular	7.50	75.00	50.00	50.00
Work Hours - Overtime - Comp Time Earned	46.70	0.00	0.00	0.00



**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
2202 Principal Programmer Analyst				
Work Hours - Regular	1,859.00	1,800.00	1,850.00	1,850.00
Work Hours - Overtime - Regular	104.60	60.00	60.00	60.00
2203 Senior Programmer Analyst-Confidential				
Work Hours - Regular	1,773.30	1,875.00	1,850.00	1,850.00
Work Hours - Overtime - Regular	62.70	25.00	60.00	60.00
Work Hours - Overtime - Comp Time Earned	33.60	0.00	0.00	0.00
2300 Leisure Services Coordinator II				
Work Hours - Regular	19,250.20	26,975.00	27,000.00	27,000.00
Work Hours - Overtime - Regular	123.40	153.00	138.00	138.00
Work Hours - Overtime - Comp Time Earned	160.30	28.00	43.00	43.00
2310 Senior Leisure Services Coordinator				
Work Hours - Regular	3,097.50	0.00	0.00	0.00
Work Hours - Overtime - Regular	7.80	6.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	33.00	0.00	0.00	0.00
2345 Senior Neighborhood Preservation Specialist				
Work Hours - Regular	1,297.50	3,565.00	3,518.00	3,518.00
Work Hours - Overtime - Regular	0.00	60.00	60.00	60.00
Work Hours - Overtime - Comp Time Earned	29.00	0.00	0.00	0.00
2349 Neighborhood Preservation Specialist				
Work Hours - Regular	4,521.50	3,565.00	3,525.00	3,525.00
Work Hours - Casual/Seasonal	40.00	0.00	0.00	0.00
Work Hours - Overtime - Regular	12.50	50.00	50.00	50.00
Work Hours - Overtime - Comp Time Earned	104.50	0.00	0.00	0.00
2351 Leisure Services Coordinator I				
Work Hours - Regular	3,447.40	0.00	1,803.00	1,803.00
Work Hours - Overtime - Regular	8.00	30.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	81.40	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
2400 Senior Library Assistant				
Work Hours - Regular	1,770.90	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Comp Time Earned	45.40	0.00	0.00	0.00
2450 Information Technology Coordinator				
Work Hours - Regular	11,954.10	9,901.00	10,800.00	10,800.00
Work Hours - Overtime - Regular	121.00	20.00	140.00	140.00
Work Hours - Overtime - Comp Time Earned	427.40	114.00	0.00	0.00
2460 Deputy City Clerk				
Work Hours - Regular	888.00	0.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	13.00	0.00	40.00	40.00
2470 Ems Specialist I				
Work Hours - Regular	0.00	0.00	1,800.00	1,800.00
2480 Ems Specialist II				
Work Hours - Regular	0.00	0.00	1,800.00	1,800.00
2500 Career Advisor				
Work Hours - Regular	66,779.60	74,240.00	74,220.00	74,220.00
Work Hours - Overtime - Regular	4.80	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	153.80	0.00	0.00	0.00
2501 Business Liaison				
Work Hours - Regular	1,567.50	9,000.00	3,600.00	3,600.00
Work Hours - Overtime - Comp Time Earned	4.00	0.00	0.00	0.00
2503 Workforce Services Rep				
Work Hours - Regular	4,518.00	5,400.00	5,400.00	5,400.00
2504 Sr Workforce Services Rep				
Work Hours - Regular	9,879.60	18,000.00	12,600.00	12,600.00
Work Hours - Overtime - Regular	14.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	9.30	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
2505 Graphic Artist				
Work Hours - Regular	1,988.00	3,600.00	3,600.00	3,600.00
Work Hours - Overtime - Comp Time Earned	22.10	0.00	0.00	0.00
2550 Workforce Development Analyst				
Work Hours - Regular	6,587.50	7,200.00	0.00	0.00
Work Hours - Overtime - Regular	39.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	44.00	0.00	0.00	0.00
2650 Ed Information Systems Analyst				
Work Hours - Regular	3,455.60	5,400.00	5,400.00	5,400.00
Work Hours - Overtime - Regular	0.80	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	7.00	0.00	0.00	0.00
2925 Housing Programs Specialist				
Work Hours - Regular	1,447.00	2,191.00	2,130.00	2,130.00
Work Hours - Overtime - Regular	196.50	65.00	80.00	80.00
3000 Public Safety Officer in Training				
Work Hours - Regular	34,246.50	17,777.00	13,740.00	13,740.00
Work Hours - Overtime - Regular	850.10	460.00	460.00	460.00
3001 Public Safety Officer II				
Work Hours - Regular	254,109.20	274,177.00	287,679.00	287,679.00
Work Hours - Light Duty	1,178.60	0.00	0.00	0.00
Work Hours - Overtime - Regular	64,423.60	32,128.00	32,126.00	32,126.00
Work Hours - Overtime - Comp Time Earned	2,334.70	0.00	0.00	0.00
3002 Public Safety Officer I				
Work Hours - Regular	29,735.70	17,611.00	9,948.00	9,948.00
Work Hours - Light Duty	772.40	0.00	0.00	0.00
Work Hours - Overtime - Regular	1,786.70	516.00	516.00	516.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
4000 Building Inspector/Coordinator				
Work Hours - Regular	7,348.50	7,400.00	7,400.00	7,400.00
Work Hours - Overtime - Regular	4.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	40.00	0.00	0.00	0.00
4070 Computer Systems Specialist				
Work Hours - Regular	7,074.50	5,851.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	162.00	190.00	175.00	175.00
Work Hours - Overtime - Comp Time Earned	45.80	0.00	0.00	0.00
4080 Plan Check Coordinator				
Work Hours - Regular	1,788.50	2,025.00	1,975.00	1,975.00
Work Hours - Overtime - Regular	49.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	5.50	0.00	0.00	0.00
4100 Water System Operator				
Work Hours - Regular	1,494.60	1,865.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	794.90	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	202.50	0.00	0.00	0.00
4125 Latent Print Examiner				
Work Hours - Overtime - Regular	0.00	50.00	0.00	0.00
4150 Senior Crime Analyst				
Work Hours - Regular	1,570.00	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	30.00	30.00	30.00
4200 Traffic Engineering Assistant I				
Work Hours - Regular	3,672.00	30.00	0.00	0.00
Work Hours - Overtime - Regular	118.80	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	71.70	0.00	0.00	0.00
4201 Traffic Engineering Assistant II				
Work Hours - Regular	0.00	3,570.00	3,618.00	3,618.00
Work Hours - Overtime - Regular	0.00	230.00	230.00	230.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
4325 Senior Housing Rehabilitation Specialist				
Work Hours - Regular	1,695.50	1,700.00	1,550.00	1,550.00
Work Hours - Overtime - Regular	0.00	8.00	10.00	10.00
Work Hours - Overtime - Comp Time Earned	2.00	0.00	0.00	0.00
4420 Hazardous Materials Coordinator				
Work Hours - Regular	1,821.50	1,620.00	1,720.00	1,720.00
Work Hours - Overtime - Regular	46.50	0.00	0.00	0.00
4450 Hazardous Materials Inspector				
Work Hours - Regular	4,763.80	5,246.00	5,400.00	5,400.00
Work Hours - Overtime - Regular	124.00	210.00	210.00	210.00
Work Hours - Overtime - Comp Time Earned	97.50	0.00	0.00	0.00
4480 Fire Protection Engineer				
Work Hours - Regular	7,036.00	5,223.00	5,223.00	5,223.00
Work Hours - Overtime - Regular	16.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	40.00	0.00	0.00	0.00
4500 Public Safety Dispatcher				
Work Hours - Regular	21,927.80	21,336.00	21,336.00	21,336.00
Work Hours - Overtime - Regular	2,040.30	560.00	560.00	560.00
Work Hours - Overtime - Comp Time Earned	1,166.60	0.00	0.00	0.00
4550 Senior Public Safety Dispatcher				
Work Hours - Regular	9,972.10	11,601.00	11,601.00	11,601.00
Work Hours - Overtime - Regular	365.90	510.00	510.00	510.00
Work Hours - Overtime - Comp Time Earned	444.70	0.00	0.00	0.00
4601 Public Safety Lieutenant				
Work Hours - Regular	82,521.90	83,170.00	84,870.00	84,870.00
Work Hours - Light Duty	1,220.40	0.00	0.00	0.00
Work Hours - Overtime - Regular	17,881.60	8,696.00	8,696.00	8,696.00
Work Hours - Overtime - Comp Time Earned	651.40	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
4650 Public Works Construction Inspector				
Work Hours - Regular	2,102.50	7,170.00	7,110.00	7,110.00
Work Hours - Overtime - Regular	15.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	47.50	0.00	0.00	0.00
4700 Senior Building Inspector/Coordinator				
Work Hours - Regular	3,456.50	3,650.00	3,650.00	3,650.00
Work Hours - Overtime - Regular	18.50	0.00	0.00	0.00
4800 Solid Waste Specialist				
Work Hours - Regular	1,757.40	1,800.00	1,760.00	1,760.00
Work Hours - Overtime - Regular	0.00	80.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	28.50	0.00	0.00	0.00
4805 Plan Checker II				
Work Hours - Regular	1,686.00	2,000.00	2,000.00	2,000.00
Work Hours - Overtime - Regular	4.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	1.00	0.00	0.00	0.00
4825 Network Engineer				
Work Hours - Regular	4,284.50	5,400.00	5,380.00	5,380.00
Work Hours - Overtime - Regular	90.40	100.00	170.00	170.00
Work Hours - Overtime - Comp Time Earned	78.60	0.00	0.00	0.00
4855 Plan Checker I				
Work Hours - Regular	1,896.00	2,100.00	2,100.00	2,100.00
Work Hours - Overtime - Regular	188.50	0.00	0.00	0.00
4875 Plan Check Engineer				
Work Hours - Regular	1,765.00	2,050.00	2,050.00	2,050.00
Work Hours - Overtime - Regular	17.40	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	32.60	0.00	0.00	0.00
4900 Environmental Chemist I				
Work Hours - Regular	2,882.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	6.00	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
4950 Laboratory/Field Technician				
Work Hours - Regular	7,140.50	8,809.00	7,815.00	7,815.00
Work Hours - Overtime - Regular	35.30	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	23.00	0.00	0.00	0.00
4960 Landfill Technican				
Work Hours - Regular	40.00	0.00	1,800.00	1,800.00
5010 Golf Professional				
Work Hours - Regular	3,664.00	3,600.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	234.40	0.00	0.00	0.00
5015 Asst Golf Professional				
Work Hours - Regular	1,896.00	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	108.50	0.00	0.00	0.00
5025 Golf Course Equipment Mechanic				
Work Hours - Regular	1,763.00	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	7.00	125.00	25.00	25.00
Work Hours - Overtime - Comp Time Earned	21.50	0.00	0.00	0.00
5050 Equipment Mechanic				
Work Hours - Regular	14,635.00	13,353.00	13,373.00	13,373.00
Work Hours - Overtime - Regular	508.80	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	451.00	0.00	0.00	0.00
5100 Equipment Operator				
Work Hours - Regular	14,436.30	17,488.00	15,544.00	15,544.00
Work Hours - Overtime - Regular	1,052.50	90.00	180.00	180.00
Work Hours - Overtime - Comp Time Earned	408.70	0.00	0.00	0.00
5150 Lead Equipment Mechanic				
Work Hours - Regular	3,295.50	3,396.00	3,396.00	3,396.00
Work Hours - Overtime - Regular	14.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	119.50	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
5200 Maintenance Craftworker				
Work Hours - Regular	4,871.50	5,600.00	3,269.50	3,269.50
Work Hours - Overtime - Regular	334.40	160.00	160.00	160.00
Work Hours - Overtime - Comp Time Earned	111.00	0.00	0.00	0.00
5300 Facility Attendant I				
Work Hours - Regular	156.00	0.00	3,600.00	3,600.00
Work Hours - Regular Part-Time	-40.00	0.00	0.00	0.00
Work Hours - Casual/Seasonal	40.00	0.00	0.00	0.00
Work Hours - Overtime - Regular	1.50	0.00	0.00	0.00
5301 Facility Attendant II				
Work Hours - Regular	64.00	0.00	1,902.00	1,902.00
5350 Parks Leader				
Work Hours - Regular	14,863.50	14,476.00	14,476.00	14,476.00
Work Hours - Overtime - Regular	118.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	80.00	0.00	0.00	0.00
5400 Plant Mechanic				
Work Hours - Regular	10,235.50	11,282.00	11,217.00	11,217.00
Work Hours - Overtime - Regular	12.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	70.30	0.00	0.00	0.00
5425 Senior Plant Mechanic				
Work Hours - Regular	1,744.00	1,814.00	1,814.00	1,814.00
Work Hours - Overtime - Regular	36.30	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	178.20	0.00	0.00	0.00
5430 Water Conservation Coordinator				
Work Hours - Regular	929.80	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	4.00	0.00	0.00	0.00



**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
5431 Recycled Water Coordinator				
Work Hours - Regular	1,841.00	1,631.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	440.40	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	26.70	0.00	0.00	0.00
5500 Public Works Leader				
Work Hours - Regular	14,158.60	14,104.00	15,685.00	15,685.00
Work Hours - Overtime - Regular	1,392.70	635.00	1,122.00	1,122.00
Work Hours - Overtime - Comp Time Earned	428.70	0.00	0.00	0.00
5600 Senior Park Utility Worker				
Work Hours - Regular	23,131.20	30,977.85	14,404.85	14,404.85
Work Hours - Overtime - Regular	988.20	77.00	52.00	52.00
Work Hours - Overtime - Comp Time Earned	352.60	0.00	0.00	0.00
5610 Senior Building Utility Worker				
Work Hours - Regular	2,408.20	0.00	0.00	0.00
Work Hours - Overtime - Regular	1.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	85.80	0.00	0.00	0.00
5650 Senior Public Works Leader				
Work Hours - Regular	12,589.10	14,199.00	15,601.00	15,601.00
Work Hours - Overtime - Regular	1,652.10	102.00	75.00	75.00
Work Hours - Overtime - Comp Time Earned	331.00	0.00	0.00	0.00
5651 Senior Building Services Leader				
Work Hours - Regular	3,322.00	3,635.00	3,635.00	3,635.00
Work Hours - Overtime - Regular	267.40	0.00	10.00	10.00
Work Hours - Overtime - Comp Time Earned	239.40	0.00	0.00	0.00
5700 Senior Utility Worker				
Work Hours - Regular	17,143.50	19,693.00	20,725.00	20,725.00
Work Hours - Overtime - Regular	1,275.10	700.00	130.00	130.00
Work Hours - Overtime - Comp Time Earned	735.20	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
5750 Senior WPCP Operator				
Work Hours - Regular	8,890.80	377.00	0.00	0.00
Work Hours - Overtime - Regular	642.10	70.00	20.00	20.00
Work Hours - Overtime - Comp Time Earned	209.70	0.00	0.00	0.00
5751 Senior WPCP Operator-(C) Certified				
Work Hours - Regular	0.00	9,106.00	0.00	0.00
Work Hours - Overtime - Regular	0.00	925.00	0.00	0.00
5752 Senior WPCP Operator-(D) Certified				
Work Hours - Regular	0.00	0.00	8,527.00	8,527.00
Work Hours - Overtime - Regular	0.00	0.00	775.00	775.00
5840 **Water Meter Repair Leader				
Work Hours - Regular	0.00	175.00	0.00	0.00
5880 Water Meter Repair Worker				
Work Hours - Regular	3,758.00	3,600.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	539.60	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	82.60	0.00	0.00	0.00
5885 Water Meter Shop Leader				
Work Hours - Regular	1,935.50	1,865.00	0.00	0.00
Work Hours - Overtime - Regular	486.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	9.50	0.00	0.00	0.00
5900 WPCP Operator				
Work Hours - Regular	29,320.80	1,323.00	0.00	0.00
Work Hours - Overtime - Regular	777.10	230.00	10.00	10.00
Work Hours - Overtime - Comp Time Earned	746.40	0.00	0.00	0.00
5901 WPCP Operator-Certified				
Work Hours - Regular	0.00	29,384.00	31,594.00	31,594.00
Work Hours - Overtime - Regular	0.00	1,015.00	960.00	960.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
6000 Administrative Secretary				
Work Hours - Regular	6,836.90	5,400.00	3,600.00	3,600.00
Work Hours - Casual/Seasonal	0.20	0.00	0.00	0.00
Work Hours - Overtime - Regular	87.80	70.00	20.00	20.00
Work Hours - Overtime - Comp Time Earned	96.90	0.00	0.00	0.00
6050 Public Safety Records Specialist I				
Work Hours - Regular	5,122.50	0.00	0.00	0.00
Work Hours - Overtime - Regular	379.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	70.10	0.00	0.00	0.00
6051 Public Safety Records Specialist II				
Work Hours - Regular	9,634.50	16,374.00	15,954.00	15,954.00
Work Hours - Overtime - Regular	1,285.50	405.00	405.00	405.00
Work Hours - Overtime - Comp Time Earned	302.20	0.00	0.00	0.00
6052 Public Safety Records Senior Specialist				
Work Hours - Regular	7,056.80	7,052.00	7,052.00	7,052.00
Work Hours - Overtime - Regular	1,058.30	265.00	265.00	265.00
Work Hours - Overtime - Comp Time Earned	18.30	0.00	0.00	0.00
6100 Legal Secretary				
Work Hours - Regular	0.00	1,800.00	1,800.00	1,800.00
6150 Meter Reader				
Work Hours - Regular	5,066.00	5,400.00	5,400.00	5,400.00
Work Hours - Overtime - Regular	346.00	575.00	260.00	260.00
6200 Office Assistant				
Work Hours - Regular	3,538.50	7,200.00	7,135.00	7,135.00
6210 Office Assistant-Confidential				
Work Hours - Regular	0.00	0.00	1,270.00	1,270.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
6250 Office Clerk				
Work Hours - Regular	6,369.20	14,400.00	10,800.00	10,800.00
Work Hours - Overtime - Regular	0.00	0.00	40.00	40.00
Work Hours - Overtime - Comp Time Earned	85.00	0.00	0.00	0.00
6300 Principal Office Assistant				
Work Hours - Regular	11,873.90	19,065.00	12,836.00	12,836.00
Work Hours - Overtime - Regular	214.50	230.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	67.30	0.00	0.00	0.00
6301 Principal Office Assistant-Confidential				
Work Hours - Regular	1,967.00	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	72.50	111.00	111.00	111.00
Work Hours - Overtime - Comp Time Earned	33.50	0.00	0.00	0.00
6350 Public Safety Property Clerk				
Work Hours - Regular	3,119.50	3,562.00	3,562.00	3,562.00
Work Hours - Overtime - Regular	7.50	160.00	160.00	160.00
Work Hours - Overtime - Comp Time Earned	66.00	0.00	0.00	0.00
6400 Secretary				
Work Hours - Regular	820.00	1,800.00	0.00	0.00
Work Hours - Overtime - Regular	15.70	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	3.40	0.00	0.00	0.00
6410 Executive Assistant				
Work Hours - Regular	3,586.80	3,560.00	3,575.00	3,575.00
Work Hours - Overtime - Regular	22.30	30.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	20.30	6.00	6.00	6.00
6450 Senior Meter Reader				
Work Hours - Regular	1,625.80	1,800.00	0.00	0.00
Work Hours - Overtime - Regular	0.00	100.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
6500 Senior Office Assistant				
Work Hours - Regular	47,262.90	53,489.00	57,852.00	58,752.00
Work Hours - Overtime - Regular	766.40	277.00	263.00	263.00
Work Hours - Overtime - Comp Time Earned	522.40	31.50	29.50	29.50
6501 Senior Office Assistant-Confidential				
Work Hours - Regular	1,669.00	3,900.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	11.00	25.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	35.50	0.00	0.00	0.00
6550 Senior Secretary				
Work Hours - Regular	694.50	5,400.00	0.00	0.00
Work Hours - Overtime - Regular	0.00	25.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	3.00	0.00	0.00	0.00
6600 Senior Storekeeper				
Work Hours - Regular	3,568.00	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	74.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	31.50	0.00	0.00	0.00
6650 Staff Office Assistant				
Work Hours - Regular	43,237.00	44,827.00	44,474.00	44,474.00
Work Hours - Overtime - Regular	506.00	10.00	186.00	186.00
Work Hours - Overtime - Comp Time Earned	319.30	40.00	0.00	0.00
6651 Staff Office Assistant-Confidential				
Work Hours - Regular	3,097.00	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.60	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	5.50	0.00	0.00	0.00
6675 Customer Service Representative				
Work Hours - Regular	6,931.20	10,800.00	7,200.00	7,200.00
Work Hours - Overtime - Regular	5.10	90.00	150.00	150.00
Work Hours - Overtime - Comp Time Earned	9.00	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
6700 Storekeeper				
Work Hours - Regular	3,692.00	2,700.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	85.50	15.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	4.00	0.00	30.00	30.00
6750 Assistant Buyer				
Work Hours - Regular	0.00	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	20.00	20.00	20.00
6800 Accounting Technician				
Work Hours - Regular	12,060.80	11,700.00	12,298.00	12,298.00
Work Hours - Overtime - Regular	85.50	60.00	60.00	60.00
Work Hours - Overtime - Comp Time Earned	99.70	0.00	60.00	60.00
6850 Senior Accounting Technician				
Work Hours - Regular	4,246.20	5,400.00	5,400.00	5,400.00
Work Hours - Overtime - Regular	67.80	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	12.00	0.00	0.00	0.00
7200 Gardener				
Work Hours - Regular	3,353.00	0.00	0.00	0.00
7300 Greenskeeper				
Work Hours - Regular	1,839.00	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	19.90	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	67.10	0.00	0.00	0.00
7301 Senior Greenskeeper				
Work Hours - Regular	1,739.00	1,800.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	39.60	0.00	0.00	0.00
7320 Senior Parks Leader				
Work Hours - Regular	5,979.00	7,256.00	5,442.00	5,442.00
Work Hours - Overtime - Regular	30.00	5.00	5.00	5.00
Work Hours - Overtime - Comp Time Earned	45.50	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
7325 Groundswoker				
Work Hours - Regular	23,818.70	29,613.95	23,923.45	23,923.45
Work Hours - Overtime - Regular	1,422.20	35.00	100.00	100.00
Work Hours - Overtime - Comp Time Earned	211.40	0.00	0.00	0.00
7400 Maintenance Worker				
Work Hours - Regular	6,652.50	10,808.00	1,805.00	1,805.00
Work Hours - Overtime - Regular	157.30	150.00	150.00	150.00
Work Hours - Overtime - Comp Time Earned	107.70	0.00	0.00	0.00
7500 Press Operator				
Work Hours - Regular	1,854.00	1,850.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	47.80	0.00	0.00	0.00
7600 Parks Worker I				
Work Hours - Regular	18,066.50	5,700.00	5,666.00	5,666.00
Work Hours - Overtime - Regular	213.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	256.50	0.00	0.00	0.00
7650 Parks Worker II				
Work Hours - Regular	11,770.00	39,624.00	38,572.00	38,572.00
Work Hours - Overtime - Regular	55.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	110.50	0.00	0.00	0.00
7675 Parks Worker III				
Work Hours - Regular	12,583.00	12,640.00	27,194.00	27,194.00
Work Hours - Overtime - Regular	75.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	132.50	0.00	0.00	0.00
7800 Utility Worker				
Work Hours - Regular	79,100.10	65,093.70	73,991.70	73,991.70
Work Hours - Overtime - Regular	4,698.70	409.00	604.00	604.00
Work Hours - Overtime - Comp Time Earned	2,298.40	5.00	5.00	5.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
7900 WPCP Operator In Training				
Work Hours - Regular	4,369.20	3,578.00	3,826.00	3,826.00
Work Hours - Overtime - Regular	160.50	80.00	75.00	75.00
Work Hours - Overtime - Comp Time Earned	160.00	0.00	0.00	0.00
8102 Part-Time Office Assistant				
Work Hours - Regular Part-Time	69.90	10,426.00	4,700.00	4,700.00
8103 Part-Time Staff Office Assistant				
Work Hours - Regular Part-Time	7,388.40	13,184.10	10,183.00	10,183.00
8104 Part-Time Senior Office Assistant				
Work Hours - Regular Part-Time	2,378.80	3,744.10	3,784.00	3,784.00
8105 Part-Time Principal Office Assistant				
Work Hours - Regular Part-Time	0.00	3,149.00	1,549.00	1,549.00
8150 Part-Time Facility Attendant I				
Work Hours - Regular Part-Time	0.00	0.00	3,200.00	3,200.00
8200 Golf Service Assistant				
Work Hours - Regular Part-Time	2,045.00	0.00	0.00	0.00
Work Hours - Overtime - Part-Time	2.80	0.00	0.00	0.00
8251 Part-Time Environ Chemist II				
Work Hours - Regular Part-Time	33.00	0.00	0.00	0.00
8300 Part-Time Graphic Artist				
Work Hours - Regular Part-Time	0.00	0.00	1,716.00	1,716.00
8301 Custodian				
Work Hours - Regular Part-Time	36.00	3,100.00	0.00	0.00
8303 Building Services Worker				
Work Hours - Regular Part-Time	19.50	0.00	0.00	0.00
8305 Part-Time Lab/Field Technician				
Work Hours - Regular Part-Time	35.00	0.00	0.00	0.00
8400 Part-Time Librarian				
Work Hours - Regular Part-Time	6,562.20	7,321.00	7,226.00	7,226.00



**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
8402 Library Specialist I				
Work Hours - Regular Part-Time	7,261.70	11,081.00	10,265.00	10,199.00
8404 Library Specialist III				
Work Hours - Regular Part-Time	27,091.00	30,733.00	24,755.00	24,463.00
Work Hours - Casual/Seasonal	1.30	0.00	0.00	0.00
8406 Part Time Shop Staff - Level 2				
Work Hours - Regular Part-Time	0.00	2,184.00	3,166.00	3,166.00
8600 Nuisance Vehicle Inspector				
Work Hours - Regular Part-Time	2,551.00	2,496.00	2,496.00	2,496.00
8601 Part-Time Admin Analyst				
Work Hours - Regular Part-Time	882.00	3,275.90	3,276.00	3,276.00
8700 Part-Time Business Liaison				
Work Hours - Regular Part-Time	1,448.00	4,367.90	2,188.00	2,188.00
8701 Part-Time Career Advisor				
Work Hours - Regular Part-Time	280.00	6,552.10	4,372.00	4,372.00
8702 Part-Time Comp Systems Spec				
Work Hours - Regular Part-Time	0.00	1,092.10	2,182.00	2,182.00
9009 Casual Crime Prevention Assistant				
Work Hours - Casual/Seasonal	1,975.50	2,950.00	2,950.00	2,950.00
Work Hours - Overtime - Casual/Seasonal	8.00	0.00	0.00	0.00
9010 Casual Crossing Guard				
Work Hours - Casual/Seasonal	15,261.20	15,986.00	15,590.00	15,590.00
9018 Intern 3				
Work Hours - Regular	0.00	0.00	175.00	175.00
Work Hours - Casual/Seasonal	0.00	300.00	125.00	125.00
9019 Intern 4				
Work Hours - Casual/Seasonal	560.50	0.00	0.00	0.00
9022 Casual Librarian				
Work Hours - Casual/Seasonal	4,800.80	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
9023 Capital Project Assistant				
Work Hours - Casual/Seasonal	353.00	0.00	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	28.00	0.00	0.00	0.00
9250 Casual Public Safety Cadet				
Work Hours - Casual/Seasonal	2,857.40	0.00	0.00	0.00
9299 Nova Youth Worker				
Work Hours - Casual/Seasonal	3,276.90	0.00	0.00	0.00
9312 Intermittent Recreation				
Work Hours - Casual/Seasonal	17,822.40	0.00	17,942.00	17,942.00
Work Hours - Overtime - Casual/Seasonal	49.60	0.00	0.00	0.00
9401 Adult Sports Official				
Work Hours - Casual/Seasonal	2,153.50	0.00	2,440.00	2,440.00
9402 Facility Attendant				
Work Hours - Casual/Seasonal	6,513.60	0.00	4,602.00	4,602.00
Work Hours - Overtime - Casual/Seasonal	6.00	0.00	0.00	0.00
9404 Food Services Assistant				
Work Hours - Casual/Seasonal	77.00	0.00	0.00	0.00
9406 Program Attendant				
Work Hours - Casual/Seasonal	77.40	0.00	1,210.00	1,210.00
9407 Program Assistant				
Work Hours - Casual/Seasonal	1,265.50	0.00	2,423.00	2,423.00
9408 Program Instructor I				
Work Hours - Casual/Seasonal	8,181.80	0.00	7,442.00	7,442.00
9409 Program Instructor II				
Work Hours - Casual/Seasonal	1,000.00	0.00	2,340.00	2,340.00
9410 Recreation Instructor/Official				
Work Hours - Regular Part-Time	3.00	0.00	0.00	0.00
Work Hours - Casual/Seasonal	7,535.85	0.00	4,103.00	4,103.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
9411 Recreation Maintenance I				
Work Hours - Casual/Seasonal	258.40	0.00	804.00	804.00
9412 Recreation Maintenance II				
Work Hours - Casual/Seasonal	452.20	0.00	2,548.00	2,548.00
9413 Recreation Specialist				
Work Hours - Casual/Seasonal	20,410.80	0.00	20,959.00	20,959.00
Work Hours - Overtime - Casual/Seasonal	55.40	0.00	450.00	450.00
9416 Registration/Customer Serv II				
Work Hours - Casual/Seasonal	2,074.00	0.00	13.00	13.00
Work Hours - Overtime - Casual/Seasonal	9.00	0.00	0.00	0.00
9417 Sr Recreation Specialist I				
Work Hours - Casual/Seasonal	5,950.80	0.00	4,311.00	4,311.00
Work Hours - Overtime - Casual/Seasonal	44.50	0.00	0.00	0.00
9418 Sr Recreation Specialist II				
Work Hours - Casual/Seasonal	4,172.90	0.00	5,056.00	5,056.00
Work Hours - Overtime - Casual/Seasonal	7.50	0.00	0.00	0.00
9700 Casual Library Specialist III				
Work Hours - Casual/Seasonal	6,009.70	0.00	0.00	0.00
9800 Casual Library Specialist I				
Work Hours - Casual/Seasonal	12,364.10	13,086.00	14,178.00	14,178.00
9857 Recreation Official/Instructor				
Work Hours - Casual/Seasonal	425.00	0.00	0.00	0.00
9977 Casual Staff Support				
Work Hours - Casual/Seasonal	839.00	0.00	0.00	0.00
9979 Casual Executive				
Work Hours - Casual/Seasonal	530.10	0.00	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	16.40	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
9980 Casual Management				
Work Hours - Casual/Seasonal	5,163.20	2,404.00	3,012.00	3,012.00
Work Hours - Overtime - Casual/Seasonal	184.00	0.00	0.00	0.00
9981 Casual Professional				
Work Hours - Regular	2.00	0.00	0.00	0.00
Work Hours - Casual/Seasonal	16,101.00	1,260.00	1,228.00	1,228.00
Work Hours - Overtime - Casual/Seasonal	48.00	0.00	0.00	0.00
9982 Casual Paraprofessional				
Work Hours - Casual/Seasonal	2,341.90	0.00	0.00	0.00
9983 Casual Technical				
Work Hours - Casual/Seasonal	3,001.70	4,930.00	4,620.00	4,620.00
Work Hours - Overtime - Casual/Seasonal	2.00	0.00	0.00	0.00
9985 Casual Service Maintenance				
Work Hours - Regular Part-Time	40.00	0.00	0.00	0.00
Work Hours - Casual/Seasonal	792.00	0.00	0.00	0.00
9986 Casual Clerical				
Work Hours - Casual/Seasonal	4,776.80	0.00	3.00	3.00
Work Hours - Overtime - Casual/Seasonal	1.00	0.00	0.00	0.00
9987 Casual Unskilled Laborer				
Work Hours - Casual/Seasonal	1,890.20	0.00	0.00	0.00
9988 Seasonal Clerical				
Work Hours - Casual/Seasonal	3,002.40	0.00	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	30.00	0.00	0.00	0.00
9990 Seasonal Paraprofessional				
Work Hours - Casual/Seasonal	8.00	0.00	0.00	0.00
9991 Seasonal Professional				
Work Hours - Casual/Seasonal	1,210.60	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

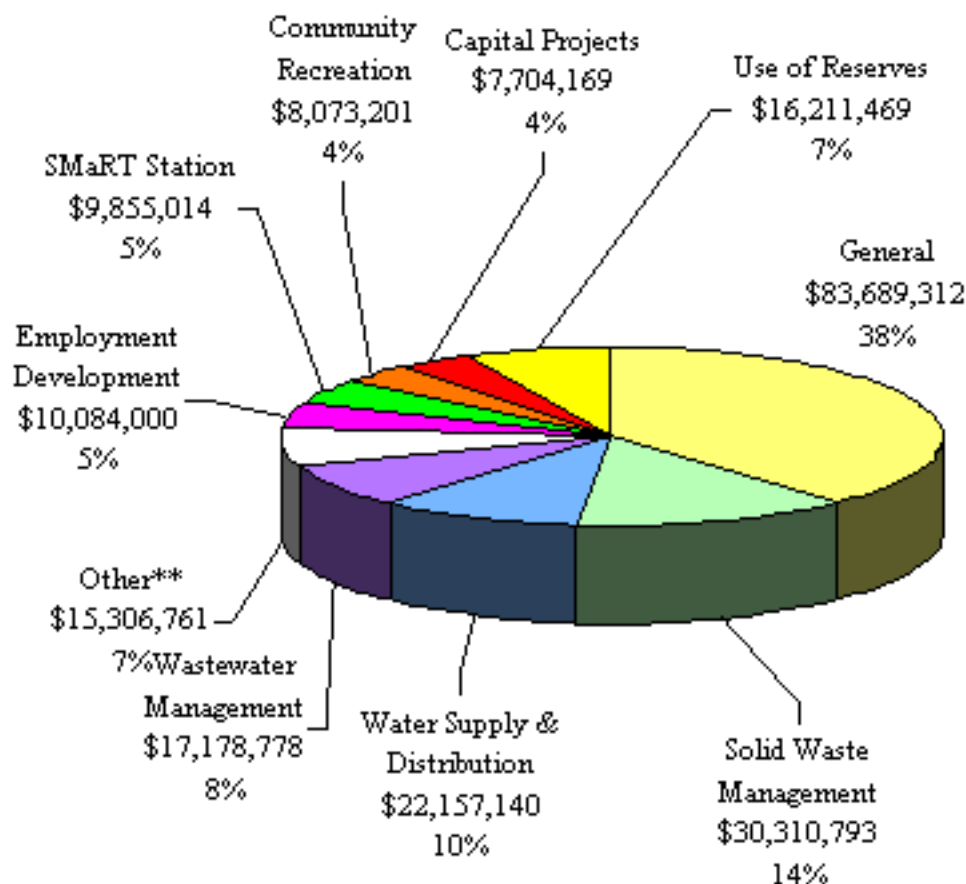
	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>	<b>Budget</b>
9992 Seasonal Service Maintenance				
Work Hours - Casual/Seasonal	1,016.50	0.00	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	32.00	0.00	0.00	0.00
9994 Seasonal Technical				
Work Hours - Casual/Seasonal	235.50	0.00	0.00	0.00
9995 Seasonal Unskilled Laborer				
Work Hours - Casual/Seasonal	19,366.90	1,485.00	4,398.00	4,398.00
Work Hours - Overtime - Casual/Seasonal	490.00	0.00	0.00	0.00
10010 Transitional Employee/Fulltime				
Work Hours - Regular	19,950.20	0.00	0.00	0.00
Work Hours - Overtime - Regular	377.00	0.00	4.00	4.00
Work Hours - Overtime - Comp Time Earned	101.30	0.00	10.00	10.00
10080 Transitional Employee/Parttime				
Work Hours - Regular Part-Time	9,081.20	0.00	0.00	0.00
Work Hours - Overtime - Part-Time	3.00	0.00	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Current</u>	<u>FY 2004/2005</u> <u>Budget</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Report Total</b>	<u><u>2,099,923.90</u></u>	<u><u>2,033,811.70</u></u>	<u><u>1,979,165.00</u></u>	<u><u>1,980,465.00</u></u>



## Graph 1.1 Revenues by Fund - All Funds \*



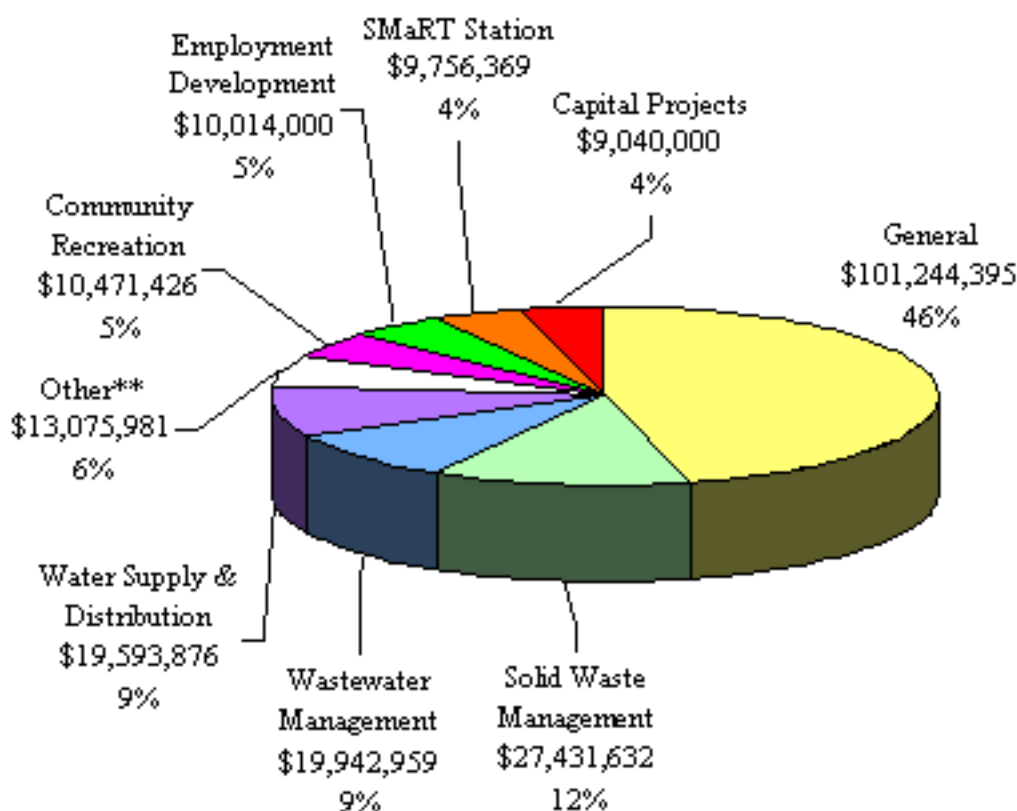
**Total Revenues**  
**\$220,570,637**

\*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 \*

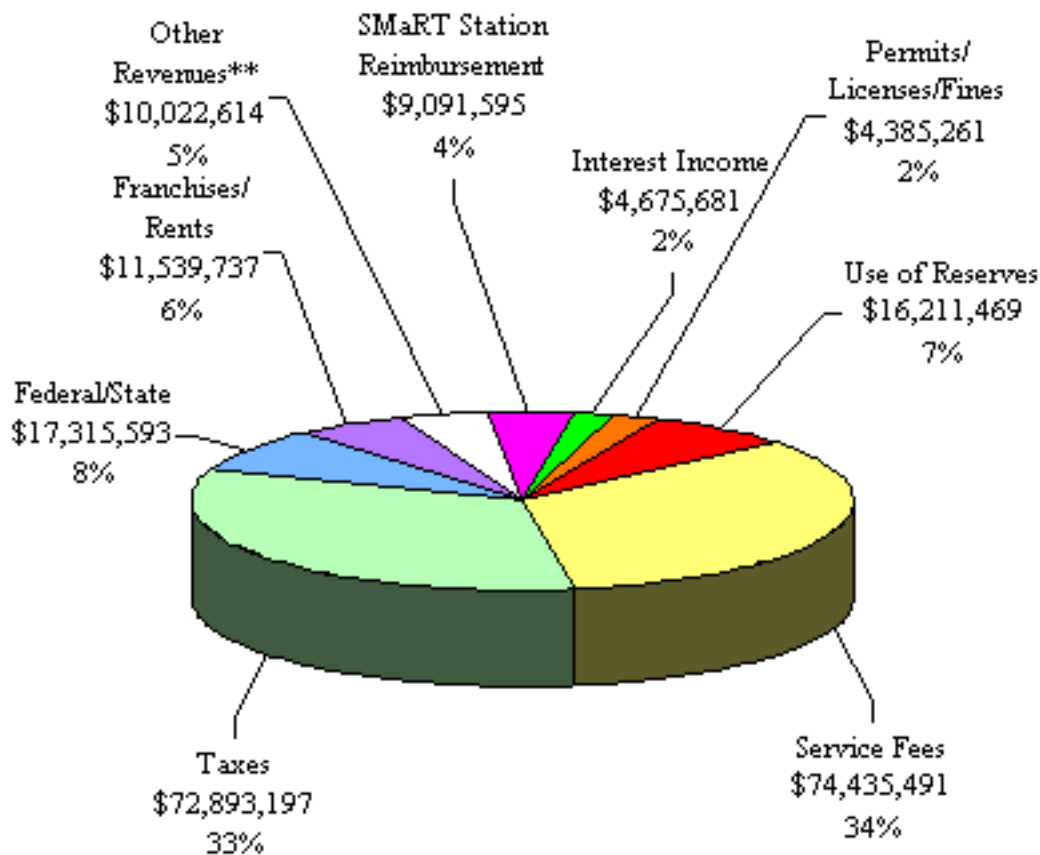


**Total Expenditures**  
**\$220,570,637**

\*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\*

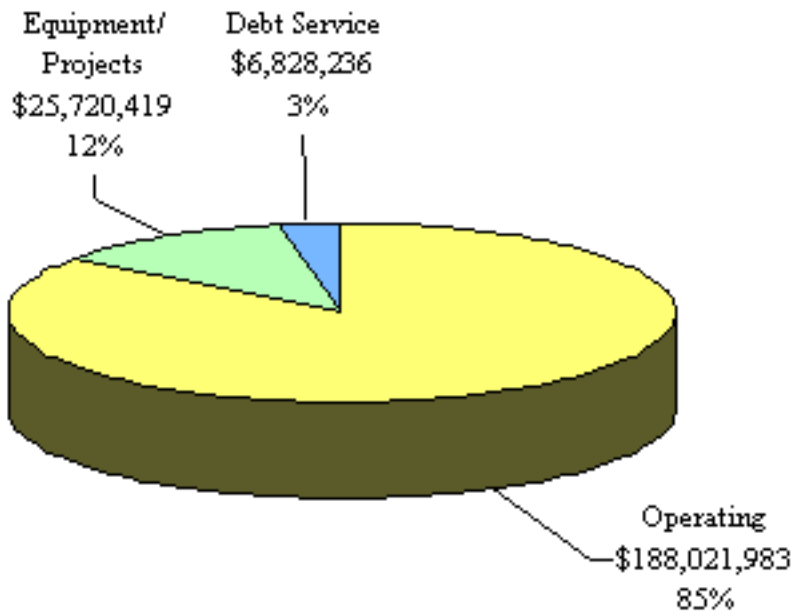


**Total Revenues**  
**\$220,570,637**

\*Excludes internal service fund charges.

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

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

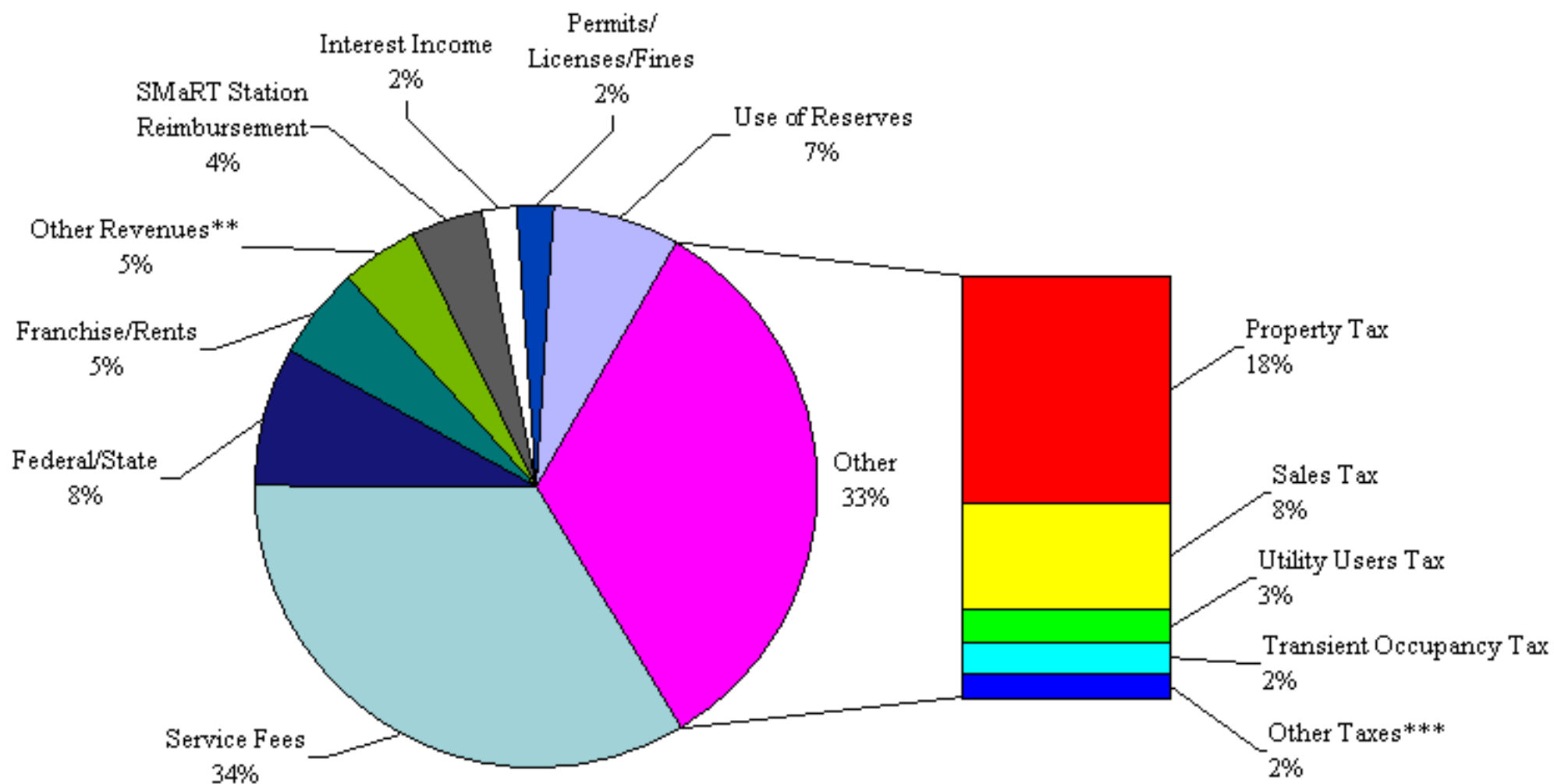


**Total Expenditures \*\***  
**\$220,570,637**

\*Excludes internal service fund operating budgets.

\*\*Total expenditures include Fiscal Strategies reduction.

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



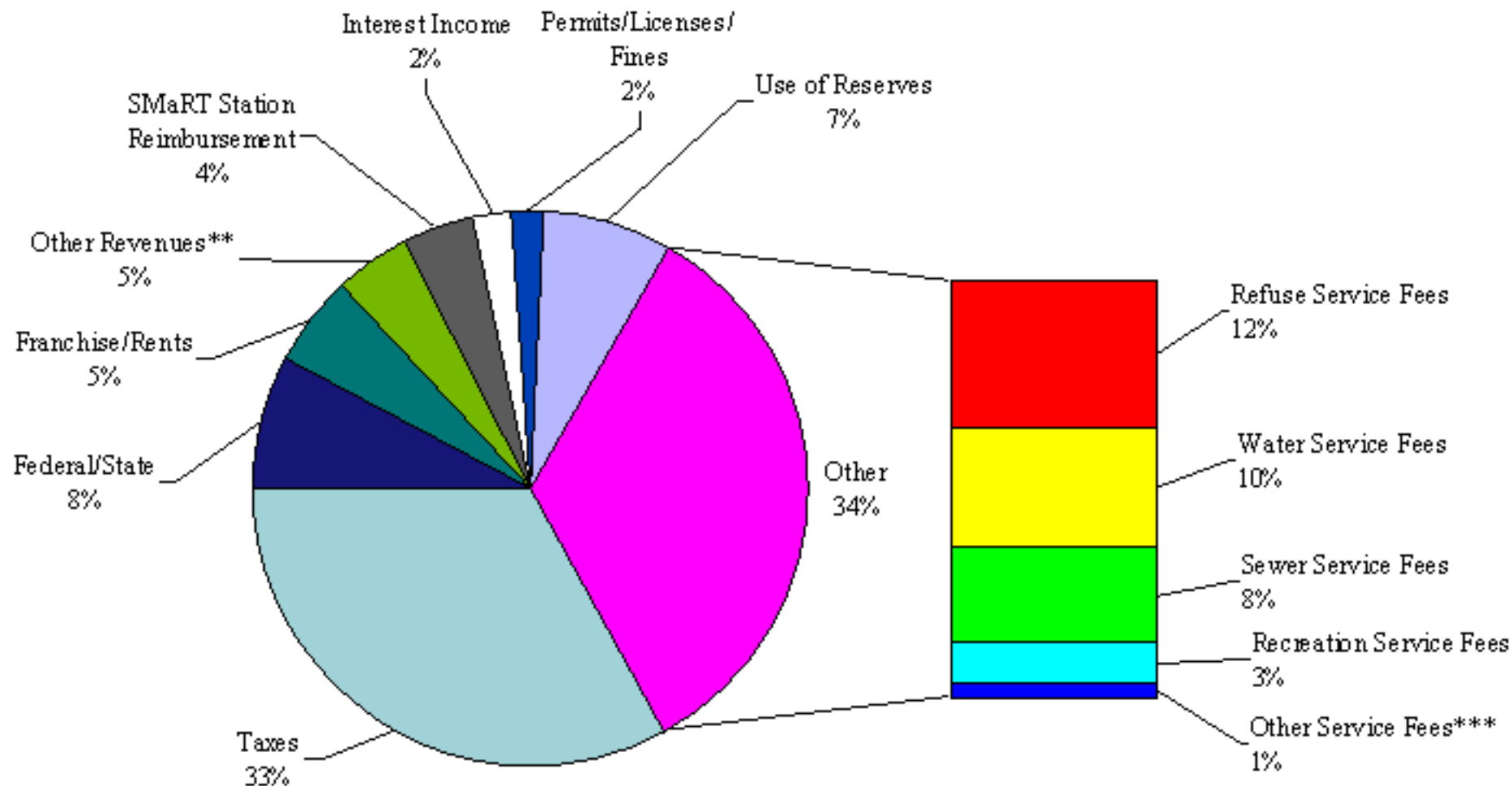
**Total Revenues**  
**\$220,570,637**

\*Excludes internal service fund charges.

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

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

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



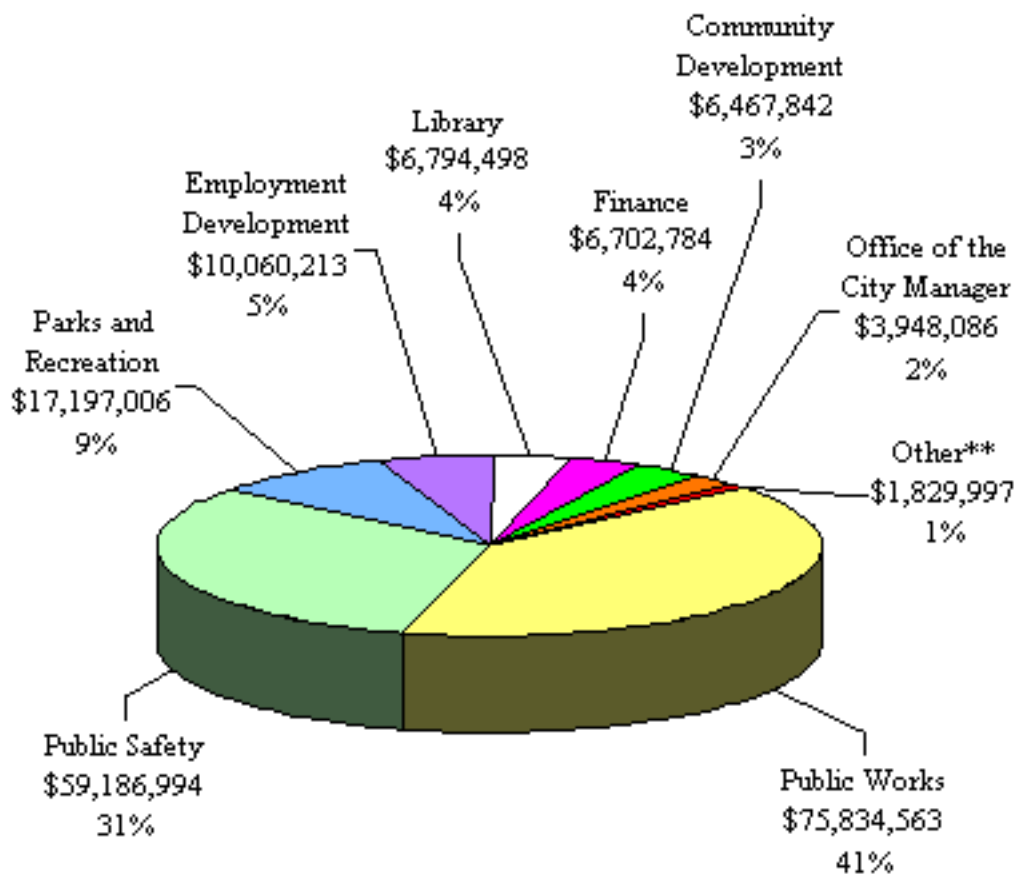
**Total Revenues  
\$220,570,637**

\*Excludes internal service fund charges.

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

\*\*\*Other Service Fees include Patent Library, Community Development, Library, Public Safety and Public Works Fees.

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

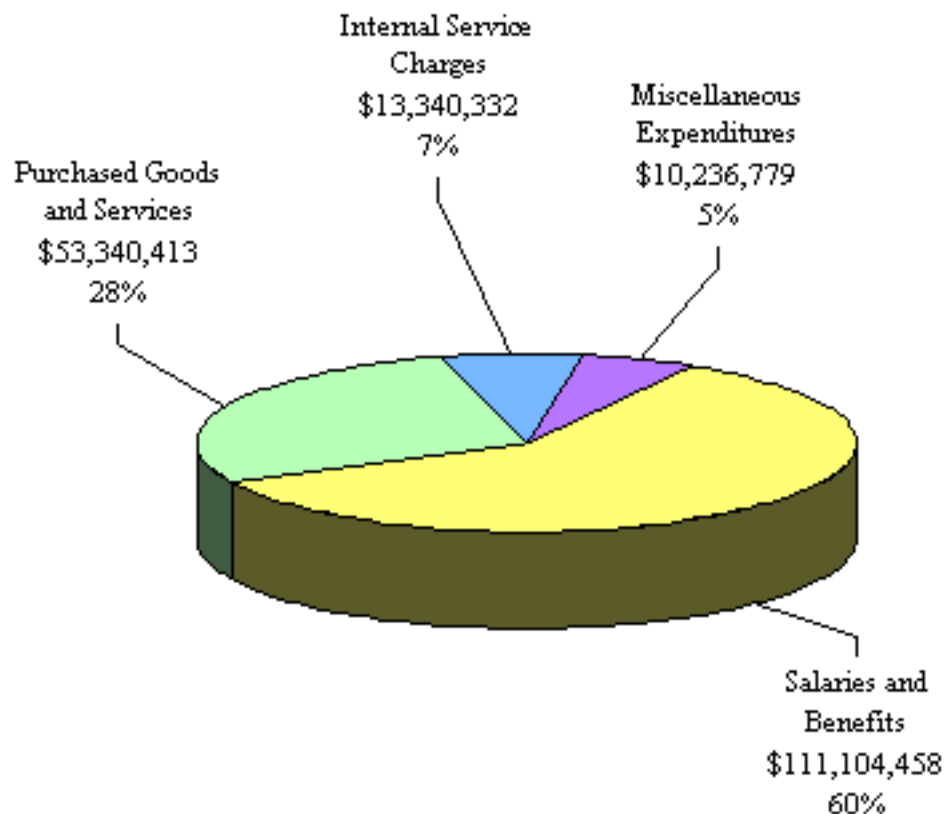


**Total Expenditures**  
**\$188,021,982**

\*Excludes internal service fund operating budgets.

\*\*Other includes Office of the City Attorney, Human Resources Department, and Fiscal Strategies reduction.

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

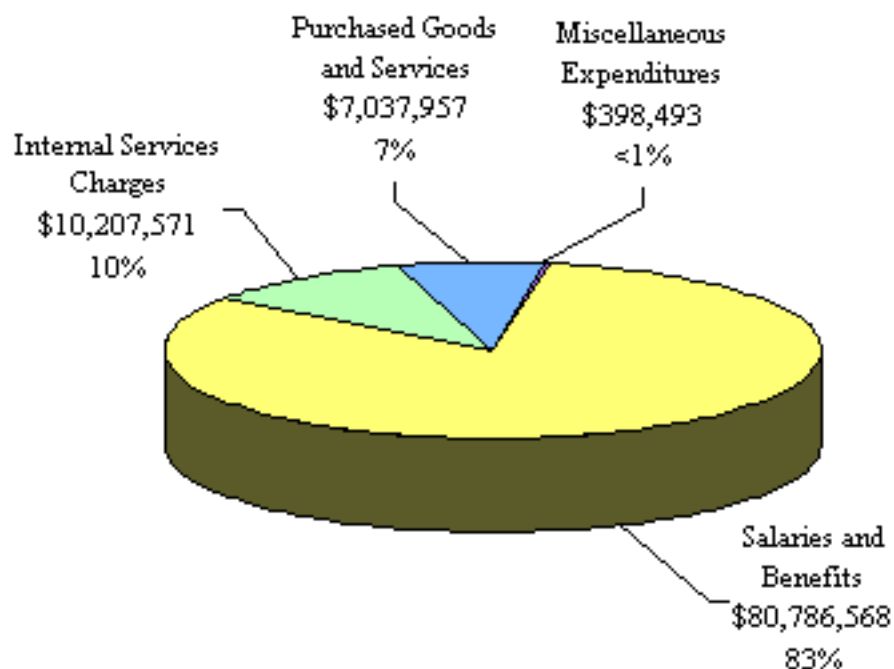


**Total Expenditures\*\*  
\$188,021,982**

\*Excludes internal service fund operating budgets.

\*\*Total expenditures include Fiscal Strategies reduction.

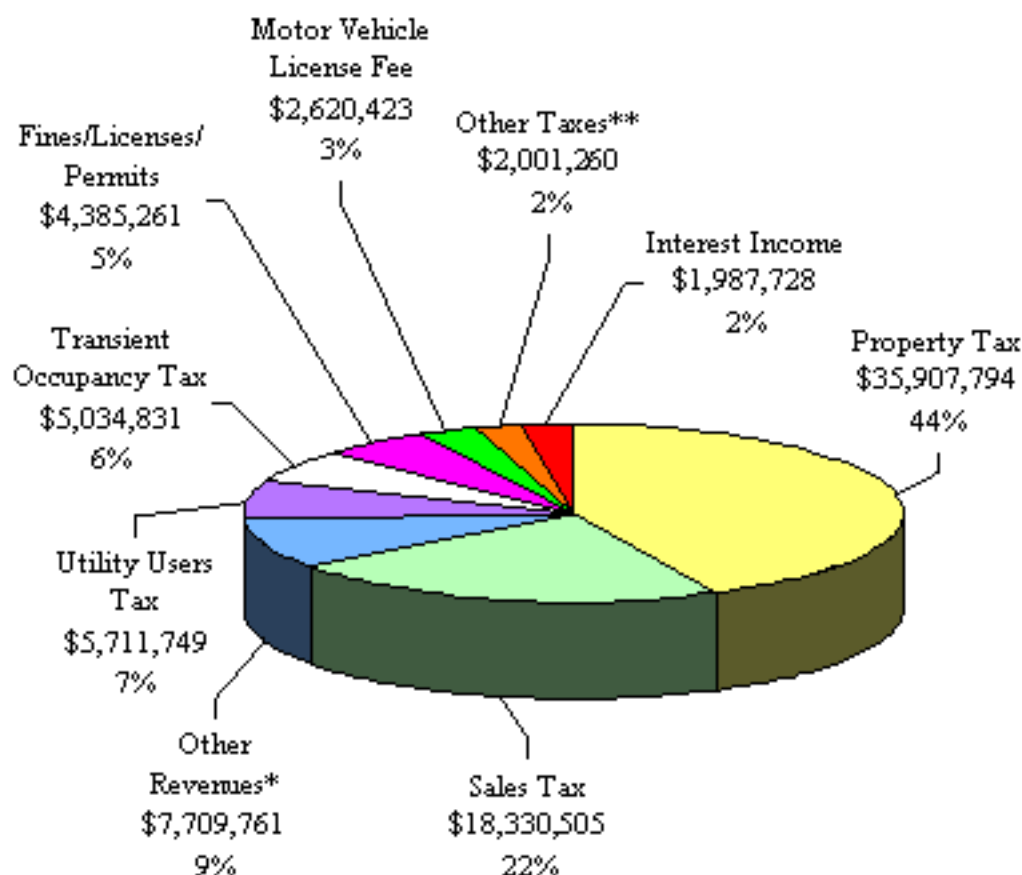
## Graph 2.1 Operating Expenditures by Character - General Fund



**Total Expenditures**  
**\$98,430,589**



## Graph 2.2 Revenues by Source - General Fund



**Total Revenues**  
**\$83,689,312**

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

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

**Individual  
Financial Plans**



**CITY OF SUNNYVALE  
035. GENERAL FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
<b>TRANSFERS TO OTHER FUNDS:</b>													
Police Services Augmentation Fund	3,743	2,889	2,889	2,889	0	0	0	0	0	0	0	0	8,667
Youth and Neighborhood Services Fund	618,862	0	93,811	409,827	442,487	455,088	468,044	481,367	495,066	509,154	523,640	537,878	4,416,362
Loan to Water Fund	1,632,000	0	0	0	0	0	0	0	0	0	0	0	0
Community Recreation Fund	2,541,781	3,187,371	3,139,257	3,242,838	3,134,186	3,361,619	3,497,724	3,494,923	3,723,873	3,878,778	3,998,988	4,124,039	38,783,596
General Services Fund	124,197	533,774	114,822	149,469	111,658	110,676	100,288	102,294	104,340	331,427	108,555	110,726	1,878,029
Employee Benefits Fund	0	760,482	165,916	0	0	0	0	0	0	0	0	0	926,398
Liability and Property Insurance Fund	1,072,664	1,124,888	691,022	1,190,242	1,189,987	1,215,610	1,241,800	1,268,570	1,295,933	1,323,904	1,352,496	1,381,723	13,276,175
<b>TOTAL TRANSFERS TO OTHER FUNDS</b>	<b>5,993,247</b>	<b>5,609,404</b>	<b>4,207,717</b>	<b>4,995,265</b>	<b>4,878,318</b>	<b>5,142,993</b>	<b>5,307,856</b>	<b>5,347,154</b>	<b>5,619,212</b>	<b>6,043,263</b>	<b>5,983,679</b>	<b>6,154,366</b>	<b>59,289,227</b>
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>110,835,505</b>	<b>106,986,577</b>	<b>107,647,320</b>	<b>113,858,361</b>	<b>117,113,061</b>	<b>119,664,627</b>	<b>122,805,700</b>	<b>126,385,986</b>	<b>130,089,328</b>	<b>134,339,414</b>	<b>141,021,534</b>	<b>146,992,952</b>	<b>1,366,904,859</b>
<b>RESERVES:</b>													
<b>RESTRICTED:</b>													
Land Acquisition	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>SUB-TOTAL RESTRICTED RESERVES</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>
<b>DESIGNATED:</b>													
Contingencies (20%)	18,245,824	18,102,044	19,686,118	20,692,443	21,355,719	21,898,391	22,548,224	23,239,088	23,902,177	24,655,855	25,961,234	26,784,567	26,784,567
Service Level Stabilization (5%)	4,561,456	4,525,511	4,921,529	5,173,111	5,338,930	5,474,598	5,637,056	5,809,772	5,975,544	6,163,964	6,490,308	6,696,142	6,696,142
Non-Recurring Events	995,932	654,928	469,012	469,012	469,012	469,012	469,012	469,012	469,012	469,012	469,012	469,012	469,012
Set Aside for Historical Museum	0	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
20 Year RAP	50,383,057	37,398,889	23,097,951	11,344,492	6,821,019	2,813,122	744,122	42,294	445,678	1,522,106	1,435,718	3,138,162	3,138,162
<b>SUB-TOTAL DESIGNATED RESERVES</b>	<b>74,186,269</b>	<b>60,681,371</b>	<b>48,194,610</b>	<b>37,699,059</b>	<b>34,004,680</b>	<b>30,675,123</b>	<b>29,418,414</b>	<b>29,580,166</b>	<b>30,812,412</b>	<b>32,830,936</b>	<b>34,376,272</b>	<b>37,107,883</b>	<b>37,107,883</b>
<b>TOTAL RESERVES</b>	<b>77,186,269</b>	<b>63,681,371</b>	<b>51,194,610</b>	<b>40,699,059</b>	<b>37,004,680</b>	<b>33,675,123</b>	<b>32,418,414</b>	<b>32,580,166</b>	<b>33,812,412</b>	<b>35,830,936</b>	<b>37,376,272</b>	<b>40,107,883</b>	<b>40,107,883</b>
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>
Total Current Resources	94,606,893	93,481,680	95,160,559	103,362,809	113,418,682	116,335,070	121,548,991	126,547,738	131,321,574	136,357,939	142,566,869	149,724,563	
Total Current Requirements	110,835,505	106,986,577	107,647,320	113,858,361	117,113,061	119,664,627	122,805,700	126,385,986	130,089,328	134,339,414	141,021,534	146,992,952	
DIFFERENCE	(16,228,612)	(13,504,897)	(12,486,761)	(10,495,552)	(3,694,379)	(3,329,556)	(1,256,709)	161,752	1,232,246	2,018,525	1,545,335	2,731,611	



**CITY OF SUNNYVALE  
035. GENERAL FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2014 TO JUNE 30, 2024**

	PLAN 2014/2015	PLAN 2015/2016	PLAN 2016/2017	PLAN 2017/2018	PLAN 2018/2019	PLAN 2019/2020	PLAN 2020/2021	PLAN 2021/2022	PLAN 2022/2023	PLAN 2023/2024	FY 2014/2015 TO FY 2023/2024 TOTAL	FY 2003/2004 TO FY 2023/2024 TOTAL
<b>TRANSFERS TO OTHER FUNDS:</b>												
Police Services Augmentation Fund	0	0	0	0	0	0	0	0	0	0	0	8,667
Youth and Neighborhood Services Fund	543,096	562,307	582,211	602,833	624,200	646,339	669,279	693,050	717,682	743,207	6,384,204	10,800,566
Loan to Water Fund	0	0	0	0	0	0	0	0	0	0	0	0
Community Recreation Fund	4,253,163	4,386,500	4,524,194	4,541,393	4,683,254	4,829,737	4,980,998	5,137,204	5,434,474	5,597,508	48,368,425	87,152,021
General Services Fund	112,941	115,199	117,503	119,854	122,251	124,696	127,190	129,733	132,328	134,975	1,236,670	3,114,699
Employee Benefits Fund	0	0	0	0	0	0	0	0	0	0	0	926,398
Liability and Property Insurance Fund	1,425,898	1,471,011	1,517,572	1,565,627	1,615,224	1,666,414	1,719,250	1,773,784	1,830,073	1,888,173	16,473,026	29,749,201
<b>TOTAL TRANSFERS TO OTHER FUNDS</b>	<b>6,335,098</b>	<b>6,535,017</b>	<b>6,741,480</b>	<b>6,829,707</b>	<b>7,044,929</b>	<b>7,267,186</b>	<b>7,496,717</b>	<b>7,733,771</b>	<b>8,114,557</b>	<b>8,363,863</b>	<b>72,462,325</b>	<b>131,751,552</b>
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>154,430,851</b>	<b>160,358,202</b>	<b>166,373,468</b>	<b>172,471,575</b>	<b>179,070,624</b>	<b>185,643,694</b>	<b>192,895,910</b>	<b>200,191,003</b>	<b>206,561,221</b>	<b>214,423,312</b>	<b>1,832,419,860</b>	<b>3,199,324,719</b>
<b>RESERVES:</b>												
<b>RESTRICTED:</b>												
Land Acquisition	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>SUB-TOTAL RESTRICTED RESERVES</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>
<b>DESIGNATED:</b>												
Contingencies (20%)	28,233,616	29,335,528	30,452,438	31,607,247	32,835,487	34,047,895	35,398,450	36,755,624	38,144,994	39,608,596	39,608,596	39,608,596
Service Level Stabilization (5%)	7,058,404	7,333,882	7,613,109	7,901,812	8,208,872	8,511,974	8,849,613	9,188,906	9,536,248	9,902,149	9,902,149	9,902,149
Non-Recurring Events	469,012	469,012	469,012	469,012	469,012	469,012	469,012	469,012	469,012	469,012	469,012	469,012
Set Aside for Historical Museum	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
20 Year RAP	3,057,332	3,570,440	4,031,192	4,739,521	5,652,508	7,203,970	5,488,280	2,922,462	1,623,871	(0)	(0)	(0)
<b>SUB-TOTAL DESIGNATED RESERVES</b>	<b>38,838,364</b>	<b>40,728,861</b>	<b>42,585,752</b>	<b>44,737,592</b>	<b>47,185,879</b>	<b>50,252,851</b>	<b>50,225,355</b>	<b>49,356,004</b>	<b>49,794,126</b>	<b>49,999,757</b>	<b>49,999,757</b>	<b>49,999,757</b>
<b>TOTAL RESERVES</b>	<b>41,838,364</b>	<b>43,728,861</b>	<b>45,585,752</b>	<b>47,737,592</b>	<b>50,185,879</b>	<b>53,252,851</b>	<b>53,225,355</b>	<b>52,356,004</b>	<b>52,794,126</b>	<b>52,999,757</b>	<b>52,999,757</b>	<b>52,999,757</b>
<b>FUND BALANCE, JUNE 30</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>
Total Current Resources	156,161,332	162,248,700	168,230,358	174,623,415	181,518,911	188,710,667	192,868,414	199,321,651	206,999,343	214,628,943		
Total Current Requirements	154,430,851	160,358,202	166,373,468	172,471,575	179,070,624	185,643,694	192,895,910	200,191,003	206,561,221	214,423,312		
<b>DIFFERENCE</b>	<b>1,730,481</b>	<b>1,890,497</b>	<b>1,856,890</b>	<b>2,151,840</b>	<b>2,448,287</b>	<b>3,066,973</b>	<b>(27,496)</b>	<b>(869,351)</b>	<b>438,122</b>	<b>205,631</b>		

**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
0150	Secured Tax	19,321,419	20,255,097	26,401,176	27,394,452	28,361,374	29,541,521	30,889,644	32,332,739	33,758,335	35,262,214	36,545,716	37,876,747	338,619,015
0152	Unitary Roll - AB454	352,353	362,792	370,048	377,449	384,998	392,698	400,552	408,563	416,734	425,068	433,570	442,241	4,414,711
0155	Tax Delinquencies	662,629	640,689	659,910	679,707	700,098	721,101	742,734	765,016	787,967	811,606	835,954	861,032	8,205,813
0156	Unsecured Tax	2,750,965	2,349,097	2,300,000	2,530,000	2,783,000	2,949,980	3,126,979	3,439,677	3,611,661	3,683,894	4,052,283	4,457,511	35,284,081
0157	Supplemental Roll	986,945	724,009	738,489	753,259	768,324	783,691	799,364	815,352	831,659	848,292	865,258	882,563	8,810,259
0158	Audits, Reimbursements, and Settlements	33,641	0	0	0	0	0	0	0	0	0	0	0	0
0159	Administrative Fees	(239,764)	(239,764)	(246,957)	(254,366)	(261,997)	(269,856)	(277,952)	(286,291)	(294,879)	(303,726)	(312,838)	(322,223)	(3,070,848)
TOTAL PROPERTY TAXES		23,868,187	24,091,920	30,222,666	31,480,501	32,735,797	34,119,134	35,681,321	37,475,055	39,111,475	40,727,348	42,419,942	44,197,872	392,263,031
0300	Sales and Use Tax	22,766,997	22,400,000	22,740,513	24,183,538	25,369,852	26,618,419	28,346,298	29,640,918	30,639,341	31,921,542	34,020,540	36,285,219	312,166,181
0301	Sales and Use Tax - Public Safety	1,262,240	1,200,000	1,275,120	1,356,090	1,422,674	1,492,670	1,589,544	1,662,186	1,718,202	1,790,023	1,907,806	2,034,866	17,449,181
TOTAL SALES AND USE TAXES		24,029,237	23,600,000	24,015,633	25,539,629	26,792,527	28,111,089	29,935,842	31,303,104	32,357,543	33,711,564	35,928,347	38,320,085	329,615,362
0450	Business License Tax	269,263	240,000	240,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,955,000
0451	Construction Tax	672,281	845,982	1,105,624	1,216,186	1,296,941	1,352,061	1,318,259	1,265,529	1,138,976	1,082,027	1,105,624	1,243,827	12,971,035
0452	Real Property Transfer Tax	579,875	636,540	655,636	675,305	695,564	716,431	737,924	760,062	782,864	806,350	830,540	855,456	8,152,672
TOTAL OTHER TAXES		1,521,419	1,722,522	2,001,260	2,166,491	2,267,505	2,343,492	2,331,183	2,300,591	2,196,840	2,163,377	2,211,164	2,374,283	24,078,707
0453-01	Transient Occupancy Tax	5,093,149	4,577,119	5,034,831	5,538,315	5,870,613	6,222,850	6,845,135	7,187,392	7,331,140	7,624,385	8,386,824	9,225,506	73,844,112
0453-02	Transient Occupancy Tax Penalties	1,340	1,000	0	0	0	0	0	0	0	0	0	0	1,000
TOTAL TRANSIENT OCCUPANCY TAX		5,094,489	4,578,119	5,034,831	5,538,315	5,870,613	6,222,850	6,845,135	7,187,392	7,331,140	7,624,385	8,386,824	9,225,506	73,845,112
0454-02	Utility User's Tax - Pacific Bell	490,521	440,700	453,921	467,539	481,565	496,012	510,892	526,219	542,005	558,266	575,014	592,264	5,644,396
0454-03	Utility User's Tax - NSC	1,507	1,554	1,601	1,602	1,603	1,604	1,605	1,606	1,607	1,608	1,609	1,610	17,609
0454-04	Utility User's Tax - Other Phone	338,435	359,847	370,643	381,762	393,215	405,011	417,162	429,677	442,567	455,844	469,519	483,605	4,608,852
0454-05	Utility User's Tax - MCI	68,117	45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715	60,476	583,992
0454-06	Utility User's Tax - Sprint	174,176	154,550	159,187	163,962	168,881	173,947	179,166	184,541	190,077	195,779	201,653	207,702	1,979,445
0454-07	Utility User's Tax - AT&T	224,107	334,347	344,378	354,709	365,350	376,311	387,600	399,228	411,205	423,541	436,248	449,335	4,282,254
0454-08	Utility User's Tax - Other Electric	188,579	86,000	88,580	91,237	93,975	96,794	99,698	102,688	105,769	108,942	112,210	115,577	1,101,470
0454-09	Utility User's Tax - PG&E Electric	3,633,427	3,477,023	3,581,334	3,688,774	3,799,437	3,913,420	4,030,823	4,151,747	4,276,300	4,404,589	4,536,726	4,672,828	44,533,000

**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
0454-10	Utility User's Tax - PG&E Gas	532,802	640,150	665,756	692,386	720,082	748,885	778,840	809,994	842,394	876,089	911,133	947,578	8,633,288
TOTAL UTILITY USERS TAXES		5,651,673	5,539,172	5,711,749	5,889,712	6,073,280	6,262,632	6,457,953	6,659,433	6,867,268	7,081,663	7,302,827	7,530,976	71,384,305
0600-01	Franchise - Air Products	38,584	38,854	39,631	40,424	41,232	42,057	42,898	43,756	44,631	45,524	46,434	47,363	472,804
0600-02	Franchise - Cal Water Service	13,636	13,475	13,745	14,019	14,300	14,586	14,877	15,175	15,479	15,788	16,104	16,426	163,973
0600-03	Franchise - Taxicab Service	40,887	36,050	37,132	38,245	39,393	40,575	41,792	43,046	44,337	45,667	47,037	48,448	461,721
0602	Franchise - AT&T Cable	837,144	865,000	892,680	923,924	956,261	984,949	1,014,497	1,044,932	1,076,280	1,108,569	1,141,826	1,176,081	11,184,999
0603	Franchise - PG&E	2,287,261	2,274,465	2,184,853	2,191,977	2,262,123	2,343,579	2,427,977	2,515,424	2,606,030	2,699,910	2,797,182	2,897,970	27,201,488
0604	Franchise - Specialty Garbage	1,292,773	1,434,273	1,432,953	1,461,612	1,490,844	1,520,661	1,551,074	1,582,096	1,613,738	1,646,013	1,695,393	1,746,255	17,174,912
0606	Host Fees - Garbage	716,123	731,135	735,113	760,600	783,418	806,920	831,128	856,061	1,099,019	1,136,339	1,174,953	1,214,908	10,129,594
TOTAL FRANCHISE FEES		5,226,408	5,393,252	5,336,106	5,430,801	5,587,571	5,753,327	5,924,244	6,100,490	6,499,514	6,697,809	6,918,929	7,147,451	66,789,492
0751-01	Rental - Bus Station	7,568	7,796	8,024	8,265	8,513	8,768	9,031	9,302	9,581	9,868	10,164	10,469	99,782
0751-02	Rental - Chamber of Commerce	7,571	6,072	5,748	9,450	9,734	10,026	10,326	10,636	10,955	11,283	11,622	11,971	107,823
0751-04	Rental - American Medical Response	19,218	13,320	13,720	14,131	14,555	14,992	15,442	15,905	16,382	16,873	17,380	17,901	170,600
0751-05	Rental - Cal West Automotive	19,650	20,650	21,720	22,750	23,920	25,120	26,370	27,161	27,976	28,815	29,680	30,570	284,732
0751-06	Rental - Excess City Land	318	0	0	0	0	0	0	0	0	0	0	0	0
0751-08	Rental - 5th Matador	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	304,700
0751-17	Rental - Downtown Properties	73,300	76,380	71,820	74,670	0	0	0	0	0	0	0	0	222,870
0751-21	Rental - 239 Commercial Street	36,108	90,000	90,000	92,700	95,481	98,345	101,296	104,335	107,465	110,689	114,010	117,430	1,121,750
0754-01	Tower/Antenna Rental - Cellular One	42,624	42,137	43,401	44,703	46,045	47,426	48,849	50,314	51,824	53,878	54,980	56,629	540,186
0754-02	Tower/Antenna Rental - Nextel	16,880	16,994	17,504	18,029	18,570	19,127	19,701	20,292	20,900	21,527	22,173	22,838	217,655
0754-04	Tower/Antenna Rental - Sprint	6,375	6,582	6,779	6,983	7,192	7,408	7,630	7,859	8,095	8,338	8,588	8,846	84,300
0756-01	Fair Oaks Industrial Park - Base Rent	936,162	721,697	750,000	800,000	850,000	900,000	950,000	1,011,750	1,077,514	1,120,614	1,165,439	1,212,056	10,559,070
0751-22	SMART Station Rent	0	0	333,602	343,610	353,918	364,536	375,472	386,736	398,338	410,288	422,597	435,275	3,824,373
TOTAL RENTS AND CONCESSIONS		1,193,475	1,029,328	1,390,018	1,462,991	1,455,628	1,523,448	1,591,817	1,671,990	1,756,730	1,819,875	1,884,332	1,951,686	17,537,842



**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
0900	Emergency Management Assist	11,431	30,721	0	0	0	0	0	0	0	0	0	0	30,721
0930	Bureau of Justice Grant	0	6,034	0	0	0	0	0	0	0	0	0	0	6,034
TOTAL FEDERAL GRANTS		11,431	36,755	0	0	0	0	0	0	0	0	0	0	36,755
1012	Homeowner's Property Tax Relief	226,249	220,840	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	2,620,840
1014	Motor Vehicle License Fees	7,925,774	5,700,000	2,620,423	2,777,648	2,944,307	3,120,966	3,308,224	3,506,717	3,717,120	3,940,147	4,176,556	4,427,150	40,239,258
1016	Off Highway In Lieu (861)	3,541	3,896	3,147	3,147	3,147	3,147	3,147	3,147	3,147	3,147	3,147	3,147	35,366
1017	Office of Traffic Safety	38,613	0	0	0	0	0	0	0	0	0	0	0	0
1018	POST Reimbursement	88,241	65,072	0	0	0	0	0	0	0	0	0	0	65,072
1022	State Library Grant	120,591	59,517	0	0	0	0	0	0	0	0	0	0	59,517
1025	Mandated Cost - SB 90	(15,080)	(6,700)	0	0	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	993,300
1025	Mandated Costs PY Reimbursement	0	0	0	0	100,000	100,000	100,000	100,000	100,000	0	0	0	500,000
1027	Miscellaneous State Grants	0	10,000	0	0	0	0	0	0	0	0	0	0	10,000
1036	Booking Fee Abatement	178,633	178,633	0	0	0	0	0	0	0	0	0	0	178,633
1041	State Tire Enforcement Grant	0	0	42,224	42,224	42,224	42,224	42,224	0	0	0	0	0	211,120
TOTAL STATE SHARED REVENUE		8,566,562	6,231,258	2,905,794	3,063,019	3,454,678	3,631,337	3,818,595	3,974,864	4,185,267	4,308,294	4,544,703	4,795,297	44,913,106
1107	Library - CLSA Inter-Library Loan	1,969	2,540	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	24,540
1114	Other Agencies - Reimbursement	0	0	93,000	95,790	98,664	101,624	104,672	107,812	111,047	114,378	117,810	121,344	1,066,141
TOTAL INTER-GOVERNMENTAL		1,969	2,540	95,200	97,990	100,864	103,824	106,872	110,012	113,247	116,578	120,010	123,544	1,090,681
1202	Contributions From Developer	50,000	0	0	0	0	0	0	0	0	0	0	0	0
1208	Restricted Cash Donations	(400)	20,000	0	0	0	0	0	0	0	0	0	0	20,000
TOTAL PRIVATE DONATIONS		49,600	20,000	0	0	0	0	0	0	0	0	0	0	20,000
1349	Certified Unified Program Agency	102,367	113,000	128,820	146,855	151,260	155,798	160,472	165,286	170,245	175,352	180,613	186,031	1,733,733
1350	Bicycle Licenses	417	550	550	550	550	550	550	550	550	550	550	550	6,050
1351	Major Permit Application Fees	55,910	88,477	93,785	96,599	99,497	102,481	105,556	108,723	111,984	115,344	118,804	122,368	1,163,617
1352	Minor Permit Application Fees	36,792	41,911	44,425	45,758	47,130	48,544	50,001	51,501	53,046	54,637	56,276	57,965	551,194

**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	TOTAL
1353	Permit - Bingo	400	550	550	550	550	550	550	550	550	550	550	550	6,050
1354	Permit - Building	992,518	1,358,102	1,298,643	1,428,507	1,523,360	1,588,103	1,548,400	1,486,464	1,337,818	1,270,927	1,298,643	1,460,973	15,599,942
1355	Permit - Electrical	304,507	284,821	284,497	312,947	333,726	347,910	339,212	325,643	293,079	278,425	284,497	320,059	3,404,816
1356	Permit - Fire Prevention	495,086	666,906	612,128	673,341	718,051	748,568	729,854	700,660	630,594	599,064	612,128	688,645	7,379,940
1358	Permit - Grading	3,049	12,476	3,705	4,075	4,346	4,531	4,418	4,241	3,817	3,626	3,705	4,168	53,107
1359	Permit - Hazardous Materials	522,108	512,000	583,680	665,395	685,357	705,918	727,095	748,908	771,375	794,517	818,352	842,903	7,855,500
1360	Permit - Mechanical	251,058	220,099	241,327	265,460	283,086	295,117	287,739	276,230	248,607	236,176	241,327	271,493	2,866,661
1361	Permit - Miscellaneous	9,805	8,332	14,414	15,855	16,908	17,627	17,186	16,498	14,849	14,106	14,414	16,216	166,404
1362	Permit - Operations	81,759	80,340	80,340	82,750	85,233	87,790	90,423	93,136	95,930	98,808	101,772	104,825	1,001,348
1363	Permit - Plumbing and Gas	228,507	211,495	238,158	261,974	279,369	291,242	283,961	272,603	245,342	233,075	238,158	267,928	2,823,306
1364	Permit - Sign	11,344	15,022	8,586	9,445	10,072	10,500	10,237	9,828	8,845	8,403	8,586	9,659	109,183
1365	Permit - Street Cut	30,723	32,404	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757	504,716
1366	Permit - Temporary Building	1,096	480	2,835	3,118	3,325	3,467	3,380	3,245	2,920	2,774	2,835	3,189	31,568
1368	Permit - Transportation	5,680	7,282	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501	9,786	10,079	95,840
TOTAL PERMITS AND LICENSES		3,133,125	3,654,247	3,685,368	4,063,572	4,293,726	4,462,158	4,414,101	4,320,784	4,047,971	3,946,507	4,043,188	4,421,358	45,352,977
1502	Fines - Overdue Library Material	155,330	180,000	180,000	181,800	183,618	185,454	192,872	216,017	218,177	220,359	222,563	231,466	2,212,326
1503	Fines - Parking	132,739	141,794	143,212	144,644	146,090	147,551	149,027	150,517	152,022	153,543	155,078	156,629	1,640,108
1504	Fines - Traffic and Criminal	267,391	325,000	367,710	378,741	390,104	401,807	413,861	426,277	439,065	452,237	465,804	479,778	4,540,383
1505	Hazardous Material Recovery	9,105	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	1,534	1,300	0	0	0	0	0	0	0	0	0	0	1,300
1507	Late Payment Penalties	10,278	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,000
1509	Returned Check Charge	3,860	2,884	2,971	3,060	3,151	3,246	3,343	3,444	3,547	3,653	3,781	3,894	36,974
1512	Community Dev Code Violations	4,890	1,900	0	0	0	0	0	0	0	0	0	0	1,900
1514	CUPA Fines	24,731	20,000	0	0	0	0	0	0	0	0	0	0	20,000
TOTAL FINES AND FORFEITURES		609,858	678,878	699,893	714,245	728,963	744,058	765,103	802,255	818,811	835,792	853,226	877,767	8,518,991
1650	Administrative Request Fees	14,663	25,699	27,209	28,025	28,866	29,732	30,624	31,543	32,489	33,464	34,468	35,502	337,619
1652	Demolition Fees	9,019	14,168	7,019	7,721	8,234	8,584	8,369	8,034	7,231	6,869	7,019	7,896	91,143

**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
1653	Energy Plan Check Fees	53,353	55,547	54,902	60,392	64,402	67,140	65,461	62,843	56,558	53,730	54,902	61,765	657,643
1654	Environmental Review Fees	11,832	19,500	15,158	15,613	16,081	16,564	17,060	17,572	18,099	18,642	19,202	19,778	193,269
1655	Legislative Actions	19,082	18,283	19,379	19,960	20,559	21,176	21,811	22,466	23,140	23,834	24,549	25,285	240,441
1667-01	Plan Maintenance Fees	0	40,000	85,282	89,325	92,005	94,765	97,608	100,536	103,552	106,659	109,858	113,154	1,032,744
1670	Plan Check Fees	739,250	709,539	787,372	866,110	923,619	962,873	938,801	901,249	811,124	770,568	787,372	885,794	9,344,423
1671	Rezone Application Fees	149	0	0	0	0	0	0	0	0	0	0	0	0
1673	Subdivision Map Filing Fee	55,150	39,140	40,314	41,524	42,769	44,052	45,374	46,735	48,137	49,581	51,069	52,601	501,297
1674	Weed Abatement Fees	6,934	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376	5,537	52,768
1676	Special Inspection Reimbursement	4,691	6,500	0	0	0	0	0	0	0	0	0	0	6,500
TOTAL COMMUNITY DEVELOPMENT		914,123	932,495	1,040,880	1,133,041	1,201,038	1,249,522	1,229,885	1,195,897	1,105,398	1,068,567	1,093,815	1,207,312	12,457,849
1801-01	Business License Processing Fee - New Applications	0	26,990	27,800	28,634	29,493	30,377	31,289	32,227	33,194	34,190	35,216	36,272	345,682
1801-02	Business License Processing Fee - Renewals	0	110,700	114,021	117,442	120,965	124,594	128,332	132,182	136,147	140,231	144,438	148,772	1,417,823
TOTAL FINANCE FEES		0	137,690	141,821	146,075	150,458	154,971	159,620	164,409	169,341	174,422	179,654	185,044	1,763,505
2102	Library- Lost/Damaged Materials	13,696	15,150	15,605	15,760	15,918	16,077	16,238	16,400	16,564	16,729	16,896	17,572	178,909
2105	Miscellaneous Library Charges	10,536	10,500	10,500	10,500	11,000	11,000	11,500	11,500	12,000	12,000	12,500	12,500	125,500
2114-01	Audio Visual Rental Fee	0	0	300,000	309,000	318,270	327,818	337,653	347,782	358,216	368,962	380,031	391,432	3,439,164
TOTAL LIBRARY FEES		24,233	25,650	326,105	335,260	345,188	354,895	365,391	375,682	386,780	397,691	409,427	421,504	3,743,573
2750	Abandoned Vehicles	240,359	139,000	139,000	139,000	139,000	139,000	139,000	139,000	139,000	139,000	139,000	139,000	1,529,000
2751	Animal Control Fees	36,886	40,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	380,000
2752	Booking Fee Reimbursement	6,155	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	55,000
2754	Emergency Response	13,628	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	10,300	113,300
2756	False Burglar Alarm Fees	122,527	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,100,000
2757	Fingerprinting Fees	20	0	0	0	0	0	0	0	0	0	0	0	0
2758	Other Permits and Services	2,029	3,463	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	33,463
2759	Peddler/Solicitor Applications	1,180	0	0	0	0	0	0	0	0	0	0	0	0
2760	Police Contract Overtime	56,843	51,500	53,251	55,434	57,097	58,810	60,575	62,392	64,264	66,191	68,177	70,223	667,914

**035. GENERAL FUND  
REVENUES BY SOURCE**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
2763 Vehicle Release Fee	67,185	80,332	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	730,332
2766-01 False Alarm Fee - Fire Alarm	0	75,000	77,250	79,568	81,955	84,413	86,946	89,554	92,241	95,008	97,858	100,794	960,585
2768 Criminal Justice Administration Fee	0	0	29,000	29,870	30,766	31,689	32,640	33,619	34,628	35,666	36,736	37,838	332,453
<b>TOTAL PUBLIC SAFETY FEES</b>	<b>546,812</b>	<b>504,595</b>	<b>515,801</b>	<b>521,172</b>	<b>526,118</b>	<b>531,212</b>	<b>536,460</b>	<b>541,865</b>	<b>547,432</b>	<b>553,166</b>	<b>559,072</b>	<b>565,155</b>	<b>5,902,046</b>
2900 Engineering Fees	26,154	19,313	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143	40,317	373,547
2901 Mathilda/237 Maintenance	0	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	1,716	18,876
2903 Street Lighting Fees	31,720	34,190	14,420	14,853	15,298	15,757	16,230	16,717	17,218	17,735	18,267	18,815	199,499
2904 Street Tree Fees	1,848	2,070	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524	6,720	61,109
2909 Temporary Traffic Controls	0	0	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143	40,317	354,234
2910 Shopping Cart Fee	0	0	8,755	9,018	9,288	9,567	9,854	10,149	10,454	10,768	11,091	11,423	100,366
<b>TOTAL PUBLIC WORKS FEES</b>	<b>59,722</b>	<b>57,289</b>	<b>91,841</b>	<b>94,545</b>	<b>97,330</b>	<b>100,198</b>	<b>103,152</b>	<b>106,196</b>	<b>109,330</b>	<b>112,558</b>	<b>115,884</b>	<b>119,309</b>	<b>1,107,631</b>
3100-05 Internet & Phone Credit Card Fee	0	1,200	1,236	1,273	1,311	1,351	1,391	1,433	1,476	1,520	1,566	1,613	15,369
xxxx Emergency 911 Fee	0	0	0	257,500	265,225	273,182	281,377	289,819	298,513	307,468	316,693	326,193	2,615,970
xxxx Utility Infrastructure Fee	0	0	0	644,780	664,123	684,047	704,569	725,706	747,477	769,901	792,998	816,788	6,550,388
<b>TOTAL CITY-WIDE FEES</b>	<b>0</b>	<b>1,200</b>	<b>1,236</b>	<b>903,553</b>	<b>930,660</b>	<b>958,579</b>	<b>987,337</b>	<b>1,016,957</b>	<b>1,047,466</b>	<b>1,078,890</b>	<b>1,111,256</b>	<b>1,144,594</b>	<b>9,181,728</b>
<b>TOTAL SERVICE FEES</b>	<b>1,544,889</b>	<b>1,658,919</b>	<b>2,117,684</b>	<b>3,133,646</b>	<b>3,250,791</b>	<b>3,349,378</b>	<b>3,381,845</b>	<b>3,401,005</b>	<b>3,365,746</b>	<b>3,385,293</b>	<b>3,469,108</b>	<b>3,642,917</b>	<b>34,156,332</b>
3204 Modular Classroom Lease	394,064	401,950	407,056	407,056	407,056	184,144	184,144	184,144	184,144	184,144	92,072	0	2,635,910
<b>TOTAL LOAN REPAYMENT</b>	<b>394,064</b>	<b>401,950</b>	<b>407,056</b>	<b>407,056</b>	<b>407,056</b>	<b>184,144</b>	<b>184,144</b>	<b>184,144</b>	<b>184,144</b>	<b>184,144</b>	<b>92,072</b>	<b>0</b>	<b>2,635,910</b>
3355 Interest	4,378,043	3,734,880	1,987,728	1,589,811	2,134,639	1,876,307	1,800,325	1,808,007	1,877,202	1,988,923	2,078,124	2,231,139	23,107,086
<b>TOTAL INTEREST INCOME</b>	<b>4,378,043</b>	<b>3,734,880</b>	<b>1,987,728</b>	<b>1,589,811</b>	<b>2,134,639</b>	<b>1,876,307</b>	<b>1,800,325</b>	<b>1,808,007</b>	<b>1,877,202</b>	<b>1,988,923</b>	<b>2,078,124</b>	<b>2,231,139</b>	<b>23,107,086</b>
3601 Refuse Loan Repayment	0	0	900,000	900,000	900,000	927,000	1,112,400	1,557,360	2,336,040	2,975,071	2,975,071	2,975,071	17,558,013
3601 Redevelopment Agency Repayment	1,246,406	1,450,382	1,578,712	2,615,544	2,975,867	3,196,284	3,272,941	3,352,060	3,429,314	3,504,747	3,588,091	3,674,196	32,638,138
3601 Sewer Loan Repayment	0	0	1,161,345	1,186,845	1,213,110	1,240,163	1,292,177	1,347,103	1,405,106	1,466,356	1,531,037	1,599,340	13,442,582
3601 Water Loan Repayment	0	0	0	0	0	190,410	190,410	190,410	190,410	190,410	190,410	190,410	1,332,870
3601 General Services Loan Repayment	36,845	0	0	0	427,340	477,340	477,340	477,340	477,340	554,331	554,331	554,331	3,999,693



**035. GENERAL FUND  
REVENUES BY SOURCE**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
4117-13 Printed Material Sale - Public Works	455	550	0	0	0	0	0	0	0	0	0	0	550
4119 General Liability Recoveries	57,229	0	0	0	0	0	0	0	0	0	0	0	0
4121 Miscellaneous Reimbursement	4,017	0	0	0	0	0	0	0	0	0	0	0	0
4123-01 Bankruptcy Recovery - PG&E	16,579	0	0	0	0	0	0	0	0	0	0	0	0
4123-02 Bankruptcy Recovery - Metricom	0	2,473	0	0	0	0	0	0	0	0	0	0	2,473
xxxx Conway Road Improvement Repayment	0	0	0	139,188	0	0	0	0	76,162	0	0	0	215,350
<b>TOTAL MISCELLANEOUS</b>	<b>221,981</b>	<b>145,293</b>	<b>133,988</b>	<b>275,397</b>	<b>138,497</b>	<b>140,854</b>	<b>143,282</b>	<b>145,782</b>	<b>224,520</b>	<b>151,011</b>	<b>153,743</b>	<b>156,557</b>	<b>1,808,925</b>
4400 Transfers In	6,662,853	8,851,360	7,135,627	7,343,340	7,565,313	7,794,028	8,029,693	8,272,520	8,522,728	8,780,545	9,053,159	9,338,498	90,686,810
<b>TOTAL TRANSFERS IN</b>	<b>6,662,853</b>	<b>8,851,360</b>	<b>7,135,627</b>	<b>7,343,340</b>	<b>7,565,313</b>	<b>7,794,028</b>	<b>8,029,693</b>	<b>8,272,520</b>	<b>8,522,728</b>	<b>8,780,545</b>	<b>9,053,159</b>	<b>9,338,498</b>	<b>90,686,810</b>
<b>FUND TOTAL</b>	<b>94,606,893</b>	<b>93,516,680</b>	<b>97,237,439</b>	<b>103,637,190</b>	<b>109,134,199</b>	<b>113,436,502</b>	<b>118,563,466</b>	<b>123,472,648</b>	<b>128,154,230</b>	<b>133,095,575</b>	<b>139,206,635</b>	<b>146,263,521</b>	<b>1,305,473,809</b>

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

	<b>FY 2002/2003 Achieved</b>	<b>FY 2003/2004 Current</b>	<b>FY 2004/2005 Budget</b>	<b>FY 2005/2006 Budget</b>
<b>Fund 35 - City General Fund</b>				
4500 - 01 Salaries - Regular	37,487,062.97	41,359,972.82	42,987,605.11	44,560,075.09
4500 - 02 Salaries - Regular Part-Time	770,377.17	988,290.45	1,100,508.53	1,125,984.99
4500 - 03 Salaries - Casual/Seasonal	1,593,968.12	752,244.66	818,906.52	833,007.90
4500 - 05 Salaries - Contract Personnel	866,678.30	638,474.76	517,243.81	517,243.81
4500 - 06 Salaries - City Council	121,488.04	126,600.00	132,945.00	139,592.00
4500 - 17 Salaries - Light Duty	190.01	0.00	0.00	0.00
4502 - 03 Overtime - FLSA Overtime Premium	104,082.29	47,905.32	47,905.32	47,905.32
4503 - 01 Overtime - Regular-Overtime	6,159,054.56	3,231,793.00	3,329,098.20	3,462,878.65
4503 - 03 Overtime - Casual/Seasonal	21,299.56	0.00	0.00	0.00
4503 - 04 Overtime - Comp Time Earned	527,834.95	4,072.80	7,693.87	7,924.70
4503 - 05 Overtime - Contract	1,087.50	0.00	0.00	0.00
4505 - 01 Other Pay - Bookmobile	2,213.02	0.00	0.00	0.00
4505 - 04 Other Pay - Public Safety Specialist	446,334.81	345,027.96	345,042.46	345,042.46
4505 - 05 Other Pay - Standby	11,402.00	0.00	0.00	0.00
4505 - 07 Other Pay - Canine Handler	3,955.50	0.00	0.00	0.00
4505 - 08 Other Pay - Aerial Tree Specialist Pay	16,801.11	0.00	0.00	0.00
4520 - 12 Other Benefits - Staff Medical Services	0.00	0.00	0.00	0.00
4521 - 05 Benefits - Tuition Reimbursement	16,358.63	1,400.00	1,400.00	1,400.00
4525 - 09 Leaves - Mgmt Admin	69,466.92	0.00	0.00	0.00
4525 - 11 Leaves - Other	124,460.27	0.00	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	6,061,068.77	6,838,074.07	7,545,485.44	7,796,008.03
4537 - 02 Regular Time Leave Additives - Part-Time	59,116.75	67,093.06	93,180.04	95,661.42
4537 - 03 Regular Time Leave Additives - Casual/Seasonal	416.12	4,053.85	2,022.69	2,071.68
4539 - 01 Regular Time Worker's Comp Add - Regular	3,037,152.95	3,100,350.85	2,968,909.45	3,088,137.52
4539 - 02 Regular Time Worker's Comp Add - Part-Time	7,113.88	8,218.25	8,327.20	8,598.75
4539 - 03 Regular Time Worker's Comp Add - Casual/Seasonal	28,998.80	14,109.59	13,017.63	13,352.39
4542 - 01 Overtime Worker's Compensation - Regular	887,566.78	407,912.72	383,426.80	399,013.23
4542 - 03 Overtime Worker's Compensation - Casual/Seasonal	57.80	0.00	0.00	0.00
4546 - 01 Regular Time Retirement Additi - Regular	4,568,318.18	8,145,905.80	14,113,225.65	16,065,883.34
4546 - 02 Regular Time Retirement Additi - Part-Time	0.00	77,679.62	143,359.96	164,156.23
4547 - 01 Regular Time Insurance & Other - Regular	7,021,109.37	7,758,621.48	8,828,407.36	9,690,925.24
4547 - 02 Regular Time Insurance & Other - Part-Time	67,904.95	74,513.12	73,322.45	73,524.56
4547 - 03 Regular Time Insurance & Other - Casual/Seasonal	121,432.95	52,666.17	53,007.02	52,721.06

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

		<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Current</u>	<u>FY 2004/2005</u> <u>Budget</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Fund 35 - City General Fund</b>					
4600	Personnel Cost Savings	0.00	-65,194.83	0.00	0.00
	<b>Salaries &amp; Benefits Subtotal</b>	<b>\$ 70,204,373.03</b>	<b>\$ 73,979,785.52</b>	<b>\$ 83,514,040.51</b>	<b>\$ 88,491,108.37</b>
5000	Audio Visual Products	3,838.40	2,361.83	2,385.43	2,433.13
5001 - 01	Miscellaneous Allocations - Public Safety	-1,425,504.00	0.00	0.00	0.00
5002	Ammunition	56,603.31	36,284.52	40,804.00	41,620.08
5005 - 01	Auto Maint & Repair - Labor	2,177.13	108.27	0.00	0.00
5005 - 02	Auto Maint & Repair - Materials	6,399.43	0.00	0.00	0.00
5010	Supplies, Vehicles/Motor Equip	4,355.29	3,124.32	2,902.37	2,960.39
5011	Parts, Vehicles & Motor Equip	3,379.61	4,388.08	3,463.99	3,533.26
5012	Bldg Maint Matls & Supplies	51,844.20	39,216.59	42,217.98	43,062.29
5015	Books & Publications	65,235.59	68,525.72	49,707.92	49,770.72
5020	Chemicals	2,383.67	270.00	0.00	0.00
5025	Clothing, Uniforms & Access	469,474.92	287,090.63	239,572.87	244,304.26
5035 - 01	Comm Equip Maintain & Repair - Labor	843.95	0.00	0.00	0.00
5035 - 02	Comm Equip Maintain & Repair - Materials	2,470.66	5,393.50	5,443.90	5,552.77
5040	Advertising Services	75,322.88	113,630.73	83,741.52	85,416.52
5065	Construction Services	930,572.99	439,500.00	918,456.63	936,825.76
5070	Consultants	569,704.69	515,284.88	122,349.55	124,796.54
5072	Engineering Services	0.00	0.00	72,355.63	73,802.73
5073	Graphics Services	0.00	0.00	27,413.30	27,961.57
5080	Court & Litigation Costs	129,555.53	145,804.12	43,719.87	44,594.26
5082	Customized Products	47.14	0.00	0.00	0.00
5085	Software Licensing & Support	11,731.68	12,517.56	47,194.27	48,138.15
5090	Hardware Maintenance	31,103.33	0.00	0.00	0.00
5095	Electrical Parts & Supplies	73,591.31	59,903.50	61,097.22	62,319.13
5100 - 01	Misc Equip Maint & Repair - Labor	10,437.81	13,945.09	3,931.88	4,010.51
5100 - 02	Misc Equip Maint & Repair - Materials	13,668.84	3,935.24	13,687.13	13,960.81
5105	Equipment Rental/Lease	21,298.18	41,318.83	30,575.91	31,187.40
5110 - 01	Facilities Maint & Repair - Labor	2,098.50	6,551.71	15,549.79	15,860.78
5110 - 02	Facilities Maint & Repair - Materials	489.30	505.00	0.00	0.00
5120	Financial Services	126,805.41	121,512.38	320,962.84	327,382.08
5125	Supplies, Fire Protection	28,941.80	815.69	833.93	850.62



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

		<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Current</u>	<u>FY 2004/2005</u> <u>Budget</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Fund 35 - City General Fund</b>					
5130	Supplies, First Aid	40,958.91	28,704.95	27,834.68	28,391.32
5131	Supplies, Safety	78,512.75	36,955.18	43,114.23	43,976.34
5140	Food Products	12,473.84	964.97	11,334.22	11,560.89
5145	Fuel, Oil & Lubricants	7,463.78	4,591.23	7,508.91	7,659.05
5155	General Supplies	423,258.37	436,200.27	397,016.89	404,957.07
5165	Services Maintain Land Improv	590,495.31	618,281.58	575,402.67	586,824.06
5170	Hand Tools	34,935.64	33,123.12	37,872.62	38,630.01
5175	HazMat Disposal	43,645.40	47,836.64	38,828.50	39,605.07
5180	Medical Services	95,107.40	71,191.30	76,940.95	78,479.77
5195	Investigation Expense	22,005.33	15,875.38	42,839.53	43,696.31
5200 - 01	DED Services/Training - Training	144.21	0.00	0.00	0.00
5201	JTPA Participant Reimbursement	-658.09	0.00	0.00	0.00
5210	Laundry & Cleaning Services	40,610.85	43,915.05	43,968.90	44,848.27
5215	Legal Services	216,177.86	178,093.30	195,813.75	199,730.02
5220	Library Acquisitions, Books	468,090.14	456,101.86	425,312.87	433,819.12
5222	Library Acquis, Audio/Visual	96,936.48	91,011.10	86,871.21	88,608.63
5223	Library Acquis, Periodicals	122,926.65	121,200.00	122,412.00	124,860.24
5225	Lib Database Services (OCLC)	21,295.44	24,322.82	23,030.84	23,491.45
5226	Library Technical Services	0.00	0.00	12,120.00	12,362.40
5230	Materials - Land Improve	1,038,589.68	888,184.68	890,753.01	908,567.98
5240	Miscellaneous Services	813,076.71	575,887.11	636,508.06	739,851.28
5255	Personnel Testing Services	61,038.33	80,800.00	30,300.00	30,906.00
5260	Photo Equip & Supplies	7,832.00	19,688.56	20,212.76	20,617.02
5265	Photo & Blueprinting Services	8,516.40	17,523.75	8,883.52	9,061.20
5275	Postage	192,195.74	220,536.80	211,933.62	216,172.28
5277	Mailing & Delivery Services	17,527.07	9,610.64	10,589.45	10,801.24
5280	Printing & Related Services	37,829.04	62,205.46	54,678.98	54,860.75
5285	Prisoner Meals	47.23	454.91	459.45	468.64
5290	Prisoner Transport	14,054.15	11,373.14	11,486.87	11,716.60
5300	Professional Services	119,871.13	516,458.54	171,876.06	347,696.94
5315	Real Property Rental/Lease	20,864.19	6,454.26	3,408.00	3,476.16
5325	Records Related Services	98,111.43	32,320.00	40,905.00	41,723.10
5327	Rec Instructors/Officials	5,391.79	0.00	0.00	0.00

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

		<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Current</u>	<u>FY 2004/2005</u> <u>Budget</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Fund 35 - City General Fund</b>					
5357	Supplies, Office	169,564.84	81,176.33	80,241.08	81,825.88
5360	Telecommunication Services	838.80	0.00	606.00	618.12
5375	Training Expenses	500,249.90	301,549.98	396,050.03	403,208.64
5380	Travel Related Services	288.60	0.00	606.00	618.12
5385	Utilities - Gas & Electric	995,008.28	808,536.26	899,216.37	899,216.37
5390	Util - Water, Sewer & Garbage	0.00	291,061.35	292,316.43	298,162.76
5390 - 01	Util - Water, Sewer & Garbage - Water	341,159.10	54,662.40	49,567.77	50,559.12
5390 - 02	Util - Water, Sewer & Garbage - Garbage	3,783.01	0.00	0.00	0.00
5390 - 03	Util - Water, Sewer & Garbage - Sewer	15,082.34	0.00	0.00	0.00
5400	Utilities - Telephone	24,007.81	9,997.28	4,824.11	4,920.57
5410	Vehicle Towing Services	2,930.00	5,883.07	5,943.46	6,062.33
5900	Goods and Serv Cost Savings	0.00	-10,825.81	0.00	0.00
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$ 8,071,109.39</b>	<b>\$ 8,113,895.65</b>	<b>\$ 8,137,956.73</b>	<b>\$ 8,542,954.88</b>
5030	Communication Equipment	25,191.24	2,020.00	1,782.65	1,818.30
5050	Computer Hardware	23,988.19	8,323.00	2,727.00	8,962.74
5055	Computer Software	3,493.41	1,137.67	2,226.61	2,786.24
5115	Facilities Equipment	0.00	2,735.56	0.00	0.00
5135	Vehicles & Motorized Equip	1,181.66	0.00	0.00	0.00
5150	Furniture	26,485.38	6,060.00	6,120.60	0.00
5235	Miscellaneous Equipment	3,396.61	18,501.20	14,193.55	14,477.41
5245	Office Machines & Equip	3,646.48	631.09	1,798.90	1,834.87
5350	Sports & Athletic Equipment	1,812.69	0.00	0.00	0.00
<b>Property &amp; Capital Outlay Subtotal</b>		<b>\$ 89,195.66</b>	<b>\$ 39,408.52</b>	<b>\$ 28,849.31</b>	<b>\$ 29,879.56</b>
6003	Lease Expenditure - Interest	0.00	202.00	0.00	0.00
6005	Conferences and Meetings	96,797.86	113,291.22	68,283.34	69,648.98
6006	Fiscal Agent Fees	115.00	0.00	0.00	0.00
6011 - 01	Council Travel Expenses - Seat # 1	6,540.91	5,211.50	5,263.61	5,368.88
6011 - 02	Council Travel Expenses - Seat #2	6,594.09	8,000.00	5,263.61	5,368.88
6011 - 03	Council Travel Expenses - Seat #3	2,662.23	6,211.50	5,263.61	5,368.88
6011 - 04	Council Travel Expenses - Seat #4	5,218.26	5,211.50	5,263.61	5,368.88
6011 - 05	Council Travel Expenses - Seat #5	4,101.23	5,211.50	5,263.61	5,368.88
6011 - 06	Council Travel Expenses - Seat #6	5,684.84	5,211.50	5,263.61	5,368.88

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

	<u>FY 2002/2003 Achieved</u>	<u>FY 2003/2004 Current</u>	<u>FY 2004/2005 Budget</u>	<u>FY 2005/2006 Budget</u>
<b>Fund 35 - City General Fund</b>				
6011 - 07 Council Travel Expenses - Seat #7	2,301.25	5,211.50	5,263.61	5,368.88
6011 - 08 Council Travel Expenses - Mayor	3,207.68	1,927.00	1,946.27	1,985.19
6012 - 06 Council Miscellaneous Expendit - Seat #6	8.16	0.00	0.00	0.00
6030 Membership Fees	156,344.82	160,496.60	161,613.23	164,845.45
6035 Outside Group Funding	0.00	250.00	0.00	0.00
6040 Recruitment Travel Expenses	95,924.85	40,500.00	10,100.00	10,302.00
6045 Special Events	12,828.75	70,564.91	41,415.74	42,244.04
6055 - 01 Taxes & Licenses - Misc	6,283.08	11,921.28	6,578.66	6,710.22
6060 Travel Expenses	4,011.81	0.00	0.00	0.00
6060 - 01 Travel Expenses - Mileage	1,987.98	1,637.23	3,200.18	3,264.17
6060 - 02 Travel Expenses - Other	61,974.71	70,789.10	77,965.15	79,524.41
6065 Recreation Fee Waivers	-45.51	0.00	0.00	0.00
6450 - 01 Budgeted Project Costs - Budgeted Project Cost	0.00	491,773.22	0.00	0.00
<b>Miscellaneous Expenditures Subtotal</b>	<b>\$ 472,542.00</b>	<b>\$ 1,003,621.56</b>	<b>\$ 407,947.84</b>	<b>\$ 416,106.62</b>
6503 Fleet Rental	2,867,847.82	2,403,748.49	2,481,955.26	2,543,695.10
6504 Misc Office Equip Rental	108,851.99	92,319.70	78,750.70	83,475.69
6505 Emergency Comm Equip Rental	608,290.54	558,999.78	621,278.68	658,555.40
6506 E - 911 Rental	4,343.17	4,157.02	4,305.55	4,563.88
6507 Computer Services Rental	3,636,879.09	3,498,163.92	1,961,756.80	2,079,462.20
6508 Facilities Rent	1,816,184.89	1,857,945.53	1,451,068.47	1,472,834.38
6510 Print Shop Charges	225,457.99	363,668.60	329,203.31	348,955.50
6511 Radio & Pagers Rental	80,044.64	69,978.31	72,721.21	77,084.43
6512 Phone Equip Rental	485,437.81	445,134.64	409,230.82	433,784.55
6513 Mail Services Rental	122,553.60	124,529.41	133,541.29	141,553.64
6518 Satellite Copier Rental	101,577.97	89,941.66	96,801.80	102,609.90
6520 IBM Copier Charges	14,378.99	19,531.13	22,131.27	23,459.10
6521 Records Storage Rental	0.00	0.00	0.00	0.00
6522 Parks Bldg Maint Rental	172,932.11	223,096.39	211,749.01	214,925.24
6523 Furniture Rental	266,051.89	279,836.60	211,846.80	216,083.73
6526 Misc Public Safety Equip	185,620.50	232,355.60	287,586.00	316,344.60
6530 Application Support Rental	0.00	0.00	1,833,644.00	1,943,662.64
<b>Internal Service Charges Subtotal</b>	<b>\$ 10,696,453.00</b>	<b>\$ 10,263,406.78</b>	<b>\$ 10,207,570.97</b>	<b>\$ 10,661,049.98</b>

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

	<u>FY 2002/2003 Achieved</u>	<u>FY 2003/2004 Current</u>	<u>FY 2004/2005 Budget</u>	<u>FY 2005/2006 Budget</u>
<b>Fund 35 - City General Fund</b>				
6600 - 01 Sinking Fund Expenditures - Multi-Modal	0.00	10,500.00	10,500.00	10,500.00
<b>Miscellaneous Interfund Expens Subtotal</b>	<b>\$ 0.00</b>	<b>\$ 10,500.00</b>	<b>\$ 10,500.00</b>	<b>\$ 10,500.00</b>
7050 Interprogram Allocations	-37,320.59	-38,200.88	-43,905.33	-47,026.24
7500 Intraprogram Allocations	0.00	0.00	0.00	0.00
7503 SDP-Wide Allocations	-1,614.65	0.01	-1,957.81	-2,066.29
7504 Program-Wide Allocations	-1,448.22	-0.05	-2,940.56	-3,011.64
7505 Dept - Wide Allocations	0.00	-0.08	0.00	0.00
<b>Indirect Cost Allocations Subtotal</b>	<b>\$ -40,383.46</b>	<b>\$ -38,201.00</b>	<b>\$ -48,803.70</b>	<b>\$ -52,104.17</b>
7900 - 28 Transfers Out - Gas Tax Fund	0.00	-2,000,000.00	-2,000,000.00	-2,000,000.00
7900 - 81 Transfers Out - Infra Fund - General Assets	0.00	-441,855.00	-727,473.00	-380,381.00
7900 - 91 Transfers Out - Gen Serv Fund - Fleet Serv	2,352.51	0.00	0.00	0.00
<b>Transfers Out Subtotal</b>	<b>\$ 2,352.51</b>	<b>\$ -2,441,855.00</b>	<b>\$ -2,727,473.00</b>	<b>\$ -2,380,381.00</b>

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

	<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Current</u>	<u>FY 2004/2005</u> <u>Budget</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Fund 35 - City General Fund</b>				
<b>Report Total</b>	<u><u>\$ 89,495,642.13</u></u>	<u><u>\$ 90,930,562.03</u></u>	<u><u>\$ 99,530,588.66</u></u>	<u><u>\$ 105,719,114.24</u></u>

















**070. HOUSING FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
0904	HOME Grant	258,916	1,896,205	777,156	0	0	0	0	0	0	0	0	0	2,673,361
1112	Housing Monitoring Fees	16,744	15,364	9,601	1,920	0	0	0	0	0	0	0	0	26,885
1204	Housing Mitigation Fees	758,475	758,475	758,475	0	0	0	0	0	0	0	0	0	1,516,950
3200	Direct Loan Repayment - RRP	428,664	11,312	350,936	14,061	27,186	40,311	53,436	66,561	66,561	66,561	66,561	66,561	830,047
3201	Short Term Loan Repayments	19,159	0	0	0	0	0	0	0	0	0	0	0	0
3355	Interest Income	550,777	522,518	332,549	280,489	339,990	263,452	265,152	267,579	269,985	272,364	274,707	277,009	3,365,794
3800	Real Property Sale	309,944	477,362	528,000	0	0	0	0	0	0	0	0	0	1,005,362
4100	Miscellaneous Revenues	0	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,500
4106	BMR Code Violation Revenues	21,467	30,802	70,000	41,208	52,540	53,591	54,663	55,756	56,871	58,009	59,169	60,352	592,961
4121	Miscellaneous Reimbursement	24	0	0	0	0	0	0	0	0	0	0	0	0
4400	Transfer From CDBG Fund	0	0	15,000	0	0	0	0	0	0	0	0	0	15,000
4400	Transfer From Housing Mit. Sub-Fund	0	0	2,769,741	0	0	0	0	0	0	0	0	0	2,769,741
<b>FUND TOTAL</b>		<b>2,364,170</b>	<b>3,713,538</b>	<b>5,612,958</b>	<b>339,178</b>	<b>421,216</b>	<b>358,854</b>	<b>374,751</b>	<b>391,396</b>	<b>394,917</b>	<b>398,434</b>	<b>401,937</b>	<b>405,422</b>	<b>12,812,601</b>

















**110/200. COMMUNITY DEVELOPMENT BLOCK GRANT FUND/REVOLVING LOAN SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
0751-11	CDBG Property Rental Revenue	16,548	12,464	0	0	0	0	0	0	0	0	0	0	12,464
3200	Housing Loan Repayments	975,168	500,000	122,000	325,968	180,313	190,928	250,920	425,411	460,330	360,863	187,954	245,137	3,249,824
3800	Sale of Property (Manzanita Property)	0	0	400,000	0	0	0	0	0	0	0	0	0	400,000
4400-10	Transfer From CDBG Fund	0	89,553	0	0	0	0	0	0	0	0	0	0	89,553
<b>FUND TOTAL</b>		<b>991,716</b>	<b>602,017</b>	<b>522,000</b>	<b>325,968</b>	<b>180,313</b>	<b>190,928</b>	<b>250,920</b>	<b>425,411</b>	<b>460,330</b>	<b>360,863</b>	<b>187,954</b>	<b>245,137</b>	<b>3,751,841</b>





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

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
0751-09 Facilities Rent - City Property	105,200	101,460	98,610	102,030	105,450	108,870	112,290	115,659	119,128	122,702	126,383	130,175	1,242,757
3355 Interest Income	91,058	14,597	78,699	150,316	200,016	177,664	154,158	129,359	103,259	115,703	129,092	143,490	1,396,352
4100 Miscellaneous	0	1,927,739	1,623,098	1,623,098	0	0	0	0	0	0	0	0	5,173,935
<b>FUND TOTAL</b>	<b>196,258</b>	<b>2,043,796</b>	<b>1,800,407</b>	<b>1,875,444</b>	<b>305,466</b>	<b>286,534</b>	<b>266,448</b>	<b>245,018</b>	<b>222,387</b>	<b>238,405</b>	<b>255,475</b>	<b>273,665</b>	<b>7,813,044</b>







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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
1500	Asset Forfeitures	172,563	20,072	0	0	0	0	0	0	0	0	0	0	20,072
3355	Interest Income	138,770	96,498	62,277	61,296	90,157	89,832	89,206	88,244	86,914	85,177	80,678	77,861	908,142
<b>FUND TOTAL</b>		<b>311,333</b>	<b>116,570</b>	<b>62,277</b>	<b>61,296</b>	<b>90,157</b>	<b>89,832</b>	<b>89,206</b>	<b>88,244</b>	<b>86,914</b>	<b>85,177</b>	<b>80,678</b>	<b>77,861</b>	<b>928,214</b>

**CITY OF SUNNYVALE  
190. POLICE SERVICES AUGMENTATION FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVES/FUND BALANCE, JULY 1	206,761	2,753	9,181	9,797	0	0	0	0	0	0	0	0	2,753
-----													
CURRENT RESOURCES:													
SLES Fund (AB3229)	263,782	197,376	197,376	197,376	0	0	0	0	0	0	0	0	592,128
BJA Block Grant	33,685	25,997	25,997	25,997	0	0	0	0	0	0	0	0	77,991
Interest Income	6,859	353	377	0	0	0	0	0	0	0	0	0	730
Transfer From General Fund	3,743	85,159	2,889	2,889	0	0	0	0	0	0	0	0	90,937
-----													
TOTAL CURRENT RESOURCES	308,069	308,885	226,639	226,262	0	0	0	0	0	0	0	0	761,786
-----													
TOTAL AVAILABLE RESOURCES	514,830	311,638	235,820	236,059	0	0	0	0	0	0	0	0	764,539
-----													
CURRENT REQUIREMENTS:													
Operations	512,077	302,457	226,023	236,059	0	0	0	0	0	0	0	0	764,539
-----													
TOTAL CURRENT REQUIREMENTS	512,077	302,457	226,023	236,059	0	0	0	0	0	0	0	0	764,539
-----													
RESERVES:													
20 Year RAP	2,753	9,181	9,797	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL RESERVES	2,753	9,181	9,797	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
=====													













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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
0150	Property Taxes	79,233	0	0	0	0	0	0	0	0	0	0	0	0
2907	Special Assessment	159,634	148,398	153,263	153,263	169,763	169,763	169,763	169,763	169,763	169,763	169,763	169,763	1,813,028
3355	Interest Income	29,977	14,987	12,065	10,651	14,641	13,207	11,338	8,999	6,150	3,102	0	0	95,141
<b>FUND TOTAL</b>		<b>268,844</b>	<b>163,385</b>	<b>165,328</b>	<b>163,914</b>	<b>184,404</b>	<b>182,970</b>	<b>181,101</b>	<b>178,762</b>	<b>175,913</b>	<b>172,865</b>	<b>169,763</b>	<b>169,763</b>	<b>1,908,169</b>





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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
1007	Gas Tax 2105	907,854	756,023	840,115	845,156	850,227	855,328	860,460	865,623	870,816	876,041	881,298	886,585	9,387,672
1008	Gas Tax 2106	632,520	512,741	570,077	573,497	576,938	580,400	583,882	587,385	590,910	594,455	598,022	601,610	6,369,916
1009	Gas Tax 2107	1,205,581	1,007,190	1,120,681	1,127,405	1,134,170	1,140,975	1,147,821	1,154,708	1,161,636	1,168,606	1,175,617	1,182,671	12,521,481
1010	Gas Tax 2107.5	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
1045	State Bicycle Transportation Account	0	113,580	0	0	0	0	0	0	0	0	0	0	113,580
1038	AB 2928 - Traffic Congestion Relief	345,684	0	0	0	0	0	0	0	0	0	0	0	0
1111	County Grants	0	300,000	0	0	0	0	0	0	0	0	0	0	300,000
1114	Other Agency Reimbursements	150,000	0	0	0	0	0	0	0	0	0	0	0	0
3355	Interest Income	214,224	157,294	87,785	85,628	102,130	13,682	16,257	19,116	14,450	16,377	19,399	23,554	555,672
4100	Miscellaneous	24,756	0	0	0	0	0	0	0	0	0	0	0	0
4400	Transfer From TDA Fund	66,717	0	0	0	0	0	0	0	0	0	0	0	0
4400	Transfer From Cap. Proj./Traffic Mit.	0	132,583	0	0	0	0	0	0	0	0	0	0	132,583
<b>FUND TOTAL</b>		<b>3,567,336</b>	<b>2,989,411</b>	<b>2,628,658</b>	<b>2,641,686</b>	<b>2,673,465</b>	<b>2,600,385</b>	<b>2,618,420</b>	<b>2,636,832</b>	<b>2,647,812</b>	<b>2,665,479</b>	<b>2,684,336</b>	<b>2,704,420</b>	<b>29,490,903</b>

**CITY OF SUNNYVALE  
285. TRANSPORTATION DEVELOPMENT ACT (TDA) FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVE/FUND BALANCE, JULY 1	0	0	0	0	0	0	0	0	0	0	0	0	0
-----													
CURRENT RESOURCES:													
Transportation Development Act	253,399	351,738	35,695	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	105,395	1,225,557
TOTAL CURRENT RESOURCES	253,399	351,738	35,695	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	105,395	1,225,557
TOTAL AVAILABLE RESOURCES	253,399	351,738	35,695	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	105,395	1,225,557
-----													
CURRENT REQUIREMENTS:													
Capital Projects	1,794	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To Cap. Proj./Gas Tax Sub-Fund	202,310	351,738	0	0	0	0	0	0	0	0	0	0	351,738
Transfer To Gas Tax Fund	49,295	0	0	0	0	0	0	0	0	0	0	0	0
Future TDA Projects	0	0	35,695	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	105,395	873,819
TOTAL CURRENT REQUIREMENTS	253,399	351,738	35,695	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	105,395	1,225,557
-----													
RESERVES:													
Transportation Development Act	0	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	0
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
=====													

**CITY OF SUNNYVALE  
285. TRANSPORTATION DEVELOPMENT ACT (TDA) FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2014 TO JUNE 30, 2024**

	PLAN 2014/2015	PLAN 2015/2016	PLAN 2016/2017	PLAN 2017/2018	PLAN 2018/2019	PLAN 2019/2020	PLAN 2020/2021	PLAN 2021/2022	PLAN 2022/2023	PLAN 2023/2024	FY 2014/2015 TO FY 2023/2024 TOTAL	FY 2003/2004 TO FY 2023/2024 TOTAL
RESERVE/FUND BALANCE, JULY 1	0	0	0	0	0	0	0	0	0	0	0	0
-----												
CURRENT RESOURCES:												
Transportation Development Act	109,611	113,996	118,555	123,298	128,229	133,359	138,693	144,241	150,010	156,011	1,159,992	2,385,548
-----												
TOTAL CURRENT RESOURCES	109,611	113,996	118,555	123,298	128,229	133,359	138,693	144,241	150,010	156,011	1,159,992	2,385,548
-----												
TOTAL AVAILABLE RESOURCES	109,611	113,996	118,555	123,298	128,229	133,359	138,693	144,241	150,010	156,011	1,159,992	2,385,548
-----												
CURRENT REQUIREMENTS:												
Capital Projects	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To Cap. Proj./Gas Tax Sub-Fund	0	0	0	0	0	0	0	0	0	0	0	351,738
Transfer To Gas Tax Fund	0	0	0	0	0	0	0	0	0	0	0	0
Future TDA Projects	109,611	113,996	118,555	123,298	128,229	133,359	138,693	144,241	150,010	156,011	1,159,992	2,033,810
-----												
TOTAL CURRENT REQUIREMENTS	109,611	113,996	118,555	123,298	128,229	133,359	138,693	144,241	150,010	156,011	1,159,992	2,385,548
-----												
RESERVES:												
Transportation Development Act	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
=====												

**285. TRANSPORTATION DEVELOPMENT ACT (TDA) FUND  
REVENUES BY SOURCE**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
1023-01 TDA Article 3 - FY 2000/2001	134,636	0	0	0	0	0	0	0	0	0	0	0	0
1023-02 TDA Article 3 - FY 2001/2002	29,453	5,797	0	0	0	0	0	0	0	0	0	0	5,797
1023-03 TDA Article 3 - FY 2002/2003	89,310	251,484	0	0	0	0	0	0	0	0	0	0	251,484
1023-05 TDA Article 3 - FY 2004/2005	0	94,457	35,695	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	105,395	968,276
<b>FUND TOTAL</b>	<b>253,399</b>	<b>351,738</b>	<b>35,695</b>	<b>82,400</b>	<b>84,872</b>	<b>87,418</b>	<b>90,041</b>	<b>92,742</b>	<b>95,524</b>	<b>98,390</b>	<b>101,342</b>	<b>105,395</b>	<b>1,225,557</b>







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

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
0752-11 Facilities Rent-Classroom/Multipurpo	240	21,218	25,300	26,059	26,841	27,646	28,475	29,330	30,210	31,116	32,049	33,011	311,254
0752-12 Facilities Rent-Gymnasium	20,050	0	0	0	0	0	0	0	0	0	0	0	0
0752-13 Facilities Rent-Facility Attendant	210	0	0	0	0	0	0	0	0	0	0	0	0
1109 Sunnysvale School Dist Reimbursemer	74,986	80,000	95,759	98,632	101,591	104,639	107,778	111,011	114,342	117,772	121,305	124,944	1,177,772
1216 Misc. Private Grants/Donations	5,000	50	0	0	0	0	0	0	0	0	0	0	50
2357 Youth Basketball League	14,776	17,905	17,510	18,035	18,576	19,134	19,708	20,299	20,908	21,535	22,181	22,847	218,638
2359 Fees - Adult League	24,036	26,152	25,462	26,225	27,012	27,823	28,657	29,517	30,402	31,315	32,254	33,222	318,041
2402 Summer Excursions	65	0	0	0	0	0	0	0	0	0	0	0	0
2413 Teen Programs Co-Op Revenues	2,001	0	0	0	0	0	0	0	0	0	0	0	0
2465 Columbia Co-Op Sports Program	20,948	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,660	242,660
2470 Columbia Adult Open Gym	3,070	3,200	3,162	3,257	3,355	3,455	3,559	3,666	3,776	3,889	4,006	4,126	39,449
2475 Columbia Youth Open Gym	1,892	1,950	1,949	2,007	2,068	2,130	2,194	2,259	2,327	2,397	2,469	2,543	24,293
2480 Columbia After-School Programs	22,248	18,575	18,600	19,158	19,733	20,325	20,934	21,562	22,209	22,876	23,562	24,269	231,803
2482 Columbia Supplemental Programs	317	0	0	0	0	0	0	0	0	0	0	0	0
3355 Interest Income	65,584	50,000	20,266	20,266	30,399	30,399	30,399	30,399	30,399	30,399	30,399	30,399	333,729
4400-03 Transfers From General Fund	618,862	0	93,811	409,827	442,487	455,088	468,044	481,367	495,066	509,154	523,640	537,878	4,416,362
<b>FUND TOTAL</b>	<b>874,284</b>	<b>241,050</b>	<b>323,818</b>	<b>645,468</b>	<b>694,062</b>	<b>712,638</b>	<b>731,749</b>	<b>751,410</b>	<b>771,639</b>	<b>792,452</b>	<b>813,866</b>	<b>835,898</b>	<b>7,314,050</b>

**CITY OF SUNNYVALE  
315. REDEVELOPMENT AGENCY FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVE/FUND BALANCE, JULY 1	3,423,050	3,183,633	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	3,183,633
<b>CURRENT RESOURCES:</b>													
Property Tax	2,684,509	3,412,060	3,630,301	3,702,907	3,776,965	3,852,505	3,929,555	4,008,146	4,088,309	4,170,075	4,253,476	4,338,546	43,162,845
ERAF Cost	0	(160,591)	(264,116)	(269,398)	0	0	0	0	0	0	0	0	(694,105)
Property Tax - Housing Deficit	0	0	0	0	0	0	0	0	0	0	0	0	0
Rents and Concessions	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	1,206,523	1,205,689	13,308,664
Interest Income	85,684	128,738	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,128,738
Misc. Private Grants and Donations	0	5,000	0	0	0	0	0	0	0	0	0	0	5,000
<b>TOTAL CURRENT RESOURCES</b>	<b>3,985,871</b>	<b>4,601,885</b>	<b>4,677,913</b>	<b>4,744,066</b>	<b>5,089,885</b>	<b>5,166,310</b>	<b>5,237,835</b>	<b>5,319,038</b>	<b>5,394,784</b>	<b>5,475,192</b>	<b>5,559,999</b>	<b>5,644,235</b>	<b>56,911,142</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>7,408,920</b>	<b>7,785,518</b>	<b>6,575,326</b>	<b>6,641,480</b>	<b>6,987,298</b>	<b>7,063,723</b>	<b>7,135,248</b>	<b>7,216,452</b>	<b>7,292,197</b>	<b>7,372,606</b>	<b>7,457,412</b>	<b>7,541,648</b>	<b>60,094,775</b>
<b>CURRENT REQUIREMENTS:</b>													
RDA Administration	734,428	733,493	201,143	210,487	219,001	70,128	72,004	73,931	75,911	77,946	80,037	82,186	1,896,268
Debt Service	1,926,706	1,667,823	1,797,749	1,789,054	1,840,166	1,844,151	1,836,221	1,835,429	1,830,961	1,832,894	1,831,227	1,826,140	19,931,812
Repayment To City	1,246,407	1,415,382	1,578,712	2,615,544	2,975,867	3,196,284	3,272,941	3,352,060	3,429,314	3,504,747	3,588,091	3,674,196	32,603,136
Capital Projects	213,294	1,613,526	897,172	0	0	0	0	0	0	0	0	0	2,510,698
Special Projects	77,930	430,563	175,000	100,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	905,563
General Fund In-Lieu	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619	33,598	34,606	35,644	36,713	349,886
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>4,225,287</b>	<b>5,888,104</b>	<b>4,677,913</b>	<b>4,744,067</b>	<b>5,089,885</b>	<b>5,166,310</b>	<b>5,237,834</b>	<b>5,319,039</b>	<b>5,394,784</b>	<b>5,475,193</b>	<b>5,559,999</b>	<b>5,644,235</b>	<b>58,197,362</b>
<b>RESERVES:</b>													
Debt Service	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413
20 Year RAP	1,286,220	0	0	0	0	0	0	0	0	0	0	0	0
Low and Moderate Income Housing	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>3,183,633</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>
Cumulative Tax Increment (Legal Cap)	45,110,172	48,361,641	51,727,827	55,161,335	58,938,301	62,790,805	66,720,360	70,728,506	74,816,815	78,986,890	83,240,366	87,578,912	
Low and Moderate Income Liability	4,661,606	5,311,900	5,985,137	6,671,839	7,427,232	8,197,733	8,983,644	9,785,273	10,602,935	11,436,950	12,287,645	13,155,354	

**CITY OF SUNNYVALE  
315. REDEVELOPMENT AGENCY FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2014 TO JUNE 30, 2024**

	PLAN 2014/2015	PLAN 2015/2016	PLAN 2016/2017	PLAN 2017/2018	PLAN 2018/2019	PLAN 2019/2020	PLAN 2020/2021	PLAN 2021/2022	PLAN 2022/2023	PLAN 2023/2024	FY 2014/2015 TO FY 2023/2024 TOTAL	FY 2003/2004 TO FY 2023/2024 TOTAL
RESERVE/FUND BALANCE, JULY 1	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	5,052,417	9,458,684	12,746,235	1,897,413	3,183,633
<b>CURRENT RESOURCES:</b>												
Property Tax	4,425,317	4,513,823	4,604,100	4,696,182	4,790,105	4,885,907	2,505,653	0	0	0	30,421,087	73,583,933
ERAF Cost	0	0	0	0	0	0	0	0	0	0	0	(694,105)
Property Tax - Housing Deficit	0	0	0	0	0	0	2,477,973	5,083,298	5,184,964	5,288,663	18,034,898	18,034,898
Rents and Concessions	1,202,750	1,202,750	1,200,750	1,201,625	1,200,250	1,235,625	1,242,375	1,241,250	0	0	9,727,375	23,036,039
Interest Income	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0	800,000	1,928,738
Misc. Private Grants and Donations	0	0	0	0	0	0	0	0	0	0	0	5,000
<b>TOTAL CURRENT RESOURCES</b>	<b>5,728,067</b>	<b>5,816,573</b>	<b>5,904,850</b>	<b>5,997,807</b>	<b>6,090,355</b>	<b>6,221,532</b>	<b>6,326,001</b>	<b>6,424,548</b>	<b>5,184,964</b>	<b>5,288,663</b>	<b>58,983,360</b>	<b>115,894,502</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>7,625,480</b>	<b>7,713,987</b>	<b>7,802,263</b>	<b>7,895,220</b>	<b>7,987,768</b>	<b>8,118,946</b>	<b>8,223,414</b>	<b>11,476,965</b>	<b>14,643,648</b>	<b>18,034,898</b>	<b>60,880,774</b>	<b>119,078,135</b>
<b>CURRENT REQUIREMENTS:</b>												
RDA Administration	85,217	88,361	91,622	95,006	98,517	102,159	105,939	109,860	0	0	776,681	2,672,949
Debt Service	1,827,626	1,820,692	1,825,792	1,822,670	1,820,979	1,854,763	1,858,671	1,858,176	1,897,413	0	16,586,782	36,518,594
Repayment To City	3,777,042	3,867,812	3,946,138	4,037,182	4,126,192	4,218,156	1,158,075	0	0	0	25,130,596	57,733,732
Capital Projects	0	0	0	0	0	0	0	0	0	0	0	2,510,698
Special Projects	0	0	0	0	0	0	0	0	0	0	0	905,563
General Fund In-Lieu	38,182	39,709	41,298	42,949	44,667	46,454	48,312	50,245	0	0	351,816	701,702
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>5,728,067</b>	<b>5,816,573</b>	<b>5,904,850</b>	<b>5,997,807</b>	<b>6,090,355</b>	<b>6,221,533</b>	<b>3,170,997</b>	<b>2,018,281</b>	<b>1,897,413</b>	<b>0</b>	<b>42,845,875</b>	<b>101,043,237</b>
<b>RESERVES:</b>												
Debt Service	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	1,897,413	0	0	0	0
20 Year RAP	0	0	0	0	0	0	677,031	0	0	0	0	0
Low and Moderate Income Housing	0	0	0	0	0	0	2,477,973	7,561,271	12,746,235	18,034,898	18,034,898	18,034,898
<b>TOTAL RESERVES</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>1,897,413</b>	<b>5,052,417</b>	<b>9,458,684</b>	<b>12,746,235</b>	<b>18,034,898</b>	<b>18,034,898</b>	<b>18,034,898</b>
<b>FUND BALANCE, JUNE 30</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>
Cumulative Tax Increment (Legal Cap)	92,004,229	96,518,052	101,122,152	105,818,334	110,608,439	115,494,347	118,000,000				118,000,000	
Low and Moderate Income Liability	14,040,417	14,943,182	15,864,002	16,803,238	17,761,259	18,738,441	19,239,571				19,239,572	

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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
0150	Secured Property Tax	2,684,509	3,251,469	3,366,185	3,433,509	3,776,965	3,852,505	3,929,555	4,008,146	4,088,309	4,170,075	4,253,476	4,338,546	42,468,740
0753	Lease - Town Center Parking	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	1,206,523	1,205,689	13,308,664
3355	Interest Income	85,684	128,738	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,128,738
<b>FUND TOTAL</b>		<b>3,985,871</b>	<b>4,601,885</b>	<b>4,677,913</b>	<b>4,744,066</b>	<b>5,089,885</b>	<b>5,166,310</b>	<b>5,237,835</b>	<b>5,319,038</b>	<b>5,394,784</b>	<b>5,475,192</b>	<b>5,559,999</b>	<b>5,644,235</b>	<b>56,911,142</b>









**CITY OF SUNNYVALE**  
**385/200. CAPITAL PROJECTS FUND/WASTEWATER MANAGEMENT SUB-FUND \***  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVE/FUND BALANCE, JULY 1	2,566,619	2,453,332	1,545,262	0	0	0	0	0	0	0	0	0	2,453,332
<b>CURRENT RESOURCES:</b>													
Interest Income	114,789	104,222	0	0	0	0	0	0	0	0	0	0	104,222
County Reimbursement	0	0	0	0	0	0	0	0	0	0	0	0	0
Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Wastewater Mgmt Fund	796	455,728	0	0	0	0	0	0	0	0	0	0	455,728
Transfer From Water Supply & Dist. Fund	16,536	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT RESOURCES</b>	<b>132,121</b>	<b>559,950</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>559,950</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>2,698,741</b>	<b>3,013,282</b>	<b>1,545,262</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>3,013,282</b>
<b>CURRENT REQUIREMENTS:</b>													
Capital Projects	245,408	1,438,166	0	0	0	0	0	0	0	0	0	0	1,438,166
Transfer To Utilities/Sewer Sub-Fund	0	0	1,545,262	0	0	0	0	0	0	0	0	0	1,545,262
Transfer To Infrastructure/Sewer Sub-Fund	0	29,854	0	0	0	0	0	0	0	0	0	0	29,854
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>245,408</b>	<b>1,468,020</b>	<b>1,545,262</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>3,013,282</b>
<b>RESERVES:</b>													
Capital Reserve	2,453,332	1,545,262	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>2,453,332</b>	<b>1,545,262</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>FUND BALANCE, JUNE 30</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>	<b>0</b>

\* This Sub-Fund will be closed out in FY 2004/05; the remaining capital projects fund balance will be transferred into the Utilities Fund.

**CITY OF SUNNYVALE**  
**385/300. CAPITAL PROJECTS FUND/WATER SUPPLY AND DISTRIBUTION SUB-FUND \***  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVE/FUND BALANCE, JULY 1	1,379,694	1,434,009	1,471,407	0	0	0	0	0	0	0	0	0	1,434,009
<b>CURRENT RESOURCES:</b>													
Interest Income	54,315	37,398	0	0	0	0	0	0	0	0	0	0	37,398
<b>TOTAL CURRENT RESOURCES</b>	<b>54,315</b>	<b>37,398</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>37,398</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>1,434,009</b>	<b>1,471,407</b>	<b>1,471,407</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>1,471,407</b>
<b>CURRENT REQUIREMENTS:</b>													
Transfer To Utilities/Water Sub-Fund	0	0	1,005,146	0	0	0	0	0	0	0	0	0	1,005,146
Transfer To Utilities/Wastewater Mgmt Fund	0	0	466,261	0	0	0	0	0	0	0	0	0	466,261
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>0</b>	<b>0</b>	<b>1,471,407</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>1,471,407</b>
<b>RESERVES:</b>													
Capital Reserve	1,434,009	1,471,407	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>1,434,009</b>	<b>1,471,407</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>FUND BALANCE, JUNE 30</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>	<b>0</b>

\* This Sub-Fund will be closed out in FY 2004/05; the fund balance will be transferred into the Utilities Fund.





**CITY OF SUNNYVALE**  
**385/800. CAPITAL PROJECTS FUND/MEASURE A/B SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVE/FUND BALANCE, JULY 1	676,220	718,508	0	0	0	0	0	0	0	0	0	0	718,508
-----													
CURRENT RESOURCES:													
Measure A/B	1,055,603	2,656,131	0	0	0	0	0	0	0	0	0	0	2,656,131
Interest Income	42,288	63,800	0	0	0	0	0	0	0	0	0	0	63,800
-----													
TOTAL CURRENT RESOURCES	1,097,891	2,719,931	0	0	0	0	0	0	0	0	0	0	2,719,931
-----													
TOTAL AVAILABLE RESOURCES	1,774,111	3,438,439	0	0	0	0	0	0	0	0	0	0	3,438,439
-----													
CURRENT REQUIREMENTS:													
Capital Projects	894,095	3,335,952	0	0	0	0	0	0	0	0	0	0	3,335,952
Transfer To Cap. Proj./Gen. Assets Sub-Fund	161,508	36,792	0	0	0	0	0	0	0	0	0	0	36,792
Transfer to Cap. Proj./Gas Tax Sub-Fund		65,695	0	0	0	0	0	0	0	0	0	0	65,695
Future Measure A/B Projects	0	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL CURRENT REQUIREMENTS	1,055,603	3,438,439	0	0	0	0	0	0	0	0	0	0	3,438,439
-----													
RESERVES:													
Capital Reserve	718,508	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL RESERVES	718,508	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	0
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**385/950. CAPITAL PROJECTS FUND/TRAFFIC MITIGATION SUB-FUND  
REVENUES BY SOURCE**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
1675-01 Traffic Mitigation Fees	265,287	1,421,695	131,375	0	0	0	0	0	0	0	0	0	1,553,070
1035 Transportation Fund For Clean Air	0	429,000	0	0	0	0	0	0	0	0	0	0	429,000
3355 Interest Income	177,959	160,879	132,794	138,106	215,445	228,371	242,074	256,598	271,994	288,314	305,612	323,949	2,564,135
<b>FUND TOTAL</b>	<b>443,246</b>	<b>2,011,574</b>	<b>264,169</b>	<b>138,106</b>	<b>215,445</b>	<b>228,371</b>	<b>242,074</b>	<b>256,598</b>	<b>271,994</b>	<b>288,314</b>	<b>305,612</b>	<b>323,949</b>	<b>4,546,205</b>





















**CITY OF SUNNYVALE**  
**610/600. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/GENERAL SERVICES SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO PLAN FY 2013/2014 TOTAL
RESERVE/FUND BALANCE, JULY 1	784,995	758,685	656,870	0	0	0	0	0	0	0	0	0	758,685
-----													
CURRENT RESOURCES:													
Interest Income	(21,381)	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CURRENT RESOURCES	(21,381)	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL AVAILABLE RESOURCES	763,614	758,685	656,870	0	0	0	0	0	0	0	0	0	758,685
-----													
CURRENT REQUIREMENTS:													
Infrastructure Projects	4,929	88,963	0	0	0	0	0	0	0	0	0	0	88,963
Transfer To Multi-Funded Assets	0	12,852	0	0	0	0	0	0	0	0	0	0	12,852
Transfer To Infrs./General Assets	0	0	656,870	0	0	0	0	0	0	0	0	0	656,870
TOTAL CURRENT REQUIREMENTS	4,929	101,815	656,870	0	0	0	0	0	0	0	0	0	758,684
-----													
RESERVES:													
Infrastructure Reserve	758,685	656,870	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	758,685	656,870	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
=====													





**610. COMBINED INFRASTRUCTURE RENOVATION & REPLACEMENT FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	TOTAL
1037	Proposition 12 - Parks Funding	32,989	620,617	0	0	0	0	0	0	0	0	0	0	620,617
3355	Interest Income	984,570	937,187	332,862	392,920	622,674	685,793	763,429	867,459	876,554	864,875	775,855	602,560	7,722,169
4460	Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0
4400	Intrafund Transfer	0	35,700	1,628,788	0	0	0	0	0	0	0	0	0	1,664,488
4400-03	Transfer From General Fund	1,362,067	2,789,400	2,195,209	2,261,065	2,328,897	2,398,765	2,470,728	2,544,849	2,621,195	2,699,831	2,780,825	2,972,061	28,062,824
4400-73	Transfer From Capital Proj Fund	0	29,854	0	0	0	0	0	0	0	0	0	0	29,854
4400-41	Transfer From Water Fund	618,000	1,478,400	16,849	64,945	15,606	15,753	15,903	16,056	19,803	100,676	286,128	288,275	2,318,393
4400-42	Transfer From Solid Waste Fund	41,200	0	0	68,515	0	0	0	0	4,972	116,730	370,151	372,832	933,200
4400-43	Transfer From Wastewater Fund	366,649	6,445,612	10,830	56,090	10,457	10,501	10,546	10,592	13,953	88,507	258,181	260,032	7,175,300
4400-53	Transfer From Comm Rec Fund	107,418	339,182	233,398	240,400	247,612	255,040	262,692	270,572	278,689	287,050	295,662	304,531	3,014,829
<b>FUND TOTAL</b>		<b>3,512,893</b>	<b>12,675,952</b>	<b>4,417,936</b>	<b>3,083,935</b>	<b>3,225,245</b>	<b>3,365,852</b>	<b>3,523,297</b>	<b>3,709,528</b>	<b>3,815,166</b>	<b>4,157,669</b>	<b>4,766,801</b>	<b>4,800,292</b>	<b>51,541,673</b>

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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2013/2014
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	TOTAL
1037	Proposition 12 - Parks Funding	32,989	620,617	0	0	0	0	0	0	0	0	0	0	620,617
3355	Interest Income	759,314	634,837	308,015	367,131	598,732	661,507	737,319	839,483	844,681	827,845	736,465	562,751	7,118,767
4460	Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0
4400-43	Transfer From Wastewater Fund	0	0	10,830	56,090	10,457	10,501	10,546	10,592	13,953	88,507	258,181	260,032	729,688
4400-41	Transfer From Water Fund	0	0	16,849	64,945	15,606	15,753	15,903	16,056	19,803	100,676	286,128	288,275	839,993
4400-42	Transfer From Solid Waste Fund	0	0	0	68,515	0	0	0	0	4,972	116,730	370,151	372,832	933,200
4400-82	Transfer From Infrastructure/Wastewater	0	0	275,962	0	0	0	0	0	0	0	0	0	275,962
4400-83	Transfer From Infrastructure/Water	0	0	313,811	0	0	0	0	0	0	0	0	0	313,811
4400-84	Transfer From Infrastructure/Solid Waste	0	0	382,145	0	0	0	0	0	0	0	0	0	382,145
4400-86	Transfer From Infrastructure/Gen. Svcs	0	0	656,870	0	0	0	0	0	0	0	0	0	656,870
4400-03	Transfer From General Fund	1,362,067	2,789,400	2,195,209	2,261,065	2,328,897	2,398,765	2,470,728	2,544,849	2,621,195	2,699,831	2,780,825	2,972,061	28,062,824
<b>FUND TOTAL</b>		<b>2,154,370</b>	<b>4,044,854</b>	<b>4,159,691</b>	<b>2,817,747</b>	<b>2,953,691</b>	<b>3,086,525</b>	<b>3,234,495</b>	<b>3,410,980</b>	<b>3,504,603</b>	<b>3,833,589</b>	<b>4,431,749</b>	<b>4,455,952</b>	<b>39,933,877</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	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
3355	Interest Income	14,903	17,160	24,847	25,789	23,942	24,286	26,110	27,976	31,873	37,030	39,390	39,809	318,212
4400-53	Transfer From Community Rec Fund	107,418	339,182	233,398	240,400	247,612	255,040	262,692	270,572	278,689	287,050	295,662	304,531	3,014,829
<b>FUND TOTAL</b>		<b>122,321</b>	<b>356,342</b>	<b>258,245</b>	<b>266,188</b>	<b>271,554</b>	<b>279,326</b>	<b>288,802</b>	<b>298,548</b>	<b>310,562</b>	<b>324,080</b>	<b>335,052</b>	<b>344,340</b>	<b>3,333,040</b>

**CITY OF SUNNYVALE  
455/100. WATER SUPPLY AND DISTRIBUTION FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVE/FUND BALANCE, JULY 1	5,010,537	4,231,291	5,212,431	8,478,466	9,485,671	11,066,171	12,413,592	13,271,789	13,001,901	12,580,186	11,695,514	11,076,826	4,231,291
<b>CURRENT RESOURCES:</b>													
Service Fees	16,236,024	19,008,780	21,017,296	22,092,979	23,317,143	24,609,600	25,945,971	27,709,424	29,113,672	30,599,802	32,174,375	33,830,226	289,419,270
Recycled Water	383,482	606,499	688,190	727,323	767,326	809,529	854,053	913,837	959,529	1,007,505	1,057,880	1,110,774	9,502,445
Miscellaneous	73,775	48,870	0	0	0	0	0	0	0	0	0	0	48,870
SCVWD Recycled Water Rebate	184,181	177,215	191,360	192,510	192,510	192,510	192,510	192,510	192,510	192,510	192,510	192,510	2,101,165
Interest Income	213,821	304,439	260,294	368,092	631,279	707,646	756,323	741,921	717,381	667,411	632,499	644,396	6,431,681
Intrafund Loan Repayments	167,512	167,512	1,236,054	0	0	0	0	0	0	0	0	0	1,403,566
General Fund Loan for Shimada Purchase	1,632,000	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Capital Projects Fund	0	0	1,005,146	0	0	0	0	0	0	0	0	0	1,005,146
Transfer From Infrastructure Fund	0	0	1,167,035	0	0	0	0	0	0	0	0	0	1,167,035
<b>TOTAL CURRENT RESOURCES</b>	<b>18,890,795</b>	<b>20,313,315</b>	<b>25,565,374</b>	<b>23,380,904</b>	<b>24,908,258</b>	<b>26,319,285</b>	<b>27,748,857</b>	<b>29,557,692</b>	<b>30,983,091</b>	<b>32,467,228</b>	<b>34,057,265</b>	<b>35,777,907</b>	<b>311,079,177</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>23,901,331</b>	<b>24,544,606</b>	<b>30,777,806</b>	<b>31,859,370</b>	<b>34,393,929</b>	<b>37,385,456</b>	<b>40,162,449</b>	<b>42,829,481</b>	<b>43,984,992</b>	<b>45,047,414</b>	<b>45,752,779</b>	<b>46,854,732</b>	<b>315,310,468</b>
<b>CURRENT REQUIREMENTS:</b>													
Interfund Loan Repayment	0	0	0	0	0	190,410	190,410	190,410	190,410	190,410	190,410	190,410	1,332,868
Debt Service	1,145,254	1,154,184	1,154,772	1,154,670	1,157,078	1,157,183	1,158,683	1,159,449	1,160,329	1,155,338	1,161,824	1,162,026	12,735,537
Operations	4,640,193	5,017,233	5,939,773	6,502,887	6,470,914	6,767,785	7,382,007	7,718,360	9,114,116	9,763,033	10,085,608	10,405,905	85,167,622
Purchased Water	9,329,105	10,160,964	11,254,649	11,774,877	12,787,300	13,684,643	14,721,067	16,696,156	16,639,356	17,788,657	18,651,936	19,560,890	163,720,495
In-Lieu Charges	1,859,829	2,099,388	2,009,865	2,097,379	2,159,975	2,224,683	2,291,331	2,359,976	2,430,679	2,503,500	2,578,505	2,655,758	25,411,038
Capital Projects	397,856	219,224	785,500	112,710	114,964	117,263	119,609	122,001	124,441	126,930	129,468	132,058	2,104,168
Special Projects	0	112,752	137,240	56,750	57,885	59,042	60,223	88,741	62,656	63,909	65,188	66,491	830,878
Infrastructure Projects	0	0	854,945	112,996	117,561	122,310	127,252	594,939	1,022,179	1,044,549	962,699	572,616	5,532,045
Project Administration	24,661	90,029	141,997	174,095	114,414	290,768	346,891	293,641	267,099	229,946	167,689	126,858	2,243,427
Transfer To Capital Projects Fund	1,655,143	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To General Services Fund	0	0	3,750	0	0	0	125,000	225,000	0	0	0	0	353,750
Transfer To Infrastructure Fund	618,000	478,400	16,849	64,945	15,606	15,753	15,903	16,056	19,803	100,676	286,128	288,275	1,318,394
Utilities Infrastructure Fee	0	0	0	322,390	332,062	342,024	352,284	362,853	373,738	384,951	396,499	408,394	3,275,194
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>19,670,041</b>	<b>19,332,174</b>	<b>22,299,340</b>	<b>22,373,699</b>	<b>23,327,758</b>	<b>24,971,865</b>	<b>26,890,660</b>	<b>29,827,580</b>	<b>31,404,806</b>	<b>33,351,900</b>	<b>34,675,953</b>	<b>35,569,682</b>	<b>304,025,417</b>
<b>RESERVES:</b>													
Debt Service	1,127,425	1,127,425	1,127,425	1,127,425	1,127,425	1,127,425	1,127,425	1,127,425	1,127,425	1,127,425	1,127,425	1,127,425	1,127,425
Contingencies	2,520,937	3,794,549	4,298,606	4,569,441	4,814,554	5,113,107	5,525,769	6,103,629	6,438,368	6,887,923	7,184,386	7,491,699	7,491,699
Rate Stabilization	582,928	290,457	651,165	684,609	722,534	762,574	804,001	858,698	902,196	948,219	996,968	1,048,230	1,048,230
20 Year Resource Allocation Plan	0	0	2,401,271	3,104,196	4,401,658	5,410,485	5,814,595	4,912,149	4,112,196	2,731,947	1,768,047	1,617,696	1,617,696
<b>TOTAL RESERVES</b>	<b>4,231,291</b>	<b>5,212,431</b>	<b>8,478,466</b>	<b>9,485,671</b>	<b>11,066,171</b>	<b>12,413,592</b>	<b>13,271,789</b>	<b>13,001,901</b>	<b>12,580,186</b>	<b>11,695,514</b>	<b>11,076,826</b>	<b>11,285,051</b>	<b>11,285,051</b>
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>
<b>STATISTICS:</b>													
Water Rate Increase	4.5%	10.0%	5.0%	5.0%	5.5%	5.5%	5.5%	7.0%	5.0%	5.0%	5.0%	5.0%	
Percent Change in Purchased Water Cost		8.9%	10.8%	4.6%	8.6%	7.0%	7.6%	13.4%	-0.3%	6.9%	4.9%	4.9%	





**CITY OF SUNNYVALE  
455/200. SOLID WASTE MANAGEMENT FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVE/FUND BALANCE, JULY 1	8,633,987	8,949,382	6,872,245	5,841,305	4,634,524	3,942,996	3,716,243	3,891,101	4,026,614	5,138,758	4,801,515	4,467,897	8,949,382
<b>CURRENT RESOURCES:</b>													
Franchise Fee - Collection	1,410,298	1,434,273	1,432,953	1,461,612	1,490,844	1,520,661	1,551,074	1,582,096	1,613,738	1,646,013	1,695,393	1,746,255	17,174,912
Rental Income	135,201	139,136	143,189	147,363	151,663	156,092	160,653	165,352	170,191	175,176	180,310	185,598	1,774,723
Service Fees	24,341,499	24,663,538	25,662,165	26,818,219	28,026,353	29,288,913	30,608,349	31,987,224	33,266,713	34,597,382	35,981,277	37,060,715	337,960,849
Miscellaneous	438,912	438,597	446,191	454,512	463,094	471,949	481,088	490,522	499,551	508,839	518,397	526,647	5,299,386
Accrued Franchise Depreciation Savings	0	0	1,043,830	0	0	0	0	0	0	0	0	0	1,043,830
State TFCA Grant	1,000,000	0	250,000	0	0	0	0	0	0	0	0	0	250,000
SMaRT Station Revenues	564,047	545,077	550,685	556,833	568,172	579,112	582,611	586,217	557,972	568,957	579,489	582,143	6,257,267
County Wide AB939 Fee	126,925	134,004	134,021	134,006	136,585	138,799	136,535	134,326	133,579	136,155	138,363	136,000	1,492,454
Landfill Gas Revenue	116,628	67,631	68,739	72,297	73,077	46,264	28,419	29,272	30,150	31,054	31,986	0	478,888
Interest Income	594,144	735,464	579,020	554,247	601,831	601,997	624,733	644,538	719,988	713,772	712,586	740,690	7,228,865
Transfer From Infrastructure Fund	0	0	279,403	0	0	0	0	0	0	0	0	0	279,403
TOTAL CURRENT RESOURCES	28,727,654	28,157,720	30,590,196	30,199,089	31,511,620	32,803,788	34,173,462	35,619,547	36,991,881	38,377,347	39,837,801	40,978,128	379,240,577
TOTAL AVAILABLE RESOURCES	37,361,640	37,107,102	37,462,441	36,040,394	36,146,144	36,746,784	37,889,705	39,510,647	41,018,495	43,516,105	44,639,316	45,446,024	388,189,959
<b>CURRENT REQUIREMENTS:</b>													
Interfund Loan Repayment	0	0	900,000	900,000	900,000	927,000	1,112,400	1,557,360	2,336,040	2,975,071	2,975,071	2,975,071	17,558,014
Intrafund Loan Repayment	167,512	167,512	1,236,054	0	0	0	0	0	0	0	0	0	1,403,566
Debt Service	41,282	45,853	50,422	51,179	51,921	52,650	53,364	54,441	55,122	55,789	56,819	57,829	585,389
SMaRT Station Debt Service	796,555	1,027,478	1,032,080	1,031,887	1,031,038	1,031,317	1,029,889	1,031,250	1,031,409	1,030,027	1,031,381	1,031,603	11,339,358
Operations	1,863,808	1,943,712	1,950,728	2,024,503	2,076,240	2,129,358	2,183,895	2,239,891	2,297,385	2,356,420	2,427,713	2,501,168	24,131,013
Solid Waste Collection Contract	14,223,906	14,800,000	14,581,395	15,018,837	15,469,402	15,933,484	16,411,489	16,903,833	17,410,948	17,933,277	18,471,275	19,025,413	181,959,352
Franchise Fee	1,410,298	1,434,273	1,432,953	1,461,612	1,490,844	1,520,661	1,551,074	1,582,096	1,613,738	1,646,013	1,695,393	1,746,255	17,174,912
Capital Projects	20,062	622,714	0	0	73,868	0	0	0	0	0	0	0	696,582
Special Projects	64,014	92,000	42,917	110,060	35,006	0	38,264	50,506	0	76,007	88,320	0	533,080
Infrastructure Projects	0	0	0	0	0	0	0	0	0	0	0	0	0
Project Operating	0	0	0	(10,498)	(10,812)	(11,137)	(11,471)	(11,815)	(12,170)	(12,534)	(12,912)	(13,298)	(106,647)
Project Administration	0	18,910	48,613	18,188	30,529	73,343	87,796	97,803	48,774	61,992	61,992	43,112	591,052
SMaRT Capital Replacement	245,907	252,821	259,950	267,298	274,872	280,054	287,456	287,456	287,456	281,928	281,928	276,400	3,037,619
In-Lieu Charges	2,128,798	2,129,082	2,053,449	2,138,555	2,202,631	2,268,687	2,336,724	2,406,802	2,478,982	2,553,327	2,629,902	2,708,774	25,906,914
Transfer to Capital Fund	8,412	0	0	0	0	0	0	0	0	0	0	0	0
SMaRT Expense Share (Sunnyvale)	7,400,505	7,700,502	7,698,972	7,982,124	8,223,691	8,460,586	8,542,252	8,897,675	7,928,742	9,230,254	9,671,789	9,679,280	94,015,868
Transfer To Infrastructure Fund	41,200	0	0	68,515	0	0	0	0	4,972	116,731	370,151	372,832	933,201
Long Term Rent - 301 Carl Rd (SMaRT)	0	0	333,602	343,610	353,918	364,536	375,472	386,736	398,338	410,288	422,597	435,275	3,824,373
TOTAL CURRENT REQUIREMENTS	28,412,258	30,234,857	31,621,136	31,405,869	32,203,148	33,030,540	33,998,604	35,484,034	35,879,737	38,714,590	40,171,420	40,839,713	383,583,648
<b>RESERVES:</b>													
Debt Service	62,914	62,914	62,914	62,914	62,914	62,914	62,914	62,914	62,914	62,914	62,914	62,914	62,914
Contingencies	2,348,822	2,444,421	2,423,110	2,502,546	2,576,933	2,652,343	2,713,764	2,804,140	2,763,708	2,951,995	3,057,078	3,120,586	3,120,586
Rate Stabilization	6,537,646	4,364,910	769,865	804,547	840,791	878,667	918,250	831,668	998,001	1,037,921	1,079,438	1,111,821	1,111,821
20 Year Resource Allocation Plan	0	0	2,585,416	1,264,517	462,358	122,319	196,173	327,892	1,314,135	748,685	268,467	310,990	310,990
TOTAL RESERVES	8,949,382	6,872,245	5,841,305	4,634,524	3,942,996	3,716,243	3,891,101	4,026,614	5,138,758	4,801,515	4,467,897	4,606,312	4,606,312
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>STATISTICS:</b>													
Refuse Rate Increase	4.5%	4.0%	4.0%	4.5%	4.5%	4.5%	4.5%	4.5%	4.0%	4.0%	4.0%	3.0%	



**CITY OF SUNNYVALE  
455/300. WASTEWATER MANAGEMENT FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVE/FUND BALANCE, JULY 1	20,675,494	20,161,960	14,968,045	14,276,674	12,210,365	11,637,371	11,359,947	11,618,756	10,461,969	10,289,562	10,314,506	10,527,701	20,161,960
<b>CURRENT RESOURCES:</b>													
Service Fees	15,047,818	15,854,002	16,736,662	17,466,053	18,443,092	19,251,598	20,324,585	21,220,616	22,275,433	23,164,780	24,085,012	25,041,862	223,863,694
Interest Income	472,715	472,285	442,116	433,161	523,622	459,583	535,293	461,593	518,146	636,611	650,058	680,429	5,812,897
Transfer From Capital Projects Fund	0	0	2,011,523	0	0	0	0	0	0	0	0	0	2,011,523
Transfer From Infrastructure Fund	0	0	3,552,309	0	0	0	0	0	0	0	0	0	3,552,309
<b>TOTAL CURRENT RESOURCES</b>	<b>15,520,533</b>	<b>16,326,287</b>	<b>22,742,610</b>	<b>17,899,214</b>	<b>18,966,714</b>	<b>19,711,181</b>	<b>20,859,878</b>	<b>21,682,209</b>	<b>22,793,579</b>	<b>23,801,391</b>	<b>24,735,070</b>	<b>25,722,291</b>	<b>235,240,423</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>36,196,027</b>	<b>36,488,247</b>	<b>37,710,655</b>	<b>32,175,888</b>	<b>31,177,079</b>	<b>31,348,551</b>	<b>32,219,825</b>	<b>33,300,965</b>	<b>33,255,548</b>	<b>34,090,953</b>	<b>35,049,575</b>	<b>36,249,992</b>	<b>255,402,383</b>
<b>CURRENT REQUIREMENTS:</b>													
Interfund Loan Repayment	0	0	1,161,345	1,186,845	1,213,110	1,240,163	1,292,177	1,347,103	1,405,106	1,466,356	1,531,037	1,599,340	13,442,583
Debt Service	1,536,612	1,546,643	1,546,930	1,546,282	1,549,081	1,548,735	1,550,309	1,550,636	1,551,382	1,544,100	1,552,287	1,551,887	17,038,272
Operations	10,905,258	11,548,755	12,716,642	13,163,198	13,271,915	13,630,471	13,999,064	14,377,983	14,767,526	15,167,999	15,623,578	16,047,747	154,314,879
In-Lieu Charges	1,570,295	1,768,053	1,619,533	1,694,030	1,744,297	1,796,471	1,850,207	1,905,551	1,962,554	2,021,262	2,081,729	2,144,006	20,587,692
Capital Projects	114,576	318,200	1,189,513	347,969	68,512	69,883	71,280	560,440	74,160	75,643	77,156	78,699	2,931,456
Special Projects	791,053	1,324,923	492,231	128,775	131,350	133,978	184,030	139,390	0	0	51,777	0	2,586,454
Infrastructure Projects	0	0	3,488,462	461,452	141,491	197,913	65,213	1,351,282	1,744,975	1,788,938	1,784,388	2,136,417	13,160,531
Project Operating	0	0	0	10,609	10,821	11,038	11,258	11,484	11,713	11,947	12,186	12,430	103,487
Project Administration	86,585	195,540	509,181	331,452	328,688	247,367	307,016	415,331	230,338	371,286	271,936	190,129	3,398,264
Transfer To General Fund (Pwr Gen. Facility)	655,636	675,305	695,564	716,431	737,924	760,062	782,684	806,350	830,541	855,457	881,120	907,554	8,648,992
Transfer To Capital Projects Fund	7,403	416,242	0	0	0	0	0	0	0	0	0	0	416,242
Transfer To General Services Fund	0	0	3,750	0	0	0	125,000	0	0	0	0	0	128,750
Transfer To Infrastructure Fund	366,649	3,726,540	10,830	56,090	10,457	10,501	10,546	10,592	13,953	88,507	258,181	260,032	4,456,229
Utilities Infrastructure Fee	0	0	0	322,390	332,062	342,024	352,284	362,853	373,738	384,951	396,499	408,394	3,275,194
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>16,034,067</b>	<b>21,520,202</b>	<b>23,433,981</b>	<b>19,965,523</b>	<b>19,539,708</b>	<b>19,988,605</b>	<b>20,601,069</b>	<b>22,838,995</b>	<b>22,965,986</b>	<b>23,776,447</b>	<b>24,521,875</b>	<b>25,336,635</b>	<b>244,489,025</b>
<b>RESERVES:</b>													
Debt Service	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904
Bond Proceeds	10,046,800	6,002,060	6,887,917	6,078,496	5,868,492	5,600,697	5,464,203	3,552,481	3,478,321	0	0	0	3,478,321
Contingencies	2,726,315	2,887,189	3,179,161	3,290,800	3,317,979	3,407,618	3,499,766	3,594,496	3,691,881	3,792,000	3,905,895	4,011,937	4,011,937
Rate Stabilization	5,862,941	4,552,893	502,100	523,982	553,293	577,548	609,738	636,618	668,263	694,943	722,550	751,256	751,256
20 Year Resource Allocation Plan	0	0	2,181,593	791,184	371,703	248,180	519,145	1,152,470	925,193	4,301,658	4,373,351	4,624,261	1,145,940
<b>TOTAL RESERVES</b>	<b>20,161,960</b>	<b>14,968,045</b>	<b>14,276,674</b>	<b>12,210,365</b>	<b>11,637,371</b>	<b>11,359,947</b>	<b>11,618,756</b>	<b>10,461,969</b>	<b>10,289,562</b>	<b>10,314,506</b>	<b>10,527,701</b>	<b>10,913,358</b>	<b>10,913,358</b>
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>
<b>STATISTICS:</b>													
Sewer Rate Increase	4.0%	7.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	4.0%	4.0%	4.0%	
Contingency Percentage of Operations	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	
Percent Change in Resources			3.4%	-14.7%	-3.1%	0.5%	2.8%	3.4%	-0.1%	2.5%	2.8%	3.4%	
Percent Change in Requirements			8.9%	-14.8%	-2.1%	2.3%	3.1%	10.9%	0.6%	3.5%	3.1%	3.3%	

**CITY OF SUNNYVALE  
455/300. WASTEWATER MANAGEMENT FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2014 TO JUNE 30, 2024**

	PLAN 2014/2015	PLAN 2015/2016	PLAN 2016/2017	PLAN 2017/2018	PLAN 2018/2019	PLAN 2019/2020	PLAN 2020/2021	PLAN 2021/2022	PLAN 2022/2023	PLAN 2023/2024	FY 2014/2015 TO FY 2023/2024 TOTAL	FY 2003/2004 TO FY 2023/2024 TOTAL
RESERVE/FUND BALANCE, JULY 1	10,913,358	11,128,328	11,519,642	11,586,087	11,725,540	12,634,021	13,321,068	13,316,208	12,755,209	11,845,608	10,913,358	20,161,960
<b>CURRENT RESOURCES:</b>												
Service Fees	26,043,537	27,085,278	28,168,690	29,158,388	30,182,878	30,802,951	31,450,758	32,097,528	32,757,944	33,432,307	301,180,260	525,043,954
Interest Income	705,299	728,012	745,951	750,569	801,343	844,498	849,584	818,338	767,310	663,612	7,674,516	13,487,413
Transfer From Capital Projects Fund	0	0	0	0	0	0	0	0	0	0	0	2,011,523
Transfer From Infrastructure Fund	0	0	0	0	0	0	0	0	0	0	0	3,552,309
<b>TOTAL CURRENT RESOURCES</b>	<b>26,748,836</b>	<b>27,813,290</b>	<b>28,914,641</b>	<b>29,908,957</b>	<b>30,984,221</b>	<b>31,647,449</b>	<b>32,300,342</b>	<b>32,915,866</b>	<b>33,525,254</b>	<b>34,095,919</b>	<b>308,854,776</b>	<b>544,095,199</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>37,662,194</b>	<b>38,941,618</b>	<b>40,434,283</b>	<b>41,495,044</b>	<b>42,709,761</b>	<b>44,281,470</b>	<b>45,621,409</b>	<b>46,232,075</b>	<b>46,280,463</b>	<b>45,941,528</b>	<b>319,768,133</b>	<b>564,257,159</b>
<b>CURRENT REQUIREMENTS:</b>												
Interfund Loan Repayment	1,671,468	1,747,634	1,828,067	1,913,003	2,002,696	2,097,412	2,197,431	2,303,052	2,414,588	2,715,903	20,891,253	34,333,836
Debt Service	1,551,557	1,553,958	1,553,160	1,626,448	984,989	984,347	982,188	983,389	987,698	985,117	12,192,851	29,231,123
Operations	16,626,609	17,226,827	17,851,056	18,498,363	19,169,618	19,865,720	20,587,606	21,336,247	22,112,650	22,917,863	196,192,559	350,507,438
In-Lieu Charges	2,229,595	2,318,595	2,411,150	2,507,401	2,607,497	2,711,590	2,819,841	2,932,415	3,049,486	3,171,233	26,758,803	47,346,495
Capital Projects	81,060	83,492	222,360	88,577	91,234	93,971	96,790	99,694	102,685	105,765	1,065,629	3,997,085
Special Projects	0	0	57,710	0	0	0	0	66,901	0	0	124,611	2,711,065
Infrastructure Projects	2,582,834	2,600,306	2,904,695	2,980,457	2,954,846	3,102,823	3,289,444	3,237,589	3,317,720	3,421,869	30,392,583	43,553,114
Project Operating	12,679	12,932	13,191	13,455	13,724	13,998	14,278	14,564	14,855	15,152	138,829	242,315
Project Administration	373,958	418,540	483,669	557,224	614,250	389,613	535,295	666,214	526,026	664,870	5,229,659	8,627,923
Transfer To General Fund (Pwr Gen. Facility)	943,856	981,610	1,020,875	1,061,710	1,104,178	1,148,345	1,194,279	1,242,050	1,291,732	1,343,402	11,332,039	19,981,030
Transfer To Capital Projects Fund	0	0	0	0	0	0	0	0	0	0	0	416,242
Transfer To General Services Fund	0	0	0	0	0	0	0	0	0	0	0	128,750
Transfer To Infrastructure Fund	35,520	36,361	42,876	45,103	35,835	35,835	50,629	35,835	36,142	35,835	389,971	4,846,200
Utilities Infrastructure Fee	424,730	441,719	459,388	477,763	496,874	516,749	537,419	558,915	581,272	604,523	5,099,351	8,374,545
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>26,533,866</b>	<b>27,421,976</b>	<b>28,848,196</b>	<b>29,769,504</b>	<b>30,075,740</b>	<b>30,960,403</b>	<b>32,305,201</b>	<b>33,476,866</b>	<b>34,434,855</b>	<b>35,981,532</b>	<b>309,808,138</b>	<b>554,297,163</b>
<b>RESERVES:</b>												
Debt Service	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904	1,525,904
Bond Proceeds	0	0	0	0	0	0	0	0	0	0	0	0
Contingencies	4,156,652	4,306,707	4,462,764	4,624,591	4,792,404	4,966,430	5,146,902	5,334,062	5,528,163	5,729,466	5,729,466	5,729,466
Rate Stabilization	781,306	812,558	845,061	874,752	905,486	924,089	943,523	962,926	982,738	1,002,969	1,002,969	1,002,969
20 Year Resource Allocation Plan	4,664,465	4,874,473	4,752,358	4,700,293	5,410,226	5,904,645	5,699,880	4,932,317	3,808,803	1,701,656	1,701,656	1,701,656
<b>TOTAL RESERVES</b>	<b>11,128,328</b>	<b>11,519,642</b>	<b>11,586,087</b>	<b>11,725,540</b>	<b>12,634,021</b>	<b>13,321,068</b>	<b>13,316,208</b>	<b>12,755,209</b>	<b>11,845,608</b>	<b>9,959,995</b>	<b>9,959,995</b>	<b>9,959,995</b>
<b>FUND BALANCE, JUNE 30</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>
<b>STATISTICS:</b>												
Sewer Rate Increase	4.0%	4.0%	4.0%	3.5%	3.5%	2.0%	2.0%	2.0%	2.0%	2.0%		
Contingency Percentage of Operations	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%		
Percent Change in Resources	3.9%	3.4%	3.8%	2.6%	2.9%	3.7%	3.0%	1.3%	0.1%	-0.7%		
Percent Change in Requirements	4.7%	3.3%	5.2%	3.2%	1.0%	2.9%	4.3%	3.6%	2.9%	4.5%		

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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
1103	SCVWD Reclaimed Water Rebate	184,181	177,215	191,360	192,510	192,510	192,510	192,510	192,510	192,510	192,510	192,510	192,510	2,101,165
1507	Late Payment Penalties	72,002	78,000	81,938	86,329	91,348	96,654	102,141	109,472	115,234	120,970	127,335	134,035	1,143,456
3050	Water Connection Fees	57,725	67,650	69,680	71,770	73,923	76,141	78,425	80,778	83,201	85,697	88,268	90,916	866,447
3052	Water Hydrant Fees	13,696	22,405	23,077	23,769	24,483	25,217	25,974	26,753	27,555	28,382	29,233	30,110	286,959
3053	Water Frontage Fees	39,383	52,102	41,781	43,034	44,325	45,655	47,025	48,436	49,889	51,385	52,927	54,515	531,074
3054	Water Meter Sales	19,194	95,000	97,850	100,786	104,817	109,010	113,370	117,905	122,621	127,526	132,627	137,932	1,259,442
3055	Water Meter Use Fees	1,590,417	1,750,000	1,802,500	1,856,575	1,912,272	1,969,640	2,028,730	2,089,592	2,152,279	2,238,370	2,327,905	2,421,021	22,548,885
3056	Water Sales - Metered	14,343,105	16,829,533	18,793,121	19,800,310	20,951,373	22,168,317	23,426,801	25,108,263	26,429,756	27,809,228	29,272,526	30,812,621	261,401,849
3057	Water Tapping Fees	5,167	15,190	5,482	5,482	5,482	5,482	5,482	5,482	5,482	5,482	5,482	5,482	70,010
3058	Water Turn On Fees	92,203	98,900	101,867	104,923	109,120	113,485	118,024	122,745	127,655	132,761	138,072	143,594	1,311,146
3060	Water Recycled	383,482	606,499	688,190	727,323	767,326	809,529	854,053	913,837	959,529	1,007,505	1,057,880	1,110,774	9,502,445
3355	Interest Income	213,821	304,439	260,294	368,092	631,279	707,646	756,323	741,921	717,381	667,411	632,499	644,396	6,431,681
3601	Interfund Loan Payment	167,512	167,512	1,236,054	0	0	0	0	0	0	0	0	0	1,403,566
4100	Miscellaneous	73,775	48,870	0	0	0	0	0	0	0	0	0	0	48,870
4400-03	Transfer From General Fund	1,632,000	0	0	0	0	0	0	0	0	0	0	0	0
4400	Transfer From Capital Projects Fund	0	0	1,005,146	0	0	0	0	0	0	0	0	0	1,005,146
4400	Transfer from Infrastructure Fund	0	0	1,167,035	0	0	0	0	0	0	0	0	0	1,167,035
<b>FUND TOTAL</b>		<b>18,890,795</b>	<b>20,313,315</b>	<b>25,565,374</b>	<b>23,380,904</b>	<b>24,908,258</b>	<b>26,319,285</b>	<b>27,748,857</b>	<b>29,557,692</b>	<b>30,983,091</b>	<b>32,467,228</b>	<b>34,057,265</b>	<b>35,777,907</b>	<b>311,079,177</b>

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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
0751	Long Term Rent	135,201	139,136	143,189	147,363	151,663	156,092	160,653	165,352	170,191	175,176	180,310	185,598	1,774,723
1004	County Wide AB939 Fee	126,925	134,004	134,021	134,006	136,585	138,799	136,535	134,326	133,579	136,155	138,363	136,080	1,492,454
1035	TFCA State Grant	1,000,000	0	250,000	0	0	0	0	0	0	0	0	0	250,000
1507	Late Payment Penalties	104,277	108,751	113,155	118,252	123,579	129,146	134,964	141,044	146,686	152,554	158,656	163,415	1,490,204
1508	Liquidated Damages	4,300	0	0	0	0	0	0	0	0	0	0	0	0
2906	Battery/Oil/Paint Drop Off Fee	10,736	10,736	10,736	10,736	10,736	10,736	10,736	10,736	10,736	10,736	10,736	10,736	118,096
3061	Refuse Service Fees - City	23,927,686	24,166,963	25,145,483	26,278,262	27,462,071	28,699,210	29,992,081	31,343,194	32,596,922	33,900,799	35,256,831	36,314,535	331,156,350
3062	Refuse Service Fees - Specialty	413,813	496,575	516,682	539,958	564,282	589,703	616,268	644,030	669,792	696,583	724,447	746,180	6,804,499
3063	Refuse Franchise Fees	1,410,298	1,434,273	1,432,953	1,461,612	1,490,844	1,520,661	1,551,074	1,582,096	1,613,738	1,646,013	1,695,393	1,746,255	17,174,912
3071	MRF Revenues - SMaRT	158,681	137,370	138,762	140,134	144,259	148,064	147,104	146,172	146,813	151,140	155,128	154,094	1,609,039
3080	Kirby Canyon SMaRT Operator	164,394	154,737	156,423	158,644	163,277	167,806	169,632	171,512	139,940	143,886	147,692	148,612	1,722,160
3083	Curbside	312,510	325,043	328,293	331,576	334,892	338,241	341,623	345,040	348,490	351,975	355,495	359,050	3,759,719
3084	Curbside Sales - General	315,950	319,110	322,301	325,524	328,779	332,067	335,387	338,741	342,129	345,550	349,005	352,495	3,691,087
3086	Yardwaste Sales - SMaRT	(71,538)	(72,073)	(72,793)	(73,521)	(74,256)	(74,999)	(75,749)	(76,506)	(77,271)	(78,044)	(78,825)	(79,613)	(833,651)
3087-01	Landfill Gas Acq & Security Payments	53,425	0	0	0	0	0	0	0	0	0	0	0	0
3087-02	Landfill Gas Lease Payments	19,894	0	0	0	0	0	0	0	0	0	0	0	0
3087-03	Landfill Gas Oper & Maint Payments	17,188	0	0	0	0	0	0	0	0	0	0	0	0
1003-01	CEC Subsidy	26,120	42,089	42,089	42,089	42,089	14,473	0	0	0	0	0	0	182,829
957	REPI	0	25,000	25,250	26,008	26,788	27,591	28,419	29,272	30,150	31,054	31,986	0	281,517
3091	Green Ticket Revenue	0	542	1,400	4,200	4,200	4,200	0	0	0	0	0	0	14,542
3355	Interest Income	594,144	735,464	579,020	554,247	601,831	601,997	624,733	644,538	719,988	713,772	712,586	740,690	7,228,865
4100	Miscellaneous	3,649	0	0	0	0	0	0	0	0	0	0	0	0
0	Accrued Franchise Depreciation Savings	0	0	1,043,830	0	0	0	0	0	0	0	0	0	1,043,830
0	Transfer from Infrastructure Fund	0	0	279,403	0	0	0	0	0	0	0	0	0	279,403
<b>FUND TOTAL</b>		<b>28,727,654</b>	<b>28,157,720</b>	<b>30,590,196</b>	<b>30,199,089</b>	<b>31,511,620</b>	<b>32,803,788</b>	<b>34,173,462</b>	<b>35,619,547</b>	<b>36,991,881</b>	<b>38,377,347</b>	<b>39,837,801</b>	<b>40,978,128</b>	<b>379,240,577</b>

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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
1367	Permit - Waste Discharge	15,680	16,150	16,635	17,134	17,648	18,177	18,723	19,284	19,863	20,459	21,073	21,705	206,851
1507	Late Payment Penalties	58,198	63,850	67,043	70,428	73,984	77,719	81,643	85,765	85,765	93,699	97,447	101,345	898,690
2902	Storm Drain Fees	77,909	80,246	82,654	85,133	87,687	90,318	93,028	95,818	98,693	101,654	104,703	107,844	1,027,780
3066	Sewer Fees - City	14,036,397	14,848,902	15,591,347	16,378,554	17,205,507	18,074,213	18,986,781	19,945,423	20,952,467	21,790,566	22,662,189	23,568,676	210,004,627
3067	Sewer Fees - Non-City	394,013	439,262	461,225	484,512	508,975	534,674	561,669	590,028	619,818	644,611	670,396	697,211	6,212,382
3068	Sewer Connection Fees	393,777	405,591	417,759	430,291	443,200	456,496	470,191	484,297	498,826	513,790	529,204	545,080	5,194,724
3069	Sewer Frontage Fees	3,645	0	0	0	0	0	0	0	0	0	0	0	0
3355	Interest Income	472,715	472,285	442,116	433,161	523,622	459,583	535,293	461,593	518,146	636,611	650,058	680,429	5,812,897
4100	Miscellaneous	68,199	0	0	0	0	0	0	0	0	0	0	0	0
2908	Food Service Permit	0	0	100,000	0	106,090	0	112,551	0	0	0	0	0	318,641
4400	Transfer From Infrastructure Fund	0	0	3,552,309	0	0	0	0	0	0	0	0	0	3,552,309
4400	Transfer From Captial Projects Fund	0	0	2,011,523	0	0	0	0	0	0	0	0	0	2,011,523
<b>FUND TOTAL</b>		<b>15,520,533</b>	<b>16,326,287</b>	<b>22,742,610</b>	<b>17,899,214</b>	<b>18,966,714</b>	<b>19,711,181</b>	<b>20,859,878</b>	<b>21,682,209</b>	<b>22,793,579</b>	<b>23,801,391</b>	<b>24,735,070</b>	<b>25,722,291</b>	<b>235,240,423</b>











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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
3065	Curbside Revenue	573,797	594,222	600,164	606,166	612,227	618,350	624,533	630,778	637,086	643,457	649,892	656,390	6,873,265
3065-03	Yardwaste Revenue	(99,273)	(99,446)	(100,440)	(101,444)	(102,459)	(103,483)	(104,518)	(105,563)	(187,179)	(189,051)	(190,942)	(192,851)	(1,477,378)
3070	Host Fees - SMaRT Station	716,123	731,135	735,113	760,606	790,733	820,917	838,736	857,061	1,100,056	1,145,910	1,192,330	1,224,885	10,197,482
3071	MRF Revenues - SMaRT Station	322,155	282,956	284,512	288,646	294,218	299,488	300,077	300,710	377,524	385,580	393,369	396,273	3,603,353
3072-01	SMaRT Oper Cost Reimb - Mt. View	4,216,025	4,348,588	4,393,437	4,537,204	4,590,816	4,647,629	4,711,508	4,929,111	5,062,472	5,179,497	5,339,413	5,433,511	53,173,185
3072-02	SMaRT Oper Cost Reimb - Palo Alto	3,369,322	3,687,246	3,652,940	3,847,177	3,892,636	3,940,808	3,994,973	4,179,483	8,843,093	9,137,987	9,514,321	9,778,816	64,469,479
3072-03	SMaRT Oper Cost Reimb - Sunnyvale	7,400,505	7,700,502	7,711,123	7,982,124	8,223,691	8,460,586	8,542,252	8,897,675	7,928,742	9,230,254	9,671,789	9,679,280	94,028,019
3077-01	SMaRT Debt - Mountain View	337,902	435,860	437,813	437,730	437,370	437,489	436,883	437,460	437,528	436,942	437,516	437,610	4,810,202
3077-02	SMaRT Debt - Palo Alto	306,489	395,341	397,112	397,037	396,711	396,818	396,269	396,792	396,854	396,322	396,843	396,928	4,363,027
3077-03	SMaRT Debt - Sunnyvale	796,555	1,027,478	1,032,080	1,031,887	1,031,038	1,031,317	1,029,889	1,031,250	1,031,409	1,030,027	1,031,381	1,031,603	11,339,358
	Bond Proceeds - Reserve	1,946,564	0	0	0	0	0	0	0	0	0	0	0	0
3080	Kirby Canyon Operation Reimbursement	333,341	318,728	320,724	326,773	333,004	339,421	346,031	352,839	359,851	367,074	374,514	382,176	3,821,135
<b>FUND TOTAL</b>		<b>20,219,504</b>	<b>19,422,610</b>	<b>19,464,578</b>	<b>20,113,906</b>	<b>20,499,984</b>	<b>20,889,340</b>	<b>21,116,632</b>	<b>21,907,595</b>	<b>25,987,435</b>	<b>27,763,999</b>	<b>28,810,427</b>	<b>29,224,621</b>	<b>255,201,128</b>

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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
3074	Capital Replacement Contrib - Mt. View	104,315	107,248	110,272	113,389	116,602	118,800	121,940	121,940	121,940	119,595	119,595	117,250	1,288,570
3075	Capital Replacement Contrib - Palo Alto	94,617	97,278	100,021	102,848	105,762	107,756	110,604	110,604	110,604	108,477	108,477	106,350	1,168,780
3076	Capital Replacement Contrib - Sunnyvale	245,908	252,821	259,950	267,298	274,872	280,054	287,456	287,456	287,456	281,928	281,928	276,400	3,037,619
3355	Interest Income	115,331	203,560	209,144	165,595	190,363	161,527	93,587	128,766	157,060	151,321	148,171	120,104	1,729,198
<b>FUND TOTAL</b>		<b>560,171</b>	<b>660,907</b>	<b>679,387</b>	<b>649,130</b>	<b>687,598</b>	<b>668,137</b>	<b>613,587</b>	<b>648,766</b>	<b>677,060</b>	<b>661,321</b>	<b>658,171</b>	<b>620,104</b>	<b>7,224,168</b>









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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
1955	Golf Cart Rental	322,975	308,630	332,664	342,644	352,923	363,511	374,416	385,649	397,218	409,135	421,409	434,051	4,122,250
1956	Driving Range Fees	416,279	357,048	380,345	391,755	403,508	415,613	428,082	440,924	454,152	467,776	481,810	496,264	4,717,277
1957	Golf Miscellaneous Fees	37,496	38,058	38,621	39,780	40,973	42,202	43,468	44,772	46,115	47,499	48,924	50,392	480,804
1963-11	SG Green Fees - Weekday	424,312	455,885	451,834	476,061	503,697	547,270	563,688	580,599	598,017	615,957	634,436	653,469	6,080,913
1963-12	SG Green Fees - Weekday Twilight	6,121	6,008	6,231	6,669	7,160	10,239	10,546	10,863	11,188	11,524	11,870	12,226	104,524
1963-13	SG Green Fees - Weekend/Holiday	360,704	358,836	344,960	360,995	379,519	468,998	483,068	497,560	512,487	527,861	543,697	560,008	5,037,989
1963-14	SG Green Fees - Weekend Twilight	17,105	16,935	17,526	18,635	19,884	14,768	15,211	15,667	16,137	16,622	17,120	17,634	186,139
1963-15	SG Green Fees - 10-Play Cards	19,242	11,628	19,350	21,134	20,718	21,204	21,840	22,495	23,170	23,865	24,581	25,319	235,305
1963-16	SG Green Fees - Golf Discount Cards	115,896	108,360	118,522	127,717	136,912	143,442	147,745	152,178	156,743	161,445	166,289	171,277	1,590,630
1963-17	SG Green Fees - Advantage Cards	15,301	12,348	15,489	16,604	17,719	18,509	19,064	19,636	20,225	20,832	21,457	22,101	203,985
1963-18	SG Green Fees - SMART Cards	0	3,765	3,765	3,765	3,765	3,765	3,765	3,765	3,765	3,765	3,765	3,765	41,415
1964	SG - Gift Certificates	958	0	0	0	0	0	0	0	0	0	0	0	0
2351	Vending	1,473	0	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438	10,751	11,074	97,294
2352	Catering Off-Site	64,079	0	0	0	0	0	0	0	0	0	0	0	0
2354	Baylands Amphitheater	240	0	0	0	0	0	0	0	0	0	0	0	240
2355	Baylands - Picnic Reservation	44,787	45,000	45,000	47,700	47,700	50,562	50,562	53,598	53,598	56,543	56,543	63,894	570,700
2356	Baylands - Vehicle Entry Fee	70,559	65,000	70,600	79,778	79,778	79,778	90,194	90,194	90,194	101,869	101,869	101,869	951,123
2357	Youth Basketball League	61,224	89,890	72,500	74,675	76,915	79,223	81,599	84,047	86,569	89,166	91,841	94,596	921,021
2358	Adult Leagues - Softball	47,544	48,525	52,530	54,106	55,729	57,401	59,123	60,897	62,724	64,605	66,543	68,540	650,723
2359	Adult Leagues - Basketball	49,622	67,980	56,650	58,350	60,100	61,903	63,760	65,673	67,643	69,672	71,763	73,915	717,409
2360	Adult Leagues - Volleyball	59,387	49,387	61,800	63,654	65,564	67,531	69,556	71,643	73,792	76,006	78,286	80,635	757,855
2361	Open Gym - Adult	42,676	42,676	43,956	45,275	46,633	48,032	49,473	50,957	52,486	54,061	55,683	57,353	546,585
2362	Martial Arts - Youth	4,341	4,575	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	19,572	176,533
2364	Fitness/Sports - Youth	136,220	139,626	140,307	144,516	148,851	153,317	157,916	162,654	167,533	172,559	177,736	183,068	1,748,084
2365	Fitness/Sports - Adult	97,404	97,404	100,326	103,336	106,436	109,629	112,918	116,305	119,795	123,388	127,090	130,903	1,247,531
2366	Jazzercise	64,539	54,538	66,475	68,469	70,524	72,639	74,818	77,063	79,375	81,756	84,209	86,735	816,601

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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
2367	Sports Camps - Youth	91,903	103,330	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477	134,392	138,423	1,319,533
2369	Special Events - Cultural Diversity	1,024	0	0	0	0	0	0	0	0	0	0	0	0
2370	Special Events - HOTS	10,163	5,000	6,000	6,000	6,000	6,000	7,200	7,200	7,200	7,200	8,400	8,400	74,600
2371	Special Events - July 4th	6,480	5,686	0	0	0	0	0	0	0	0	0	0	5,686
2373	Special Events - Harvest	2,600	0	0	0	0	0	0	0	0	0	0	0	0
2374	Gymnastics - Preschool	41,847	44,198	43,102	44,395	45,727	47,099	48,512	49,968	51,467	53,011	54,601	56,239	538,319
2375	Gymnastics - Youth	42,922	37,850	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239	67,196	628,240
2377	Swim Classes - Youth	187,198	190,942	216,300	222,789	229,473	236,357	243,448	250,751	258,274	266,022	274,002	282,222	2,670,579
2378	Aquatics Classes - Preschool	14,693	20,600	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095	26,878	256,756
2379	Recreation Swim - Youth	23,031	20,462	26,226	27,013	27,823	28,658	29,517	30,403	31,315	32,254	33,222	34,219	321,112
2380	Recreation Swim - Teens	2,704	2,750	2,785	2,869	2,955	3,043	3,135	3,229	3,326	3,425	3,528	3,634	34,678
2381	Pool Rental - Youth	2,072	2,072	2,134	2,198	2,264	2,332	2,402	2,474	2,548	2,625	2,703	2,785	26,538
2382	Pool Rental - Adult	2,663	2,663	2,743	2,825	2,910	2,997	3,087	3,180	3,275	3,373	3,475	3,579	34,107
2383	Aquatics Classes - Adult	26,644	17,120	33,990	35,010	36,060	37,142	38,256	39,404	40,586	41,803	43,058	44,349	406,777
2384	Aquatics - Lap Swim	14,962	0	0	0	0	0	0	0	0	0	0	0	0
2385	Special Interest - Child	44,499	44,290	46,865	48,271	49,719	51,211	52,747	54,329	55,959	57,638	59,367	61,148	581,545
2386	Special Interest - Adult	654	0	0	0	0	0	0	0	0	0	0	0	0
2387	Cultural Arts - Express	83,610	24,581	24,581	24,581	25,318	26,078	26,078	26,078	26,860	27,666	27,666	27,666	287,154
2388	Visual Arts - Child	34,772	37,080	36,000	37,080	38,192	39,338	40,518	41,734	42,986	44,275	45,604	46,972	449,780
2391	Visual Arts - Adult	86,476	88,475	116,000	119,480	123,064	126,756	130,559	134,476	138,510	142,665	146,945	151,354	1,418,285
2392	Dance Classes - Child	87,038	108,038	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477	1,254,426
2393	Dance Classes - Adult	76,125	77,125	85,000	87,550	90,177	92,882	95,668	98,538	101,494	104,539	107,675	110,906	1,051,555
2394	Performing Arts - Child	113,786	127,043	113,000	116,390	119,882	123,478	127,182	130,998	134,928	138,976	143,145	147,439	1,422,461
2395	Performing Arts - Adult	8,286	10,286	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657	147,853
2396	Cultural Arts - Theater Tickets	22,826	15,600	22,800	23,484	24,189	24,914	25,662	26,431	27,224	28,041	28,882	29,749	276,976



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

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
4116 - 10 Photocopies - Parks and Recreation	115	0	0	0	0	0	0	0	0	0	0	0	0
4121 Miscellaneous Reimbursement	97	0	0	0	0	0	0	0	0	0	0	0	0
4175 Golf Merchandise Sales	289,487	265,373	298,172	307,117	316,331	325,821	335,595	345,663	356,033	366,714	377,715	389,047	3,683,581
4180 Golf Instruction	0	38,457	48,146	49,590	51,078	52,610	54,189	55,814	57,489	59,214	60,990	62,820	590,397
4400 Transfers In	2,541,781	3,186,171	3,139,257	3,242,838	3,134,186	3,361,619	3,497,724	3,494,923	3,723,873	3,878,778	3,998,988	4,124,039	38,782,396
xxxx Fremont Pool Endowment	93,316	50,245	37,790	32,402	32,070	48,104	48,104	48,104	48,104	48,104	48,104	48,104	489,235
2418 Fremont Pool Revenues	11,636	24,000	42,000	48,000	48,000	49,440	50,923	52,451	54,024	55,645	57,315	59,034	540,832
<b>FUND TOTAL</b>	<b>10,295,490</b>	<b>10,945,123</b>	<b>11,212,458</b>	<b>11,610,338</b>	<b>11,820,805</b>	<b>12,412,527</b>	<b>12,816,084</b>	<b>13,074,907</b>	<b>13,572,373</b>	<b>14,025,968</b>	<b>14,437,506</b>	<b>14,870,817</b>	<b>140,798,906</b>

**CITY OF SUNNYVALE  
560. PATENT LIBRARY FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVE/FUND BALANCE, JULY 1	164,900	155,056	74,243	69,958	62,981	56,187	49,587	43,191	37,010	31,055	25,337	19,869	155,056
-----													
CURRENT RESOURCES:													
Patent Library Fees	290,935	284,255	295,646	304,515	313,651	323,060	332,752	342,735	353,017	363,607	374,516	385,751	3,673,505
Miscellaneous	4,284	0	0	0	0	0	0	0	0	0	0	0	0
Interest	10,137	5,190	0	0	0	0	0	0	0	0	0	0	5,190
-----													
TOTAL CURRENT RESOURCES	305,355	289,445	295,646	304,515	313,651	323,060	332,752	342,735	353,017	363,607	374,516	385,751	3,678,695
-----													
TOTAL AVAILABLE RESOURCES	470,255	444,501	369,889	374,473	376,632	379,247	382,339	385,926	390,027	394,662	399,853	405,620	3,833,751
-----													
CURRENT REQUIREMENTS:													
Operations	315,199	288,390	299,931	311,492	320,445	329,661	339,148	348,916	358,972	369,325	379,984	390,958	3,737,222
Operating Transfer To General Fund	0	81,868	0	0	0	0	0	0	0	0	0	0	81,868
-----													
TOTAL CURRENT REQUIREMENTS	315,199	370,258	299,931	311,492	320,445	329,661	339,148	348,916	358,972	369,325	379,984	390,958	3,819,090
-----													
RESERVES:													
20 Year RAP	155,056	74,243	69,958	62,981	56,187	49,587	43,191	37,010	31,055	25,337	19,869	14,662	14,661
-----													
TOTAL RESERVES	155,056	74,243	69,958	62,981	56,187	49,587	43,191	37,010	31,055	25,337	19,869	14,662	14,661
-----													
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
=====													

**CITY OF SUNNYVALE  
560. PATENT LIBRARY FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2014 TO JUNE 30, 2024**

	PLAN 2014/2015	PLAN 2015/2016	PLAN 2016/2017	PLAN 2017/2018	PLAN 2018/2019	PLAN 2019/2020	PLAN 2020/2021	PLAN 2021/2022	PLAN 2022/2023	PLAN 2023/2024	FY 2014/2015 TO FY 2023/2024 TOTAL	FY 2003/2004 TO FY 2023/2024 TOTAL
RESERVE/FUND BALANCE, JULY 1	14,662	10,465	7,350	5,394	4,678	5,286	7,307	10,835	15,968	22,810	14,662	155,056
-----												
CURRENT RESOURCES:												
Patent Library Fees	401,181	417,228	433,917	451,274	469,325	488,098	507,622	527,927	549,044	571,006	4,816,622	8,490,127
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	5,190
TOTAL CURRENT RESOURCES	401,181	417,228	433,917	451,274	469,325	488,098	507,622	527,927	549,044	571,006	4,816,622	8,495,317
TOTAL AVAILABLE RESOURCES	415,843	427,693	441,267	456,668	474,003	493,384	514,929	538,762	565,012	593,816	4,831,284	8,650,373
-----												
CURRENT REQUIREMENTS:												
Operations	405,378	420,343	435,873	451,990	468,717	486,077	504,094	522,794	542,202	562,347	4,799,817	8,537,039
Operating Transfer To General Fund	0	0	0	0	0	0	0	0	0	0	0	81,868
TOTAL CURRENT REQUIREMENTS	405,378	420,343	435,873	451,990	468,717	486,077	504,094	522,794	542,202	562,347	4,799,817	8,618,907
-----												
RESERVES:												
20 Year RAP	10,465	7,350	5,394	4,678	5,286	7,307	10,835	15,968	22,810	31,468	31,467	31,467
TOTAL RESERVES	10,465	7,350	5,394	4,678	5,286	7,307	10,835	15,968	22,810	31,468	31,467	31,467
-----												
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0
=====												

**560. PATENT LIBRARY FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
2100	Self Service	14,136	6,500	8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438	98,211
2106	Miscellaneous Patent Lib Charges	100	40	0	0	0	0	0	0	0	0	0	0	40
2107	Patent Document Delivery	53,620	53,155	55,146	56,800	58,504	60,260	62,067	63,929	65,847	67,823	69,857	71,953	685,342
2109	Patent Assisted Searches	47,520	41,000	42,000	43,260	44,558	45,895	47,271	48,690	50,150	51,655	53,204	54,800	522,483
2110	Patent On-Site Services	1,975	1,500	4,500	4,635	4,774	4,917	5,065	5,217	5,373	5,534	5,700	5,871	53,087
2111	Patent Training Seminars	166,766	182,060	186,000	191,580	197,327	203,247	209,345	215,625	222,094	228,757	235,619	242,688	2,314,342
2112	Library Memberships	1,000	0	0	0	0	0	0	0	0	0	0	0	0
2113	Library Tutorial Services	5,817	0	0	0	0	0	0	0	0	0	0	0	0
3355	Interest Income	10,137	5,190	0	0	0	0	0	0	0	0	0	0	5,190
4100	Miscellaneous Revenues	4,284	0	0	0	0	0	0	0	0	0	0	0	0
<b>FUND TOTAL</b>		<b>305,355</b>	<b>289,445</b>	<b>295,646</b>	<b>304,515</b>	<b>313,651</b>	<b>323,060</b>	<b>332,752</b>	<b>342,735</b>	<b>353,017</b>	<b>363,607</b>	<b>374,516</b>	<b>385,751</b>	<b>3,678,695</b>



**CITY OF SUNNYVALE**  
**595. COMBINED GENERAL SERVICES FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014		
RESERVES/FUND BALANCE, JULY 1	11,427,378	24,360,836	19,627,938	18,506,802	18,556,082	16,276,078	15,958,236	15,969,705	17,008,262	17,375,719	16,869,941	16,690,687	24,360,836	
<b>CURRENT RESOURCES:</b>														
CLEEP Grant	36,999	0	0	0	0	0	0	0	0	0	0	0	0	0
Intergovernmental Revenues	144,448	53,500	0	0	0	0	0	0	0	0	0	0	0	53,500
Equipment Rental	11,951,305	11,279,535	11,689,232	12,262,950	12,852,789	13,464,353	14,087,278	14,674,658	14,997,099	15,326,803	15,673,422	16,028,140	152,336,260	
Facilities Rental	3,230,733	3,446,611	3,310,242	3,310,242	3,508,856	3,719,388	3,905,357	4,081,098	4,264,748	4,456,661	4,657,211	4,866,786	43,527,200	
Long-Term Rent - 505 W. Olive	673,154	524,103	480,000	475,000	486,000	498,000	512,000	527,360	543,181	559,476	576,261	593,548	5,774,929	
Security Deposit Revenue	42,517	0	0	0	0	0	0	0	0	0	0	0	0	0
Utility Fees	9,586	13,834	14,249	14,676	15,116	15,569	16,036	16,517	17,013	17,523	18,049	18,590	177,172	
Sale of Property	36,354	183,201	74,984	77,234	79,551	81,937	84,395	86,927	89,535	92,221	94,987	97,837	1,042,809	
Miscellaneous	54,483	13,513	14,691	15,132	15,586	16,053	16,535	17,031	17,542	18,068	18,610	19,168	181,927	
Interest Income	1,165,780	1,076,884	773,498	765,690	782,376	744,496	737,497	797,082	839,389	833,279	825,535	866,884	9,042,606	
Intrafund Loan Repayment	0	0	0	0	0	0	0	545,811	545,811	545,811	545,811	545,811	2,729,056	
Transfers From Other Funds	11,327,404	3,109,906	1,820,094	1,813,568	1,826,327	1,110,085	1,380,375	1,389,008	1,348,654	1,459,348	1,271,121	1,309,006	17,837,492	
<b>TOTAL CURRENT RESOURCES</b>	<b>28,672,763</b>	<b>19,701,086</b>	<b>18,176,990</b>	<b>18,734,491</b>	<b>19,566,601</b>	<b>19,649,880</b>	<b>20,739,473</b>	<b>22,135,491</b>	<b>22,662,971</b>	<b>23,309,190</b>	<b>23,681,008</b>	<b>24,345,770</b>	<b>232,702,951</b>	
<b>TOTAL AVAILABLE RESOURCES</b>	<b>40,100,140</b>	<b>44,061,922</b>	<b>37,804,928</b>	<b>37,241,293</b>	<b>38,122,682</b>	<b>35,925,958</b>	<b>36,697,709</b>	<b>38,105,196</b>	<b>39,671,233</b>	<b>40,684,909</b>	<b>40,550,949</b>	<b>41,036,458</b>	<b>257,063,788</b>	
<b>CURRENT REQUIREMENTS:</b>														
Equipment	1,980,899	10,506,962	5,114,082	3,871,431	6,266,206	4,991,665	5,157,756	4,634,613	5,470,021	6,501,117	6,364,578	5,683,348	64,561,778	
Operations	12,386,251	11,705,596	12,974,577	13,276,501	13,636,644	13,223,626	13,564,815	13,916,376	14,282,898	14,659,503	15,046,478	15,444,119	151,731,133	
Capital Projects	175,266	740,204	215,000	240,000	254,000	0	250,000	225,000	150,000	225,000	0	0	2,299,204	
Special Projects	339,705	314,743	41,935	65,945	15,539	12,633	0	0	55,990	0	0	0	506,785	
Project Operating Costs	0	0	0	17,399	17,921	18,458	19,012	19,582	20,170	20,775	21,398	22,040	176,756	
Lease Payments	297,306	310,365	83,779	86,293	88,881	91,548	94,294	97,123	100,037	103,038	106,129	109,313	1,270,800	
Intrafund Loan Repayment	0	0	0	0	0	0	0	545,811	545,811	545,811	545,811	545,811	2,729,056	
General Fund Loan Repayment	0	0	0	0	427,340	477,340	477,340	477,340	477,340	554,332	554,332	554,332	3,999,698	
Transfer To Other Funds	120,702	327,915	332,353	342,324	352,593	363,171	374,066	385,288	396,847	408,752	421,015	433,645	4,137,970	
Debt Service	439,173	528,200	536,400	785,320	787,480	789,280	790,720	795,800	796,400	796,640	800,520	803,920	8,210,680	
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>15,739,303</b>	<b>24,433,985</b>	<b>19,298,127</b>	<b>18,685,211</b>	<b>21,846,605</b>	<b>19,967,722</b>	<b>20,728,004</b>	<b>21,096,934</b>	<b>22,295,514</b>	<b>23,814,968</b>	<b>23,860,261</b>	<b>23,596,528</b>	<b>239,623,859</b>	
<b>RESERVES:</b>														
Capital Projects	10,051,848	11,243,707	11,091,615	10,657,451	10,151,026	9,885,085	9,611,314	9,326,796	9,036,012	8,739,310	8,432,896	8,117,123	8,117,123	
Equipment Replacement	12,644,710	6,135,583	5,091,172	5,610,806	3,890,092	3,892,234	4,228,527	5,619,052	6,339,683	6,188,319	6,368,862	7,483,257	7,483,257	
Debt Service	984,429	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	
20 Year RAP	679,849	1,018,112	1,093,480	1,057,288	1,004,424	950,382	899,328	831,878	769,488	711,776	658,393	609,013	609,013	
<b>TOTAL RESERVES</b>	<b>24,360,836</b>	<b>19,627,938</b>	<b>18,506,802</b>	<b>18,556,082</b>	<b>16,276,078</b>	<b>15,958,236</b>	<b>15,969,705</b>	<b>17,008,262</b>	<b>17,375,719</b>	<b>16,869,941</b>	<b>16,690,687</b>	<b>17,439,929</b>	<b>17,439,929</b>	
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>	

**CITY OF SUNNYVALE**  
**595. COMBINED GENERAL SERVICES FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2014 TO JUNE 30, 2024**

	FY 2014/2015										FY 2003/2004		
											TO	TO	
	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2023/2024	FY 2023/2024
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL	TOTAL	
RESERVES/FUND BALANCE, JULY 1	17,439,929	17,610,054	18,080,979	18,233,034	17,673,300	15,616,328	16,190,690	14,540,733	13,234,722	11,117,319	17,439,929	24,360,836	
<b>CURRENT RESOURCES:</b>													
CLEEP Grant	0	0	0	0	0	0	0	0	0	0	0	0	
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	53,500	
Equipment Rental	16,604,599	16,991,710	17,381,298	17,780,175	18,181,573	18,592,324	19,012,656	19,442,797	19,882,984	20,333,461	184,203,576	336,539,836	
Facilities Rental	5,012,789	5,113,045	5,164,175	5,215,817	5,262,759	5,310,124	5,357,915	5,406,137	5,454,792	5,503,885	52,801,439	96,328,639	
Long-Term Rent - 505 W. Olive	617,290	641,982	667,661	694,368	722,142	751,028	781,069	812,312	844,804	878,597	7,411,253	13,186,182	
Security Deposit Revenue	0	0	0	0	0	0	0	0	0	0	0	0	
Utility Fees	19,148	19,722	20,314	20,923	21,551	22,198	22,864	23,550	24,257	24,985	219,512	396,684	
Sale of Property	101,751	105,821	110,053	114,456	119,034	123,795	128,747	133,897	139,253	144,823	1,221,629	2,264,437	
Miscellaneous	19,743	20,336	20,946	21,574	22,221	22,888	23,575	24,282	25,010	25,761	226,335	408,262	
Interest Income	992,673	1,034,617	1,070,140	1,053,338	946,960	947,573	894,372	808,338	687,411	525,981	8,961,399	18,004,006	
Intrafund Loan Repayment	545,811	545,811	0	0	0	0	0	0	0	0	1,091,622	3,820,679	
Transfers From Other Funds	1,357,126	1,407,080	1,458,939	1,512,778	1,568,676	1,626,713	1,686,970	1,749,536	1,814,502	1,881,958	16,064,278	33,901,770	
<b>TOTAL CURRENT RESOURCES</b>	<b>25,270,931</b>	<b>25,880,123</b>	<b>25,893,525</b>	<b>26,413,428</b>	<b>26,844,916</b>	<b>27,396,642</b>	<b>27,908,168</b>	<b>28,400,848</b>	<b>28,873,013</b>	<b>29,319,449</b>	<b>272,201,044</b>	<b>504,903,995</b>	
<b>TOTAL AVAILABLE RESOURCES</b>	<b>42,710,860</b>	<b>43,490,178</b>	<b>43,974,504</b>	<b>44,646,462</b>	<b>44,518,216</b>	<b>43,012,971</b>	<b>44,098,858</b>	<b>42,941,580</b>	<b>42,107,735</b>	<b>40,436,768</b>	<b>289,640,973</b>	<b>529,264,831</b>	
<b>CURRENT REQUIREMENTS:</b>													
Equipment	6,148,955	5,889,053	6,524,438	7,600,520	8,876,050	6,118,509	8,151,541	7,572,107	8,101,464	8,207,729	73,190,366	137,752,144	
Operations	16,188,486	16,730,837	17,301,900	17,898,954	18,520,712	19,166,748	19,837,166	20,532,392	21,253,063	21,999,946	189,430,204	341,161,336	
Capital Projects	268,783	268,783	341,355	0	0	0	0	0	0	0	878,921	3,178,126	
Special Projects	0	0	0	0	0	0	0	0	0	0	0	506,785	
Project Operating Costs	22,922	23,839	24,792	25,784	26,815	27,888	29,003	30,164	31,370	32,625	275,202	451,958	
Lease Payments	113,685	118,233	122,962	127,881	132,996	138,316	143,848	149,602	155,586	161,810	1,364,919	2,635,718	
Intrafund Loan Repayment	545,811	545,811	0	0	0	0	0	0	0	0	1,091,622	3,820,679	
General Fund Loan Repayment	554,332	554,332	126,991	0	0	0	0	0	0	0	1,235,655	5,235,353	
Transfer To Other Funds	450,991	469,031	487,792	507,303	527,596	548,699	570,647	593,473	617,212	641,901	5,414,645	9,552,614	
Debt Service	806,840	809,280	811,240	812,720	817,720	822,120	825,920	829,120	831,720	833,720	8,200,400	16,411,080	
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>25,100,805</b>	<b>25,409,199</b>	<b>25,741,470</b>	<b>26,973,162</b>	<b>28,901,888</b>	<b>26,822,280</b>	<b>29,558,126</b>	<b>29,706,858</b>	<b>30,990,415</b>	<b>31,877,730</b>	<b>281,081,934</b>	<b>520,705,793</b>	
<b>RESERVES:</b>													
Capital Projects	7,516,550	6,918,808	6,241,624	5,901,223	5,555,061	5,202,006	4,841,645	4,474,012	4,099,419	3,718,365	3,718,365	3,718,365	
Equipment Replacement	8,349,735	9,521,049	10,432,405	10,278,766	8,620,511	9,600,483	8,350,302	7,441,488	5,720,849	3,610,138	3,610,138	3,610,138	
Debt Service	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	1,230,536	
20 Year RAP	513,233	410,586	328,469	262,775	210,220	157,665	118,249	88,687	66,515	0	0	0	
<b>TOTAL RESERVES</b>	<b>17,610,054</b>	<b>18,080,979</b>	<b>18,233,034</b>	<b>17,673,300</b>	<b>15,616,328</b>	<b>16,190,690</b>	<b>14,540,733</b>	<b>13,234,722</b>	<b>11,117,319</b>	<b>8,559,039</b>	<b>8,559,039</b>	<b>8,559,039</b>	
<b>FUND BALANCE, JUNE 30</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>	

**CITY OF SUNNYVALE**  
**595/100. GENERAL SERVICES FUND/FLEET SERVICES SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVES/FUND BALANCE, JULY 1	2,603,305	3,655,682	2,902,447	3,015,645	3,465,708	1,857,502	1,852,250	1,939,867	2,610,223	3,020,594	3,633,221	3,528,534	3,655,682
<b>CURRENT RESOURCES:</b>													
Inter-Governmental Revenues	101,538	53,500	0	0	0	0	0	0	0	0	0	0	53,500
Fleet Services Rental	3,590,462	3,054,368	3,191,815	3,271,610	3,353,400	3,437,235	3,523,166	3,611,245	3,701,526	3,794,064	3,898,401	4,005,607	38,842,439
Interest Income	191,027	165,374	127,368	141,896	147,562	124,632	114,364	154,153	186,155	227,448	232,285	278,289	1,899,526
Sale of Property	32,309	183,075	74,984	77,234	79,551	81,937	84,395	86,927	89,535	92,221	94,987	97,837	1,042,683
Miscellaneous Revenue	50,584	0	0	0	0	0	0	0	0	0	0	0	0
Intrafund Loan Repayment From Bldg Svcs	0	0	0	0	0	0	0	545,811	545,811	545,811	545,811	545,811	2,729,056
Transfer From General Fund	0	0	7,500	40,000	0	0	0	0	0	225,000	0	0	272,500
Transfer From Utility - Water Fund	0	0	3,750	0	0	0	125,000	225,000	0	0	0	0	353,750
Transfer From Utility - Sewer Fund	0	0	3,750	0	0	0	125,000	0	0	0	0	0	128,750
Transfer From Community Recreation Fund	0	0	0	0	0	0	0	0	150,000	0	0	0	150,000
Transfer From Asset Forfeiture Fund	30,503	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT RESOURCES</b>	<b>3,996,423</b>	<b>3,456,317</b>	<b>3,409,167</b>	<b>3,530,739</b>	<b>3,580,513</b>	<b>3,643,804</b>	<b>3,971,925</b>	<b>4,623,136</b>	<b>4,673,027</b>	<b>4,884,545</b>	<b>4,771,485</b>	<b>4,927,545</b>	<b>45,472,204</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>6,599,728</b>	<b>7,111,999</b>	<b>6,311,614</b>	<b>6,546,384</b>	<b>7,046,221</b>	<b>5,501,306</b>	<b>5,824,175</b>	<b>6,563,004</b>	<b>7,283,250</b>	<b>7,905,139</b>	<b>8,404,706</b>	<b>8,456,079</b>	<b>49,127,885</b>
<b>CURRENT REQUIREMENTS:</b>													
Equipment Replacement	647,371	1,956,310	1,213,683	894,345	2,997,676	1,398,339	1,322,223	1,352,588	1,672,562	1,540,078	2,300,685	1,191,394	17,839,884
Operations	2,186,456	1,965,283	2,049,362	2,127,869	2,172,027	2,231,132	2,291,911	2,354,414	2,418,692	2,484,796	2,552,781	2,622,702	25,270,969
Capital Projects	9,425	103,062	15,000	40,000	0	0	250,000	225,000	150,000	225,000	0	0	1,008,062
Special Projects	80,407	166,093	0	0	0	0	0	0	0	0	0	0	166,093
Transfer To General Fund (In Lieu)	20,387	18,803	17,924	18,462	19,016	19,586	20,174	20,779	21,402	22,044	22,706	23,387	224,282
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>2,944,047</b>	<b>4,209,552</b>	<b>3,295,969</b>	<b>3,080,676</b>	<b>5,188,719</b>	<b>3,649,057</b>	<b>3,884,308</b>	<b>3,952,781</b>	<b>4,262,656</b>	<b>4,271,918</b>	<b>4,876,171</b>	<b>3,837,483</b>	<b>44,509,290</b>
<b>RESERVES:</b>													
Equipment Replacement	3,481,129	2,730,513	2,846,289	3,304,820	1,704,659	1,710,869	1,809,090	2,489,254	2,908,698	3,529,717	3,432,793	4,530,035	4,530,035
20 Year RAP	174,553	171,935	169,356	160,888	152,844	141,380	130,777	120,968	111,896	103,504	95,741	88,560	88,560
<b>TOTAL RESERVES</b>	<b>3,655,682</b>	<b>2,902,447</b>	<b>3,015,645</b>	<b>3,465,708</b>	<b>1,857,502</b>	<b>1,852,250</b>	<b>1,939,867</b>	<b>2,610,223</b>	<b>3,020,594</b>	<b>3,633,221</b>	<b>3,528,534</b>	<b>4,618,596</b>	<b>4,618,596</b>
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>
Annual Rental Rate Increase	1.2%	-13.9%	4.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.8%	2.8%	



**CITY OF SUNNYVALE**  
**595/200. GENERAL SERVICES FUND/FACILITIES MANAGEMENT SERVICES SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVES/FUND BALANCE, JULY 1	1,215,940	1,052,915	212,492	163,455	30,782	56,236	245,079	467,702	277,441	146,349	102,741	147,725	1,052,915
<b>CURRENT RESOURCES:</b>													
Facilities Rental	3,230,733	3,446,611	3,310,242	3,310,242	3,508,856	3,719,388	3,905,357	4,081,098	4,264,748	4,456,661	4,657,211	4,866,786	43,527,200
Equipment Rental	398,974	413,703	339,820	346,616	353,549	358,852	364,235	369,698	375,244	380,872	386,585	392,384	4,081,559
Utility Re-imbursement Raynor	9,586	13,834	14,249	14,676	15,116	15,569	16,036	16,517	17,013	17,523	18,049	18,590	177,172
Interest Income	63,153	42,519	8,145	3,006	5,399	15,661	29,337	17,702	10,599	8,195	10,947	18,610	170,120
Sale of Surplus Property	2,224	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT RESOURCES</b>	<b>3,704,670</b>	<b>3,916,667</b>	<b>3,672,456</b>	<b>3,674,540</b>	<b>3,882,920</b>	<b>4,109,470</b>	<b>4,314,965</b>	<b>4,485,016</b>	<b>4,667,603</b>	<b>4,863,252</b>	<b>5,072,793</b>	<b>5,296,370</b>	<b>47,956,051</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>4,920,610</b>	<b>4,969,582</b>	<b>3,884,948</b>	<b>3,837,996</b>	<b>3,913,702</b>	<b>4,165,706</b>	<b>4,560,043</b>	<b>4,952,717</b>	<b>4,945,045</b>	<b>5,009,601</b>	<b>5,175,534</b>	<b>5,444,095</b>	<b>49,008,966</b>
<b>CURRENT REQUIREMENTS:</b>													
Equipment	25,302	801,849	30,848	13,635	13,637	7,168	42,832	11,555	31,431	21,817	15,848	38,411	1,029,032
Furniture	9,572	505,536	162,379	175,827	142,929	119,257	159,528	129,596	132,188	146,318	166,820	176,132	2,016,509
Operations	3,435,200	3,030,229	3,336,057	3,419,777	3,496,987	3,584,170	3,673,650	3,765,491	3,859,759	3,956,521	4,055,847	4,157,808	40,336,297
Lease Payments	297,306	310,365	83,779	86,293	88,881	91,548	94,294	97,123	100,037	103,038	106,129	109,313	1,270,800
Intrafund Loan Repayment	0	0	0	0	0	0	0	545,811	545,811	545,811	545,811	545,811	2,729,056
Transfers To General Fund (In-Lieu)	100,315	109,112	108,429	111,682	115,032	118,483	122,038	125,699	129,470	133,354	137,355	141,475	1,352,129
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>3,867,695</b>	<b>4,757,090</b>	<b>3,721,492</b>	<b>3,807,213</b>	<b>3,857,466</b>	<b>3,920,627</b>	<b>4,092,342</b>	<b>4,675,276</b>	<b>4,798,696</b>	<b>4,906,859</b>	<b>5,027,809</b>	<b>5,168,951</b>	<b>48,733,822</b>
<b>RESERVES:</b>													
Equipment Replacement	1,052,915	212,492	163,455	30,782	56,236	245,079	467,702	277,441	146,349	102,741	147,725	275,144	275,144
<b>TOTAL RESERVES</b>	<b>1,052,915</b>	<b>212,492</b>	<b>163,455</b>	<b>30,782</b>	<b>56,236</b>	<b>245,079</b>	<b>467,702</b>	<b>277,441</b>	<b>146,349</b>	<b>102,741</b>	<b>147,725</b>	<b>275,144</b>	<b>275,144</b>
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>
Annual Rental Rate Increase		5.0%	-5.4%	0.2%	5.6%	5.6%	4.7%	4.2%	4.3%	4.3%	4.3%	4.3%	

**CITY OF SUNNYVALE**  
**595/200. GENERAL SERVICES FUND/FACILITIES MANAGEMENT SERVICES SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2014 TO JUNE 30, 2024**

	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2014/2015 TO FY 2023/2024	FY 2003/2004 TO FY 2023/2024
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL	TOTAL
RESERVES/FUND BALANCE, JULY 1	275,144	213,927	33,900	316,118	532,275	607,633	910,395	1,067,863	1,152,647	1,062,139	275,144	1,052,915
<b>CURRENT RESOURCES:</b>												
Facilities Rental	5,012,789	5,113,045	5,164,175	5,215,817	5,262,759	5,310,124	5,357,915	5,406,137	5,454,792	5,503,885	52,801,439	96,328,639
Equipment Rental	408,080	424,403	441,379	459,034	472,805	486,989	501,599	516,647	532,146	548,111	4,791,193	8,872,752
Utility Re-imbursement Raynor	19,148	19,722	20,314	20,923	21,551	22,198	22,864	23,550	24,257	24,985	219,512	396,684
Interest Income	20,869	10,284	28,963	42,887	48,453	62,939	73,872	78,675	73,433	58,384	498,759	668,879
Sale of Surplus Property	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT RESOURCES</b>	<b>5,460,886</b>	<b>5,567,454</b>	<b>5,654,831</b>	<b>5,738,661</b>	<b>5,805,569</b>	<b>5,882,251</b>	<b>5,956,250</b>	<b>6,025,009</b>	<b>6,084,628</b>	<b>6,135,365</b>	<b>58,310,903</b>	<b>106,266,954</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>5,736,030</b>	<b>5,781,381</b>	<b>5,688,732</b>	<b>6,054,779</b>	<b>6,337,844</b>	<b>6,489,884</b>	<b>6,866,645</b>	<b>7,092,872</b>	<b>7,237,276</b>	<b>7,197,504</b>	<b>58,586,047</b>	<b>107,319,869</b>
<b>CURRENT REQUIREMENTS:</b>												
Equipment	31,766	37,918	50,099	38,307	355,557	23,142	24,451	9,093	34,872	13,485	618,689	1,647,721
Furniture	388,527	455,276	456,310	454,821	176,476	183,535	220,846	190,719	206,452	214,710	2,947,672	4,964,181
Operations	4,295,179	4,437,223	4,584,103	4,735,989	4,893,056	5,055,485	5,223,465	5,397,190	5,576,863	5,762,691	49,961,245	90,297,542
Lease Payments	113,685	118,233	122,962	127,881	132,996	138,316	143,848	149,602	155,586	161,810	1,364,919	2,635,718
Intrafund Loan Repayment	545,811	545,811	0	0	0	0	0	0	0	0	1,091,622	3,820,679
Transfers To General Fund (In-Lieu)	147,134	153,020	159,140	165,506	172,126	179,011	186,172	193,619	201,363	209,418	1,766,510	3,118,639
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>5,522,103</b>	<b>5,747,480</b>	<b>5,372,614</b>	<b>5,522,504</b>	<b>5,730,211</b>	<b>5,579,489</b>	<b>5,798,782</b>	<b>5,940,224</b>	<b>6,175,137</b>	<b>6,362,113</b>	<b>57,750,657</b>	<b>106,484,479</b>
<b>RESERVES:</b>												
Equipment Replacement	213,927	33,900	316,118	532,275	607,633	910,395	1,067,863	1,152,647	1,062,139	835,390	835,390	835,390
<b>TOTAL RESERVES</b>	<b>213,927</b>	<b>33,900</b>	<b>316,118</b>	<b>532,275</b>	<b>607,633</b>	<b>910,395</b>	<b>1,067,863</b>	<b>1,152,647</b>	<b>1,062,139</b>	<b>835,390</b>	<b>835,390</b>	<b>835,390</b>
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0
Annual Rental Rate Increase	3.1%	2.2%	1.1%	1.1%	1.0%	1.1%	1.0%	1.0%	1.0%	1.0%		







**CITY OF SUNNYVALE**  
**595/350. GENERAL SERVICES FUND/TECHNOLOGY & COMMUNICATION SERVICES SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVES/FUND BALANCE, JULY 1	3,982,211	4,361,159	1,830,039	1,340,266	1,489,264	1,139,585	971,886	995,512	1,435,625	1,606,336	1,241,919	1,403,364	4,361,159
<b>CURRENT RESOURCES:</b>													
Equipment Rental Technology	4,336,053	4,163,194	4,432,339	4,698,280	4,980,177	5,278,987	5,582,529	5,861,655	5,978,889	6,098,466	6,220,436	6,344,844	59,639,796
Equipment Rental Communications & Office	2,686,356	2,705,732	2,719,984	2,883,159	3,056,124	3,239,468	3,425,713	3,596,982	3,668,930	3,742,318	3,817,174	3,893,527	36,749,112
Miscellaneous Revenue	590	13,513	14,691	15,132	15,586	16,053	16,535	17,031	17,542	18,068	18,610	19,168	181,927
Sale of Property	1,820	126	0	0	0	0	0	0	0	0	0	0	126
Interest Income	209,521	138,483	98,790	103,359	87,372	77,185	79,461	104,967	117,971	99,951	100,987	101,773	1,110,299
Transfer From Asset Forfeiture Fund	0	80,000	0	0	0	0	0	0	0	0	0	0	80,000
Transfer From Employee Benefits - Leaves	0	27,002	0	0	0	0	0	0	0	0	0	0	27,002
Transfer From Employee Benefits - Insurance	0	81,743	0	0	0	0	0	0	0	0	0	0	81,743
IT Enterprise Fund - SUNGIS	28,031	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From General Fund	114,216	533,774	92,651	94,504	96,394	98,322	100,288	102,294	104,340	106,427	108,555	110,726	1,548,273
<b>TOTAL CURRENT RESOURCES</b>	<b>7,376,587</b>	<b>7,743,566</b>	<b>7,358,455</b>	<b>7,794,433</b>	<b>8,235,652</b>	<b>8,710,015</b>	<b>9,204,526</b>	<b>9,682,929</b>	<b>9,887,671</b>	<b>10,065,230</b>	<b>10,265,762</b>	<b>10,470,039</b>	<b>99,418,278</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>11,358,798</b>	<b>12,104,725</b>	<b>9,188,494</b>	<b>9,134,699</b>	<b>9,724,916</b>	<b>9,849,599</b>	<b>10,176,412</b>	<b>10,678,441</b>	<b>11,323,296</b>	<b>11,671,566</b>	<b>11,507,681</b>	<b>11,873,403</b>	<b>103,779,437</b>
<b>CURRENT REQUIREMENTS:</b>													
Equipment Technology	895,196	2,519,500	1,576,874	1,265,817	1,615,955	1,566,861	1,633,207	1,675,142	1,821,665	2,095,512	1,522,985	1,521,551	18,815,067
Equipment Communications & Office	103,564	1,451,454	393,736	399,415	425,263	613,226	692,287	549,180	647,960	965,215	1,029,972	1,195,462	8,363,169
Operations	5,713,188	5,740,264	5,850,618	5,912,093	6,098,853	6,251,828	6,409,053	6,571,572	6,743,834	6,920,805	7,102,620	7,289,415	70,890,955
Project Operating Costs	0	0	0	17,399	17,921	18,458	19,012	19,582	20,170	20,775	21,398	22,040	176,756
Capital Projects	37,048	531,583	0	0	0	0	0	0	0	0	0	0	531,583
Special Projects	248,643	31,885	27,000	50,712	0	0	0	0	55,990	0	0	0	165,587
General Fund Loan Repayment	0	0	0	0	427,340	427,340	427,340	427,340	427,340	427,340	427,340	427,340	3,418,724
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>6,997,639</b>	<b>10,274,686</b>	<b>7,848,228</b>	<b>7,645,435</b>	<b>8,585,331</b>	<b>8,877,713</b>	<b>9,180,900</b>	<b>9,242,817</b>	<b>9,716,959</b>	<b>10,429,648</b>	<b>10,104,316</b>	<b>10,455,808</b>	<b>102,361,842</b>
<b>RESERVES:</b>													
Equipment Reserve	3,398,831	877,334	416,143	592,864	288,005	162,885	226,961	724,715	948,745	633,647	840,713	897,143	897,143
20 Year RAP	962,328	952,705	924,124	896,400	851,580	809,001	768,551	710,910	657,591	608,272	562,652	520,453	520,453
<b>TOTAL RESERVES</b>	<b>4,361,159</b>	<b>1,830,039</b>	<b>1,340,266</b>	<b>1,489,264</b>	<b>1,139,585</b>	<b>971,886</b>	<b>995,512</b>	<b>1,435,625</b>	<b>1,606,336</b>	<b>1,241,919</b>	<b>1,403,364</b>	<b>1,417,595</b>	<b>1,417,595</b>
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>
Annual Rental Rate Increase		-2%	4%	6%	6%	6%	6%	5%	2%	2%	2%	2%	







**CITY OF SUNNYVALE**  
**595/600. GENERAL SERVICES FUND/PUBLIC SAFETY EQUIPMENT SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVES/FUND BALANCE, JULY 1	428,252	494,254	129,286	81,421	4,570	68,101	184,313	109,533	286,495	263,138	232,759	427,472	494,254
<b>CURRENT RESOURCES:</b>													
FEMA Grant	42,910	0	0	0	0	0	0	0	0	0	0	0	0
CLEEP Grant	36,999	0	0	0	0	0	0	0	0	0	0	0	0
Misc Revenue	3,309	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety Equipment Rental	185,620	232,356	287,589	316,348	332,165	348,774	366,212	384,523	396,059	407,940	420,178	432,784	3,924,928
Interest Income	0	0	7,081	4,765	8,557	13,762	13,061	19,219	21,533	18,781	26,316	31,283	164,358
Transfer From General Fund	0	0	14,671	14,965	15,264	12,354	0	0	0	0	0	0	57,254
<b>TOTAL CURRENT RESOURCES</b>	<b>268,838</b>	<b>232,356</b>	<b>309,341</b>	<b>336,078</b>	<b>355,986</b>	<b>374,890</b>	<b>379,273</b>	<b>403,742</b>	<b>417,592</b>	<b>426,721</b>	<b>446,494</b>	<b>464,067</b>	<b>4,146,540</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>697,089</b>	<b>726,610</b>	<b>438,627</b>	<b>417,499</b>	<b>360,556</b>	<b>442,991</b>	<b>563,587</b>	<b>513,275</b>	<b>704,086</b>	<b>689,859</b>	<b>679,253</b>	<b>891,539</b>	<b>4,640,794</b>
<b>CURRENT REQUIREMENTS:</b>													
Equipment Replacement	91,741	375,000	342,271	397,696	276,916	196,044	404,054	176,780	390,948	330,109	124,790	409,089	3,423,697
Capital Projects	100,439	105,559	0	0	0	0	0	0	0	0	0	0	105,559
Special Projects	10,655	116,765	14,935	15,233	15,539	12,633	0	0	0	0	0	0	175,105
General Fund Loan Repayment	0	0	0	0	0	50,000	50,000	50,000	50,000	126,991	126,991	126,991	580,974
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>202,835</b>	<b>597,324</b>	<b>357,206</b>	<b>412,929</b>	<b>292,455</b>	<b>258,677</b>	<b>454,054</b>	<b>226,780</b>	<b>440,948</b>	<b>457,101</b>	<b>251,781</b>	<b>536,080</b>	<b>4,285,335</b>
<b>RESERVES:</b>													
Equipment Reserve	494,254	129,286	81,421	4,570	68,101	184,313	109,533	286,495	263,138	232,759	427,472	355,459	355,459
<b>TOTAL RESERVES</b>	<b>494,254</b>	<b>129,286</b>	<b>81,421</b>	<b>4,570</b>	<b>68,101</b>	<b>184,313</b>	<b>109,533</b>	<b>286,495</b>	<b>263,138</b>	<b>232,759</b>	<b>427,472</b>	<b>355,459</b>	<b>355,459</b>
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>
Annual Rental Rate Increase	15.0%	25.2%	23.8%	10.0%	5.0%	5.0%	5.0%	5.0%	3.0%	3.0%	3.0%	3.0%	













**CITY OF SUNNYVALE**  
**595/100. GENERAL SERVICES FUND/FLEET SERVICES SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVES/FUND BALANCE, JULY 1	2,603,305	3,655,682	2,902,447	3,015,645	3,465,708	1,857,502	1,852,250	1,939,867	2,610,223	3,020,594	3,633,221	3,528,534	3,655,682
<b>CURRENT RESOURCES:</b>													
Inter-Governmental Revenues	101,538	53,500	0	0	0	0	0	0	0	0	0	0	53,500
Fleet Services Rental	3,590,462	3,054,368	3,191,815	3,271,610	3,353,400	3,437,235	3,523,166	3,611,245	3,701,526	3,794,064	3,898,401	4,005,607	38,842,439
Interest Income	191,027	165,374	127,368	141,896	147,562	124,632	114,364	154,153	186,155	227,448	232,285	278,289	1,899,526
Sale of Property	32,309	183,075	74,984	77,234	79,551	81,937	84,395	86,927	89,535	92,221	94,987	97,837	1,042,683
Miscellaneous Revenue	50,584	0	0	0	0	0	0	0	0	0	0	0	0
Intrafund Loan Repayment From Bldg Svcs	0	0	0	0	0	0	0	545,811	545,811	545,811	545,811	545,811	2,729,056
Transfer From General Fund	0	0	7,500	40,000	0	0	0	0	0	225,000	0	0	272,500
Transfer From Utility - Water Fund	0	0	3,750	0	0	0	125,000	225,000	0	0	0	0	353,750
Transfer From Utility - Sewer Fund	0	0	3,750	0	0	0	125,000	0	0	0	0	0	128,750
Transfer From Community Recreation Fund	0	0	0	0	0	0	0	0	150,000	0	0	0	150,000
Transfer From Asset Forfeiture Fund	30,503	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT RESOURCES</b>	<b>3,996,423</b>	<b>3,456,317</b>	<b>3,409,167</b>	<b>3,530,739</b>	<b>3,580,513</b>	<b>3,643,804</b>	<b>3,971,925</b>	<b>4,623,136</b>	<b>4,673,027</b>	<b>4,884,545</b>	<b>4,771,485</b>	<b>4,927,545</b>	<b>45,472,204</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>6,599,728</b>	<b>7,111,999</b>	<b>6,311,614</b>	<b>6,546,384</b>	<b>7,046,221</b>	<b>5,501,306</b>	<b>5,824,175</b>	<b>6,563,004</b>	<b>7,283,250</b>	<b>7,905,139</b>	<b>8,404,706</b>	<b>8,456,079</b>	<b>49,127,885</b>
<b>CURRENT REQUIREMENTS:</b>													
Equipment Replacement	647,371	1,956,310	1,213,683	894,345	2,997,676	1,398,339	1,322,223	1,352,588	1,672,562	1,540,078	2,300,685	1,191,394	17,839,884
Operations	2,186,456	1,965,283	2,049,362	2,127,869	2,172,027	2,231,132	2,291,911	2,354,414	2,418,692	2,484,796	2,552,781	2,622,702	25,270,969
Capital Projects	9,425	103,062	15,000	40,000	0	0	250,000	225,000	150,000	225,000	0	0	1,008,062
Special Projects	80,407	166,093	0	0	0	0	0	0	0	0	0	0	166,093
Transfer To General Fund (In Lieu)	20,387	18,803	17,924	18,462	19,016	19,586	20,174	20,779	21,402	22,044	22,706	23,387	224,282
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>2,944,047</b>	<b>4,209,552</b>	<b>3,295,969</b>	<b>3,080,676</b>	<b>5,188,719</b>	<b>3,649,057</b>	<b>3,884,308</b>	<b>3,952,781</b>	<b>4,262,656</b>	<b>4,271,918</b>	<b>4,876,171</b>	<b>3,837,483</b>	<b>44,509,290</b>
<b>RESERVES:</b>													
Equipment Replacement	3,481,129	2,730,513	2,846,289	3,304,820	1,704,659	1,710,869	1,809,090	2,489,254	2,908,698	3,529,717	3,432,793	4,530,035	4,530,035
20 Year RAP	174,553	171,935	169,356	160,888	152,844	141,380	130,777	120,968	111,896	103,504	95,741	88,560	88,560
<b>TOTAL RESERVES</b>	<b>3,655,682</b>	<b>2,902,447</b>	<b>3,015,645</b>	<b>3,465,708</b>	<b>1,857,502</b>	<b>1,852,250</b>	<b>1,939,867</b>	<b>2,610,223</b>	<b>3,020,594</b>	<b>3,633,221</b>	<b>3,528,534</b>	<b>4,618,596</b>	<b>4,618,596</b>
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>
Annual Rental Rate Increase	1.2%	-13.9%	4.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.8%	2.8%	



**CITY OF SUNNYVALE**  
**595/200. GENERAL SERVICES FUND/FACILITIES MANAGEMENT SERVICES SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVES/FUND BALANCE, JULY 1	1,215,940	1,052,915	212,492	163,455	30,782	56,236	245,079	467,702	277,441	146,349	102,741	147,725	1,052,915
<b>CURRENT RESOURCES:</b>													
Facilities Rental	3,230,733	3,446,611	3,310,242	3,310,242	3,508,856	3,719,388	3,905,357	4,081,098	4,264,748	4,456,661	4,657,211	4,866,786	43,527,200
Equipment Rental	398,974	413,703	339,820	346,616	353,549	358,852	364,235	369,698	375,244	380,872	386,585	392,384	4,081,559
Utility Re-imbursement Raynor	9,586	13,834	14,249	14,676	15,116	15,569	16,036	16,517	17,013	17,523	18,049	18,590	177,172
Interest Income	63,153	42,519	8,145	3,006	5,399	15,661	29,337	17,702	10,599	8,195	10,947	18,610	170,120
Sale of Surplus Property	2,224	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT RESOURCES</b>	<b>3,704,670</b>	<b>3,916,667</b>	<b>3,672,456</b>	<b>3,674,540</b>	<b>3,882,920</b>	<b>4,109,470</b>	<b>4,314,965</b>	<b>4,485,016</b>	<b>4,667,603</b>	<b>4,863,252</b>	<b>5,072,793</b>	<b>5,296,370</b>	<b>47,956,051</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>4,920,610</b>	<b>4,969,582</b>	<b>3,884,948</b>	<b>3,837,996</b>	<b>3,913,702</b>	<b>4,165,706</b>	<b>4,560,043</b>	<b>4,952,717</b>	<b>4,945,045</b>	<b>5,009,601</b>	<b>5,175,534</b>	<b>5,444,095</b>	<b>49,008,966</b>
<b>CURRENT REQUIREMENTS:</b>													
Equipment	25,302	801,849	30,848	13,635	13,637	7,168	42,832	11,555	31,431	21,817	15,848	38,411	1,029,032
Furniture	9,572	505,536	162,379	175,827	142,929	119,257	159,528	129,596	132,188	146,318	166,820	176,132	2,016,509
Operations	3,435,200	3,030,229	3,336,057	3,419,777	3,496,987	3,584,170	3,673,650	3,765,491	3,859,759	3,956,521	4,055,847	4,157,808	40,336,297
Lease Payments	297,306	310,365	83,779	86,293	88,881	91,548	94,294	97,123	100,037	103,038	106,129	109,313	1,270,800
Intrafund Loan Repayment	0	0	0	0	0	0	0	545,811	545,811	545,811	545,811	545,811	2,729,056
Transfers To General Fund (In-Lieu)	100,315	109,112	108,429	111,682	115,032	118,483	122,038	125,699	129,470	133,354	137,355	141,475	1,352,129
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>3,867,695</b>	<b>4,757,090</b>	<b>3,721,492</b>	<b>3,807,213</b>	<b>3,857,466</b>	<b>3,920,627</b>	<b>4,092,342</b>	<b>4,675,276</b>	<b>4,798,696</b>	<b>4,906,859</b>	<b>5,027,809</b>	<b>5,168,951</b>	<b>48,733,822</b>
<b>RESERVES:</b>													
Equipment Replacement	1,052,915	212,492	163,455	30,782	56,236	245,079	467,702	277,441	146,349	102,741	147,725	275,144	275,144
<b>TOTAL RESERVES</b>	<b>1,052,915</b>	<b>212,492</b>	<b>163,455</b>	<b>30,782</b>	<b>56,236</b>	<b>245,079</b>	<b>467,702</b>	<b>277,441</b>	<b>146,349</b>	<b>102,741</b>	<b>147,725</b>	<b>275,144</b>	<b>275,144</b>
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>
Annual Rental Rate Increase		5.0%	-5.4%	0.2%	5.6%	5.6%	4.7%	4.2%	4.3%	4.3%	4.3%	4.3%	

**CITY OF SUNNYVALE**  
**595/200. GENERAL SERVICES FUND/FACILITIES MANAGEMENT SERVICES SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2014 TO JUNE 30, 2024**

	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2014/2015 FY 2023/2024	FY 2003/2004 TO FY 2023/2024 TO TOTAL
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	TOTAL	TOTAL
RESERVES/FUND BALANCE, JULY 1	275,144	213,927	33,900	316,118	532,275	607,633	910,395	1,067,863	1,152,647	1,062,139	275,144	1,052,915
<b>CURRENT RESOURCES:</b>												
Facilities Rental	5,012,789	5,113,045	5,164,175	5,215,817	5,262,759	5,310,124	5,357,915	5,406,137	5,454,792	5,503,885	52,801,439	96,328,639
Equipment Rental	408,080	424,403	441,379	459,034	472,805	486,989	501,599	516,647	532,146	548,111	4,791,193	8,872,752
Utility Re-imbursement Raynor	19,148	19,722	20,314	20,923	21,551	22,198	22,864	23,550	24,257	24,985	219,512	396,684
Interest Income	20,869	10,284	28,963	42,887	48,453	62,939	73,872	78,675	73,433	58,384	498,759	668,879
Sale of Surplus Property	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT RESOURCES</b>	<b>5,460,886</b>	<b>5,567,454</b>	<b>5,654,831</b>	<b>5,738,661</b>	<b>5,805,569</b>	<b>5,882,251</b>	<b>5,956,250</b>	<b>6,025,009</b>	<b>6,084,628</b>	<b>6,135,365</b>	<b>58,310,903</b>	<b>106,266,954</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>5,736,030</b>	<b>5,781,381</b>	<b>5,688,732</b>	<b>6,054,779</b>	<b>6,337,844</b>	<b>6,489,884</b>	<b>6,866,645</b>	<b>7,092,872</b>	<b>7,237,276</b>	<b>7,197,504</b>	<b>58,586,047</b>	<b>107,319,869</b>
<b>CURRENT REQUIREMENTS:</b>												
Equipment	31,766	37,918	50,099	38,307	355,557	23,142	24,451	9,093	34,872	13,485	618,689	1,647,721
Furniture	388,527	455,276	456,310	454,821	176,476	183,535	220,846	190,719	206,452	214,710	2,947,672	4,964,181
Operations	4,295,179	4,437,223	4,584,103	4,735,989	4,893,056	5,055,485	5,223,465	5,397,190	5,576,863	5,762,691	49,961,245	90,297,542
Lease Payments	113,685	118,233	122,962	127,881	132,996	138,316	143,848	149,602	155,586	161,810	1,364,919	2,635,718
Intrafund Loan Repayment	545,811	545,811	0	0	0	0	0	0	0	0	1,091,622	3,820,679
Transfers To General Fund (In-Lieu)	147,134	153,020	159,140	165,506	172,126	179,011	186,172	193,619	201,363	209,418	1,766,510	3,118,639
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>5,522,103</b>	<b>5,747,480</b>	<b>5,372,614</b>	<b>5,522,504</b>	<b>5,730,211</b>	<b>5,579,489</b>	<b>5,798,782</b>	<b>5,940,224</b>	<b>6,175,137</b>	<b>6,362,113</b>	<b>57,750,657</b>	<b>106,484,479</b>
<b>RESERVES:</b>												
Equipment Replacement	213,927	33,900	316,118	532,275	607,633	910,395	1,067,863	1,152,647	1,062,139	835,390	835,390	835,390
<b>TOTAL RESERVES</b>	<b>213,927</b>	<b>33,900</b>	<b>316,118</b>	<b>532,275</b>	<b>607,633</b>	<b>910,395</b>	<b>1,067,863</b>	<b>1,152,647</b>	<b>1,062,139</b>	<b>835,390</b>	<b>835,390</b>	<b>835,390</b>
<b>FUND BALANCE, JUNE 30</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>
Annual Rental Rate Increase	3.1%	2.2%	1.1%	1.1%	1.0%	1.1%	1.0%	1.0%	1.0%	1.0%		







**CITY OF SUNNYVALE**  
**595/350. GENERAL SERVICES FUND/TECHNOLOGY & COMMUNICATION SERVICES SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014		
RESERVES/FUND BALANCE, JULY 1	3,982,211	4,361,159	1,830,039	1,339,446	1,487,550	1,136,899	968,144	990,623	1,429,492	1,598,856	1,232,982	1,392,853	4,361,159	
<b>CURRENT RESOURCES:</b>														
Equipment Rental Technology	4,336,053	4,163,194	4,432,339	4,698,280	4,980,177	5,278,987	5,582,529	5,861,655	5,978,889	6,098,466	6,220,436	6,344,844	59,639,796	
Equipment Rental Communications & Office	2,686,356	2,705,732	2,719,984	2,883,159	3,056,124	3,239,468	3,425,713	3,596,982	3,668,930	3,742,318	3,817,174	3,893,527	36,749,112	
Miscellaneous Revenue	590	13,513	13,918	14,335	14,765	15,208	15,665	16,135	16,619	17,117	17,631	18,160	173,065	
Sale of Property	1,820	126	0	0	0	0	0	0	0	0	0	0	126	
Interest Income	209,521	138,483	98,743	103,262	87,220	76,973	79,184	104,619	117,547	99,445	100,392	101,081	1,106,949	
Transfer From Asset Forfeiture Fund	0	80,000	0	0	0	0	0	0	0	0	0	0	80,000	
Transfer From Employee Benefits - Leaves	0	27,002	0	0	0	0	0	0	0	0	0	0	27,002	
Transfer From Employee Benefits - Insurance	0	81,743	0	0	0	0	0	0	0	0	0	0	81,743	
IT Enterprise Fund - SUNGIS	28,031	0	0	0	0	0	0	0	0	0	0	0	0	
Transfer From General Fund	114,216	533,774	92,651	94,504	96,394	98,322	100,288	102,294	104,340	106,427	108,555	110,726	1,548,273	
<b>TOTAL CURRENT RESOURCES</b>	<b>7,376,587</b>	<b>7,743,566</b>	<b>7,357,635</b>	<b>7,793,540</b>	<b>8,234,680</b>	<b>8,708,958</b>	<b>9,203,379</b>	<b>9,681,685</b>	<b>9,886,324</b>	<b>10,063,773</b>	<b>10,264,188</b>	<b>10,468,338</b>	<b>99,406,066</b>	
<b>TOTAL AVAILABLE RESOURCES</b>	<b>11,358,798</b>	<b>12,104,725</b>	<b>9,187,674</b>	<b>9,132,986</b>	<b>9,722,231</b>	<b>9,845,857</b>	<b>10,171,523</b>	<b>10,672,308</b>	<b>11,315,816</b>	<b>11,662,629</b>	<b>11,497,170</b>	<b>11,861,192</b>	<b>103,767,225</b>	
<b>CURRENT REQUIREMENTS:</b>														
Equipment Technology	895,196	2,519,500	1,576,874	1,265,817	1,615,955	1,566,861	1,633,207	1,675,142	1,821,665	2,095,512	1,522,985	1,521,551	18,815,067	
Equipment Communications & Office	103,564	1,451,454	393,736	399,415	425,263	613,226	692,287	549,180	647,960	965,215	1,029,972	1,195,462	8,363,169	
Operations	5,713,188	5,740,264	5,850,618	5,912,093	6,098,853	6,251,828	6,409,053	6,571,572	6,743,834	6,920,805	7,102,620	7,289,415	70,890,955	
Project Operating Costs	0	0	0	17,399	17,921	18,458	19,012	19,582	20,170	20,775	21,398	22,040	176,756	
Capital Projects	37,048	531,583	0	0	0	0	0	0	0	0	0	0	531,583	
Special Projects	248,643	31,885	27,000	50,712	0	0	0	0	55,990	0	0	0	165,587	
General Fund Loan Repayment	0	0	0	0	427,340	427,340	427,340	427,340	427,340	427,340	427,340	427,340	3,418,724	
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>6,997,639</b>	<b>10,274,686</b>	<b>7,848,228</b>	<b>7,645,435</b>	<b>8,585,331</b>	<b>8,877,713</b>	<b>9,180,900</b>	<b>9,242,817</b>	<b>9,716,959</b>	<b>10,429,648</b>	<b>10,104,316</b>	<b>10,455,808</b>	<b>102,361,842</b>	
<b>RESERVES:</b>														
Equipment Reserve	3,398,831	877,334	415,323	591,150	285,319	159,143	222,072	718,582	941,265	624,710	830,202	884,931	884,931	
20 Year RAP	962,328	952,705	924,124	896,400	851,580	809,001	768,551	710,910	657,591	608,272	562,652	520,453	520,453	
<b>TOTAL RESERVES</b>	<b>4,361,159</b>	<b>1,830,039</b>	<b>1,339,446</b>	<b>1,487,550</b>	<b>1,136,899</b>	<b>968,144</b>	<b>990,623</b>	<b>1,429,492</b>	<b>1,598,856</b>	<b>1,232,982</b>	<b>1,392,853</b>	<b>1,405,384</b>	<b>1,405,384</b>	
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>	
Annual Rental Rate Increase		-2%	4%	6%	6%	6%	6%	5%	2%	2%	2%	2%		







**CITY OF SUNNYVALE**  
**595/600. GENERAL SERVICES FUND/PUBLIC SAFETY EQUIPMENT SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2003 TO JUNE 30, 2014**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
RESERVES/FUND BALANCE, JULY 1	428,252	494,254	129,286	81,421	4,570	68,101	184,313	109,533	286,495	263,138	232,759	427,472	494,254
<b>CURRENT RESOURCES:</b>													
FEMA Grant	42,910	0	0	0	0	0	0	0	0	0	0	0	0
CLEEP Grant	36,999	0	0	0	0	0	0	0	0	0	0	0	0
Misc Revenue	3,309	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety Equipment Rental	185,620	232,356	287,589	316,348	332,165	348,774	366,212	384,523	396,059	407,940	420,178	432,784	3,924,928
Interest Income	0	0	7,081	4,765	8,557	13,762	13,061	19,219	21,533	18,781	26,316	31,283	164,358
Transfer From General Fund	0	0	14,671	14,965	15,264	12,354	0	0	0	0	0	0	57,254
<b>TOTAL CURRENT RESOURCES</b>	<b>268,838</b>	<b>232,356</b>	<b>309,341</b>	<b>336,078</b>	<b>355,986</b>	<b>374,890</b>	<b>379,273</b>	<b>403,742</b>	<b>417,592</b>	<b>426,721</b>	<b>446,494</b>	<b>464,067</b>	<b>4,146,540</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>697,089</b>	<b>726,610</b>	<b>438,627</b>	<b>417,499</b>	<b>360,556</b>	<b>442,991</b>	<b>563,587</b>	<b>513,275</b>	<b>704,086</b>	<b>689,859</b>	<b>679,253</b>	<b>891,539</b>	<b>4,640,794</b>
<b>CURRENT REQUIREMENTS:</b>													
Equipment Replacement	91,741	375,000	342,271	397,696	276,916	196,044	404,054	176,780	390,948	330,109	124,790	409,089	3,423,697
Capital Projects	100,439	105,559	0	0	0	0	0	0	0	0	0	0	105,559
Special Projects	10,655	116,765	14,935	15,233	15,539	12,633	0	0	0	0	0	0	175,105
General Fund Loan Repayment	0	0	0	0	0	50,000	50,000	50,000	50,000	126,991	126,991	126,991	580,974
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>202,835</b>	<b>597,324</b>	<b>357,206</b>	<b>412,929</b>	<b>292,455</b>	<b>258,677</b>	<b>454,054</b>	<b>226,780</b>	<b>440,948</b>	<b>457,101</b>	<b>251,781</b>	<b>536,080</b>	<b>4,285,335</b>
<b>RESERVES:</b>													
Equipment Reserve	494,254	129,286	81,421	4,570	68,101	184,313	109,533	286,495	263,138	232,759	427,472	355,459	355,459
<b>TOTAL RESERVES</b>	<b>494,254</b>	<b>129,286</b>	<b>81,421</b>	<b>4,570</b>	<b>68,101</b>	<b>184,313</b>	<b>109,533</b>	<b>286,495</b>	<b>263,138</b>	<b>232,759</b>	<b>427,472</b>	<b>355,459</b>	<b>355,459</b>
<b>FUND BALANCE, JUNE 30</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>	<b>0</b>
Annual Rental Rate Increase	15.0%	25.2%	23.8%	10.0%	5.0%	5.0%	5.0%	5.0%	3.0%	3.0%	3.0%	3.0%	













**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 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
1035	Trans Fund for Clean Air -TFCA	9,000	0	0	0	0	0	0	0	0	0	0	0	0
1102	Santa Clara County Trans Cong Mgmt	21,131	0	0	0	0	0	0	0	0	0	0	0	0
1201	Bay Area Air Quality Management Dist	71,407	53,500	0	0	0	0	0	0	0	0	0	0	53,500
3355	Interest Income	191,027	165,374	127,368	141,896	147,562	124,632	114,364	154,153	186,155	227,448	232,285	278,289	1,899,526
3509	Fleet Equipment Rental	3,590,462	3,054,368	3,191,815	3,271,610	3,353,400	3,437,235	3,523,166	3,611,245	3,701,526	3,794,064	3,898,401	4,005,607	38,842,439
3529	Intrafund Loan Repayment	0	0	0	0	0	0	0	545,811	545,811	545,811	545,811	545,811	2,729,056
3801	Personal Property Sale	32,309	183,075	74,984	77,234	79,551	81,937	84,395	86,927	89,535	92,221	94,987	97,837	1,042,683
4100	Miscellaneous Revenue	50,584	0	0	0	0	0	0	0	0	0	0	0	0
4400-03	Transfer From General Fund	0	0	7,500	40,000	0	0	0	0	0	225,000	0	0	272,500
4400-15	Transfer From Asset Forf Fund	30,503	0	0	0	0	0	0	0	0	0	0	0	0
4400-41	Transfer From Utilities Fund - Water	0	0	3,750	0	0	0	125,000	225,000	0	0	0	0	353,750
4400-43	Transfer From Utilities Fund - Sewer	0	0	3,750	0	0	0	125,000	0	0	0	0	0	128,750
4400-52	Transfer From Community Rec Fund	0	0	0	0	0	0	0	0	150,000	0	0	0	150,000
<b>FUND TOTAL</b>		<b>3,996,423</b>	<b>3,456,317</b>	<b>3,409,167</b>	<b>3,530,739</b>	<b>3,580,513</b>	<b>3,643,804</b>	<b>3,971,925</b>	<b>4,623,136</b>	<b>4,673,027</b>	<b>4,884,545</b>	<b>4,771,485</b>	<b>4,927,545</b>	<b>45,472,204</b>

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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
3511	Facility Rental	3,230,733	3,446,611	3,310,242	3,310,242	3,508,856	3,719,388	3,905,357	4,081,098	4,264,748	4,456,661	4,657,211	4,866,786	43,527,200
3517	Furniture Rental	398,974	413,703	339,820	346,616	353,549	358,852	364,235	369,698	375,244	380,872	386,585	392,384	4,081,559
3355	Interest Income	63,153	42,519	8,145	3,006	5,399	15,661	29,337	17,702	10,599	8,195	10,947	18,610	170,120
3801	Personal Property Sale	2,224	0	0	0	0	0	0	0	0	0	0	0	0
4108	Utilities Raynor Reimbursement	9,586	13,834	14,249	14,676	15,116	15,569	16,036	16,517	17,013	17,523	18,049	18,590	177,172
<b>FUND TOTAL</b>		<b>3,704,670</b>	<b>3,916,667</b>	<b>3,672,456</b>	<b>3,674,540</b>	<b>3,882,920</b>	<b>4,109,470</b>	<b>4,314,965</b>	<b>4,485,016</b>	<b>4,667,603</b>	<b>4,863,252</b>	<b>5,072,793</b>	<b>5,296,370</b>	<b>47,956,051</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 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	TOTAL
0755	Security Deposit Revenue	42,517	0	0	0	0	0	0	0	0	0	0	0	0
3511	Facility Rental	673,154	524,103	480,000	475,000	486,000	498,000	512,000	527,360	543,181	559,476	576,261	593,548	5,774,929
3355	Interest Income	514,332	575,000	457,602	440,999	421,708	407,529	396,918	385,917	374,710	363,275	351,465	339,295	4,514,414
4400-71	Transfers From Capital Proj. Fund	10,124,336	996,290	0	0	0	0	0	0	0	0	0	0	996,290
4400-92	Transfers From Building Svs Fund	297,306	310,365	83,779	86,293	89,529	92,886	96,369	99,983	103,732	107,622	111,658	115,845	1,298,061
<b>FUND TOTAL</b>		<b>11,651,645</b>	<b>2,405,758</b>	<b>1,021,381</b>	<b>1,002,291</b>	<b>997,236</b>	<b>998,415</b>	<b>1,005,287</b>	<b>1,013,260</b>	<b>1,021,623</b>	<b>1,030,373</b>	<b>1,039,383</b>	<b>1,048,688</b>	<b>12,583,694</b>

**595/350. GENERAL SERVICES/TECHNOLOGY & COMMUNICATION SERVICES SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	TOTAL
3501	IBM Copier Charges	19,630	25,443	31,851	33,762	35,788	37,935	40,116	42,122	42,965	43,824	44,700	45,594	424,101
3506	E-911 Rental	4,343	4,157	4,306	4,564	4,838	5,128	5,423	5,694	5,808	5,924	6,042	6,163	58,047
3510	Misc Electronic Equipment Rental	165,393	143,324	132,844	140,815	149,264	158,220	167,317	175,683	179,197	182,781	186,436	190,165	1,806,048
3512	Public Safety Communications Equip	608,291	559,000	621,279	658,555	698,069	739,953	782,500	821,625	838,058	854,819	871,915	889,353	8,335,126
3513	Computer Service Charges	4,336,053	4,163,194	2,307,911	2,446,386	2,593,169	2,748,759	2,906,813	3,052,153	3,113,196	3,175,460	3,238,969	3,303,749	33,049,758
3514	Print Shop Charges	530,659	708,222	639,776	678,161	718,851	761,982	805,796	846,085	863,007	880,267	897,873	915,830	8,715,848
3515	Tele-Com Equipment Rental	887,210	828,000	794,807	842,495	893,045	946,628	1,001,059	1,051,112	1,072,134	1,093,577	1,115,448	1,137,757	10,776,064
3516	Non-Emergency Comm Equip Rental	142,697	125,512	142,975	151,554	160,647	170,286	180,077	189,081	192,863	196,720	200,654	204,667	1,915,035
3518	Mail Service Charges	154,652	157,139	168,523	178,634	189,352	200,713	212,254	222,867	227,324	231,871	236,508	241,238	2,266,425
3526	Satellite Copier Charges	173,481	154,184	182,848	193,819	205,448	217,775	230,297	241,812	246,648	251,581	256,613	261,745	2,442,769
3537	Application Support Rental	0	0	2,124,432	2,251,898	2,387,012	2,530,233	2,675,721	2,809,507	2,865,697	2,923,011	2,981,471	3,041,101	26,590,082
3355	Interest Income	209,521	138,483	98,743	103,262	87,220	76,973	79,184	104,619	117,547	99,445	100,392	101,081	1,106,949
3801	Personal Property Sale	1,820	126	0	0	0	0	0	0	0	0	0	0	126
4100	Miscellaneous	0	13,513	13,918	14,335	14,765	15,208	15,665	16,135	16,619	17,117	17,631	18,160	173,065
4103	Public Telephone Commission	590	750	772	796	820	844	869	896	922	950	979	1,008	9,606
4400-03	Transfer From General Fund	114,216	533,774	92,651	94,504	96,394	98,322	100,288	102,294	104,340	106,427	108,555	110,726	1,548,273
4400-15	Transfer From Asset Forfeiture	0	80,000	0	0	0	0	0	0	0	0	0	0	80,000
4400-45	Transfer From IT Enterprise Fund-SUNGIS	28,031	0	0	0	0	0	0	0	0	0	0	0	0
4400-63	Transfer From Employee Benefits Fund	0	108,745	0	0	0	0	0	0	0	0	0	0	108,745
<b>FUND TOTAL</b>		<b>7,376,586</b>	<b>7,743,565</b>	<b>7,357,635</b>	<b>7,793,540</b>	<b>8,234,681</b>	<b>8,708,958</b>	<b>9,203,379</b>	<b>9,681,685</b>	<b>9,886,324</b>	<b>10,063,773</b>	<b>10,264,188</b>	<b>10,468,339</b>	<b>99,406,067</b>

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

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
3506	Sewer Equipment Rental	712,133	668,497	675,336	702,999	731,789	753,742	776,354	799,645	823,634	848,344	873,794	900,008	8,554,142
3355	Interest Income	180,525	150,000	70,668	67,723	105,051	98,789	96,291	107,074	119,404	104,449	92,020	88,096	1,099,565
<b>FUND TOTAL</b>		<b>892,658</b>	<b>818,497</b>	<b>746,004</b>	<b>770,722</b>	<b>836,840</b>	<b>852,531</b>	<b>872,645</b>	<b>906,719</b>	<b>943,038</b>	<b>952,793</b>	<b>965,814</b>	<b>988,104</b>	<b>9,653,707</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	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	TOTAL
0960	FEMA Fire Act Grant	42,910	0	0	0	0	0	0	0	0	0	0	0	0
1028	CA Law Enforcement Equip Program	36,999	0	0	0	0	0	0	0	0	0	0	0	0
1114	Other Agencies - Reimbursement	3,309	0	0	0	0	0	0	0	0	0	0	0	0
3355	Interest Income	0	0	7,081	4,765	8,557	13,762	13,061	19,219	21,533	18,781	26,316	31,283	164,358
3528	Miscellaneous Equipment Rental	185,620	232,356	287,589	316,348	332,165	348,774	366,212	384,523	396,059	407,940	420,178	432,784	3,924,928
4400-03	Transfer From General Fund	0	0	14,671	14,965	15,264	12,354	0	0	0	0	0	0	57,254
<b>FUND TOTAL</b>		<b>268,838</b>	<b>232,356</b>	<b>309,341</b>	<b>336,078</b>	<b>355,986</b>	<b>374,890</b>	<b>379,273</b>	<b>403,742</b>	<b>417,592</b>	<b>426,721</b>	<b>446,494</b>	<b>464,067</b>	<b>4,146,540</b>



**595/700. GENERAL SERVICES FUND/PARKS AND RECREATION EQUIPMENT SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	TOTAL
3355	Interest Income	7,222	5,508	3,844	3,942	6,727	6,938	8,065	8,050	9,017	11,180	11,515	9,538	84,324
3528	Miscellaneous Equipment Rental	41,707	41,685	42,350	43,938	45,586	47,295	49,069	50,909	52,818	54,798	56,853	58,985	544,285
<b>FUND TOTAL</b>		<b>48,929</b>	<b>47,193</b>	<b>46,194</b>	<b>47,880</b>	<b>52,313</b>	<b>54,233</b>	<b>57,134</b>	<b>58,959</b>	<b>61,835</b>	<b>65,978</b>	<b>68,368</b>	<b>68,523</b>	<b>628,609</b>

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

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
4400-03 Transfer From General Fund	613,354	457,720	136,075	162,628	0	0	0	0	0	0	0	0	756,423
4400-28 Transfer From Gas Tax Fund	0	318,533	488,970	600,636	945,359	32,142	38,140	4,601	2,638	3,280	2,240	1,712	2,438,251
4400- Transfer From Cap. Proj. - Meas B Fund	0	0	0	0	0	0	0	0	0	0	0	0	0
4400-41 Transfer From Water Fund	24,661	90,029	141,997	174,095	114,414	290,768	346,891	293,641	267,099	229,946	167,689	126,858	2,243,427
4400-42 Transfer From Solid Waste Fund	8,412	18,910	48,613	18,188	30,529	73,343	87,796	97,803	48,774	61,992	43,112	32,302	561,362
4400-43 Transfer From Wastewater Fund	86,585	195,540	509,181	331,452	328,688	247,367	307,016	415,331	230,338	371,286	271,936	190,129	3,398,264
4400-81 Transfer From Infrastructure	0	0	289,157	290,808	206,151	262,903	153,875	150,355	441,733	353,795	565,931	731,434	3,446,142
<b>FUND TOTAL</b>	<b>733,012</b>	<b>1,080,732</b>	<b>1,613,993</b>	<b>1,577,807</b>	<b>1,625,141</b>	<b>906,523</b>	<b>933,718</b>	<b>961,731</b>	<b>990,582</b>	<b>1,020,299</b>	<b>1,050,908</b>	<b>1,082,435</b>	<b>12,843,869</b>























**640. COMBINED EMPLOYEE BENEFITS FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
3523	Employee Leaves	9,418,576	10,962,076	11,591,525	11,886,729	11,997,298	12,371,257	12,990,435	13,380,148	13,781,552	14,194,999	14,620,849	15,059,474	142,836,340
3524	Miscellaneous PERS	2,740,051	4,413,367	7,564,513	8,661,419	8,861,526	9,004,317	9,147,699	9,226,306	9,234,164	9,303,439	9,297,233	9,355,771	94,069,753
3524	Public Safety PERS	3,216,581	7,189,544	10,831,793	12,243,635	12,525,508	12,754,608	12,986,181	13,157,930	13,264,191	13,398,000	13,493,894	13,618,532	135,463,814
3534	Insurance and Incentives	11,153,675	11,569,195	13,598,372	14,813,408	16,066,509	17,071,500	18,141,481	19,281,448	20,493,540	21,783,119	22,712,677	23,683,913	199,215,162
3533	Workers' Compensation	4,939,369	4,204,487	4,607,819	4,723,015	4,841,090	4,962,118	5,086,170	5,213,325	5,343,658	5,477,249	5,614,181	5,754,535	55,827,647
3355	Interest Income	1,702,846	1,480,380	1,186,411	1,204,644	1,807,486	1,816,010	1,814,852	1,816,649	1,806,253	1,781,961	1,741,911	1,688,612	18,145,170
4400	Transfers In	0	369,860	165,916	0	0	0	0	0	0	0	0	0	535,776
<b>FUND TOTAL</b>		<b>33,171,098</b>	<b>40,188,908</b>	<b>49,546,349</b>	<b>53,532,850</b>	<b>56,099,417</b>	<b>57,979,809</b>	<b>60,166,818</b>	<b>62,075,806</b>	<b>63,923,358</b>	<b>65,938,766</b>	<b>67,480,744</b>	<b>69,160,838</b>	<b>646,093,663</b>





**645. LIABILITY AND PROPERTY INSURANCE FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2013/2014 TOTAL	
		2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	
3355	Interest Income	50,668	52,000	66,523	52,081	80,570	83,100	85,711	88,407	91,190	94,064	97,031	100,094	890,771
4400	Transfers In	1,119,070	1,154,916	709,468	1,222,015	1,221,752	1,248,059	1,274,948	1,302,433	1,330,527	1,359,245	1,388,599	1,418,606	13,630,568
<b>FUND TOTAL</b>		<b>1,169,738</b>	<b>1,206,916</b>	<b>775,991</b>	<b>1,274,096</b>	<b>1,302,322</b>	<b>1,331,159</b>	<b>1,360,659</b>	<b>1,390,840</b>	<b>1,421,717</b>	<b>1,453,309</b>	<b>1,485,630</b>	<b>1,518,700</b>	<b>14,521,339</b>













**730. DOROLOU SWIRSKY YOUTH OPPORTUNITIES FUND  
REVENUES BY SOURCE**

	ACTUAL 2002/2003	CURRENT 2003/2004	BUDGET 2004/2005	BUDGET 2005/2006	PLAN 2006/2007	PLAN 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	FY 2003/2004 TO FY 2013/2014 TOTAL
0751-09 Rental - City Owned Housing	28,200	2,566	0	0	0	0	0	0	0	0	0	0	2,566
3800 Sale of Property	0	555,000	0	0	0	0	0	0	0	0	0	0	555,000
3802 Gain on Sale of Assets	0	41,488	0	0	0	0	0	0	0	0	0	0	41,488
3355 Interest Income	0	21,067	21,910	22,786	35,547	37,680	39,940	42,337	44,877	47,570	50,424	53,449	417,588
<b>FUND TOTAL</b>	<b>28,200</b>	<b>620,122</b>	<b>21,910</b>	<b>22,786</b>	<b>35,547</b>	<b>37,680</b>	<b>39,940</b>	<b>42,337</b>	<b>44,877</b>	<b>47,570</b>	<b>50,424</b>	<b>53,449</b>	<b>1,016,642</b>

**Operating  
Budget**

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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 2005/2006.

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>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

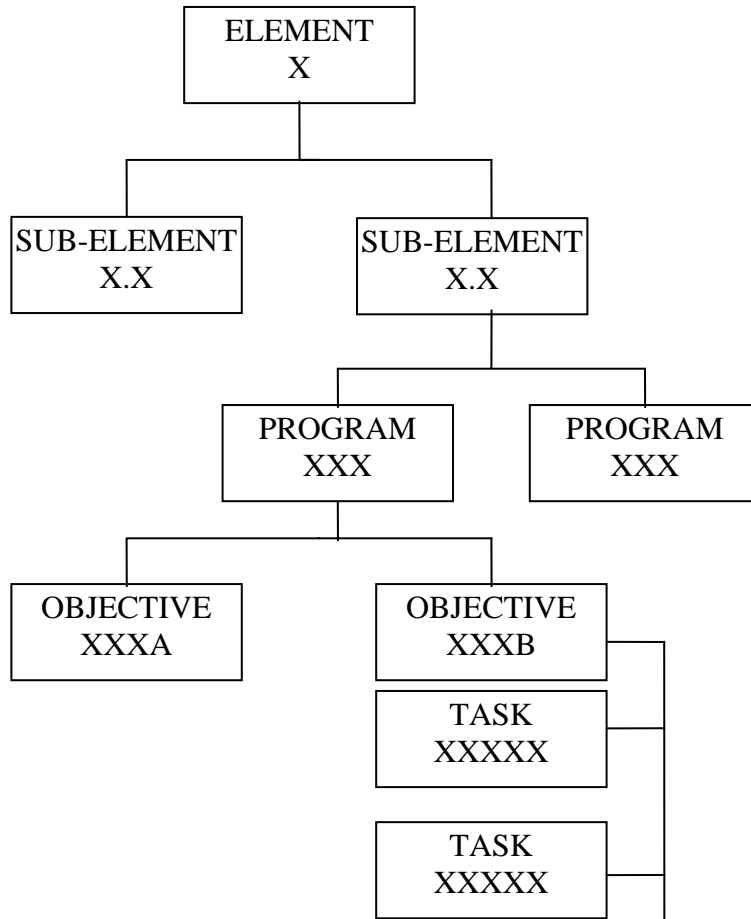
Service Objectives explicit within each Program so that information on the efficiency and effectiveness of its operations can be provided to Program Managers on a frequent basis.

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>SERVICE DELIVERY PLAN or OBJECTIVE</b>	Performance Standard (Objective Statements)	Performance Indicator
	<b>ACTIVITY or 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
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 (RAP)

A brief definition of the RAP 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 (RAP) provides an overview of the amount of resources that have been allocated to each program. It includes:

- (A) Program Outcome Statement
- (B) Program Notes
- (C) Service Delivery Plan Statement (Objective Statement)
- (D) Service Delivery Plan Measures (Performance Measures)
- (E) Service Delivery Plan Notes
- (F) Costs, Units, Work Hours, Unit Cost

SEE SAMPLE REPORT ON FOLLOWING PAGES



**City of Sunnyvale**  
**Program Performance Budget**

**Program 751 - Legal Services**

**Program Outcome Statement**

A

Provide assistance to the City in achieving its goals and objectives on a sound legal basis.

Provide legal services in compliance with law and canons of ethics of the California Bar Association.

B

**Program Notes**

1. The actuals reported in FY 2002/03 were under budget for some tasks due to staffing issues related to the paralegal and legal secretary positions.

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Legal Services**

**Objective 75101 - Provide Legal Advice**

C

**SDP Outcome Statement**

Provide advice and assistance to City Council and Boards and Commissions within agreed upon time frames, 100% of the time.

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
D					
Number and percent of Council, Boards and Commissions requests for written opinions or research responded to within agreed upon time frames.					
- Number	35.00	31.00	35.00	35.00	35.00
- Percent	100.00%	100.00%	100.00%	100.00%	100.00%
Number and percent of City Attorney initiated legislative calendar items completed on schedule.					
- Number	2.00	3.00	2.00	3.00	3.00
- Percent	100.00%	100.00%	90.00%	90.00%	90.00%

E

**SDP Notes**

1. In FY 2002/03, the number of City Attorney initiated legislative calendar items and products reported in the SDP measure and under task 751010 Complete City Attorney Initiated Legislative Items were an error; 5 products should have been reported.

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Legal Services**

**Objective 75101 - Provide Legal Advice**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>	
<b>Task 751000 - Respond to Council, Boards and Commissions Requests</b>						
Unit: A Response						
<div style="border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="font-size: 24px; font-weight: bold;">F</span> </div>	Costs:	46,328.28	56,951.17	49,798.74	46,412.24	48,651.54
	Units:	35.00	31.00	35.00	35.00	35.00
	Work Hours:	345.00	344.00	345.00	335.00	335.00
	Unit Cost:	1,323.67	1,837.13	1,422.82	1,326.06	1,390.04
	<b>Task 751010 - Complete City Attorney Initiated Legislative Items</b>					
Unit: A Legislative Item Completed						
	26,842.27	22,784.16	28,791.39	21,048.89	22,061.96	
Costs:	2.00	10.00	2.00	3.00	3.00	
Units:	200.00	152.20	200.00	165.00	165.00	
Work Hours:	13,421.14	2,278.42	14,395.70	7,016.30	7,353.99	
Unit Cost:	<b>Task 751020 - Prepare For and Attend Council, Boards and Commissions Meeting</b>					
Unit: Meeting Attended						
	35,101.37	57,041.36	37,618.15	40,488.85	42,438.96	
Costs:	64.00	66.00	64.00	65.00	65.00	
Units:	255.00	381.50	255.00	310.00	310.00	
Work Hours:	548.46	864.26	587.78	622.91	652.91	
Unit Cost:	<b>Totals for Objective 75101 - Provide Legal Advice</b>					
	108,271.92	136,776.69	116,208.28	107,949.98	113,152.46	
Costs:	800.00	877.70	800.00	810.00	810.00	
Work Hours:						

## **PROGRAM PERFORMANCE BUDGET - OUTCOME MANAGEMENT**

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Purpose: This report (RAP) 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) Program Notes
- (D) Service Delivery Plan Outcome Statement
- (E) Service Delivery Plan Outcome Measures
- (F) Service Delivery Plan Notes
- (G) Costs, Products, Work Hours, and Product Cost

SEE SAMPLE REPORT ON FOLLOWING PAGES

**City of Sunnyvale  
Program Performance Budget**

**Program 763 - Provision of Vehicles and 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:

A

- 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:

B

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
City vehicle and motorized equipment "uptime" is 97.5%						
- Percentage of Uptime	5	97.00%	98.31%	97.00%	97.50%	97.50%
The Budget/Cost Ratio (planned divided by actual cost) is at 1.0.						
- Ratio	4	1.00	1.02	1.00	1.00	1.00
A customer satisfaction rating of 86% for all Vehicle and Motorized Equipment Services is achieved.						
- Rating	3	85.00%	90.68%	85.00%	86.00%	86.00%
Fully burdened labor rate for maintenance and repair services shall be at or below median for comparable agencies. [DELETED]						
- Sunnyvale Labor Rate	4	75.13	74.45	69.00	0.00	0.00
- Median Labor Rate	4	75.13	75.13	69.00	0.00	0.00
Rental cost for vehicles and motorized equipment is maintained at a level that is 60% below commercial rates.						
- Percent	4	0.00%	0.00%	0.00%	60.00%	60.00%

**City of Sunnyvale**  
**Program Performance Budget**

**Program 763 - Provision of Vehicles and Motorized Equipment**

C

**Program Notes**

1. Industry standard for vehicle and motorized equipment "uptime" is 95%.
2. As part of the FY 2003/04 budget reduction, fleet inventory was reduced by 42 passenger cars and light/heavy duty trucks, 2 pieces of construction equipment, 8 trailers and 56 pieces of small, miscellaneous equipment.
3. Starting in FY 2004/05, the program measure on "Rental cost for vehicles...is maintained at a level that is 60% below commercial rates" has been added in place of the program measure on fully burdened labor rate. This is because fully burdened labor rate for comparable agencies has become administratively difficult to obtain and calculate. Staff believes the rental cost measure is a better indicator of cost efficiency.

**City of Sunnyvale  
Program Performance Budget**

**Program 763 - Provision of Vehicles and Motorized Equipment**

**Service Delivery Plan 76301 - Vehicle and Motorized Equipment Operation and Maintenance**

**SDP Outcome Statement**

**D**

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:

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
City vehicles and motorized equipment "uptime" is 97.5%. - Percentage of Uptime	97.00%	98.31%	97.00%	97.50%	97.50%
Unscheduled repairs shall not exceed 40% of total repairs. - Percentage of Total Repairs	40.00%	36.41%	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%	1.00%	2.00%	2.00%	2.00%
Fuel consumption per licensed vehicle/motorized equipment shall be maintained at previous three year average. - Average Gallons of Fuel Consumed	14.24	14.61	14.24	14.19	14.19
Fully burdened labor rate for maintenance and repair services shall be at or below median for comparable agencies. [DELETED] - Sunnyvale Labor Rate	\$ 74.45	\$ 74.45	\$ 69.00	\$ 0.00	\$ 0.00
- Median Labor Rate	\$ 75.13	\$ 75.13	\$ 69.00	\$ 0.00	\$ 0.00

**E**

**SDP Notes**

**F**

1. The additional hours budgeted for activity 763030 Provide Consumables are required to comply with the current underground storage tank regulations.
2. The Maintenance Coordination and Shop Support Services activities have been added to SDP 76301 Preventive Maintenance in FY 2004/05. These activities were previously included in the program wide allocations.

**City of Sunnyvale  
Program Performance Budget**

**Program 763 - Provision of Vehicles and Motorized Equipment**

**Service Delivery Plan 76301 - Vehicle and Motorized Equipment Operation and Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
<b>Activity 763000 - Preventive Maintenance</b>					
Product: A Service/Inspection Performed					
	488,658.19	529,297.93	474,348.07	393,887.86	409,989.23
Costs:					
Products:	2,480.00	2,525.00	2,120.00	2,250.00	2,250.00
Work Hours:	7,059.96	7,282.07	6,603.04	4,902.54	4,902.54
Product Cost:	197.04	209.62	223.75	175.06	182.22
<b>Activity 763010, 763011, 763012, 763013, 763014, 763015, 763016, 763019 - Repairs</b>					
Product: A Repair Completed					
	1,033,940.56	1,066,079.04	992,780.36	818,793.87	851,001.95
Costs:					
Products:	5,350.00	5,593.00	4,625.00	4,900.00	4,900.00
Work Hours:	13,730.26	13,879.40	12,989.89	9,385.41	9,385.41
Product Cost:	193.26	190.61	214.66	167.10	173.67
<b>Activity 763030, 763031, 763032 - Provide Consumables</b>					
Product: A Vehicle/Motorized Equipment					
	401,371.07	378,002.94	318,189.71	341,736.85	349,102.57
Costs:					
Products:	625.00	625.00	553.00	509.00	509.00
Work Hours:	101.13	0.00	65.41	312.73	312.73
Product Cost:	642.19	604.80	575.39	671.39	685.86





**City of Sunnyvale  
Program Performance Budget**

**Program 763 - Provision of Vehicles and Motorized Equipment**

**Service Delivery Plan 76301 - Vehicle and Motorized Equipment Operation and Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Proposed</u>	<u>2005/2006 Proposed</u>
<b>Activity 763040 - Maintenance Coordination</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	81,395.91	85,212.36
Products:	0.00	0.00	0.00	1,250.93	1,250.93
Work Hours:	0.00	0.00	0.00	1,250.93	1,250.93
Product Cost:	0.00	0.00	0.00	65.07	68.12
<b>Activity 763050, 763051, 763052, 763053, 763054, 763055 - Shop Support Services</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	248,206.23	258,645.70
Products:	0.00	0.00	0.00	4,207.68	4,207.68
Work Hours:	0.00	0.00	0.00	4,207.68	4,207.68
Product Cost:	0.00	0.00	0.00	58.99	61.47
<b>Totals for Service Delivery Plan 76301 - Vehicle and Motorized Equipment Operation and Maintenance</b>					
Costs:	1,923,969.82	1,973,379.91	1,785,318.14	1,884,020.72	1,953,951.81
Work Hours:	20,891.35	21,161.47	19,658.34	20,059.29	20,059.29

**Land Use &  
Transportation Element**

# **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**

		2001/02	2002/03		2003/04	
		Actual	Actual	% Change	Projected	% Change
<u>Community Character</u>						
1.0.1	Square miles in the incorporated City	30.84	30.84	0.0%	30.84	0.0%
1.0.2	City population	132,825	132,500	-0.2%	133,000	0.4%
1.0.3	Persons per household	3	4	33.3%	4	0.0%
1.0.4	Acres of Vacant Land (does not include parking lots)	85.6	85.6	0.0%	80.9	-5.5%
1.0.5	Areas with Specialized Plans	8	9	12.5%	9	0.0%
1.0.6	Acres of Gov. and Public Utility Facilities	1,739	1,739	0.0%	1739	0.0%
1.0.7	Sunnyvale Municipal Code violations reported annually	1,887	1,831	-3.0%	1,900	3.8%
1.0.8	Average Industrial FAR	33.5%	37.0%	10.4%	37.0%	0.0%
1.0.9	Sites that require weed abatement*	13	0	-100.0%	Item to be deleted	
	Industrial Development Pool Balance (square feet)	2,628,451	2,628,451	0.0%	2,628,451	0.0%
<u>Appropriate Housing</u>						
1.0.10	Dwelling units:	54,876	55,082	0.4%	55,096	0.0%
	Ownership Opportunity	29,439	29,469	0.1%	29,478	0.0%
	Single-Family Detached (Includes Accessory Units)	20,627	20,650	0.1%	20,660	0.0%
	Single-Family Attached (Townhomes and Condos)	5,261	5,263	0.0%	5,267	0.1%
	Mobile homes	3,551	3,551	0.0%	3,551	0.0%
	Rental Housing	25,414	25,618	0.8%	25,618	0.0%
	Duplexes	794	794	0.0%	794	0.0%
	Three or more units (Triplexes and Apartments)	23,945	23,968	0.1%	23,968	0.0%
	Specialty Housing (includes Senior Housing)	698	833	19.3%	833	0.0%
1.0.11	Percentage of housing stock over 25 years of age (Year built <1975)	88%	89%	1.1%	89%	0.0%
1.0.12	Owner-occupancy	63.7%	63.0%	-1.1%	63.0%	0.0%

**Community Condition Indicators**

**Land Use and Transportation Element - 1.0**

		2001/02	2002/03		2003/04	
		Actual	Actual	% Change	Projected	% Change
<u>Strong Economy</u>						
1.0.13	Mean household income	83,000	82,350	-0.8%	81,000	-1.6%
1.0.14	Total jobs	113,000	98,000	-13.3%	99,000	1.0%
1.0.15	Employed residents	83,568	79,364	-5.0%	79,500	0.2%
1.0.16	Building plans received that require plan review	1,141	1,102	-3.4%	1,100	-0.2%
1.0.17	Building permits issued	4,027	4,063	0.9%	4,306	6.0%
1.0.18	Building permits closed	4,276	3,635	-15.0%	3,886	6.9%
1.0.19	Building Plans reviewed by Planning (regular and express)	1,057	1,052	-0.5%	1,069	1.6%
1.0.20	Administrative permits submitted	757	822	8.6%	712	-13.4%
1.0.21	Minor Permit applications submitted	52	79	51.9%	53	-32.9%
1.0.22	Major permit applications submitted	66	82	24.2%	62	-24.4%
1.0.23	Business license applications reviewed by Planning	1,697	1,736	2.3%	1,700	-2.1%
1.0.24	General Plan Amendment applications	1	3	200.0%	3	0.0%
1.0.25	Commercial square footage approved (net new)	110,949	0	-100.0%	0	N/A
1.0.26	Industrial (square feet)**	3,431,599	121,529	-96.5%	0	-100.0%
1.0.27	Housing Units Approved	46	645	1302.2%	308	-52.2%
<u>Efficient Transportation</u>						
1.0.28	Vehicle miles traveled on a weekday	2,183,588	2,241,922	2.7%	2,250,950	0.4%
1.0.29	Citizen traffic calls	N/A	N/A	N/A	N/A	N/A
1.0.30	Street intersections with traffic signals	126	129	2.4%	129	0.0%
1.0.31	Number of traffic signals interconnected	87	104	19.5%	108	3.8%
1.0.32	Street lights	8,867	8,904	0.4%	8,909	0.1%
1.0.33	Traffic accidents	1,370	1,421	3.7%	1,475	3.8%
1.0.34	Traffic accidents per million vehicle miles	1.95	1.97	1.0%	1.96	-0.5%
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	68	4.6%	71	4.4%
1.0.37	Number of bicycle accidents	43	41	-4.7%	40	-2.4%
1.0.38	Bicycle facilities added	460	560	21.7%	565	0.9%
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**

		2001/02	2002/03		2003/04	
		Actual	Actual	% Change	Projected	% Change
<u>Selected Average - daily volume traffic counts:</u>						
1.0.40	Mathilda Avenue between Maude and Bayshore	54,948	48,779	-11.2%	46,651	-4.4%
1.0.41	Homestead Road between Hollenbeck and Sunnyvale-Saratoga Road	22,313	22,569	1.1%	21,864	-3.1%
1.0.42	Mary Avenue between Central Expressway and Maude	13,489	13,175	-2.3%	12,734	-3.3%
1.0.43	Remington Drive between Sunnyvale-Saratoga Road and El Camino Real	20,336	15,330	-24.6%	16,432	7.2%
1.0.44	Wolfe Road between Evelyn and Kifer	31,015	34,026	9.7%	35,484	4.3%
1.0.45	Sunnyvale-Saratoga Road between Remington and Fremont	44,235	42,502	-3.9%	41,896	-1.4%
1.0.46	County bus routes servicing the City	19	17	-10.5%	16	-5.9%
1.0.47	Average bus boardings and deboardings per day	16,605	16,035	-3.4%	15,846	-1.2%
1.0.48	CalTrain Commuter trains per day (Northbound and Southbound)	92	76	-17.4%	73	-3.9%
1.0.49	Average train passenger boardings and deboardings per day	6,269	2,031	-67.6%	1,564	-23.0%
1.0.50	City owned parking lot spaces	2,795	2,295	-17.9%	2,298	0.1%
1.0.51	Light rail trips per day	196	106	-45.9%	97	-8.5%
1.0.52	Average light rail boardings and deboardings per day	1,294	983	-24.0%	967	-1.6%

\* *Neighborhood Preservation no longer doing weed abatements.*

\*\* *FY 2001/02 - reduced 1.5 million sq. ft. for Juniper campus, FY 2002/03 - reduced 3.3 million sq. ft. for 1111 Lockheed Way.*

**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>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</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	2.05	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%	100.00%	100.00%
♦ All major transportation studies are completed as scheduled 90% of the time. - Percent	3	90.00%	100.00%	90.00%	90.00%	90.00%
♦ Emergency traffic signal repairs are completed within one hour 90% of the time. - Percent	3	90.00%	93.00%	90.00%	90.00%	90.00%
♦ Streetlight outages are repaired within 24 hours, 90% of the time. - Percent	3	90.00%	73.43%	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%	99.00%	90.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	1.00	1.01	1.00	1.00	1.00

**City of Sunnyvale**  
**Program Performance Budget**

**Program 115 - Transportation Operations**

**Program Notes**

1. Staff considers the vehicle collision rate to be one of the more important measures in this program. However, collision rates are influenced by a number of factors unrelated to controllable elements of the City Transportation and Traffic program. Economic cycles, weather, and other acts of nature and society will cause the collision rate to fluctuate. Currently, the poor economy may be having an impact on lower collision rates, and they may rise again as the economy recovers. The collision rate measure is set at a "typical" year rate from 1999/2000.
  
2. 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 conducted by a program comprised of more than 300 committees, task forces, and panels, with 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**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ The Vehicle Collision Rate (accidents per million vehicle miles of travel) is at the base year of FY 1999/2000. - Number	2.50	2.05	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%	100.00%	100.00%
♦ 90% of approved roadway modifications are designed within 45 days in conformance to specifications. - Percent	90.00%	100.00%	75.00%	90.00%	90.00%
♦ 90% of traffic signal lighting modifications are completed within established deadlines and in conformance to specifications. - Percent	90.00%	0.00%	90.00%	90.00%	90.00%

**SDP Notes**

1. The traffic signal lighting modifications measure was not reported in FY 2002/03.

**City of Sunnyvale**  
**Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11501 - Traffic Design**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 115000, 115001, 115002 - Design of Traffic Control Elements</b>					
Product: A Service Request Completed					
Costs:	88,736.99	78,965.21	92,132.76	111,508.14	116,891.27
Products:	500.00	380.00	500.00	475.00	475.00
Work Hours:	1,595.05	1,226.58	1,461.96	1,625.50	1,625.50
Product Cost:	177.47	207.80	184.27	234.75	246.09
<b>Activity 115010, 115011, 115012, 115013 - Warrant Studies</b>					
Product: A Warrant Study Completed					
Costs:	31,258.94	15,030.41	31,224.24	37,746.55	39,501.21
Products:	14.00	14.00	14.00	16.00	16.00
Work Hours:	580.37	244.06	479.03	533.75	533.75
Product Cost:	2,232.78	1,073.60	2,230.30	2,359.16	2,468.83
<b>Activity 115020, 115021, 115022, 115023, 115024 - Prepare Data/Analyses</b>					
Product: An Action Completed					
Costs:	77,814.06	72,229.96	43,757.53	87,518.04	91,586.19
Products:	600.00	2,776.00	600.00	3,425.00	3,425.00
Work Hours:	1,535.92	1,449.33	654.88	1,207.00	1,207.00
Product Cost:	129.69	26.02	72.93	25.55	26.74

**City of Sunnyvale**  
**Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11501 - Traffic Design**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 115030, 115031, 115032 - Permits and Internal Requests</b>					
Product: An Action Completed					
Costs:	75,372.94	77,896.11	75,704.01	94,159.88	98,733.13
Products:	550.00	245.00	550.00	250.00	250.00
Work Hours:	1,377.64	1,328.24	1,212.74	1,382.89	1,382.89
Product Cost:	137.04	317.94	137.64	376.64	394.93
<b>Activity 115040, 115041, 115042, 115043 - Planning Studies</b>					
Product: A Study Completed					
Costs:	288,018.14	215,145.53	255,757.43	239,706.30	250,570.44
Products:	30.00	10.00	30.00	16.00	16.00
Work Hours:	3,746.01	3,198.54	2,698.34	2,870.11	2,870.11
Product Cost:	9,600.60	21,514.55	8,525.25	14,981.64	15,660.65
<b>Activity 115050, 115051, 115052 - Citizen Inquiries</b>					
Product: An Inquiry Answered					
Costs:	89,936.22	51,081.71	96,737.06	37,986.96	39,833.82
Products:	1,490.00	127.00	1,091.00	42.00	42.00
Work Hours:	1,530.06	1,067.23	1,473.48	521.62	521.62
Product Cost:	60.36	402.22	88.67	904.45	948.42
<b>Totals for Service Delivery Plan 11501 - Traffic Design</b>					
<b>Costs:</b>	<b>651,137.29</b>	<b>510,348.93</b>	<b>595,313.03</b>	<b>608,625.87</b>	<b>637,116.06</b>
<b>Work Hours:</b>	<b>10,365.05</b>	<b>8,513.98</b>	<b>7,980.43</b>	<b>8,140.87</b>	<b>8,140.87</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11502 - Major Transportation Studies and Intergovernmental Coordination**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ All major transportation studies are completed as scheduled 95% of the time. - Percent	90.00%	100.00%	90.00%	95.00%	95.00%
♦ 95% of new or revised transportation improvement plans are submitted to the outside agencies on schedule. - Percent	95.00%	100.00%	95.00%	95.00%	95.00%
♦ 90% of regularly scheduled citizen group and outside agency meetings are attended by City staff. - Percent	90.00%	97.14%	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 (13 intersections are monitored). - Percent	90.00%	100.00%	90.00%	90.00%	90.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11502 - Major Transportation Studies and Intergovernmental Coordination**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 115220, 115221, 115222, 115223, 115224, 115225, 115226 - Intergovernmental Coordination</b>					
Product: An Action Completed					
Costs:	186,443.50	148,692.53	167,412.35	181,290.44	189,816.64
Products:	215.00	90.00	215.00	135.00	135.00
Work Hours:	2,555.96	2,402.37	2,043.46	2,050.08	2,050.08
Product Cost:	867.18	1,652.14	778.66	1,342.89	1,406.05
<b>Totals for Service Delivery Plan 11502 - Major Transportation Studies and Intergovernmental Coordination</b>					
<b>Costs:</b>	<b>186,443.50</b>	<b>148,692.53</b>	<b>167,412.35</b>	<b>181,290.44</b>	<b>189,816.64</b>
<b>Work Hours:</b>	<b>2,555.96</b>	<b>2,402.37</b>	<b>2,043.46</b>	<b>2,050.08</b>	<b>2,050.08</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11503 - Traffic Signal Operations and Maintenance**

**SDP Outcome Statement**

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>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Preventive maintenance is performed as scheduled 95% of the time. - Percent	95.00%	100.00%	95.00%	95.00%	95.00%
♦ Emergency repairs are completed within one hour of notification 90% of the time. - Percent	90.00%	93.00%	90.00%	90.00%	90.00%
♦ 85% of all traffic signals and interconnect systems are optimized annually. - Percent	75.00%	136.00%	50.00%	85.00%	85.00%

**SDP Notes**

1. The FY 2002/03 actual cost and work hours reported for activity 115460 Optimize Traffic Signals are low because this activity was supplemented by a one time capital project. The productivity measurements for FY 2001/02 are more representative of the performance level for this activity.

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11503 - Traffic Signal Operations and Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 115450, 115451, 115452, 115453 - Operate and Maintain Signals</b>					
Product: A Maintenance Action					
Costs:	693,603.91	703,077.14	657,729.33	695,277.14	712,416.11
Products:	1,800.00	578.50	1,800.00	515.00	515.00
Work Hours:	3,042.54	3,954.57	2,734.72	2,911.35	2,911.35
Product Cost:	385.34	1,215.35	365.41	1,350.05	1,383.33
<b>Activity 115460, 115461 - Optimize Traffic Signals</b>					
Product: A Signal Optimized					
Costs:	74,710.55	48,658.83	71,354.80	64,371.30	67,046.91
Products:	110.00	132.00	110.00	100.00	100.00
Work Hours:	1,236.95	893.38	1,036.89	863.70	863.70
Product Cost:	679.19	368.63	648.68	643.71	670.47
<b>Totals for Service Delivery Plan 11503 - Traffic Signal Operations and Maintenance</b>					
<b>Costs:</b>	<b>768,314.46</b>	<b>753,238.25</b>	<b>729,084.13</b>	<b>759,648.44</b>	<b>779,463.02</b>
<b>Work Hours:</b>	<b>4,279.49</b>	<b>4,847.95</b>	<b>3,771.61</b>	<b>3,775.05</b>	<b>3,775.05</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11506 - City Streetlight System**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Streetlight outages are repaired within 24 hours, 90% of the time. - Percent	90.00%	73.43%	90.00%	90.00%	90.00%
♦ 85% of City streetlights are functioning on survey nights.* - Percent	95.00%	95.00%	85.00%	85.00%	85.00%
♦ Streetlight pole knockdowns are repaired within 5 days, 95% of the time. - Percent	95.00%	100.00%	95.00%	95.00%	95.00%

**SDP Notes**

1. The measure marked by an \* was reduced to 85% in FY 2003/04 as part of the budget reduction plan. This represents a reduction in night surveys, from once every month to once every other month. With the longer period of time between surveys, staff expects more outages would be identified on the survey nights.
2. Starting in FY 2004/05, the product description for the Survey Streetlights activity has been changed to "A Streetlight Survey Completed" (115719). The product goal of 10 surveys include 6 bimonthly surveys of a certain route in the City, including arterials and downtown areas, and 4 quarterly surveys of the industrial areas of the City. A total of 2,593 lights are surveyed bimonthly. Previously, the product was "A Streetlight Surveyed", which did not reflect the cost to complete each survey (115711).
3. The FY 2002/03 actual product reported for Activity 115700 Provide Electrical Power for Streetlight System was an error; it should have been 8,858, and FY 2003/04 should have been 8,861.



**City of Sunnyvale**  
**Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11506 - City Streetlight System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 115700 - Provide Electrical Power for Streetlight System</b>					
Product: A Streetlight Powered					
Costs:	522,426.76	713,462.05	532,876.66	594,467.66	594,471.06
Products:	8,000.00	808.00	8,000.00	8,861.00	8,861.00
Work Hours:	1.00	137.00	1.00	1.00	1.00
Product Cost:	65.30	883.00	66.61	67.09	67.09
<b>Activity 115701 - Provide Streetlight Construction</b>					
Product: An Occasion					
Costs:	21,872.97	188.95	22,530.30	434.71	456.16
Products:	10.00	0.00	10.00	1.00	1.00
Work Hours:	150.00	4.00	150.00	8.00	8.00
Product Cost:	2,187.30	0.00	2,253.03	434.71	456.16
<b>Activity 115702 - Repair Streetlights - Electrical</b>					
Product: An Occasion					
Costs:	34,534.22	49,516.81	36,322.35	52,910.83	55,037.16
Products:	530.00	644.00	530.00	530.00	530.00
Work Hours:	502.00	852.50	502.00	669.00	669.00
Product Cost:	65.16	76.89	68.53	99.83	103.84

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11506 - City Streetlight System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 115703 - Repair Streetlights - Conduit</b>					
Product: A Lineal Foot					
Costs:	3,291.00	5,432.12	3,470.09	6,023.81	6,289.96
Products:	50.00	15.00	50.00	10.00	10.00
Work Hours:	50.00	102.50	50.00	100.50	100.50
Product Cost:	65.82	362.14	69.40	602.38	629.00
<b>Activity 115704 - Repair/Replace Streetlight Lamps</b>					
Product: A Lamp Repaired/Replaced					
Costs:	58,590.70	70,309.02	61,990.44	68,034.54	70,495.96
Products:	1,400.00	922.00	1,400.00	930.00	930.00
Work Hours:	975.00	760.00	975.00	766.00	766.00
Product Cost:	41.85	76.26	44.28	73.16	75.80
<b>Activity 115705 - Repair/Replace Signal Light Lamps</b>					
Product: A Lamp Repaired/Replaced					
Costs:	3,749.18	6,052.75	3,962.12	5,865.08	6,006.31
Products:	25.00	20.00	25.00	20.00	20.00
Work Hours:	60.00	15.00	60.00	15.00	15.00
Product Cost:	149.97	302.64	158.48	293.25	300.32

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11506 - City Streetlight System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 115706 - Repair/Replace Sign Lamps</b>					
Product: A Lamp Repaired/Replaced					
Costs:	3,749.18	1,790.50	3,962.12	3,095.03	3,217.60
Products:	35.00	59.00	35.00	60.00	60.00
Work Hours:	60.00	37.50	60.00	38.00	38.00
Product Cost:	107.12	30.35	113.20	51.58	53.63
<b>Activity 115707 - Repair Streetlight Knockdowns</b>					
Product: A Knockdown Repaired					
Costs:	41,448.99	28,441.03	42,685.58	24,121.15	25,104.57
Products:	19.00	29.00	19.00	19.00	19.00
Work Hours:	300.00	533.80	300.00	350.00	350.00
Product Cost:	2,181.53	980.73	2,246.61	1,269.53	1,321.29
<b>Activity 115708 - Complete Corrective Repairs-PG &amp; E Problem</b>					
Product: An Occasion					
Costs:	3,613.43	7,381.96	3,880.16	8,422.35	8,838.24
Products:	90.00	122.00	90.00	120.00	120.00
Work Hours:	80.00	158.00	80.00	155.00	155.00
Product Cost:	40.15	60.51	43.11	70.19	73.65

**City of Sunnyvale**  
**Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11506 - City Streetlight System**

	<u>2002/2003</u> <u>Budget</u>	<u>2002/2003</u> <u>Achieved</u>	<u>2003/2004</u> <u>Current</u>	<u>2004/2005</u> <u>Budget</u>	<u>2005/2006</u> <u>Budget</u>
<b>Activity 115709 - Complete Corrective Repairs - Contractor</b>					
Product: An Occasion					
Costs:	1,832.79	5,177.68	1,968.08	4,347.02	4,561.67
Products:	35.00	12.00	35.00	10.00	10.00
Work Hours:	40.00	104.00	40.00	80.00	80.00
Product Cost:	52.37	431.47	56.23	434.70	456.17
<b>Activity 115710 - Complete Miscellaneous Service Requests</b>					
Product: An Occasion					
Costs:	3,249.18	1,923.27	3,457.12	3,036.74	3,171.73
Products:	30.00	10.00	30.00	5.00	5.00
Work Hours:	60.00	46.50	60.00	46.50	46.50
Product Cost:	108.31	192.33	115.24	607.35	634.35
<b>Activity 115711 - Survey Streetlights (Replaced by 115719)</b>					
Product: A Streetlight Surveyed					
Costs:	7,285.40	2,752.90	2,598.05	0.00	0.00
Products:	900.00	23.00	900.00	0.00	0.00
Work Hours:	140.00	67.50	47.00	0.00	0.00
Product Cost:	8.09	119.69	2.89	0.00	0.00

**City of Sunnyvale**  
**Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11506 - City Streetlight System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 115712 - Renumber Streetlight Poles</b>					
Product: A Pole Renumbered					
Costs:	16,437.91	5,909.71	8,725.08	5,431.36	5,643.01
Products:	1,200.00	0.00	1,200.00	600.00	600.00
Work Hours:	315.00	161.50	158.00	79.00	79.00
Product Cost:	13.70	0.00	7.27	9.05	9.41
<b>Activity 115713 - Provide Graffiti Removal</b>					
Product: An Occasion					
Costs:	5,714.48	8,314.70	6,117.14	5,720.83	5,994.35
Products:	110.00	337.50	110.00	200.00	200.00
Work Hours:	140.00	211.00	140.00	122.00	122.00
Product Cost:	51.95	24.64	55.61	28.60	29.97
<b>Activity 115714 - Coordinate Utility Locates</b>					
Product: A Utility Located					
Costs:	12,481.35	10,631.00	13,383.54	14,955.17	15,670.78
Products:	300.00	306.50	300.00	325.00	325.00
Work Hours:	300.00	256.50	300.00	300.00	300.00
Product Cost:	41.60	34.69	44.61	46.02	48.22

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11506 - City Streetlight System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 115715 - Provide Fabrication/Equipment Repair</b>					
Product: A Work Hour					
Costs:	0.00	2,717.91	0.00	2,183.60	2,291.13
Products:	0.00	57.00	0.00	40.00	40.00
Work Hours:	0.00	57.00	0.00	40.00	40.00
Product Cost:	0.00	47.68	0.00	54.59	57.28
<b>Activity 115716 - Provide Maintenance/Repair for Facilities/Storage</b>					
Product: A Work Hour					
Costs:	1,374.58	7,154.14	1,476.06	3,215.83	3,328.05
Products:	30.00	120.50	30.00	30.00	30.00
Work Hours:	30.00	120.50	30.00	30.00	30.00
Product Cost:	45.82	59.37	49.20	107.19	110.94
<b>Activity 115717 - Provide Administration</b>					
Product: A Work Hour					
Costs:	11,695.87	10,297.31	12,416.97	20,376.03	21,375.28
Products:	233.00	145.50	233.00	308.00	308.00
Work Hours:	233.00	145.50	233.00	308.00	308.00
Product Cost:	50.20	70.77	53.29	66.16	69.40

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11506 - City Streetlight System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 115718 - Provide Training</b>					
Product: A Work Hour					
Costs:	3,832.79	8,155.47	3,988.08	3,803.63	3,991.47
Products:	40.00	166.00	40.00	70.00	70.00
Work Hours:	40.00	166.00	40.00	70.00	70.00
Product Cost:	95.82	49.13	99.70	54.34	57.02
<b>Activity 115719 - Survey Streetlights (Replaces 115711)</b>					
Product: A Streetlight Survey Completed					
Costs:	0.00	0.00	0.00	1,652.97	1,734.60
Products:	0.00	0.00	0.00	10.00	10.00
Work Hours:	0.00	0.00	0.00	35.00	35.00
Product Cost:	0.00	0.00	0.00	165.30	173.46
<b>Totals for Service Delivery Plan 11506 - City Streetlight System</b>					
<b>Costs:</b>	<b>757,180.78</b>	<b>945,609.28</b>	<b>765,809.94</b>	<b>828,098.34</b>	<b>837,679.09</b>
<b>Work Hours:</b>	<b>3,476.00</b>	<b>3,936.30</b>	<b>3,226.00</b>	<b>3,213.00</b>	<b>3,213.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Totals for Program 115**

<b>Costs:</b>	<b>2,363,076.03</b>	<b>2,357,925.29</b>	<b>2,257,619.45</b>	<b>2,377,663.09</b>	<b>2,444,074.81</b>
<b>Work Hours:</b>	<b>20,676.50</b>	<b>19,700.60</b>	<b>17,021.50</b>	<b>17,179.00</b>	<b>17,179.00</b>



**City of Sunnyvale**  
**Program Performance Budget**

**Program 116 - Pavement Operations**

**Program Outcome Statement**

Maintain safe 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 maintenance in accordance with City budgets, schedules and standard specifications,
- Repairing 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,
- Using the City's Pavement Management System to assist with cost-effective decisions concerning pavement maintenance and rehabilitation strategies, and
- Maintaining clean and safe City travel ways free of hazards, debris, and graffiti.

So that:

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ 95% of hazardous pavement conditions are corrected within 3 hours of notification. - Percent	5	95.00%	100.00%	95.00%	95.00%	95.00%
♦ 95% of hazardous sign conditions are corrected within 3 hours of notification. - Percent	5	95.00%	100.00%	95.00%	95.00%	95.00%
♦ 90% of City streets are rated "good" based on regional standards. - Number	4	90.00%	93.00%	90.00%	90.00%	90.00%
♦ 90% of all scheduled arterial striping is completed by established deadlines. - Percent	3	90.00%	75.00%	90.00%	90.00%	90.00%
♦ 93% of preventive maintenance scheduled for the fiscal year is completed.* - Percent	3	95.00%	98.00%	93.00%	93.00%	93.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is 1.0. - Ratio	4	1.00	1.09	1.00	1.00	1.00
♦ A customer satisfaction rating of 90% is achieved for safety of City roadways. - Percent	3	0.00%	0.00%	0.00%	90.00%	90.00%
♦ 80% of all street sweeping requests/complaints are responded to within two working days.* - Percent	3	0.00%	0.00%	0.00%	80.00%	80.00%

**City of Sunnyvale**  
**Program Performance Budget**

**Program 116 - Pavement Operations**

**Program Notes**

1. The program measures marked with an \* were adjusted downward in FY 2003/04 to reflect the budget cuts implemented. The program outcome measure for preventive maintenance was reduced to 93%, which reflects budget cuts in personnel and equipment costs. This measure is further impacted by the volatility of market pricing for materials such as asphalt and oil. When the prices of these items increase, the number of preventive maintenance projects that can be completed as scheduled are adversely impacted due to cost constraints.

The program outcome measure for street sweeping requests/complaints was reduced to 80%. This is consistent with the City-wide service reduction in the frequency of sweeping services from twice per month to once a month.

2. Starting in FY 2004/2005, SDP 21504 - Street and Easement Cleanliness and Safety has been restructured into Pavement Operations program. This is done as part of the overall restructure of the Roadside and Median Right-of-Way Services program. No additional resources were added as a result of the restructure.

Two new program measures related to the restructure have been added to the Pavement Operations program for street sweeping requests/complaints and customer satisfaction.

3. Program measures for hazardous pavement and sign conditions are critical due to the potential for safety concerns and liability exposure to the City. The measure goal of 95% is sensitive to the low number of incidents of hazardous conditions reported each year. For instance, in FY 02/03, there were 7 incidents of hazardous pavement conditions reported and all were corrected within 3 hours of notification, thus yielding the achieved goal of 100%. However, should one incident not be corrected within 3 hours, this measure would not have been met (6 out of 7 is 86%).

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11601 - Major Pavement Corrective Repairs**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 90% of City streets have an average PCI ratings of 80, and are rated "good" based on regional standards. - Percent	90.00%	93.00%	90.00%	90.00%	90.00%
♦ 90% of arterial streets have a PCI rating higher than 59 to improve traffic safety and minimize travel delays. - Percent	90.00%	96.00%	90.00%	90.00%	90.00%
♦ 80% of arterial streets have a PCI rating higher than 69 to maximize life of existing pavements. - Percent	80.00%	91.00%	80.00%	80.00%	80.00%

**SDP Notes**

1. The Pavement Condition Index (PCI) rates pavements on a score of 0-100. A higher value of PCI indicates a better pavement condition. PCI ratings are used as a tool in the Pavement Management System to strategize timing and methods for maintenance treatments. They are also used for regional comparisons and securing Federal and/or State transportation funds.

**City of Sunnyvale**  
**Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11601 - Major Pavement Corrective Repairs**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116000 - Reconstruct Streets</b>					
Product: A 1,000 Square Feet					
Costs:	1,577.11	0.00	1,636.64	56,709.11	102,429.93
Products:	0.00	0.00	0.00	21.00	21.00
Work Hours:	20.00	0.00	20.00	215.00	215.00
Product Cost:	0.00	0.00	0.00	2,700.43	4,877.62
<b>Activity 116001 - Asphalt Overlay Streets</b>					
Product: A 1,000 Square Feet					
Costs:	306,866.98	290,397.89	308,084.10	248,160.28	209,273.31
Products:	255.00	307.00	255.00	179.00	179.00
Work Hours:	450.00	314.01	450.00	146.00	146.00
Product Cost:	1,203.40	945.92	1,208.17	1,386.37	1,169.12
<b>Activity 116002 - Pavement Management System Administration</b>					
Product: A Work Hour					
Costs:	62,277.97	120,046.05	63,564.10	109,903.39	114,833.75
Products:	1,112.00	1,995.58	1,112.00	1,606.00	1,606.00
Work Hours:	1,112.00	1,995.58	1,112.00	1,606.00	1,606.00
Product Cost:	56.01	60.16	57.16	68.43	71.50
<b>Totals for Service Delivery Plan 11601 - Major Pavement Corrective Repairs</b>					
<b>Costs:</b>	<b>370,722.06</b>	<b>410,443.94</b>	<b>373,284.84</b>	<b>414,772.78</b>	<b>426,536.99</b>
<b>Work Hours:</b>	<b>1,582.00</b>	<b>2,309.59</b>	<b>1,582.00</b>	<b>1,967.00</b>	<b>1,967.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11602 - Minor Pavement Corrective Repairs**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 95% of hazardous pavement conditions are corrected within 3 hours of notification. - Percent	95.00%	100.00%	95.00%	95.00%	95.00%
♦ 92% of minor corrective maintenance scheduled for the fiscal year is completed. - Percent	95.00%	96.00%	92.00%	92.00%	92.00%
♦ 85% of all nonplanned safety related repairs that are requested, are completed in 30 days. - Percent	90.00%	89.00%	85.00%	85.00%	85.00%

**SDP Notes**

1. The FY 2004/05 and FY 2005/06 budget for the minor pavement repairs for grinding, deep lift patching and permanent patching have been increased to reflect the fact that these minor repairs are more cost effective than major repairs.

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11602 - Minor Pavement Corrective Repairs**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116003 - Temporary Patch</b>					
Product: A Square Foot					
Costs:	17,451.01	14,175.08	17,744.13	20,692.91	21,567.58
Products:	6,000.00	3,107.00	6,000.00	4,575.00	4,575.00
Work Hours:	295.00	228.51	295.00	305.00	305.00
Product Cost:	2.91	4.56	2.96	4.52	4.71
<b>Activity 116004 - Skin Coat [DELETED]</b>					
Product: A Square Foot					
Costs:	32,717.82	35,023.00	0.00	0.00	0.00
Products:	25,000.00	17,285.00	0.00	0.00	0.00
Work Hours:	540.00	564.02	0.00	0.00	0.00
Product Cost:	1.31	2.03	0.00	0.00	0.00
<b>Activity 116005 - Remove Pavement by Grinding</b>					
Product: A Square Foot					
Costs:	41,040.26	63,089.96	38,655.99	84,474.69	88,115.61
Products:	19,020.00	31,322.00	19,020.00	38,643.00	38,643.00
Work Hours:	630.00	933.54	630.00	1,280.00	1,280.00
Product Cost:	2.16	2.01	2.03	2.19	2.28

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11602 - Minor Pavement Corrective Repairs**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116006 - Deep Lift Patching</b>					
Product: A Square Foot					
Costs:	63,436.00	142,415.66	64,300.06	146,614.59	151,994.87
Products:	15,000.00	50,330.00	15,000.00	56,000.00	56,000.00
Work Hours:	640.00	1,315.55	640.00	1,600.00	1,600.00
Product Cost:	4.23	2.83	4.29	2.62	2.71
<b>Activity 116007 - Unscheduled Repairs</b>					
Product: A Repair					
Costs:	17,323.11	3,576.70	3,798.69	6,009.39	6,247.23
Products:	130.00	9.00	71.00	16.00	16.00
Work Hours:	265.00	42.50	27.00	76.00	76.00
Product Cost:	133.25	397.41	53.50	375.59	390.45
<b>Activity 116008 - Brick and Structural Repairs [DELETED]</b>					
Product: A Repair					
Costs:	1,144.62	0.00	0.00	0.00	0.00
Products:	40.00	0.00	0.00	0.00	0.00
Work Hours:	18.00	0.00	0.00	0.00	0.00
Product Cost:	28.62	0.00	0.00	0.00	0.00
<b>Totals for Service Delivery Plan 11602 - Minor Pavement Corrective Repairs</b>					
<b>Costs:</b>	<b>173,112.82</b>	<b>258,280.40</b>	<b>124,498.87</b>	<b>257,791.58</b>	<b>267,925.29</b>
<b>Work Hours:</b>	<b>2,388.00</b>	<b>3,084.12</b>	<b>1,592.00</b>	<b>3,261.00</b>	<b>3,261.00</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11603 - Pavement Preventative Maintenance**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 93% of preventive maintenance scheduled for the fiscal year is completed. - Percent	95.00%	98.00%	93.00%	93.00%	93.00%
♦ 92% of streets receiving resurfacing treatments have first completed all crack seal, petromat, and permanent patching required. - Percent	95.00%	100.00%	92.00%	92.00%	92.00%
♦ 95% of streets receiving resurfacing treatments are correctly notified and posted. - Percent	95.00%	100.00%	95.00%	95.00%	95.00%

**SDP Notes**

1. Preventive maintenance for pavements is most cost-effective when performed before the road begins to break up. That is why maintenance work is sometimes done on streets that appear to be in good condition. The treatments used in the preventive maintenance program are called chip seal and slurry seal. Prior to resurfacing, staff identifies and repairs specific pavement failures. The purpose of slurry and chip seal treatments is to stop water from entering the roadway that could cause early breakdown of the street surface, thereby extending the useful life of the pavement by 7 to 10 years if performed on a regular basis.

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11603 - Pavement Preventative Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116009 - Crack Seal</b>					
Product: A Lineal Foot					
Costs:	136,570.66	86,601.02	138,504.94	116,009.00	120,853.62
Products:	532,133.00	577,500.00	532,133.00	682,800.00	682,800.00
Work Hours:	2,275.00	1,403.05	2,275.00	1,707.00	1,707.00
Product Cost:	0.26	0.15	0.26	0.17	0.18
<b>Activity 116010 - Apply Petromat</b>					
Product: A 1,000 Square Feet					
Costs:	92,576.98	35,319.11	91,294.06	43,314.69	44,686.12
Products:	730.00	171.00	684.00	214.00	214.00
Work Hours:	710.00	261.01	665.00	325.00	325.00
Product Cost:	126.82	206.54	133.47	202.41	208.81
<b>Activity 116011 - Permanent Patching</b>					
Product: A Square Foot					
Costs:	976,014.11	848,080.12	1,006,423.37	999,637.20	1,037,451.60
Products:	340,000.00	322,366.00	347,140.00	351,990.00	351,990.00
Work Hours:	13,477.00	9,965.38	13,700.00	11,733.00	11,733.00
Product Cost:	2.87	2.63	2.90	2.84	2.95

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11603 - Pavement Preventative Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116012 - Slurry Seal</b>					
Product: A 1,000 Square Feet					
Costs:	98,760.77	226,775.07	330,403.40	294,621.98	302,465.97
Products:	5,200.00	3,053.00	5,200.00	3,452.00	3,452.00
Work Hours:	1,725.00	1,114.04	1,725.00	1,250.00	1,250.00
Product Cost:	18.99	74.28	63.54	85.35	87.62
<b>Activity 116013 - Chip Seal</b>					
Product: A 1,000 Square Feet					
Costs:	395,006.34	435,149.97	394,657.46	454,577.83	470,511.52
Products:	2,560.00	1,595.00	2,502.00	2,257.00	2,257.00
Work Hours:	4,440.00	4,150.16	4,340.00	4,515.00	4,515.00
Product Cost:	154.30	272.82	157.74	201.41	208.47
<b>Activity 116014 - Provide Advance Notices</b>					
Product: A Project Location					
Costs:	30,559.42	36,084.70	26,726.62	50,187.25	52,408.41
Products:	290.00	352.00	266.00	415.00	415.00
Work Hours:	600.00	685.53	550.00	828.00	828.00
Product Cost:	105.38	102.51	100.48	120.93	126.29

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11603 - Pavement Preventative Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116015 - Maintenance and Repair for Facilities and Equipment</b>					
Product: A Work Hour					
Costs:	24,774.36	33,655.20	17,553.21	38,930.80	40,578.82
Products:	420.00	529.02	280.00	570.00	570.00
Work Hours:	420.00	529.02	280.00	570.00	570.00
Product Cost:	58.99	63.62	62.69	68.30	71.19
<b>Totals for Service Delivery Plan 11603 - Pavement Preventative Maintenance</b>					
<b>Costs:</b>	<b>1,754,262.64</b>	<b>1,701,665.19</b>	<b>2,005,563.06</b>	<b>1,997,278.75</b>	<b>2,068,956.06</b>
<b>Work Hours:</b>	<b>23,647.00</b>	<b>18,108.19</b>	<b>23,535.00</b>	<b>20,928.00</b>	<b>20,928.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11604 - Traffic Signs**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 95% of hazardous sign conditions are corrected within 3 hours of notification. - Percent	95.00%	100.00%	95.00%	95.00%	95.00%
♦ 100% of all potential liabilities identified during a semi-annual inspection are repaired within 60 days. - Percent	90.00%	100.00%	90.00%	100.00%	100.00%
♦ 90% of all residential areas receive scheduled sign maintenance each fiscal year. - Percent	90.00%	100.00%	90.00%	90.00%	90.00%

**SDP Notes**

1. In the past five years, bike lane inventories have increased by 11.6 centerline miles. This has a direct impact on the maintenance costs and service levels of traffic signs and markings. For instance, traffic line striping has increased by 288,014 lineal feet, signs and poles have each increased by 1,477, and legends have increased by 3,900. To better align the resource requirements and work effort, the budget for SDP 11604 Traffic Signs and SDP 1605 Traffic Markings have been adjusted by redistributing resources throughout the Pavement Operations program.

2. The actuals for FY 2002/03 were under budget due to staff vacancy issue.

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11604 - Traffic Signs**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116016 - Silk Screen Fabrication</b>					
Product: A Sign					
Costs:	5,989.99	2,296.34	6,093.43	4,124.42	4,302.21
Products:	548.00	258.00	548.00	360.00	360.00
Work Hours:	95.00	35.50	95.00	60.00	60.00
Product Cost:	10.93	8.90	11.12	11.46	11.95
<b>Activity 116017 - Hand Fabrication</b>					
Product: A Sign					
Costs:	47,478.59	43,123.69	48,202.52	53,027.57	55,019.18
Products:	1,590.00	1,414.00	1,590.00	1,767.00	1,767.00
Work Hours:	505.00	483.52	505.00	570.00	570.00
Product Cost:	29.86	30.50	30.32	30.01	31.14
<b>Activity 116018 - Sign/Pole Installation</b>					
Product: A Sign/Pole Installed					
Costs:	14,178.18	14,901.33	14,395.03	21,774.93	22,702.13
Products:	378.00	417.00	378.00	576.00	576.00
Work Hours:	208.00	228.51	208.00	320.00	320.00
Product Cost:	37.51	35.73	38.08	37.80	39.41

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11604 - Traffic Signs**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116019 - Repair Traffic Sign/Pole</b>					
Product: A Sign/Pole Repaired					
Costs:	30,591.60	35,526.17	31,091.36	48,700.09	50,807.89
Products:	1,360.00	1,655.00	1,360.00	1,887.00	1,887.00
Work Hours:	540.00	569.42	540.00	755.00	755.00
Product Cost:	22.49	21.47	22.86	25.81	26.93
<b>Activity 116020 - Replace Traffic Sign/Pole</b>					
Product: A Sign/Pole Replaced					
Costs:	47,372.00	27,110.84	48,060.87	44,516.19	46,259.22
Products:	1,576.00	1,122.00	1,576.00	1,356.00	1,356.00
Work Hours:	655.00	437.52	655.00	565.00	565.00
Product Cost:	30.06	24.16	30.50	32.83	34.11
<b>Activity 116021 - Remove Traffic Sign/Pole</b>					
Product: A Sign/Pole Removed					
Costs:	5,888.48	4,681.60	5,976.75	7,288.22	7,612.63
Products:	167.00	249.00	167.00	174.00	174.00
Work Hours:	110.00	81.50	110.00	116.00	116.00
Product Cost:	35.26	18.80	35.79	41.89	43.75

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11604 - Traffic Signs**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116022, 116023, 116024, 116025 - Temporary Traffic Controls</b>					
Product: An Occasion					
Costs:	36,507.42	44,180.86	30,752.22	47,164.62	49,261.30
Products:	364.00	390.00	299.00	408.00	408.00
Work Hours:	650.00	754.63	535.00	730.00	730.00
Product Cost:	100.30	113.28	102.85	115.60	120.74
<b>Totals for Service Delivery Plan 11604 - Traffic Signs</b>					
<b>Costs:</b>	<b>188,006.26</b>	<b>171,820.83</b>	<b>184,572.18</b>	<b>226,596.04</b>	<b>235,964.56</b>
<b>Work Hours:</b>	<b>2,763.00</b>	<b>2,590.60</b>	<b>2,648.00</b>	<b>3,116.00</b>	<b>3,116.00</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11605 - Traffic Markings**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 90% of all scheduled arterial striping is completed. - Percent	90.00%	75.00%	90.00%	90.00%	90.00%
♦ 90% of all scheduled residential crosswalks, limit bars, and legend maintenance is completed each fiscal year. - Percent	90.00%	67.00%	90.00%	90.00%	90.00%
♦ 90% of all scheduled maintenance within City owned parking lots is completed each fiscal year. - Percent	90.00%	100.00%	90.00%	90.00%	90.00%

**SDP Notes**

1. In the past five years, bike lane inventories have increased by 11.6 centerline miles. This has a direct impact on the maintenance costs and service levels of traffic signs and markings. For instance, traffic line striping has increased by 288,014 lineal feet, signs and poles have each increased by 1,477, and legends have increased by 3,900. To better align the resource requirements and work effort, the budget for SDP 11604 Traffic Signs and SDP 1605 Traffic Markings have been adjusted by redistributing resources throughout the Pavement Operations program.

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11605 - Traffic Markings**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116026 - Traffic Line Striping</b>					
Product: A Lineal Foot					
Costs:	97,067.44	73,803.68	98,592.22	99,268.37	103,260.82
Products:	928,000.00	786,361.00	928,000.00	970,900.00	970,900.00
Work Hours:	1,265.00	1,097.04	1,265.00	1,330.00	1,330.00
Product Cost:	0.10	0.09	0.11	0.10	0.11
<b>Activity 116027 - Premarking/Cat Tracking</b>					
Product: A Project Location					
Costs:	41,902.96	20,610.27	42,613.70	27,729.89	28,944.57
Products:	580.00	274.00	580.00	339.00	339.00
Work Hours:	740.00	348.01	740.00	432.00	432.00
Product Cost:	72.25	75.22	73.47	81.80	85.38
<b>Activity 116028 - Maintain Thermoplastic Crosswalks and Limit Bars</b>					
Product: A Lineal Foot					
Costs:	19,579.99	19,606.77	19,892.61	29,030.24	30,227.66
Products:	12,818.00	13,401.00	12,818.00	18,540.00	18,540.00
Work Hours:	274.00	307.51	274.00	412.00	412.00
Product Cost:	1.53	1.46	1.55	1.57	1.63

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11605 - Traffic Markings**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116029 - Maintain Thermoplastic Legends</b>					
Product: A Legend Maintained					
Costs:	31,602.89	23,593.04	32,068.88	35,168.40	36,621.09
Products:	215.00	263.00	215.00	251.00	251.00
Work Hours:	500.00	371.51	500.00	502.00	502.00
Product Cost:	146.99	89.71	149.16	140.11	145.90
<b>Activity 116030 - Maintain Paint Crosswalks and Limit Bars</b>					
Product: A Lineal Foot					
Costs:	34,864.53	27,679.14	35,405.16	40,879.82	42,562.58
Products:	43,875.00	40,131.00	43,875.00	46,560.00	46,560.00
Work Hours:	580.00	457.02	580.00	582.00	582.00
Product Cost:	0.79	0.69	0.81	0.88	0.91
<b>Activity 116031 - Maintain Paint Legends</b>					
Product: A Legend Maintained					
Costs:	46,947.56	30,163.08	47,684.30	43,771.45	45,572.44
Products:	1,800.00	1,286.00	1,800.00	1,400.00	1,400.00
Work Hours:	800.00	489.02	800.00	622.00	622.00
Product Cost:	26.08	23.45	26.49	31.27	32.55

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11605 - Traffic Markings**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116032 - Curb Painting</b>					
Product: A Lineal Foot					
Costs:	21,299.73	26,975.43	2,835.30	16,658.36	17,380.62
Products:	24,055.00	37,456.00	2,797.00	17,825.00	17,825.00
Work Hours:	344.00	440.52	40.00	255.00	255.00
Product Cost:	0.89	0.72	1.01	0.93	0.98
<b>Activity 116033 - Install Transportation Reflectors</b>					
Product: A Reflector Placed					
Costs:	34,884.43	30,685.44	35,387.65	36,211.02	37,491.76
Products:	12,000.00	7,757.00	12,000.00	8,832.00	8,832.00
Work Hours:	495.00	321.51	495.00	368.00	368.00
Product Cost:	2.91	3.96	2.95	4.10	4.24
<b>Activity 116034 - Remove Traffic Markings</b>					
Product: A Lineal Foot					
Costs:	23,646.31	6,592.64	24,015.60	10,808.88	11,287.81
Products:	30,706.00	10,819.00	30,706.00	12,212.00	12,212.00
Work Hours:	435.00	113.50	435.00	173.00	173.00
Product Cost:	0.77	0.61	0.78	0.89	0.92

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11605 - Traffic Markings**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116035 - City Owned Parking Lot Maintenance</b>					
Product: A Parking Lot Maintained					
Costs:	6,071.14	2,134.76	6,158.25	3,819.75	3,981.21
Products:	14.00	14.00	14.00	24.00	24.00
Work Hours:	113.00	31.50	113.00	56.00	56.00
Product Cost:	433.65	152.48	439.88	159.16	165.88
<b>Activity 116036 - Maintenance and Repair for Facilities and Equipment</b>					
Product: A Work Hour					
Costs:	22,031.31	16,985.29	15,669.61	27,035.97	28,237.18
Products:	410.00	304.01	285.00	425.00	425.00
Work Hours:	410.00	304.01	285.00	425.00	425.00
Product Cost:	53.73	55.87	54.98	63.61	66.44
<b>Totals for Service Delivery Plan 11605 - Traffic Markings</b>					
<b>Costs:</b>	<b>379,898.29</b>	<b>278,829.54</b>	<b>360,323.28</b>	<b>370,382.15</b>	<b>385,567.74</b>
<b>Work Hours:</b>	<b>5,956.00</b>	<b>4,281.15</b>	<b>5,527.00</b>	<b>5,157.00</b>	<b>5,157.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11606 - Program Administration and Support**

**SDP Outcome Statement**

Program administration and support.

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11606 - Program Administration and Support**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116037 - Provide Supervision</b>					
Product: A Work Hour					
Costs:	361,303.71	354,629.85	329,500.33	430,231.83	449,811.23
Products:	5,223.00	5,045.69	4,719.00	5,531.00	5,531.00
Work Hours:	5,223.00	5,045.69	4,719.00	5,531.00	5,531.00
Product Cost:	69.18	70.28	69.82	77.79	81.33
<b>Activity 116038, 116044 - Provide Support</b>					
Product: A Work Hour					
Costs:	58,787.38	59,811.43	58,197.73	85,554.34	89,004.86
Products:	1,118.00	850.06	1,087.00	1,200.00	1,200.00
Work Hours:	1,118.00	850.06	1,087.00	1,200.00	1,200.00
Product Cost:	52.58	70.36	53.54	71.30	74.17
<b>Activity 116039 - Provide Safety and Equipment Training</b>					
Product: A Work Hour					
Costs:	128,659.82	124,457.53	127,941.42	135,614.14	141,632.03
Products:	2,293.00	2,254.59	2,241.00	2,110.00	2,110.00
Work Hours:	2,293.00	2,254.59	2,241.00	2,110.00	2,110.00
Product Cost:	56.11	55.20	57.09	64.27	67.12

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11606 - Program Administration and Support**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116040 - Plan Review and Field Inspections</b>					
Product: A Work Hour					
Costs:	24,555.83	20,979.27	23,740.08	27,851.30	29,101.04
Products:	420.00	331.91	395.00	410.00	410.00
Work Hours:	420.00	331.91	395.00	410.00	410.00
Product Cost:	58.47	63.21	60.10	67.93	70.98
<b>Totals for Service Delivery Plan 11606 - Program Administration and Support</b>					
<b>Costs:</b>	<b>573,306.74</b>	<b>559,878.08</b>	<b>539,379.56</b>	<b>679,251.61</b>	<b>709,549.16</b>
<b>Work Hours:</b>	<b>9,054.00</b>	<b>8,482.25</b>	<b>8,442.00</b>	<b>9,251.00</b>	<b>9,251.00</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11607 - Street and Public Right-of-Way**

**SDP Outcome Statement**

Maintain clean and safe City travel ways and easements in a cost-effective and proactive manner to meet the community's current and future access needs, so that:

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ 80% of all street sweeping requests/complaints are responded to within two working days of notification - Percent	0.00%	0.00%	0.00%	80.00%	80.00%
♦ 95% of all hazardous debris calls are responded to within three hours of notification. - Percent	0.00%	0.00%	0.00%	95.00%	95.00%
♦ 95% of all graffiti obscenities are removed within one working day of notification. - Percent	0.00%	0.00%	0.00%	95.00%	95.00%

**SDP Notes**

1. SDP 11607 is a new SDP created in FY 2004/05 as a result of the restructure of Program 215 - Roadside and Median Right-of-Way Services (SDP 21504 - Street and Easement Cleanliness and Safety).

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11607 - Street and Public Right-of-Way**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116700 - Sweep Curb Miles</b>					
Product: A Mile Swept					
Costs:	0.00	0.00	0.00	253,386.63	264,691.69
Products:	0.00	0.00	0.00	10,148.00	10,148.00
Work Hours:	0.00	0.00	0.00	3,907.00	3,907.00
Product Cost:	0.00	0.00	0.00	24.97	26.08
<b>Activity 116710 - Provide Temporary No Parking for Route Sweeping</b>					
Product: A Location Posted					
Costs:	0.00	0.00	0.00	5,900.22	6,160.97
Products:	0.00	0.00	0.00	25.00	25.00
Work Hours:	0.00	0.00	0.00	100.00	100.00
Product Cost:	0.00	0.00	0.00	236.01	246.44
<b>Activity 116720 - Sweep City Parking Lots</b>					
Product: A Lot Swept					
Costs:	0.00	0.00	0.00	21,950.53	22,928.83
Products:	0.00	0.00	0.00	940.00	940.00
Work Hours:	0.00	0.00	0.00	340.00	340.00
Product Cost:	0.00	0.00	0.00	23.35	24.39

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11607 - Street and Public Right-of-Way**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116730 - Pick Up Leaves</b>					
Product: A Cubic Yard					
Costs:	0.00	0.00	0.00	24,690.21	25,786.93
Products:	0.00	0.00	0.00	1,800.00	1,800.00
Work Hours:	0.00	0.00	0.00	400.00	400.00
Product Cost:	0.00	0.00	0.00	13.72	14.33
<b>Activity 116740 - Haul Sweepings</b>					
Product: A Cubic Yard					
Costs:	0.00	0.00	0.00	8,871.21	9,266.37
Products:	0.00	0.00	0.00	10,000.00	10,000.00
Work Hours:	0.00	0.00	0.00	140.00	140.00
Product Cost:	0.00	0.00	0.00	0.89	0.93
<b>Activity 116750 - Remove Debris from Streets</b>					
Product: An Occasion					
Costs:	0.00	0.00	0.00	33,583.43	34,962.97
Products:	0.00	0.00	0.00	250.00	250.00
Work Hours:	0.00	0.00	0.00	550.00	550.00
Product Cost:	0.00	0.00	0.00	134.33	139.85

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11607 - Street and Public Right-of-Way**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116760 - Remove Abandoned Shopping Carts</b>					
Product: A Cart Picked Up					
Costs:	0.00	0.00	0.00	4,568.94	4,771.90
Products:	0.00	0.00	0.00	150.00	150.00
Work Hours:	0.00	0.00	0.00	74.00	74.00
Product Cost:	0.00	0.00	0.00	30.46	31.81
<b>Activity 116770 - Clean Walkways</b>					
Product: A Location					
Costs:	0.00	0.00	0.00	14,311.28	14,944.47
Products:	0.00	0.00	0.00	203.00	203.00
Work Hours:	0.00	0.00	0.00	240.00	240.00
Product Cost:	0.00	0.00	0.00	70.50	73.62
<b>Activity 116780 - Clean and Maintain City Roadsides and Easements</b>					
Product: An Occasion					
Costs:	0.00	0.00	0.00	19,607.78	20,250.78
Products:	0.00	0.00	0.00	77.00	77.00
Work Hours:	0.00	0.00	0.00	171.00	171.00
Product Cost:	0.00	0.00	0.00	254.65	263.00

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11607 - Street and Public Right-of-Way**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 116790 - Repair Walkways, Guardrails, Barricades and Fences</b>					
Product: A Location					
Costs:	0.00	0.00	0.00	26,854.56	27,713.46
Products:	0.00	0.00	0.00	33.00	33.00
Work Hours:	0.00	0.00	0.00	215.00	215.00
Product Cost:	0.00	0.00	0.00	813.77	839.80
<b>Activity 116800 - Maintenance and Repair for Facilities and Equipment</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	26,883.61	28,079.45
Products:	0.00	0.00	0.00	430.00	430.00
Work Hours:	0.00	0.00	0.00	430.00	430.00
Product Cost:	0.00	0.00	0.00	62.52	65.30
<b>Activity 116810 - Graffiti Abatement</b>					
Product: A Location					
Costs:	0.00	0.00	0.00	62,988.20	65,571.23
Products:	0.00	0.00	0.00	1,400.00	1,400.00
Work Hours:	0.00	0.00	0.00	890.00	890.00
Product Cost:	0.00	0.00	0.00	44.99	46.84
<b>Totals for Service Delivery Plan 11607 - Street and Public Right-of-Way</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>503,596.60</b>	<b>525,129.05</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>7,457.00</b>	<b>7,457.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Totals for Program 116**

<b>Costs:</b>	<b>3,439,308.81</b>	<b>3,380,917.98</b>	<b>3,587,621.79</b>	<b>4,449,669.51</b>	<b>4,619,628.85</b>
<b>Work Hours:</b>	<b>45,390.00</b>	<b>38,855.90</b>	<b>43,326.00</b>	<b>51,137.00</b>	<b>51,137.00</b>

**Community  
Development Element**

## **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**

		2001/02	2002/03		2003/04	
		Actual	Actual	% Change	Projected	% Change
2.2.1	City population	132,825	132,500	-0.2%	133,000	0.4%
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%

**Community Condition Indicators**

**Housing & Community Revitalization Sub-Element - 2.3**

		2001/02	2002/03		2003/04	
		Actual	Actual	% Change	Projected	% Change
<u>Construction</u>						
2.3.3	New Construction Total					
	Market Rate Single Family (Attached and Detached)	165	165	0.0%	165	0.0%
	Market Rate Multi-Family Units	900	900	0.0%	900	0.0%
	Moderate Income*	N/A	N/A	N/A	N/A	N/A
	Low Income*	N/A	N/A	N/A	N/A	N/A
	Very Low Income (number of units completed) (StoneyPine)	23	24	4.3%	24	0.0%
<u>Rehabilitation</u>						
2.3.4	Total Units Rehabilitated					
	Private Rehabilitation Permits and Code Enforcement	1,763	1,763	0.0%	1,763	0.0%
	Assisted Rehabilitation (All housing improvement programs)**	70	65	-7.1%	65	0.0%
<u>Conservation</u>						
2.3.5	Total Units Conserved					
	SRO hotel units preserved	312	312	0.0%	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*	N/A	N/A	N/A	N/A	N/A
	Low and very low income rentals preserved through Mortgage Revenue Bonds					
	Meadows	67	65	-3.0%	65	0.0%
	Briarwood	39	39	0.0%	39	0.0%
	The Grove	44	44	0.0%	44	0.0%
	Federal Funding (includes BMR and At-Risk)	1,920	1,955	1.8%	1,955	0.0%
	Section 8	514	514	0.0%	514	0.0%

\* Delete-unable to track.

\*\* Number of low income units assisted.

**Community Condition Indicators**

**Seismic Safety Sub-Element - 2.4**

		2001/02	2002/03		2003/04	
		Actual	Actual	% Change	Projected	% Change
2.4.1	Percent of habitable land subject to a 100 year flood	4.30%	4.30%	0.0%	4.30%	0.0%
2.4.2	Percentage of housing stock over 25 years of age	88%	89%	1.1%	89%	0.0%
2.4.3	Number of hazardous materials spills incidents	4	6	50.0%	5	-16.7%
2.4.4	Number of facilities requiring hazardous materials storage permits	675	851	26.1%	850	-0.1%
2.4.5	Number of facilities requiring toxic gas permits	21	27	28.6%	27	0.0%
2.4.6	Number of active SNAP neighborhood groups*	N/A	N/A	N/A	N/A	N/A
2.4.7	Number of businesses assisted with emergency preparedness planning (SEPO started in October 1990)**	3	3	0.0%	3	0.0%
2.4.8	Percentage of roadway overcrossings meeting current seismic standards	96%	96%	0.0%	96%	0.0%

\* *Emergency Preparedness no longer tracks active SNAP groups.*

\*\* *Service provided as requested by businesses.*

**Community Condition Indicators**

**Community Design Sub-Element - 2.5**

		2001/02	2002/03		2003/04	
		Actual	Actual	% Change	Projected	% Change
<u>Development Trends</u>						
2.5.1	Acres of Vacant Land	85.6	85.6	0.0%	80.9	-5.5%
2.5.2	Housing Construction - New units issued					
	SFD detached	20	6	-70.0%	52	766.7%
	SFD attached - condo-townhomes	100	11	-89.0%	174	1481.8%
	Duplex	0	0	N/A	0	N/A
	Multi-Family	5	0	-100.0%	164	N/A
2.5.3	Percentage of Building Permits on Redeveloped Property*	25%	20%	-20.0%	N/A	N/A
<u>The City's Image</u>						
2.5.4	Number of Gateway Improvements	0	0	N/A	0	N/A
2.5.5	Number of Historic Landmarks and Districts	11	12	9.1%	12	0.0%
2.5.6	Areas with Specific Plans	8	9	12.5%	9	0.0%
2.5.7	Number of Design Guideline documents and areas with special landscaping standards	7	8	14.3%	9	12.5%
<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	36,580	36,468	-0.3%	36,500	0.1%
<u>Private Development</u>						
2.5.11	Total Number of Approved Artworks on Private Property	43	32	-25.6%	30	-6.3%
<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	1,739	0.0%	1,739	0.0%

\* Suggested for removal from Indicator report. Primary construction completed on redeveloped areas.

\*\* Suggested for removal from Sub-Element.

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Program Outcome Statement**

Promote the safety, environmental quality and aesthetics of the City roadside, median, and right-of-way areas and Sunnyvale's Multimodal Transit Station for residents, visitors and the business community, by:

- Maintaining City roadside medians that enhance aesthetics, improve environmental quality and delineate traffic, and
- Maintaining the Multimodal Transit Station in a safe, cost-effective manner.

So that:

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ The number of roadside, median and right-of-way related safety claims is at the previous three year average. - Average	5	0.00	0.00	0.00	39.00	39.00
♦ A quarterly survey conducted by staff achieves a 75% rating for quality, functionality, and aesthetics of roadside and median right-of-way areas. - Rating	4	0.00%	0.00%	0.00%	75.00%	75.00%
♦ 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	0.00%	0.00%	0.00%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	0.00	0.00	0.00	1.00	1.00

**Program Notes**

1. This is a new program structure, previously part of program 215 Roadside and Median Right-of-Way Services SDP 21501. No new resources are being proposed.



**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21601 - Roadside and Median Streetscape Management**

**SDP Outcome Statement**

Provide safe functional roadway medians and other City owned right-of-ways that enhance the aesthetics and environmental quality of the City in a cost-effective manner, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Median hardscape, plant material areas and irrigation systems achieve a rating of 75% based on quarterly quality surveys. - Rating	0.00%	0.00%	0.00%	75.00%	75.00%
♦ Weeds and litter are controlled on roadway median area achieving a rating of 75% based on quarterly quality surveys. - Rating	0.00%	0.00%	0.00%	75.00%	75.00%
♦ Landscape maintenance at City Fire Stations achieves a rating of 75% based on quarterly quality surveys. - Rating	0.00%	0.00%	0.00%	75.00%	75.00%
♦ A customer approval rating of 80% is achieved based on condition, appearance and timely reponse of City roadsides, median and right-of-way services. - Rating	0.00%	0.00%	0.00%	80.00%	80.00%

**SDP Notes**

1. The budget for activity 216310 - Monitor Central Expressway Landscape Contract is for a \$4,000 fixed dollar contract with the City of Mountain View.

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21601 - Roadside and Median Streetscape Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 216000 - Streetscape Route Inspection</b>					
Product: A Route Inspection Performed					
Costs:	0.00	0.00	0.00	13,700.62	14,335.63
Products:	0.00	0.00	0.00	180.00	180.00
Work Hours:	0.00	0.00	0.00	249.50	249.50
Product Cost:	0.00	0.00	0.00	76.11	79.64
<b>Activity 216010 - Provide Electric Power for Irrigation Controllers</b>					
Product: A Kilowatt of Power Consumed					
Costs:	0.00	0.00	0.00	2,902.18	2,905.76
Products:	0.00	0.00	0.00	2,071.00	2,071.00
Work Hours:	0.00	0.00	0.00	1.00	1.00
Product Cost:	0.00	0.00	0.00	1.40	1.40
<b>Activity 216020 - Provide Water for Irrigation Controllers</b>					
Product: A Hundred Cubic Feet of Water Consumed					
Costs:	0.00	0.00	0.00	45,097.51	46,001.54
Products:	0.00	0.00	0.00	43,964.00	43,964.00
Work Hours:	0.00	0.00	0.00	1.00	1.00
Product Cost:	0.00	0.00	0.00	1.03	1.05

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21601 - Roadside and Median Streetscape Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 216030 - Irrigation Controller/Head Adjustments</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	20,625.35	21,541.91
Products:	0.00	0.00	0.00	475.00	475.00
Work Hours:	0.00	0.00	0.00	475.00	475.00
Product Cost:	0.00	0.00	0.00	43.42	45.35
<b>Activity 216040 - Central Irrigation System Maintenance</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	26,876.74	28,024.31
Products:	0.00	0.00	0.00	422.00	422.00
Work Hours:	0.00	0.00	0.00	422.00	422.00
Product Cost:	0.00	0.00	0.00	63.69	66.41
<b>Activity 216050 - Irrigation System Repairs</b>					
Product: An Irrigation Repair					
Costs:	0.00	0.00	0.00	38,054.35	39,704.39
Products:	0.00	0.00	0.00	1,149.00	1,149.00
Work Hours:	0.00	0.00	0.00	826.00	826.00
Product Cost:	0.00	0.00	0.00	33.12	34.56

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21601 - Roadside and Median Streetscape Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 216080 - Tree Pruning</b>					
Product: A Tree Pruned					
Costs:	0.00	0.00	0.00	56,908.16	59,493.32
Products:	0.00	0.00	0.00	865.00	865.00
Work Hours:	0.00	0.00	0.00	1,213.00	1,213.00
Product Cost:	0.00	0.00	0.00	65.79	68.78
<b>Activity 216090 - Tree Replacement</b>					
Product: A Tree Replaced					
Costs:	0.00	0.00	0.00	5,370.56	5,559.29
Products:	0.00	0.00	0.00	23.00	23.00
Work Hours:	0.00	0.00	0.00	76.00	76.00
Product Cost:	0.00	0.00	0.00	233.50	241.71
<b>Activity 216100 - Miscellaneous Tree Service</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	6,539.26	6,820.45
Products:	0.00	0.00	0.00	148.00	148.00
Work Hours:	0.00	0.00	0.00	148.00	148.00
Product Cost:	0.00	0.00	0.00	44.18	46.08

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21601 - Roadside and Median Streetscape Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 216110 - Shrub Pruning and Trimming</b>					
Product: A Shrub Pruned					
Costs:	0.00	0.00	0.00	127,896.21	133,453.32
Products:	0.00	0.00	0.00	13,872.00	13,872.00
Work Hours:	0.00	0.00	0.00	3,166.50	3,166.50
Product Cost:	0.00	0.00	0.00	9.22	9.62
<b>Activity 216120 - Shrub Replacement</b>					
Product: A Shrub Replaced					
Costs:	0.00	0.00	0.00	17,769.68	18,427.54
Products:	0.00	0.00	0.00	830.00	830.00
Work Hours:	0.00	0.00	0.00	291.00	291.00
Product Cost:	0.00	0.00	0.00	21.41	22.20
<b>Activity 216130 - Miscellaneous Shrub Service</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	8,419.10	8,780.23
Products:	0.00	0.00	0.00	188.00	188.00
Work Hours:	0.00	0.00	0.00	188.00	188.00
Product Cost:	0.00	0.00	0.00	44.78	46.70

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21601 - Roadside and Median Streetscape Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 216140 - Streetscape Weed Control</b>					
Product: A Square Yard of Streetscape Area Serviced					
Costs:	0.00	0.00	0.00	140,603.82	147,090.13
Products:	0.00	0.00	0.00	4,246,099.00	4,246,099.00
Work Hours:	0.00	0.00	0.00	3,424.00	3,424.00
Product Cost:	0.00	0.00	0.00	0.03	0.03
<b>Activity 216150 - Streetscape Herbicide Application Program</b>					
Product: A Square Yard of Streetscape Area Serviced					
Costs:	0.00	0.00	0.00	34,352.81	35,709.65
Products:	0.00	0.00	0.00	704,847.00	704,847.00
Work Hours:	0.00	0.00	0.00	808.00	808.00
Product Cost:	0.00	0.00	0.00	0.05	0.05
<b>Activity 216160 - Streetscape Litter/Debris Control</b>					
Product: A Square Yard of Streetscape Area Serviced					
Costs:	0.00	0.00	0.00	143,294.66	149,883.33
Products:	0.00	0.00	0.00	4,246,099.00	4,246,099.00
Work Hours:	0.00	0.00	0.00	3,578.00	3,578.00
Product Cost:	0.00	0.00	0.00	0.03	0.04

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21601 - Roadside and Median Streetscape Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 216170 - Edging/Trimming Groundcover</b>					
Product: A Square Yard of Streetscape Area Serviced					
Costs:	0.00	0.00	0.00	80,984.40	84,505.69
Products:	0.00	0.00	0.00	350,349.00	350,349.00
Work Hours:	0.00	0.00	0.00	2,110.50	2,110.50
Product Cost:	0.00	0.00	0.00	0.23	0.24
<b>Activity 216180 - Groundcover Replacement</b>					
Product: A Square Yard Serviced					
Costs:	0.00	0.00	0.00	19,277.86	20,054.48
Products:	0.00	0.00	0.00	2,561.00	2,561.00
Work Hours:	0.00	0.00	0.00	400.00	400.00
Product Cost:	0.00	0.00	0.00	7.53	7.83
<b>Activity 216190 - Miscellaneous Groundcover Services</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	5,535.29	5,764.07
Products:	0.00	0.00	0.00	145.00	145.00
Work Hours:	0.00	0.00	0.00	145.00	145.00
Product Cost:	0.00	0.00	0.00	38.17	39.75

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21601 - Roadside and Median Streetscape Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 216200 - Lawn Maintenance</b>					
Product: A Square Yard of Turf Mowed or Edged					
Costs:	0.00	0.00	0.00	6,792.71	7,048.10
Products:	0.00	0.00	0.00	36,348.00	36,348.00
Work Hours:	0.00	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	0.00	0.19	0.19
<b>Activity 216210 - Service Median Hardscape</b>					
Product: A Square Yard of Hardscape Serviced					
Costs:	0.00	0.00	0.00	21,559.94	22,547.81
Products:	0.00	0.00	0.00	378,316.00	378,316.00
Work Hours:	0.00	0.00	0.00	445.50	445.50
Product Cost:	0.00	0.00	0.00	0.06	0.06
<b>Activity 216220 - Service Pork Chop Areas</b>					
Product: A Pork Chop Island Serviced					
Costs:	0.00	0.00	0.00	7,010.41	7,328.65
Products:	0.00	0.00	0.00	472.00	472.00
Work Hours:	0.00	0.00	0.00	159.00	159.00
Product Cost:	0.00	0.00	0.00	14.85	15.53



**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21601 - Roadside and Median Streetscape Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 216230 - Service Sidewalk Areas</b>					
Product: A Square Yard of Sidewalk Area Serviced					
Costs:	0.00	0.00	0.00	12,212.92	12,690.58
Products:	0.00	0.00	0.00	110,240.00	110,240.00
Work Hours:	0.00	0.00	0.00	324.00	324.00
Product Cost:	0.00	0.00	0.00	0.11	0.12
<b>Activity 216240 - Service Bikelanes</b>					
Product: A Mile of Bikelane Serviced					
Costs:	0.00	0.00	0.00	3,143.86	3,254.53
Products:	0.00	0.00	0.00	64.00	64.00
Work Hours:	0.00	0.00	0.00	42.00	42.00
Product Cost:	0.00	0.00	0.00	49.12	50.85
<b>Activity 216250 - Miscellaneous Streetscape Median Services</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	31,755.35	32,902.38
Products:	0.00	0.00	0.00	609.00	609.00
Work Hours:	0.00	0.00	0.00	609.00	609.00
Product Cost:	0.00	0.00	0.00	52.14	54.03

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21601 - Roadside and Median Streetscape Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 216260, 216261, 216262, 216263, 216264, 216265, 216266 - Maintenance of Fire Station Landscaping</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	40,261.39	41,998.63
Products:	0.00	0.00	0.00	1,000.00	1,000.00
Work Hours:	0.00	0.00	0.00	1,000.00	1,000.00
Product Cost:	0.00	0.00	0.00	40.26	42.00
<b>Activity 216270 - Training</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	28,032.36	29,324.42
Products:	0.00	0.00	0.00	582.00	582.00
Work Hours:	0.00	0.00	0.00	582.00	582.00
Product Cost:	0.00	0.00	0.00	48.17	50.39
<b>Activity 216280 - Provide Clerical Support</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	18,388.32	19,220.80
Products:	0.00	0.00	0.00	344.00	344.00
Work Hours:	0.00	0.00	0.00	344.00	344.00
Product Cost:	0.00	0.00	0.00	53.45	55.87

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21601 - Roadside and Median Streetscape Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 216290 - Provide Program Operations Support</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	47,763.92	50,025.74
Products:	0.00	0.00	0.00	751.00	751.00
Work Hours:	0.00	0.00	0.00	751.00	751.00
Product Cost:	0.00	0.00	0.00	63.60	66.61
<b>Activity 216300 - Program Management</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	133,223.52	139,597.86
Products:	0.00	0.00	0.00	1,735.00	1,735.00
Work Hours:	0.00	0.00	0.00	1,735.00	1,735.00
Product Cost:	0.00	0.00	0.00	76.79	80.46
<b>Activity 216310 - Monitor Central Expressway Landscape Contract</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	4,130.98	4,137.18
Products:	0.00	0.00	0.00	2.00	2.00
Work Hours:	0.00	0.00	0.00	2.00	2.00
Product Cost:	0.00	0.00	0.00	2,065.49	2,068.59
<b>Totals for Service Delivery Plan 21601 - Roadside and Median Streetscape Management</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,148,484.24</b>	<b>1,198,131.72</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>23,716.00</b>	<b>23,716.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21602 - Sunnyvale's Multimodal Transit Station Management**

**SDP Outcome Statement**

Provide a safe and functional multimodal parking lot that enhance the aesthetics and environmental quality of the City in a cost effective manner, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Sunnyvale's Multimodal Transit Station plant material areas and irrigation systems achieve a rating of 80% based on quarterly quality surveys. - Rating	0.00%	0.00%	0.00%	80.00%	80.00%
♦ Weeds and litter are controlled at Sunnyvale's Multimodal Transit Station area achieving a rating of 80% based on quarterly quality surveys. - Rating	0.00%	0.00%	0.00%	80.00%	80.00%
♦ Lighting outtages at Sunnyvale's Multimodal Transit Station will be responded to within 24 hours of notification 95% of the time. - Percent	0.00%	0.00%	0.00%	95.00%	95.00%
♦ Parking areas, stairwells and elevator waiting areas are clean at the Multimodal Station based on a rating of 80% from quarterly quality surveys. - Rating	0.00%	0.00%	0.00%	80.00%	80.00%

**SDP Notes**

1. 90% of the Multimodal Transit Station operating cost is reimbursed by the Peninsula Corridor Joint Powers Board.

**City of Sunnyvale  
Program Performance Budget**

**Program 216 - Roadside and Median Right-of-Way Services**

**Service Delivery Plan 21602 - Sunnyvale's Multimodal Transit Station Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 216400, 216401, 216402, 216403, 216404, 216405, 216406, 216407 - Monitor Contractual Maintenance at the Multimodal Transit Station</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	103,834.04	105,906.00
Products:	0.00	0.00	0.00	354.50	354.50
Work Hours:	0.00	0.00	0.00	354.50	354.50
Product Cost:	0.00	0.00	0.00	292.90	298.75
<b>Totals for Service Delivery Plan 21602 - Sunnyvale's Multimodal Transit Station Management</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>103,834.04</b>	<b>105,906.00</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>354.50</b>	<b>354.50</b>
<b>Totals for Program 216</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,252,318.28</b>	<b>1,304,037.72</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>24,070.50</b>	<b>24,070.50</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Program Outcome Statement**

Provide pedestrian safe sidewalks, roadway tree root protection and control, and effective curb and gutter systems, by:

- Identifying and monitoring sidewalk displacements,
- Identifying and mitigating tree root/concrete conflicts on right-of-way concrete and private concrete in order to protect the vigor, health and stability of the conflicting tree, and
- Ensuring curb and gutter systems provide proper drainage for urban runoff management.

So that:

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ Sidewalks are temporarily ramp patched to mitigate immediate tripping hazards within three (3) working days from notification/discovery for displacement greater than one inch, or within one (1) day of a trip and fall having been reported, 97% of the time. - Percent	5	0.00%	0.00%	0.00%	97.00%	97.00%
♦ Sidewalks with displacement less than one inch are milled to level within 30 days from discovery/notification 97% of the time. - Percent	5	0.00%	0.00%	0.00%	97.00%	97.00%
♦ Sidewalk, curb and gutter areas identified as requiring replacement are replaced within the next five fiscal years 90% of the time. - Percent	3	0.00%	0.00%	0.00%	90.00%	90.00%
♦ A customer satisfaction rating of 80% is achieved based on condition, appearance, and timely response of City roadside, median and right-of-way areas. - Percent	3	0.00%	0.00%	0.00%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	0.00	0.00	0.00	1.00	1.00

**Program Notes**

1. This is a new program structure, previously part of program 215 Roadside and Median Right-of-Way Services SDP 21503. No new resources are being proposed.

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21701 - Mitigation of Tripping Hazards on Sidewalk Right-of-Way**

**SDP Outcome Statement**

Provide pedestrian safe sidewalks, by:

- Temporarily ramp patch displaced sidewalks and sidewalks scheduled for repair with asphalt concrete,
- Grinding concrete sidewalks where displacements are one (1) inch or less,
- Removing parkway concrete that is raised above the right-of-way sidewalk and is a tripping hazard, and
- Surveying City sidewalks for defects requiring repair, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Sidewalks are temporarily ramp patched to mitigate immediate tripping hazards within three (3) working days from notification/discovery for displacement greater than one inch, or within one (1) day of a trip and fall having been reported, 97% of the time. - Percent	0.00%	0.00%	0.00%	97.00%	97.00%
♦ Sidewalks with displacement less than one inch are milled to level within thirty (30) days from discovery/notification 97% of the time. - Percent	0.00%	0.00%	0.00%	97.00%	97.00%
♦ Parkway concrete identified as a potential tripping hazard shall be removed or made safe within twelve (12) weeks of determination 80% of the time. - Percent	0.00%	0.00%	0.00%	80.00%	80.00%

**SDP Notes**

1. The FY 2003/04 Adopted Budget included service reductions to the replacement schedule of sidewalk, curb and gutter concrete areas from 3 years to 5 years. This resulted in an increase in the number of sidewalks to ramp in activity 217100 Make Temporary A/C Repair to Sidewalks and grind in activity 217110 Grind Sidewalk Displacements.

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21701 - Mitigation of Tripping Hazards on Sidewalk Right-of-Way**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 217100 - Make Temporary A/C Repair to Sidewalks</b>					
Product: A Lineal Foot of Sidewalk Ramped					
Costs:	0.00	0.00	0.00	47,028.70	49,154.60
Products:	0.00	0.00	0.00	4,000.00	4,000.00
Work Hours:	0.00	0.00	0.00	1,176.00	1,176.00
Product Cost:	0.00	0.00	0.00	11.76	12.29
<b>Activity 217110 - Grind Sidewalk Displacements</b>					
Product: A Lineal Foot of Sidewalk Ground					
Costs:	0.00	0.00	0.00	148,496.57	155,016.54
Products:	0.00	0.00	0.00	29,550.00	29,550.00
Work Hours:	0.00	0.00	0.00	3,310.00	3,310.00
Product Cost:	0.00	0.00	0.00	5.03	5.25
<b>Activity 217120 - Remove Parkway Concrete</b>					
Product: A Square Foot of Concrete Removed					
Costs:	0.00	0.00	0.00	27,932.07	29,097.11
Products:	0.00	0.00	0.00	20,000.00	20,000.00
Work Hours:	0.00	0.00	0.00	600.00	600.00
Product Cost:	0.00	0.00	0.00	1.40	1.45
<b>Totals for Service Delivery Plan 21701 - Mitigation of Tripping Hazards on Sidewalk Right-of-Way</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>223,457.34</b>	<b>233,268.25</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,086.00</b>	<b>5,086.00</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21702 - Mitigation of Tree Root/Concrete Conflicts**

**SDP Outcome Statement**

Provide tree root protection and control at right-of-way sidewalks and curbs and gutters, by:

- Installing root control materials at sidewalks, curbs and gutters displaced by tree roots,
- Installing special sidewalk paving materials as an alternative to concrete where beneficial to trees,
- Installing or specifying root control materials at new sidewalks with new street trees, and
- Adjusting sidewalk and curb and gutter alignments to allow for tree trunk and root growth, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ From the annual sample survey, at least 95% of the sidewalk, curb and gutter sites with tree root control materials installed within the prior fiscal year shall be judged as effective in protecting the new concrete and the tree. - Percent	0.00%	0.00%	0.00%	95.00%	95.00%
♦ From the previous annual sample survey, at least 90% of the sidewalk, curb and gutter sites with tree root control materials installed within the three (3) prior fiscal years shall be judged as effective in protecting the new concrete and the tree. - Percent	0.00%	0.00%	0.00%	90.00%	90.00%
♦ From the previous annual sample survey, at least 80% of the sidewalk, curb and gutter sites with tree root control materials installed within the five (5) prior fiscal years shall be judged as effective in protecting the new concrete and the tree. - Percent	0.00%	0.00%	0.00%	80.00%	80.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21702 - Mitigation of Tree Root/Concrete Conflicts**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 217200 - Root Prune at Sidewalk Sites</b>					
Product: A Lineal Foot of Sidewalk Root Pruned					
Costs:	0.00	0.00	0.00	60,545.96	63,095.65
Products:	0.00	0.00	0.00	13,250.00	13,250.00
Work Hours:	0.00	0.00	0.00	1,337.00	1,337.00
Product Cost:	0.00	0.00	0.00	4.57	4.76
<b>Activity 217210 - Install Root Control Materials At Sidewalk Sites</b>					
Product: A Lineal Foot of Sidewalk Barrier Installed					
Costs:	0.00	0.00	0.00	23,946.90	25,007.94
Products:	0.00	0.00	0.00	8,750.00	8,750.00
Work Hours:	0.00	0.00	0.00	646.00	646.00
Product Cost:	0.00	0.00	0.00	2.74	2.86
<b>Activity 217220 - Root Prune at Curb and Gutter Sites</b>					
Product: A Lineal Foot of Curb and Gutter Root Pruned					
Costs:	0.00	0.00	0.00	14,403.33	14,969.90
Products:	0.00	0.00	0.00	4,000.00	4,000.00
Work Hours:	0.00	0.00	0.00	250.00	250.00
Product Cost:	0.00	0.00	0.00	3.60	3.74

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21702 - Mitigation of Tree Root/Concrete Conflicts**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 217230 - Install Root Control Materials at Curb and Gutter Sites</b>					
Product: A Lineal Foot of Curb and Gutter Barrier Installed					
Costs:	0.00	0.00	0.00	9,230.22	9,523.70
Products:	0.00	0.00	0.00	2,000.00	2,000.00
Work Hours:	0.00	0.00	0.00	120.00	120.00
Product Cost:	0.00	0.00	0.00	4.62	4.76
<b>Activity 217240 - Alternative Sidewalk Installation</b>					
Product: A Square Foot of Sidewalk Installed					
Costs:	0.00	0.00	0.00	10,992.21	11,501.25
Products:	0.00	0.00	0.00	900.00	900.00
Work Hours:	0.00	0.00	0.00	240.00	240.00
Product Cost:	0.00	0.00	0.00	12.21	12.78
<b>Activity 217250 - Survey Root Mitigation Sites</b>					
Product: A Survey Completed					
Costs:	0.00	0.00	0.00	6,310.85	6,616.44
Products:	0.00	0.00	0.00	12.00	12.00
Work Hours:	0.00	0.00	0.00	100.00	100.00
Product Cost:	0.00	0.00	0.00	525.90	551.37
<b>Totals for Service Delivery Plan 21702 - Mitigation of Tree Root/Concrete Conflicts</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>125,429.47</b>	<b>130,714.88</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2,693.00</b>	<b>2,693.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21703 - Concrete Reconstruction**

**SDP Outcome Statement**

Provide pedestrian safe sidewalks and effective curb and gutter systems, by:

- Replacing concrete sidewalk that has been identified as defective and hazardous, and
- Replacing concrete curb and gutter that has been identified as defective or hazardous and non-functional, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Sidewalk areas identified as requiring replacement are replaced within the next five (5) fiscal years 90% of the time. - Percent	0.00%	0.00%	0.00%	90.00%	90.00%
♦ Curb and gutter areas identified as requiring replacement are replaced within the next five (5) fiscal years 90% of the time. - Percent	0.00%	0.00%	0.00%	90.00%	90.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21703 - Concrete Reconstruction**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 217300 - Sidewalk Replacement (by Contract)</b>					
Product: A Square Foot of Sidewalk Replaced					
Costs:	0.00	0.00	0.00	327,630.35	334,911.93
Products:	0.00	0.00	0.00	39,400.00	39,400.00
Work Hours:	0.00	0.00	0.00	410.00	410.00
Product Cost:	0.00	0.00	0.00	8.32	8.50
<b>Activity 217310 - Curb and Gutter Replacement (by Contract)</b>					
Product: A Lineal Foot of Curb and Gutter Replaced					
Costs:	0.00	0.00	0.00	150,183.73	153,925.25
Products:	0.00	0.00	0.00	4,100.00	4,100.00
Work Hours:	0.00	0.00	0.00	415.00	415.00
Product Cost:	0.00	0.00	0.00	36.63	37.54
<b>Totals for Service Delivery Plan 21703 - Concrete Reconstruction</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>477,814.08</b>	<b>488,837.18</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>825.00</b>	<b>825.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21704 - Customer Service and Program Coordination**

**SDP Outcome Statement**

Provide a high level of customer service to the City, by:

- Responding to citizen service requests in a prompt manner,
- Connecting or directing citizens to staff that can handle their requests,
- Assisting Risk and Insurance Division in evaluation of claims against the City, and
- Assisting property owners in parkway concrete removal for the mitigation of right-of-way hazard, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Sidewalk and/or curb and gutter service requests are investigated within three (3) working days from notification, or within one (1) working day of a trip and fall having been reported, 95% of the time. - Percent	0.00%	0.00%	0.00%	95.00%	95.00%
♦ Requests for assistance from Risk and Insurance on claims shall be investigated and responded to within five (5) working days of notification 90% of the time. - Percent	0.00%	0.00%	0.00%	90.00%	90.00%
♦ City street tree roots shall be mitigated, for a fee, within six (6) weeks of request and determination of need 90% of the time. - Percent	0.00%	0.00%	0.00%	90.00%	90.00%
♦ A customer satisfaction rating of 80% is achieved based on condition, appearance and timely response within roadside, median and right-of-way areas. - Percent	0.00%	0.00%	0.00%	80.00%	80.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21704 - Customer Service and Program Coordination**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 217400 - Investigate Requests for Service</b>					
Product: A Service Request Completed					
Costs:	0.00	0.00	0.00	37,988.56	39,821.14
Products:	0.00	0.00	0.00	665.00	665.00
Work Hours:	0.00	0.00	0.00	718.00	718.00
Product Cost:	0.00	0.00	0.00	57.13	59.88
<b>Activity 217410 - Investigate Claims from Risk and Insurance</b>					
Product: A Claim Investigated					
Costs:	0.00	0.00	0.00	1,577.71	1,654.11
Products:	0.00	0.00	0.00	10.00	10.00
Work Hours:	0.00	0.00	0.00	25.00	25.00
Product Cost:	0.00	0.00	0.00	157.77	165.41
<b>Activity 217420 - Root Removal - Private Property</b>					
Product: A Lineal Foot of Root Pruned					
Costs:	0.00	0.00	0.00	5,224.28	5,471.12
Products:	0.00	0.00	0.00	1,300.00	1,300.00
Work Hours:	0.00	0.00	0.00	135.00	135.00
Product Cost:	0.00	0.00	0.00	4.02	4.21

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21704 - Customer Service and Program Coordination**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 217430 - Root Barrier Installed - Private Concrete</b>					
Product: A Lineal Foot of Barrier Installed					
Costs:	0.00	0.00	0.00	3,395.90	3,552.53
Products:	0.00	0.00	0.00	1,150.00	1,150.00
Work Hours:	0.00	0.00	0.00	85.00	85.00
Product Cost:	0.00	0.00	0.00	2.95	3.09
<b>Activity 217440 - Clerical Support</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	23,815.63	24,966.82
Products:	0.00	0.00	0.00	500.00	500.00
Work Hours:	0.00	0.00	0.00	500.00	500.00
Product Cost:	0.00	0.00	0.00	47.63	49.93
<b>Activity 217450 - Program Coordination: Non-Management</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	53,252.72	55,830.18
Products:	0.00	0.00	0.00	865.00	865.00
Work Hours:	0.00	0.00	0.00	865.00	865.00
Product Cost:	0.00	0.00	0.00	61.56	64.54



**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21704 - Customer Service and Program Coordination**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 217460 - Equipment Maintenance/Miscellaneous Activities</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	4,991.79	5,230.83
Products:	0.00	0.00	0.00	123.00	123.00
Work Hours:	0.00	0.00	0.00	123.00	123.00
Product Cost:	0.00	0.00	0.00	40.58	42.53
<b>Totals for Service Delivery Plan 21704 - Customer Service and Program Coordination</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>130,246.59</b>	<b>136,526.73</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2,451.00</b>	<b>2,451.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21705 - Program Management**

**SDP Outcome Statement**

Provide management administration, by:

- Maintaining complete and thorough records,
- Managing City resources to best deliver concrete maintenance services, and
- Managing operating funds to meet Concrete Program service levels within Annual Budget, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	0.00	0.00	0.00	1.00	1.00
♦ The average of Performance Indexes of SDP 21701, 21702, 21703 and 21704 is 100. - Index	0.00	0.00	0.00	100.00	100.00

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21705 - Program Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 217500 - Management Administration</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	97,932.29	102,706.32
Products:	0.00	0.00	0.00	1,294.00	1,294.00
Work Hours:	0.00	0.00	0.00	1,294.00	1,294.00
Product Cost:	0.00	0.00	0.00	75.68	79.37
<b>Activity 217510 - Staff Training: Safety and Development</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	15,781.67	16,541.94
Products:	0.00	0.00	0.00	315.00	315.00
Work Hours:	0.00	0.00	0.00	315.00	315.00
Product Cost:	0.00	0.00	0.00	50.10	52.51
<b>Totals for Service Delivery Plan 21705 - Program Management</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>113,713.96</b>	<b>119,248.26</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,609.00</b>	<b>1,609.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Totals for Program 217**

<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,070,661.44</b>	<b>1,108,595.30</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>12,664.00</b>	<b>12,664.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Program Outcome Statement**

Promote the safety, environmental functionality and aesthetics of the City's street trees for residents, visitors and the business community, by:

- Providing pruning to maximize the structural integrity and minimize the potential of branch/trunk failure for all inventoried street trees in a manner consistent with ISA standards,
- Preserving and sustaining the roadway tree population by new planting and replacement tree planting, and
- Pruning or inspecting the entire inventory of street trees on an average of every five and one half (5.5) years (approximately 18.18% of the inventory is pruned/inspected per year).

So that:

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ From four (4) quarterly surveys, the entire inventory has a structural integrity rating of two and one half (2.5) or less on a scale of 1 to 5 (1 being the highest).						
- Number	5	0.00	0.00	0.00	2.50	2.50
♦ 90% of service request prunings are completed within ten (10) weeks of determination of need.						
- Percent	4	0.00%	0.00%	0.00%	90.00%	90.00%
♦ The population of street trees is sustained at 85% or greater of the available planting sites by placement of new trees on new developments and existing sites within one (1) year of determination.						
- Percent	3	0.00%	0.00%	0.00%	85.00%	85.00%
♦ A customer approval rating of 80% is achieved based on condition, appearance and timely response to City roadside, median and right-of-way tree services.						
- Rating	3	0.00%	0.00%	0.00%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.						
- Ratio	4	0.00	0.00	0.00	1.00	1.00

**City of Sunnyvale**  
**Program Performance Budget**

**Program 218 - Street Tree Services**

**Program Notes**

1. This is a new program structure, previously part of program 215 Roadside and Median Right-of-Way Services SDP 21502. No new resources are being proposed.
2. Starting in FY 2004/05, the tree stumping and planting activities that were previously performed by staff time will be performed by contractors. The staff time was eliminated as a result of the FY 2003/04 budget reduction process. This yielded approximately 9% in cost savings to the City.

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21801 - Structural Pruning**

**SDP Outcome Statement**

Maintain roadway trees that enhance the aesthetics, environmental quality and safety of the City, by:

- Providing pruning to maximize structural integrity and minimize the potential risk of branch/trunk failure of all inventoried street trees,
- Pruning inventoried street trees in a manner consistent with International Society of Arboriculture (ISA) standards, and
- Pruning or inspecting the entire inventory of street trees on an average of every five and one half (5.5) years (approximately 18.18% of the inventory are pruned/inspected per year), so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ From four (4) quarterly surveys, the entire inventory has a structural integrity rating of two and one half (2.5) or less on a scale of 1 to 5 (1 being the highest). - Number	0.00	0.00	0.00	2.50	2.50
♦ 85% of street trees pruned in the current fiscal year comply with the International Society of Arboriculture (ISA) pruning standards. - Percent	0.00%	0.00%	0.00%	85.00%	85.00%
♦ Upon City Arborist determination of need, service request prunings are completed within ten (10) weeks 90% of the time. - Percent	0.00%	0.00%	0.00%	90.00%	90.00%
♦ Prune or inspect approximately 18.18% (5.5 year cycle) of the entire tree inventory per year. - Percent	0.00%	0.00%	0.00%	18.18%	18.18%

**SDP Notes**

1. The International Society of Arboriculture guideline is defined in ANSI Standard A300-2001- Tree, Shrub and other Woody Plant Maintenance - Standard Practices.

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21801 - Structural Pruning**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 218100, 218101, 218102, 218103, 218104 - Scheduled Structural Pruning</b>					
Product: An Inventory Tree Pruned					
Costs:	0.00	0.00	0.00	635,710.70	664,475.43
Products:	0.00	0.00	0.00	6,454.00	6,454.00
Work Hours:	0.00	0.00	0.00	11,745.00	11,745.00
Product Cost:	0.00	0.00	0.00	98.50	102.96
<b>Activity 218110, 218111 - Service Request (Single) Pruning</b>					
Product: A Tree Pruned					
Costs:	0.00	0.00	0.00	19,576.41	20,462.59
Products:	0.00	0.00	0.00	120.00	120.00
Work Hours:	0.00	0.00	0.00	360.00	360.00
Product Cost:	0.00	0.00	0.00	163.14	170.52
<b>Activity 218120 - Priority Pruning (On Hours)</b>					
Product: An Inventory Tree Pruned					
Costs:	0.00	0.00	0.00	35,682.58	37,299.18
Products:	0.00	0.00	0.00	675.00	675.00
Work Hours:	0.00	0.00	0.00	650.00	650.00
Product Cost:	0.00	0.00	0.00	52.86	55.26



**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21801 - Structural Pruning**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 218130 - Emergency Pruning (Off Hours)</b>					
Product: An Inventory Tree Pruned					
Costs:	0.00	0.00	0.00	10,355.73	10,822.40
Products:	0.00	0.00	0.00	100.00	100.00
Work Hours:	0.00	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	0.00	103.56	108.22
<b>Totals for Service Delivery Plan 21801 - Structural Pruning</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>701,325.42</b>	<b>733,059.60</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>12,955.00</b>	<b>12,955.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21802 - Tree Inventory Management**

**SDP Outcome Statement**

Provide roadway trees that enhance the aesthetics, environmental quality and safety of the City, by:

- Preserving and sustaining the roadway tree population,
- Removing hazardous trees,
- Planting new trees at availability sites, and
- Replacing existing trees removed as hazardous, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ The population of street trees is sustained at 85% or greater of the available planting sites by placement of new trees on new developments and existing sites within one (1) year of determination. - Percent	0.00%	0.00%	0.00%	85.00%	85.00%
♦ 90% of newly planted street trees become established, so that the failure rate is 10% or less. - Percent	0.00%	0.00%	0.00%	90.00%	90.00%
♦ All newly planted trees are arboriculturally trained within the first three (3) years after planting according to International Society of Arboriculture (ISA) standards, 98% of the time. - Number	0.00	0.00	0.00	1,200.00	1,200.00
- Percent	0.00%	0.00%	0.00%	98.00%	98.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21802 - Tree Inventory Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 218200, 218201, 218202 - Replacement Tree Planting (by Contract)</b>					
Product: A Tree Planted					
Costs:	0.00	0.00	0.00	35,152.87	35,898.64
Products:	0.00	0.00	0.00	300.00	300.00
Work Hours:	0.00	0.00	0.00	30.00	30.00
Product Cost:	0.00	0.00	0.00	117.18	119.66
<b>Activity 218210, 218211, 218212 - New Tree Planting</b>					
Product: A Tree Planted					
Costs:	0.00	0.00	0.00	14,500.25	14,996.70
Products:	0.00	0.00	0.00	100.00	100.00
Work Hours:	0.00	0.00	0.00	145.00	145.00
Product Cost:	0.00	0.00	0.00	145.00	149.97
<b>Activity 218220 - Tree Removal</b>					
Product: A Tree Felled					
Costs:	0.00	0.00	0.00	66,028.23	69,033.29
Products:	0.00	0.00	0.00	350.00	350.00
Work Hours:	0.00	0.00	0.00	1,225.00	1,225.00
Product Cost:	0.00	0.00	0.00	188.65	197.24

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21802 - Tree Inventory Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 218230 - Tree Stump Removal (by Contract)</b>					
Product: A Tree Stump Removed					
Costs:	0.00	0.00	0.00	41,542.00	42,401.27
Products:	0.00	0.00	0.00	350.00	350.00
Work Hours:	0.00	0.00	0.00	0.00	0.00
Product Cost:	0.00	0.00	0.00	118.69	121.15
<b>Activity 218240 - Tree Watering</b>					
Product: A Tree Watered					
Costs:	0.00	0.00	0.00	29,154.61	30,346.36
Products:	0.00	0.00	0.00	4,500.00	4,500.00
Work Hours:	0.00	0.00	0.00	480.00	480.00
Product Cost:	0.00	0.00	0.00	6.48	6.74
<b>Activity 218250 - Young Tree Training Pruning</b>					
Product: A Tree Trained					
Costs:	0.00	0.00	0.00	21,611.74	22,613.47
Products:	0.00	0.00	0.00	1,200.00	1,200.00
Work Hours:	0.00	0.00	0.00	400.00	400.00
Product Cost:	0.00	0.00	0.00	18.01	18.84

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21802 - Tree Inventory Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 218260 - Maintain Tree Nursery</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	4,862.64	5,088.03
Products:	0.00	0.00	0.00	90.00	90.00
Work Hours:	0.00	0.00	0.00	90.00	90.00
Product Cost:	0.00	0.00	0.00	54.03	56.53
<b>Totals for Service Delivery Plan 21802 - Tree Inventory Management</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>212,852.34</b>	<b>220,377.76</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2,370.00</b>	<b>2,370.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21803 - Customer Service and Program Coordination**

**SDP Outcome Statement**

Provide a high level of customer service for residents, visitors and the business community, by:

- Responding to citizen service requests in a prompt manner,
- Connecting or directing citizens to staff that can handle their requests,
- Advising the Community Development Department in matters of arboriculture relating to private property tree removals or other matters relating to Street Trees, and
- Assisting Risk and Insurance Division in evaluation of claims against the City, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 95% of all service requests are investigated within nine (9) working days of request. - Percent	0.00%	0.00%	0.00%	95.00%	95.00%
♦ 90% of service request prunings are completed within ten (10) weeks of determination of need. - Percent	0.00%	0.00%	0.00%	90.00%	90.00%
♦ From four (4) quarterly surveys the street tree inventory receives a structural integrity rating of two and one half (2.5) or greater on a scale of 1 to 5 (1 being the highest). - Number	0.00	0.00	0.00	2.50	2.50
♦ 85% or greater of street trees pruned in the current fiscal year comply with the International Society of Arboriculture (ISA) pruning standards. - Percent	0.00%	0.00%	0.00%	85.00%	85.00%
♦ Requests for assistance from Risk and Insurance on claims shall be investigated and responded to within five (5) working days of notification 90% of the time. - Percent	0.00%	0.00%	0.00%	90.00%	90.00%
♦ A customer satisfaction rating of 80% is achieved based on condition, appearance and timely response within roadside, median and right-of-way areas. - Percent	0.00%	0.00%	0.00%	80.00%	80.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21803 - Customer Service and Program Coordination**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 218300 - Respond to Service Requests</b>					
Product: A Service Request Completed					
Costs:	0.00	0.00	0.00	73,691.38	77,305.15
Products:	0.00	0.00	0.00	2,010.00	2,010.00
Work Hours:	0.00	0.00	0.00	1,160.00	1,160.00
Product Cost:	0.00	0.00	0.00	36.66	38.46
<b>Activity 218310 - Structural Integrity Survey</b>					
Product: A Survey Conducted					
Costs:	0.00	0.00	0.00	3,195.08	3,351.79
Products:	0.00	0.00	0.00	4.00	4.00
Work Hours:	0.00	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	0.00	798.77	837.95
<b>Activity 218320 - Pruning Standards Survey</b>					
Product: A Survey Conducted					
Costs:	0.00	0.00	0.00	3,195.08	3,351.79
Products:	0.00	0.00	0.00	4.00	4.00
Work Hours:	0.00	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	0.00	798.77	837.95



**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21803 - Customer Service and Program Coordination**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 218330 - Claims Investigation</b>					
Product: A Claim Investigated					
Costs:	0.00	0.00	0.00	1,917.04	2,011.06
Products:	0.00	0.00	0.00	15.00	15.00
Work Hours:	0.00	0.00	0.00	30.00	30.00
Product Cost:	0.00	0.00	0.00	127.80	134.07
<b>Activity 218340 - Equipment Maintenance/Miscellaneous Activities</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	15,224.74	15,968.59
Products:	0.00	0.00	0.00	365.00	365.00
Work Hours:	0.00	0.00	0.00	365.00	365.00
Product Cost:	0.00	0.00	0.00	41.71	43.75
<b>Activity 218350 - Program Coordination: Non-Management</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	103,725.23	108,811.88
Products:	0.00	0.00	0.00	1,630.00	1,630.00
Work Hours:	0.00	0.00	0.00	1,630.00	1,630.00
Product Cost:	0.00	0.00	0.00	63.64	66.76

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21803 - Customer Service and Program Coordination**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 218360 - Clerical Support</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	35,834.17	37,595.54
Products:	0.00	0.00	0.00	740.00	740.00
Work Hours:	0.00	0.00	0.00	740.00	740.00
Product Cost:	0.00	0.00	0.00	48.42	50.80
<b>Activity 218370 - Tree Removal Permit Investigations</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	19,170.52	20,110.68
Products:	0.00	0.00	0.00	300.00	300.00
Work Hours:	0.00	0.00	0.00	300.00	300.00
Product Cost:	0.00	0.00	0.00	63.90	67.04
<b>Totals for Service Delivery Plan 21803 - Customer Service and Program Coordination</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>255,953.24</b>	<b>268,506.48</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4,325.00</b>	<b>4,325.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21804 - Program Management**

**SDP Outcome Statement**

Provide Management Administration, by:

- Maintaining complete and thorough records,
- Managing City resources to best deliver Street Tree Services,
- Managing operating funds to meet Street Tree Program service levels within annual budget, and
- Serving on the Plan Review Committee to advise City Council, Planning Commission and Community Development in matters of Street Trees, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	0.00	0.00	0.00	1.00	1.00
♦ The average of Performance Indexes of SDP 21801, 21802 and 21803 is 100. - Index	0.00	0.00	0.00	100.00	100.00

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21804 - Program Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 218400 - Management Administration</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	107,337.04	112,630.29
Products:	0.00	0.00	0.00	1,406.00	1,406.00
Work Hours:	0.00	0.00	0.00	1,406.00	1,406.00
Product Cost:	0.00	0.00	0.00	76.34	80.11
<b>Activity 218410 - Staff Training: Safety and Development</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	41,330.10	43,356.20
Products:	0.00	0.00	0.00	840.00	840.00
Work Hours:	0.00	0.00	0.00	840.00	840.00
Product Cost:	0.00	0.00	0.00	49.20	51.61
<b>Totals for Service Delivery Plan 21804 - Program Management</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>148,667.14</b>	<b>155,986.49</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2,246.00</b>	<b>2,246.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Totals for Program 218**

<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,318,798.14</b>	<b>1,377,930.33</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>21,896.00</b>	<b>21,896.00</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:

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ 85% of the goals for the number of improved units are achieved. - Percent	4	85.00%	51.00%	85.00%	85.00%	85.00%
♦ An overall customer satisfaction rating of 90% is achieved. [DELETED] - Percent	4	85.00%	100.00%	85.00%	0.00%	0.00%
♦ At least 12.5% of new housing units are affordable. - Percent	3	10.00%	19.00%	10.00%	12.50%	12.50%
♦ 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 [statutory requirement by HUD]. - Amount Exceeded	5	1.50	0.42	1.50	1.50	1.50
♦ 85% of outside group contracts comply with their identified service levels. - Percent	3	85.00%	82.60%	85.00%	85.00%	85.00%
♦ 96% of Below Market Rate (BMR) units are in compliance with the BMR program objectives. - Percent	4	98.00%	93.00%	98.00%	96.00%	96.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	2	1.00	1.17	1.00	1.00	1.00
♦ 90% of the members of the Housing and Human Services Commission rate the overall performance of staff as meeting expectations. - Percent	4	0.00%	0.00%	0.00%	90.00%	90.00%
♦ 95% of survey respondents participating in a City supported housing improvement program rate the program services as satisfactory. - Percent	4	0.00%	0.00%	0.00%	95.00%	95.00%

**City of Sunnyvale**  
**Program Performance Budget**

**Program 230 - Housing and Human Services**

**Program Notes**

1. The Housing and Human Services program receives funding from both federal and local sources. 77% of the program budget is funded by CDBG grant, 20% from HOME grant and local housing revenues, and 3% from the General Fund for outside group funding administration.
2. The program measure for affordable new housing units is set at 12.5%, which is consistent with the City's Affordable Housing Ordinance.



**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**

**Service Delivery Plan 23001 - Community Development Block Grant Administration**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 230100 - Provide General CDBG Grant Management</b>					
Product: A Work Hour					
Costs:	0.00	0.00	286,874.57	190,113.08	172,629.75
Products:	0.00	0.00	3,372.00	1,690.00	1,690.00
Work Hours:	0.00	0.00	3,372.00	1,690.00	1,690.00
Product Cost:	0.00	0.00	85.08	112.49	102.15
<b>Activity 230110 - Provide CDBG Housing Acquisiton Management</b>					
Product: An Affordable Housing Unit Built or Acquired					
Costs:	0.00	0.00	29,972.30	31,455.35	33,016.38
Products:	0.00	0.00	30.00	40.00	40.00
Work Hours:	0.00	0.00	562.00	538.00	538.00
Product Cost:	0.00	0.00	999.08	786.38	825.41
<b>Activity 230120 - Provide CDBG Housing Improvement - Substantial Rehabilitation Program</b>					
Product: A Unit Improved					
Costs:	0.00	0.00	167,932.62	158,937.06	162,354.27
Products:	0.00	0.00	15.00	15.00	15.00
Work Hours:	0.00	0.00	2,180.00	1,930.00	1,930.00
Product Cost:	0.00	0.00	11,195.51	10,595.80	10,823.62

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Service Delivery Plan 23001 - Community Development Block Grant Administration**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 230130 - Provide CDBG Housing Improvement - Minor Improvement Program</b>					
Product: A Unit Improved					
Costs:	0.00	0.00	37,456.87	30,538.80	30,099.35
Products:	0.00	0.00	50.00	30.00	30.00
Work Hours:	0.00	0.00	470.00	373.00	373.00
Product Cost:	0.00	0.00	749.14	1,017.96	1,003.31
<b>Activity 230140 - Support CDBG Funded Agencies</b>					
Product: An Agency Supported					
Costs:	0.00	0.00	22,715.60	11,604.98	12,180.90
Products:	0.00	0.00	14.00	15.00	15.00
Work Hours:	0.00	0.00	562.00	262.00	262.00
Product Cost:	0.00	0.00	1,622.54	773.67	812.06
<b>Activity 230150 - Audit CDBG Funded Agencies</b>					
Product: An Agency Audited					
Costs:	0.00	0.00	12,419.69	8,858.78	9,298.40
Products:	0.00	0.00	14.00	15.00	15.00
Work Hours:	0.00	0.00	340.00	200.00	200.00
Product Cost:	0.00	0.00	887.12	590.59	619.89

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Service Delivery Plan 23001 - Community Development Block Grant Administration**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 230160 - Support the Housing and Human Services Commission</b>					
Product: A Meeting Supported					
Costs:	0.00	0.00	10,943.18	17,234.34	17,868.59
Products:	0.00	0.00	11.00	12.00	12.00
Work Hours:	0.00	0.00	240.00	378.00	378.00
Product Cost:	0.00	0.00	994.83	1,436.20	1,489.05
<b>Activity 230170 - Provide Financial Grant Management</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	42,327.52	44,269.33
Products:	0.00	0.00	0.00	830.00	830.00
Work Hours:	0.00	0.00	0.00	830.00	830.00
Product Cost:	0.00	0.00	0.00	51.00	53.34
<b>Activity 230180 - Provide Regulatory Reports and Compliance</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	43,788.56	45,638.61
Products:	0.00	0.00	0.00	880.00	880.00
Work Hours:	0.00	0.00	0.00	880.00	880.00
Product Cost:	0.00	0.00	0.00	49.76	51.86
<b>Totals for Service Delivery Plan 23001 - Community Development Block Grant Administration</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>568,314.83</b>	<b>534,858.47</b>	<b>527,355.58</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>7,726.00</b>	<b>7,081.00</b>	<b>7,081.00</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**

**Service Delivery Plan 23002 - HOME Program Grant Administration**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 230200 - Provide General HOME Program Grant Management</b>					
Product: A Work Hour					
Costs:	0.00	0.00	51,558.97	27,433.89	23,198.63
Products:	0.00	0.00	150.00	150.00	150.00
Work Hours:	0.00	0.00	150.00	150.00	150.00
Product Cost:	0.00	0.00	343.73	182.89	154.66
<b>Activity 230210 - Invest HOME Program Funds in Affordable Housing</b>					
Product: An Affordable Housing Unit Funded					
Costs:	0.00	0.00	23,961.34	37,032.63	38,870.48
Products:	0.00	0.00	10.00	22.00	22.00
Work Hours:	0.00	0.00	450.00	648.00	648.00
Product Cost:	0.00	0.00	2,396.13	1,683.30	1,766.84
<b>Activity 230220 - Monitor HOME Program Funded Housing Unit</b>					
Product: A Unit Inspected					
Costs:	0.00	0.00	46,077.39	13,176.69	21,691.38
Products:	0.00	0.00	36.00	36.00	60.00
Work Hours:	0.00	0.00	975.00	200.00	200.00
Product Cost:	0.00	0.00	1,279.93	366.02	361.52
<b>Totals for Service Delivery Plan 23002 - HOME Program Grant Administration</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>121,597.70</b>	<b>77,643.21</b>	<b>83,760.49</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>1,575.00</b>	<b>998.00</b>	<b>998.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Service Delivery Plan 23003 - City Funded Housing Opportunities and Human Services**

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Service Delivery Plan 23003 - City Funded Housing Opportunities and Human Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 230300 - Provide General Housing Mitigation Management</b>					
Product: A Work Hour					
Costs:	0.00	0.00	2,866.66	1,571.05	1,649.03
Products:	0.00	0.00	40.00	20.00	20.00
Work Hours:	0.00	0.00	40.00	20.00	20.00
Product Cost:	0.00	0.00	71.67	78.55	82.45
<b>Activity 230310 - Administer City Funded Outside Group Contracts</b>					
Product: An Agency Supported					
Costs:	0.00	0.00	21,090.07	13,406.51	14,071.83
Products:	0.00	0.00	3.00	8.00	8.00
Work Hours:	0.00	0.00	471.00	264.00	264.00
Product Cost:	0.00	0.00	7,030.02	1,675.81	1,758.98
<b>Activity 230320 - Develop Strategies, Projects and Funding Resources</b>					
Product: A Work Hour					
Costs:	0.00	0.00	7,166.64	7,698.14	8,080.18
Products:	0.00	0.00	100.00	98.00	98.00
Work Hours:	0.00	0.00	100.00	98.00	98.00
Product Cost:	0.00	0.00	71.67	78.55	82.45



**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Service Delivery Plan 23003 - City Funded Housing Opportunities and Human Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 230330 - Provide Management of BMR Program for Compliance</b>					
Product: A BMR Unit Audited					
Costs:	0.00	0.00	41,253.23	44,995.82	47,228.73
Products:	0.00	0.00	737.00	619.00	521.00
Work Hours:	0.00	0.00	619.00	868.00	868.00
Product Cost:	0.00	0.00	55.97	72.69	90.65
<b>Activity 230340 - BMR Program Implementation</b>					
Product: A BMR Unit Purchased or Resold					
Costs:	0.00	0.00	9,735.32	12,959.63	13,602.74
Products:	0.00	0.00	3.00	10.00	10.00
Work Hours:	0.00	0.00	206.00	250.00	250.00
Product Cost:	0.00	0.00	3,245.11	1,295.96	1,360.27
<b>Activity 230350 - Audit City Funded Agencies and Support the Housing and Human Services Commission</b>					
Product: An Agency Audited					
Costs:	0.00	0.00	0.00	8,858.78	9,298.40
Products:	0.00	0.00	0.00	8.00	8.00
Work Hours:	0.00	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	0.00	1,107.35	1,162.30
<b>Totals for Service Delivery Plan 23003 - City Funded Housing Opportunities and Human Services</b>					
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>82,111.92</b>	<b>89,489.93</b>	<b>93,930.91</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>1,436.00</b>	<b>1,700.00</b>	<b>1,700.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Totals for Program 230**

<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>772,024.45</b>	<b>701,991.61</b>	<b>705,046.98</b>
<b>Work Hours:</b>	<b>0.00</b>	<b>0.00</b>	<b>10,737.00</b>	<b>9,779.00</b>	<b>9,779.00</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>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 91% 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%	100.00%	85.00%	91.00%	91.00%
♦ An overall customer satisfaction rating of 85% is achieved. - Rating	3	85.00%	98.00%	85.00%	85.00%	85.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	2	1.00	1.21	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%	100.00%	85.00%	85.00%	85.00%
♦ 85% of non-routine items are completed on schedule. - Percent	3	85.00%	84.60%	85.00%	85.00%	85.00%
♦ 88% of information requests are completed within 48 hours. - Percent	3	85.00%	90.00%	85.00%	88.00%	88.00%

**City of Sunnyvale**  
**Program Performance Budget**

**Program 242 - Community Planning**

**Program Notes**

1. In FY 2001/02, most of the program manager's hours were budgeted and charged to the administration tasks (242190 and 242290). Starting in FY 2002/03, the program manager's hours have been budgeted and charged directly to the specific activities within the program.

**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>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ 91% 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%	100.00%	85.00%	91.00%	91.00%
♦ 90% 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%	100.00%	85.00%	90.00%	90.00%
♦ 88% 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%	95.00%	85.00%	88.00%	88.00%
♦ Actions by outside agencies are consistent with City policy 85% of the time. - Percent	85.00%	100.00%	85.00%	85.00%	85.00%
♦ 98% of community condition indicators are reviewed annually to assure General Plan is relevant. - Percent	95.00%	98.00%	95.00%	98.00%	98.00%
♦ 85% of non-routine items are completed on schedule. - Percent	85.00%	84.60%	85.00%	85.00%	85.00%

**City of Sunnyvale**  
**Program Performance Budget**

**Program 242 - Community Planning**

**Service Delivery Plan 24201 - Policy Development**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 242110, 242111, 242112 - Community Planning Policy Studies</b>					
Product: A Document Prepared					
Costs:	406,765.82	335,286.43	366,280.98	388,068.10	406,988.02
Products:	30.00	35.00	25.00	38.00	38.00
Work Hours:	5,730.33	4,258.45	4,781.05	4,722.49	4,722.54
Product Cost:	13,558.86	9,579.61	14,651.24	10,212.32	10,710.21
<b>Activity 242120 - Analyze Intergovernmental Policy</b>					
Product: City Position Communicated					
Costs:	87,345.30	61,422.89	91,956.07	71,582.04	74,454.04
Products:	20.00	15.00	20.00	15.00	15.00
Work Hours:	919.12	608.78	924.28	602.27	601.97
Product Cost:	4,367.27	4,094.86	4,597.80	4,772.14	4,963.60
<b>Activity 242190, 242191, 242192 - Provide Policy Development Administration</b>					
Product: Work Hours					
Costs:	66,257.25	119,432.12	63,096.60	80,093.21	84,305.15
Products:	814.85	1,409.08	698.77	782.82	782.99
Work Hours:	814.85	1,409.08	698.77	782.82	782.99
Product Cost:	81.31	84.76	90.30	102.31	107.67

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Service Delivery Plan 24201 - Policy Development**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 242130 - Support Heritage Preservation Activities</b>					
Product: A Work Item Completed					
Costs:	15,062.09	19,553.95	16,058.93	18,552.08	19,394.17
Products:	10.00	10.00	10.00	10.00	10.00
Work Hours:	230.20	231.76	231.23	254.92	254.89
Product Cost:	1,506.21	1,955.40	1,605.89	1,855.21	1,939.42
<b>Totals for Service Delivery Plan 24201 - Policy Development</b>					
<b>Costs:</b>	<b>575,430.46</b>	<b>535,717.32</b>	<b>537,392.58</b>	<b>558,295.43</b>	<b>585,141.38</b>
<b>Work Hours:</b>	<b>7,694.50</b>	<b>6,508.07</b>	<b>6,635.33</b>	<b>6,362.50</b>	<b>6,362.39</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>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ 85% of the users of the information reports find them to be up-to-date and useful. - Percent	85.00%	88.00%	85.00%	85.00%	85.00%
♦ 98% of audited data is determined to be accurate. - Percent	98.00%	97.00%	98.00%	98.00%	98.00%
♦ 88% of information requests are completed within 48 hours. - Percent	85.00%	90.00%	85.00%	88.00%	88.00%

1. In FY 2002/03, 24 routine profiles such as the monthly Development Update and Shopping Center profiles were prepared. In FY 2004/05 and FY 2005/06, the 24 reports planned are major profile reports requiring significantly more resources to research and complete. The six major topics include schools, transportation, industry, emerging industry, business cultures and revenues.



**City of Sunnyvale**  
**Program Performance Budget**

**Program 242 - Community Planning**

**Service Delivery Plan 24202 - Information Management**

	<u>2002/2003</u> <u>Budget</u>	<u>2002/2003</u> <u>Achieved</u>	<u>2003/2004</u> <u>Current</u>	<u>2004/2005</u> <u>Budget</u>	<u>2005/2006</u> <u>Budget</u>
<b>Activity 242210 - Update Community Condition Indicators</b>					
Product: An Indicator Updated					
Costs:	11,395.34	6,525.36	12,183.90	7,764.66	8,150.99
Products:	370.00	350.00	370.00	370.00	370.00
Work Hours:	187.71	128.76	188.52	114.15	114.16
Product Cost:	30.80	18.64	32.93	20.99	22.03
<b>Activity 242220, 242223 - Update Demographic and Economic Data</b>					
Product: A Profile Updated					
Costs:	52,436.72	23,526.39	55,554.52	47,191.13	49,539.29
Products:	24.00	24.00	24.00	24.00	24.00
Work Hours:	785.49	563.66	788.84	635.23	635.26
Product Cost:	2,184.86	980.27	2,314.77	1,966.30	2,064.14
<b>Activity 242230 - Manage GIS</b>					
Product: A Map or Report Produced					
Costs:	101,235.29	44,948.56	108,376.46	52,190.25	54,786.35
Products:	100.00	102.00	100.00	100.00	100.00
Work Hours:	1,518.52	733.87	1,525.76	657.90	657.94
Product Cost:	1,012.35	440.67	1,083.76	521.90	547.86

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Service Delivery Plan 24202 - Information Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 242290, 242291, 242292 - Provide Information Management Administration</b>					
Product: Work Hours					
Costs:	18,883.76	14,477.49	20,817.40	15,372.81	16,171.57
Products:	252.78	135.04	254.55	133.22	133.25
Work Hours:	252.78	135.04	254.55	133.22	133.25
Product Cost:	74.70	107.21	81.78	115.39	121.36
<b>Totals for Service Delivery Plan 24202 - Information Management</b>					
<b>Costs:</b>	<b>183,951.11</b>	<b>89,477.80</b>	<b>196,932.28</b>	<b>122,518.85</b>	<b>128,648.20</b>
<b>Work Hours:</b>	<b>2,744.50</b>	<b>1,561.33</b>	<b>2,757.67</b>	<b>1,540.50</b>	<b>1,540.61</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Totals for Program 242**

<b>Costs:</b>	<b>759,381.57</b>	<b>625,195.12</b>	<b>734,324.86</b>	<b>680,814.28</b>	<b>713,789.58</b>
<b>Work Hours:</b>	<b>10,439.00</b>	<b>8,069.40</b>	<b>9,393.00</b>	<b>7,903.00</b>	<b>7,903.00</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>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</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%	100.00%	78.00%	85.00%	85.00%
♦ 91% 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%	100.00%	85.00%	91.00%	91.00%
♦ 90% of all building permits with plans and minor building permits are ready for issuance within one business day. - Percent	5	90.00%	93.00%	90.00%	90.00%	90.00%
♦ 93% of requested inspections are completed within 24 hours of the request.* - Percent	3	95.00%	99.00%	91.00%	93.00%	93.00%
♦ 95% of the project reviews, plan checks and inspections which are audited are found to meet standards for quality. - Percent	3	95.00%	95.00%	95.00%	95.00%	95.00%
♦ An overall customer satisfaction rating of 90% is achieved. - Percent	5	85.00%	95.00%	85.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	2	1.00	1.05	1.00	1.00	1.00
♦ 90% of total building permits (on a three-year average) are closed. - Percent	2	90.00%	104.00%	90.00%	90.00%	90.00%
♦ 90% of regular building plan checks are reviewed within 21 days.* - Percent	3	90.00%	96.00%	88.00%	90.00%	90.00%
♦ 95% of land use permit applications are reviewed within 10 days. - Percent	2	95.00%	96.00%	95.00%	95.00%	95.00%

**City of Sunnyvale**  
**Program Performance Budget**

**Program 243 - Development Services**

**Program Notes**

1. The program outcome measures marked with an \* were adjusted downward in FY 2003/04 to reflect the budget cuts implemented. However, based on the current year to date experience, these measures have been revised upward in FY 2004/05 to better reflect the anticipated performance results.
2. Project review and plan check audits are accomplished by senior staff who reviews the completed plan checks and conducts field checks of previously inspected construction sites. The audits are conducted on random samples of land use and construction permitting applications, permits and inspections.

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24301 - Land Use Permitting**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 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%	100.00%	78.00%	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%	95.00%	95.00%
♦ 95% of land use permit reviews are completed within 10 days. - Percent	95.00%	96.00%	95.00%	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%	95.00%	95.00%
♦ A overall applicant satisfaction rating of 90% is achieved. - Rating	85.00%	92.00%	85.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	1.00	1.07	1.00	1.00	1.00

**City of Sunnyvale**  
**Program Performance Budget**

**Program 243 - Development Services**

**SDP Notes**

1. The service delivery plan outcome measure marked with an \* was adjusted downward in FY 2003/04 to reflect the budget cuts implemented. However, based on the current year to date experience, this measure has been revised upward in FY 2004/05 to better reflect the anticipated performance results.



**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24301 - Land Use Permitting**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 243110, 243111, 243112, 243113, 243114, 243115, 243117, 243118 - Review Land Use Permit Applications by Planning</b>					
Product: A Land Use Permit Application Reviewed					
Costs:	576,219.19	582,860.68	610,586.38	659,712.54	692,170.54
Products:	800.00	959.00	800.00	970.00	970.00
Work Hours:	10,280.42	10,570.05	10,174.85	10,147.22	10,147.94
Product Cost:	720.27	607.78	763.23	680.12	713.58
<b>Activity 243120 - Review Land Use Permit Applications by Building</b>					
Product: A Land Use Permit Application Reviewed					
Costs:	15,643.02	10,705.71	16,789.24	14,161.03	14,867.80
Products:	120.00	134.00	120.00	140.00	140.00
Work Hours:	254.49	180.98	254.40	207.07	207.09
Product Cost:	130.36	79.89	139.91	101.15	106.20
<b>Activity 243130, 243131, 243132 - Provide Land Use and Zoning Information</b>					
Product: A Customer Served					
Costs:	257,676.14	245,843.04	276,315.27	301,588.23	316,674.85
Products:	16,200.00	16,600.00	16,200.00	16,450.00	16,450.00
Work Hours:	4,343.97	4,393.98	4,342.34	4,410.49	4,410.95
Product Cost:	15.91	14.81	17.06	18.33	19.25

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24301 - Land Use Permitting**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 243190, 243191, 243192, 243193 - Provide Land Use Permit Administration</b>					
Product: Work Hours					
Costs:	146,432.59	146,240.54	151,473.24	165,368.72	172,074.21
Products:	1,733.04	1,666.81	1,706.96	1,653.52	1,653.02
Work Hours:	1,733.04	1,666.81	1,706.96	1,653.52	1,653.02
Product Cost:	84.49	87.74	88.74	100.01	104.10
<b>Activity 243610 - Review Land Use Permit Applications by Engineering</b>					
Product: A Land Use Permit Application Reviewed					
Costs:	41,580.37	29,894.02	44,438.07	41,141.56	43,082.76
Products:	120.00	134.00	120.00	140.00	140.00
Work Hours:	611.94	502.00	611.63	520.53	520.54
Product Cost:	346.50	223.09	370.32	293.87	307.73
<b>Activity 243620 - Review Land Use Permit Applications by Traffic</b>					
Product: A Land Use Permit Application Reviewed					
Costs:	88,827.73	36,354.17	68,507.09	64,753.13	67,848.03
Products:	125.00	134.00	125.00	140.00	140.00
Work Hours:	1,220.50	503.72	872.93	765.31	765.34
Product Cost:	710.62	271.30	548.06	462.52	484.63

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24301 - Land Use Permitting**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 243630 - Review Land Use Permit Applications by Trees and Landscaping</b>					
Product: A Land Use Permit Application Reviewed					
Costs:	13,185.10	7,707.24	13,767.56	11,183.34	11,709.34
Products:	120.00	134.00	120.00	140.00	140.00
Work Hours:	203.78	120.53	203.60	155.58	155.58
Product Cost:	109.88	57.52	114.73	79.88	83.64
<b>Activity 243640 - Review Land Use Permit Applications by WPCP</b>					
Product: A Land Use Permit Application Reviewed					
Costs:	3,071.45	3,519.13	2,918.42	4,638.07	4,869.52
Products:	100.00	134.00	100.00	140.00	140.00
Work Hours:	50.88	59.80	50.00	67.31	67.32
Product Cost:	30.71	26.26	29.18	33.13	34.78
<b>Totals for Service Delivery Plan 24301 - Land Use Permitting</b>					
<b>Costs:</b>	<b>1,142,635.59</b>	<b>1,063,124.53</b>	<b>1,184,795.27</b>	<b>1,262,546.62</b>	<b>1,323,297.05</b>
<b>Work Hours:</b>	<b>18,699.02</b>	<b>17,997.87</b>	<b>18,216.71</b>	<b>17,927.03</b>	<b>17,927.78</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24302 - Construction Permitting**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 90% of all building permits with plans and minor permits are ready for issuance within one business day. - Percent	90.00%	93.00%	90.00%	90.00%	90.00%
♦ 93% of requested inspections are completed within 24 hours of scheduled date.* - Percent	95.00%	99.00%	91.00%	93.00%	93.00%
♦ 95% of the plan checks and inspections which are audited are found to meet standards for quality. - Percent	95.00%	95.00%	95.00%	95.00%	95.00%
♦ 90% of total building permits (on a three year rolling average) are closed. - Percent	90.00%	104.00%	90.00%	90.00%	90.00%
♦ 90% of regular building plan checks are reviewed within 21 days.* - Percent	90.00%	96.00%	88.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	1.00	1.02	1.00	1.00	1.00

**City of Sunnyvale**  
**Program Performance Budget**

**Program 243 - Development Services**

**SDP Notes**

1. The service delivery plan outcome measures marked with an \* were adjusted downward in FY 2003/04 to reflect the budget cuts implemented. However, based on the current year to date experience, these measures have been revised upward in FY 2004/05 to better reflect the anticipated performance results.

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24302 - Construction Permitting**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 243210 - Review Regular Building Plans by Building</b>					
Product: A Regular Building Plan Reviewed					
Costs:	332,196.68	295,160.57	332,151.92	330,135.69	343,087.44
Products:	200.00	131.00	200.00	200.00	200.00
Work Hours:	4,919.12	3,376.82	4,712.17	4,387.94	4,386.77
Product Cost:	1,660.98	2,253.13	1,660.76	1,650.68	1,715.44
<b>Activity 243220 - Review Express/Minor Building Permit Applications by Building</b>					
Product: An Express/Minor Building Permit Application Reviewed					
Costs:	233,643.19	246,196.56	245,449.88	290,354.49	303,692.70
Products:	4,000.00	3,583.00	4,000.00	4,000.00	4,000.00
Work Hours:	3,557.20	3,721.08	3,555.42	3,943.31	3,943.19
Product Cost:	58.41	68.71	61.36	72.59	75.92
<b>Activity 243230 - Review Regular Building Plans by Planning</b>					
Product: A Regular Building Plan Reviewed					
Costs:	80,071.06	16,121.22	84,632.70	48,880.10	51,321.14
Products:	192.00	118.00	192.00	175.00	175.00
Work Hours:	1,267.69	238.79	1,267.21	674.13	674.20
Product Cost:	417.04	136.62	440.80	279.31	293.26

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24302 - Construction Permitting**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 243240 - Review Express/Minor Building Permit Applications by Planning</b>					
Product: An Express/Minor Building Permit Application Reviewed					
Costs:	20,575.14	1,790.65	21,747.28	19,121.93	20,076.88
Products:	1,015.00	934.00	1,015.00	1,000.00	1,000.00
Work Hours:	326.83	31.14	326.71	259.44	259.47
Product Cost:	20.27	1.92	21.43	19.12	20.08
<b>Activity 243290, 243291, 243292, 243293 - Provide Construction Permitting Administration</b>					
Product: Work Hours					
Costs:	274,945.54	304,939.85	285,280.94	299,782.71	312,975.06
Products:	3,552.90	3,444.06	3,556.22	3,444.96	3,444.57
Work Hours:	3,552.90	3,444.06	3,556.22	3,444.96	3,444.57
Product Cost:	77.39	88.54	80.22	87.02	90.86
<b>Activity 243550 - Review Regular Building Plans by WPCP</b>					
Product: A Regular Building Plan Reviewed					
Costs:	16,513.62	15,061.11	15,487.25	19,774.64	20,759.93
Products:	138.00	101.00	138.00	130.00	130.00
Work Hours:	304.68	278.11	300.00	309.76	309.79
Product Cost:	119.66	149.12	112.23	152.11	159.69

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24302 - Construction Permitting**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 243530 - Review Express/Minor Building Permit Applications by WPCP</b>					
Product: An Express/Minor Building Permit Application Reviewed					
Costs:	2,680.36	1,859.71	2,513.77	3,209.66	3,369.58
Products:	26.00	36.00	26.00	35.00	35.00
Work Hours:	50.76	34.19	50.00	51.58	51.59
Product Cost:	103.09	51.66	96.68	91.70	96.27
<b>Activity 243540 - Review Regular Building Plans by Engineering</b>					
Product: A Regular Building Plan Reviewed					
Costs:	23,159.38	22,984.63	24,466.69	24,894.09	26,134.49
Products:	100.00	80.00	100.00	90.00	90.00
Work Hours:	361.56	364.17	361.42	337.29	337.32
Product Cost:	231.59	287.31	244.67	276.60	290.38
<b>Activity 243560 - Review Express/Minor Building Permit Applications by Engineering</b>					
Product: An Express/Minor Building Permit Application Reviewed					
Costs:	2,621.00	10,205.52	2,769.52	11,363.18	11,929.35
Products:	17.00	35.00	17.00	30.00	30.00
Work Hours:	40.74	160.51	40.73	155.61	155.62
Product Cost:	154.18	291.59	162.91	378.77	397.65



**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24302 - Construction Permitting**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 243510 - Review Regular Building Plans by Fire Prevention</b>					
Product: A Regular Building Plan Reviewed					
Costs:	74,906.57	86,442.04	79,151.14	87,852.93	92,230.39
Products:	148.00	118.00	148.00	125.00	125.00
Work Hours:	1,021.22	1,151.65	1,020.77	1,043.36	1,043.49
Product Cost:	506.13	732.56	534.81	702.82	737.84
<b>Activity 243520 - Review Express/Minor Building Permit Applications by Fire Prevention</b>					
Product: An Express/Minor Building Permit Application Reviewed					
Costs:	29,962.62	50,565.83	31,660.46	35,141.17	36,892.15
Products:	504.00	444.00	504.00	475.00	475.00
Work Hours:	408.49	675.26	408.31	417.34	417.39
Product Cost:	59.45	113.89	62.82	73.98	77.67
<b>Activity 243250, 243251, 243252 - Close Building Permits</b>					
Product: A Permit Closed					
Costs:	615,724.09	583,663.94	583,923.03	652,248.05	682,367.97
Products:	3,820.00	3,635.00	3,820.00	3,800.00	3,800.00
Work Hours:	10,074.46	9,055.39	9,103.25	9,446.92	9,446.74
Product Cost:	161.18	160.57	152.86	171.64	179.57

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24302 - Construction Permitting**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 243260, 243261 - Provide Building Information</b>					
Product: A Customer Served					
Costs:	204,223.68	237,275.40	209,705.34	271,057.77	284,576.18
Products:	11,000.00	21,285.00	11,000.00	20,000.00	20,000.00
Work Hours:	3,107.86	3,384.29	3,105.04	3,783.78	3,784.18
Product Cost:	18.57	11.15	19.06	13.55	14.23
<b>Activity 243970 - SDP-Wide Allocation</b>					
Product: None					
Costs:	0.00	0.00	24,176.35	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Work Hours:	0.00	0.00	0.00	0.00	0.00
Product Cost:	0.00	0.00	0.00	0.00	0.00
<b>Totals for Service Delivery Plan 24302 - Construction Permitting</b>					
Costs:	<b>1,911,222.93</b>	<b>1,872,391.59</b>	<b>1,943,116.27</b>	<b>2,093,816.41</b>	<b>2,189,413.26</b>
Work Hours:	<b>28,993.51</b>	<b>25,918.46</b>	<b>27,807.25</b>	<b>28,255.42</b>	<b>28,254.32</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24305 - One-Stop Counter**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Initial contact with telephone customers is made within 50 seconds 70% of the time.* - Percent	90.00%	90.00%	70.00%	70.00%	70.00%
♦ 95% of customers are connected to the appropriate development service staff. - Percent	95.00%	98.00%	95.00%	95.00%	95.00%
♦ 85% of counter customers are seen within 15 minutes.* - Percent	90.00%	98.00%	70.00%	85.00%	85.00%
♦ Cashier balances within \$5.00 95% of the time. - Percent	95.00%	100.00%	95.00%	95.00%	95.00%
♦ An overall customer satisfaction rating of 80% is achieved for the One-Stop Counter.* - Percent	85.00%	92.00%	80.00%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	1.00	1.14	1.00	1.00	1.00

**City of Sunnyvale**  
**Program Performance Budget**

**Program 243 - Development Services**

**SDP Notes**

1. The service delivery plan outcome measures marked with an \* were adjusted downward in FY 2003/04 to reflect the budget cuts implemented. However, the SDP outcome measure "85% of counter customers are seen within 15 minutes." has been revised upward in FY 2004/05 to better reflect the anticipated performance results.
  
2. This service delivery plan (SDP) was added in FY 2002/03 to assist in the management of the One-Stop Counter activities. Budget for this SDP was previously allocated throughout the program.

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24305 - One-Stop Counter**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 243800 - Answer Phones</b>					
Product: A Customer Served					
Costs:	133,740.25	87,314.79	84,204.56	102,564.62	107,640.37
Products:	32,100.00	26,581.70	32,100.00	27,000.00	27,000.00
Work Hours:	3,816.27	2,951.52	2,208.85	2,359.58	2,359.75
Product Cost:	4.17	3.28	2.62	3.80	3.99
<b>Activity 243801 - Reception/Cashier Station</b>					
Product: A Customer Served					
Costs:	81,201.51	84,659.23	86,466.06	94,680.16	99,365.38
Products:	15,000.00	12,758.90	15,000.00	13,000.00	13,000.00
Work Hours:	2,100.06	2,577.38	2,099.49	2,255.39	2,255.54
Product Cost:	5.41	6.64	5.76	7.28	7.64
<b>Activity 243802 - Provide One-Stop Permit Administration</b>					
Product: A Work Hour					
Costs:	32,850.19	45,407.72	34,261.08	38,673.58	40,525.90
Products:	660.14	782.07	659.70	595.58	595.61
Work Hours:	660.14	782.07	659.70	595.58	595.61
Product Cost:	49.76	58.06	51.93	64.93	68.04
<b>Totals for Service Delivery Plan 24305 - One-Stop Counter</b>					
<b>Costs:</b>	<b>247,791.95</b>	<b>217,381.74</b>	<b>204,931.70</b>	<b>235,918.36</b>	<b>247,531.65</b>
<b>Work Hours:</b>	<b>6,576.47</b>	<b>6,310.97</b>	<b>4,968.04</b>	<b>5,210.55</b>	<b>5,210.90</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Totals for Program 243**

<b>Costs:</b>	<b>3,301,650.47</b>	<b>3,152,897.86</b>	<b>3,332,843.24</b>	<b>3,592,281.39</b>	<b>3,760,241.96</b>
<b>Work Hours:</b>	<b>54,269.00</b>	<b>50,227.30</b>	<b>50,992.00</b>	<b>51,393.00</b>	<b>51,393.00</b>

**City of Sunnyvale**  
**Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Program Outcome Statement**

Promote attractive and well maintained residential and non-residential properties and neighborhoods, discourage neighborhood decline, and encourage a safe and desirable living and working environment, by:

- Resolving property-maintenance nuisances throughout the community,
- Achieving compliance with building and zoning requirements through education, assistance, and, when necessary, progressive enforcement,
- Assisting code violators with compliance strategies and practices,
- Conducting code enforcement in accordance with City Council priorities,
- Supporting community goals for property maintenance and improvement,
- Supporting neighborhood enhancement and clean-up programs and events, and
- Educating citizens about City, County, and non-profit resources available to meet their property maintenance and improvement needs.

So that:

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. [DELETED] - Ratio	2	1.00	1.03	1.00	0.00	0.00
♦ 88% of active neighborhood associations rate the neighborhood partnership's services as "good" or better. [DELETED] - Percent	4	85.00%	0.00%	88.00%	0.00%	0.00%
♦ 90% chronic code violation cases (where repeated attempts to achieve compliance with the property owner were not successful) are resolved within 10 months. [DELETED] - Percent	3	90.00%	98.00%	90.00%	0.00%	0.00%
♦ 80% of the City's "Citizen Opinion Survey" respondents state that code enforcement issues are not a serious problem in their neighborhoods for 80% of the neighborhood service areas. [DELETED] - Percent	4	80.00%	0.00%	80.00%	0.00%	0.00%
♦ Windshield survey results indicate that 92% of residential properties meet community standards for property maintenance. - Percent	2	90.00%	92.00%	90.00%	92.00%	92.00%
♦ 85% of all code enforcement cases are in compliance within 30 days. - Percent	4	85.00%	87.00%	85.00%	85.00%	85.00%
- Number of Cases Closed	4	0.00	0.00	0.00	2,285.00	2,285.00
♦ 80% of all remaining code enforcement cases are resolved within ten months. - Percent	4	0.00%	0.00%	0.00%	80.00%	80.00%
- Number of Cases Closed	4	0.00	0.00	0.00	322.00	322.00
♦ 80% of survey respondents state that code enforcement issues are not a serious problem in their neighborhood. - Percent	4	0.00%	0.00%	0.00%	80.00%	80.00%



**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ Residents' satisfaction with code enforcement in their neighborhoods will be at least 70% for all six of the City's neighborhood planning areas in FY 04/05 and 71.5% in FY 05/06. - Percent	4	0.00%	0.00%	0.00%	70.00%	71.50%
♦ 95% of the properties in a completed Neighborhood Enhancement Program meet neighborhood standards for property maintenance. - Percent	3	0.00%	0.00%	0.00%	95.00%	95.00%
♦ 20% of the properties within a completed Neighborhood Enhancement Program are improved, over and above compliance with the Sunnyvale Municipal Code. (For example: houses painted, front yard landscaping installed, chain-link fences removed, etc.) - Percent	3	0.00%	0.00%	0.00%	20.00%	20.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	3	0.00	0.00	0.00	1.00	1.00

**Program Notes**

1. The majority of responsibilities for the Community Partnerships SDP were transferred to the Office of the City Manager, Neighborhood and Community Services division in FY 2002/03. The program measures associated with these responsibilities were deleted accordingly.
2. Two new program measures have been added in FY 2004/05 to reflect the objectives of the new Neighborhood Enhancement Program (NEP), formerly named the Neighborhood Preservation Pilot Program. The NEP focuses on concentrated code enforcement to resolve code violations, in addition to improving the exterior of properties by, for example, painting, installing landscaping, etc.

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Service Delivery Plan 24501 - Community Partnerships**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 88% of active neighborhood associations rate the neighborhood partnership's services as "good" or better. [DELETED] - Percent	85.00%	0.00%	88.00%	0.00%	0.00%
♦ 80% of the City's "Citizen Opinion Survey" respondents state that code enforcement issues are not a serious problem in their neighborhood. [DELETED] - Percent	80.00%	0.00%	80.00%	0.00%	0.00%

**SDP Notes**

1. SDP 24501 inactive effective July 1, 2004.

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Service Delivery Plan 24501 - Community Partnerships**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 245130 - Organize Community Events [DELETED]</b>					
Product: An Event Held					
Costs:	27,862.42	22,400.61	21,094.71	0.00	0.00
Products:	8.00	12.00	8.00	0.00	0.00
Work Hours:	529.63	393.67	388.90	0.00	0.00
Product Cost:	3,482.80	1,866.72	2,636.84	0.00	0.00
<b>Activity 245190, 245191, 245192 - Provide Community Partnerships Administration [DELETED]</b>					
Product: Work Hours					
Costs:	20,974.62	16,430.55	19,180.60	0.00	0.00
Products:	236.01	282.32	233.09	0.00	0.00
Work Hours:	236.01	282.32	233.09	0.00	0.00
Product Cost:	88.87	58.20	82.29	0.00	0.00
<b>Activity 245140 - Support Community Groups [DELETED]</b>					
Product: Support Provided To A Community Group					
Costs:	107,660.87	83,808.42	185,615.02	0.00	0.00
Products:	100.00	58.00	115.00	0.00	0.00
Work Hours:	1,991.50	1,444.90	3,163.32	0.00	0.00
Product Cost:	1,076.61	1,444.97	1,614.04	0.00	0.00
<b>Totals for Service Delivery Plan 24501 - Community Partnerships</b>					
<b>Costs:</b>	<b>156,497.91</b>	<b>122,639.58</b>	<b>225,890.33</b>	<b>0.00</b>	<b>0.00</b>
<b>Work Hours:</b>	<b>2,757.14</b>	<b>2,120.89</b>	<b>3,785.31</b>	<b>0.00</b>	<b>0.00</b>

**City of Sunnyvale**  
**Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Service Delivery Plan 24503 - Code Enforcement**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 85% of all code enforcement cases are in compliance within 30 days.					
- Percent	85.00%	87.00%	85.00%	85.00%	85.00%
- Number of Cases Closed	0.00	0.00	0.00	2,285.00	2,285.00
♦ 90% chronic code violation cases (where repeated attempts to achieve compliance with the property owner were not successful) are resolved within 10 months. [DELETED]					
- Percent	90.00%	98.00%	90.00%	0.00%	0.00%
♦ 80% of all remaining code enforcement cases are resolved within ten months.					
- Percent	0.00%	0.00%	0.00%	80.00%	80.00%
- Number of Cases Closed	0.00	0.00	0.00	322.00	322.00
♦ 80% of the City's "Citizen Opinion Survey" respondents state that code enforcement issues are not a serious problem in their neighborhood. [DELETED]					
- Percent	80.00%	0.00%	80.00%	0.00%	0.00%
♦ Windshield survey results indicate that 92% of residential properties meet community standards for property maintenance.					
- Percent	85.00%	92.00%	90.00%	92.00%	92.00%
♦ 80% of survey respondents state that code enforcement issues are not a serious problem in their neighborhood.					
- Percent	0.00%	0.00%	0.00%	80.00%	80.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ Residents' satisfaction with code enforcement in their neighborhoods will be at least 70% for all six of the City's neighborhood planning areas in FY 04/05 and 71.5% in FY 05/06. - Percent	0.00%	0.00%	0.00%	70.00%	71.50%
♦ 95% of the properties in a completed Neighborhood Enhancement Program meet neighborhood standards for property maintenance. - Percent	0.00%	0.00%	0.00%	95.00%	95.00%
♦ 20% of the properties within a completed Neighborhood Enhancement Program are improved, over and above compliance with the Sunnyvale Municipal Code. - Percent	0.00%	0.00%	0.00%	20.00%	20.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	0.00	0.00	0.00	1.00	1.00

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Service Delivery Plan 24503 - Code Enforcement**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 245310, 245311 - Achieve Code Compliance</b>					
Product: A Case Closed					
Costs:	274,444.02	283,141.27	283,376.37	379,374.21	398,230.34
Products:	1,800.00	2,242.00	1,800.00	2,688.00	2,688.00
Work Hours:	5,144.03	5,504.68	5,119.57	6,313.52	6,313.60
Product Cost:	152.47	126.29	157.43	141.14	148.15
<b>Activity 245350 - Evaluate Compliance with Land Use</b>					
Product: A Permit Reviewed					
Costs:	10,736.31	3,840.99	11,153.52	5,030.66	5,281.05
Products:	100.00	39.00	100.00	50.00	50.00
Work Hours:	205.63	64.63	204.71	86.62	86.62
Product Cost:	107.36	98.49	111.54	100.61	105.62
<b>Activity 245360 - Respond to Neighborhood Preservation Information Requests</b>					
Product: A Request Answered					
Costs:	42,323.39	54,486.61	43,899.69	57,568.08	60,435.72
Products:	936.00	1,410.00	936.00	1,410.00	1,410.00
Work Hours:	872.21	1,181.69	868.52	1,029.97	1,029.99
Product Cost:	45.22	38.64	46.90	40.83	42.86

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Service Delivery Plan 24503 - Code Enforcement**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 245390, 245391, 245392 - Provide Neighborhood Preservation Administration</b>					
Product: Work Hours					
Costs:	57,251.47	48,907.65	71,752.93	94,550.62	99,134.89
Products:	730.05	919.92	730.28	1,074.23	1,074.19
Work Hours:	730.05	919.92	730.28	1,074.23	1,074.19
Product Cost:	78.42	53.17	98.25	88.02	92.29
<b>Activity 245370, 245371 - Support Administrative Citation, Abatement Order, or Compliance Order Process</b>					
Product: An Administrative Citation, Abatement Order, or Compliance Order Issued					
Costs:	93,245.32	104,533.97	96,241.85	89,171.79	93,612.91
Products:	25.00	73.00	25.00	60.00	60.00
Work Hours:	1,698.94	1,840.29	1,690.61	1,439.43	1,439.45
Product Cost:	3,729.81	1,431.97	3,849.67	1,486.20	1,560.22
<b>Activity 245380, 245381 - Organize and Attend Community Clean-Ups and Events</b>					
Product: A Clean-Up and Event Held					
Costs:	0.00	0.00	0.00	30,936.79	32,390.99
Products:	0.00	0.00	0.00	22.00	22.00
Work Hours:	0.00	0.00	0.00	519.11	519.07
Product Cost:	0.00	0.00	0.00	1,406.22	1,472.32

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Service Delivery Plan 24503 - Code Enforcement**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 245400 - Implement the Neighborhood Enhancement Program</b>					
Product: A Property within the Neighborhood Enhancement Program Improved					
Costs:	0.00	0.00	0.00	119,300.35	125,114.20
Products:	0.00	0.00	0.00	112.00	112.00
Work Hours:	0.00	0.00	0.00	1,884.12	1,884.08
Product Cost:	0.00	0.00	0.00	1,065.18	1,117.09
<b>Totals for Service Delivery Plan 24503 - Code Enforcement</b>					
<b>Costs:</b>	<b>478,000.51</b>	<b>494,910.49</b>	<b>506,424.36</b>	<b>775,932.50</b>	<b>814,200.10</b>
<b>Work Hours:</b>	<b>8,650.86</b>	<b>9,511.21</b>	<b>8,613.69</b>	<b>12,347.00</b>	<b>12,347.00</b>
<b>Totals for Program 245</b>					
<b>Costs:</b>	<b>634,498.42</b>	<b>617,550.07</b>	<b>732,314.69</b>	<b>775,932.50</b>	<b>814,200.10</b>
<b>Work Hours:</b>	<b>11,408.00</b>	<b>11,632.10</b>	<b>12,399.00</b>	<b>12,347.00</b>	<b>12,347.00</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.

**Program Notes**

1. This program budget is set based on the anticipated assessment funds available for operations.
2. In FY 2002/03, the parking lot maintenance function was temporarily scaled back due to the parking district assessment situation. Staff was directed to maintain minimum sweeping needs and address all safety concerns only. Regular maintenance activities were put in a holding pattern. Sweeping frequency was reduced from 20 units (each lot swept = 1 unit) per week down to 13-17 units per week, which was the only regular activity performed. Pavement repairs, street light repairs and pavement painting and traffic signing was limited to safety related service requests only.

**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Objective 25001 - Operate and Maintain Parking Lots**

**SDP Outcome Statement**

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><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></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%	100.00%	90.00%	90.00%	90.00%
♦ Percent of parking lot surface area maintained at a level of "satisfactory" or better. - Percent	90.00%	82.00%	90.00%	90.00%	90.00%
♦ Percent of pavement striping and legends maintained at a level of "satisfactory" or better. - Percent	90.00%	82.00%	90.00%	90.00%	90.00%

**SDP Notes**

1. SDP 25001 measure actuals achieved in FY 2002/2003 for parking lot surface area maintained and pavement striping and legends maintained were low due to downtown construction related issues, although the demand for parking lot maintenance remains high.

2. All parking lots are field checked and given a condition rating appropriate for the measure expectation. For sweeping, a "satisfactory" condition means no accumulated debris requiring immediate, extra, or special clean up response. For pavement, a "satisfactory" condition means no safety hazards due to poor asphalt pavement condition. For pavement striping and legend, a "satisfactory" condition means striping and legend condition conveys clear meaning and purpose for drivers and pedestrians.

3. The FY 2004/05 and FY 2005/05 budget for Task 250000 Maintain Pavement in Parking Lot will allow for the renovation of one parking lot over the two plan years.

**City of Sunnyvale**  
**Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Objective 25001 - Operate and Maintain Parking Lots**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 250000 - Maintain Pavement in Parking Lot</b>					
Unit: Square Feet					
Costs:	3,910.70	8,405.04	6,553.85	7,067.34	7,303.11
Units:	15,808.00	2,000.00	1,476.00	1,476.00	1,476.00
Work Hours:	24.00	69.00	63.00	63.00	63.00
Unit Cost:	0.25	4.20	4.44	4.79	4.95
<b>Task 250010 - Sweep Parking Lot</b>					
Unit: Swept Parking Lot					
Costs:	36,545.46	40,641.72	35,181.29	39,112.59	40,531.13
Units:	780.00	848.00	715.00	641.00	641.00
Work Hours:	380.00	463.00	350.00	350.00	350.00
Unit Cost:	46.85	47.93	49.20	61.02	63.23
<b>Task 250020 - Stripe Parking Lot</b>					
Unit: Lineal Feet					
Costs:	2,312.08	602.68	1,707.25	1,645.80	1,702.80
Units:	6,776.00	0.00	3,388.00	3,388.00	3,388.00
Work Hours:	30.00	0.00	15.00	15.00	15.00
Unit Cost:	0.34	0.00	0.50	0.49	0.50

**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Objective 25001 - Operate and Maintain Parking Lots**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 250030 - Provide Signs for Parking Lot</b>					
Unit: Signs Changed					
Costs:	1,950.18	536.88	1,967.43	1,924.56	2,001.45
Units:	50.00	0.00	50.00	50.00	50.00
Work Hours:	25.00	5.00	25.00	25.00	25.00
Unit Cost:	39.00	0.00	39.35	38.49	40.03
<b>Task 250040 - Other Objective Tasks</b>					
Unit: Work Hours					
Costs:	14,232.86	1,252.06	6,215.45	6,723.95	7,008.22
Units:	310.00	10.00	103.00	103.00	103.00
Work Hours:	310.00	10.00	103.00	103.00	103.00
Unit Cost:	45.91	125.21	60.34	65.28	68.04
<b>Totals for Objective 25001 - Operate and Maintain Parking Lots</b>					
<b>Costs:</b>	<b>58,951.28</b>	<b>51,438.38</b>	<b>51,625.27</b>	<b>56,474.24</b>	<b>58,546.71</b>
<b>Work Hours:</b>	<b>769.00</b>	<b>547.00</b>	<b>556.00</b>	<b>556.00</b>	<b>556.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Objective 25002 - Maintain Parking Lot Lights**

**SDP Outcome Statement**

Maintain 11 parking lot lighting systems so that at least 97% of the scheduled lights are lit on any night, reducing City liability.

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Percent of lights burning in parking lots on test nights. - Percent	95.00%	99.00%	95.00%	97.00%	97.00%
♦ Percent of refractors cleaned within 24 hours after notification. - Percent	100.00%	100.00%	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	0.00	1.00	1.00	1.00
- Percent	100.00%	100.00%	100.00%	100.00%	100.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Objective 25002 - Maintain Parking Lot Lights**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 250050 - Survey Parking Lot Lights</b>					
Unit: Number of Surveys					
Costs:	2,593.11	508.35	2,314.89	2,446.62	2,521.17
Units:	12.00	0.00	12.00	12.00	12.00
Work Hours:	50.00	13.00	50.00	50.00	50.00
Unit Cost:	216.09	0.00	192.91	203.89	210.10
<b>Task 250060 - Maintain Lighting</b>					
Unit: Lamps Changed					
Costs:	20,628.67	18,068.70	19,489.49	18,790.49	19,039.09
Units:	70.00	69.00	62.00	65.00	65.00
Work Hours:	88.00	116.00	78.00	78.00	78.00
Unit Cost:	294.70	261.87	314.35	289.08	292.91
<b>Task 250070 - Other Objective Tasks</b>					
Unit: Work Hours					
Costs:	458.21	0.00	492.02	543.38	570.22
Units:	10.00	0.00	10.00	10.00	10.00
Work Hours:	10.00	0.00	10.00	10.00	10.00
Unit Cost:	45.82	0.00	49.20	54.34	57.02
<b>Totals for Objective 25002 - Maintain Parking Lot Lights</b>					
<b>Costs:</b>	<b>23,679.99</b>	<b>18,577.05</b>	<b>22,296.40</b>	<b>21,780.49</b>	<b>22,130.48</b>
<b>Work Hours:</b>	<b>148.00</b>	<b>129.00</b>	<b>138.00</b>	<b>138.00</b>	<b>138.00</b>

**City of Sunnyvale**  
**Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Objective 25003 - Perform Administrative and Support Services**

**SDP Outcome Statement**

Perform administrative and support services.

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Objective 25003 - Perform Administrative and Support Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 250080 - Provide Administration</b>					
Unit: Work Hours					
Costs:	2,864.22	2,708.51	3,027.45	3,330.02	3,494.90
Units:	52.00	42.00	52.00	52.00	52.00
Work Hours:	52.00	42.00	52.00	52.00	52.00
Unit Cost:	55.08	64.49	58.22	64.04	67.21
<b>Task 250090 - Provide Support Services</b>					
Unit: Work Hours					
Costs:	1,685.81	0.00	425.35	466.54	489.69
Units:	40.00	0.00	9.00	9.00	9.00
Work Hours:	40.00	0.00	9.00	9.00	9.00
Unit Cost:	42.15	0.00	47.26	51.84	54.41
<b>Totals for Objective 25003 - Perform Administrative and Support Services</b>					
Costs:	<b>4,550.03</b>	<b>2,708.51</b>	<b>3,452.80</b>	<b>3,796.56</b>	<b>3,984.59</b>
Work Hours:	<b>92.00</b>	<b>42.00</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>
<b>Totals for Program 250</b>					
Costs:	<b>87,181.30</b>	<b>72,723.94</b>	<b>77,374.47</b>	<b>82,051.29</b>	<b>84,661.78</b>
Work Hours:	<b>1,009.00</b>	<b>718.00</b>	<b>755.00</b>	<b>755.00</b>	<b>755.00</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 1.21 acres (5,888 square yards) of landscaping and 0.70 acres (3,384 square yards) of hardscape areas in a satisfactory condition.

**Program Notes**

1. The landscaping maintenance area in the Parking District was reduced from 3.6 acres in FY 2001/02 to 2.74 acres in FY 2002/03, and down to 1.21 acres in FY 2003/04. The hardscape maintenance area was reduced from 2.4 acres in FY 2001/02 to 1.03 acres in FY 2002/03, and down to 0.70 acres in FY 2003/04.

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25101 - Downtown Parking District Hardscape Maintenance**

**SDP Outcome Statement**

Maintain 3,384 square yards (0.70 acres) of downtown parking district hardscape (e.g., sidewalk areas), by:

- Controlling weeds four times per fiscal year,
- Maintain downtown parking lot areas by spot spraying weeds four times per fiscal year, and
- Hardscape and parking lots to be free of noticeable weeds visually obstructing these areas, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></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%	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%	80.00%	81.00%	81.00%	81.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25101 - Downtown Parking District Hardscape Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 251010 - Hardscape Maintenance</b>					
Unit: A Square Yard					
Costs:	1,160.43	952.04	1,317.55	958.37	1,000.04
Units:	20,865.00	19,920.00	20,865.00	13,535.00	13,535.00
Work Hours:	30.00	27.50	30.00	20.00	20.00
Unit Cost:	0.06	0.05	0.06	0.07	0.07
<b>Task 251020 - Parking Lot Maintenance</b>					
Unit: A Square Yard					
Costs:	1,416.26	1,360.01	1,608.92	1,054.22	1,100.04
Units:	139,676.00	139,676.00	139,676.00	81,168.00	81,168.00
Work Hours:	37.00	37.00	37.00	22.00	22.00
Unit Cost:	0.01	0.01	0.01	0.01	0.01
<b>Totals for Objective 25101 - Downtown Parking District Hardscape Maintenance</b>					
<b>Costs:</b>	<b>2,576.69</b>	<b>2,412.12</b>	<b>2,926.47</b>	<b>2,012.59</b>	<b>2,100.08</b>
<b>Work Hours:</b>	<b>67.00</b>	<b>66.50</b>	<b>67.00</b>	<b>42.00</b>	<b>42.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25102 - Irrigation System Maintenance / Provide Utility Services**

**SDP Outcome Statement**

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><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Percent of irrigation components operating in a satisfactory condition maximizing sprinkler coverage and minimizing water waste as determined by quarterly divisional quality survey. - Percent	80.00%	80.00%	80.00%	80.00%	80.00%
♦ Number and percent of irrigation related complaints that are responded to within 24 hours as determined by sectional landscaping service reports. - Number	5.00	0.00	5.00	5.00	5.00
- Percent	100.00%	0.00%	100.00%	100.00%	100.00%
♦ Percent of irrigation water consumed, compared to allowable allocations. - Percent	92.00%	100.00%	92.00%	92.00%	92.00%

**SDP Notes**

**City of Sunnyvale**  
**Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25102 - Irrigation System Maintenance / Provide Utility Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 251030 - Other Objective Tasks</b>					
Unit: Work Hours					
Costs:	4,989.93	4,515.09	5,665.52	4,791.95	5,000.18
Units:	129.00	118.00	129.00	100.00	100.00
Work Hours:	129.00	118.00	129.00	100.00	100.00
Unit Cost:	38.68	38.26	43.92	47.92	50.00
<b>Task 251040 - Irrigation Repairs</b>					
Unit: A Repair					
Costs:	6,773.73	5,189.75	5,964.92	4,601.41	4,801.99
Units:	286.00	219.00	219.00	150.00	150.00
Work Hours:	173.00	139.00	134.00	94.00	94.00
Unit Cost:	23.68	23.70	27.24	30.68	32.01
<b>Task 251050 - Provide Irrigation Water</b>					
Unit: 100 Cubic Feet of Water Used					
Costs:	4,084.37	3,394.57	4,130.12	3,166.98	3,232.45
Units:	2,698.00	2,213.00	2,698.00	2,698.00	2,698.00
Work Hours:	1.00	1.00	1.00	1.00	1.00
Unit Cost:	1.51	1.53	1.53	1.17	1.20

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25102 - Irrigation System Maintenance / Provide Utility Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 251060 - Provide Controller Electricity</b>					
Unit: Kilowatts Used					
Costs:	256.37	253.05	265.71	328.93	332.69
Units:	125.00	118.00	125.00	154.00	154.00
Work Hours:	1.00	1.00	1.00	1.00	1.00
Unit Cost:	2.05	2.14	2.13	2.14	2.16
<b>Totals for Objective 25102 - Irrigation System Maintenance / Provide Utility Services</b>					
<b>Costs:</b>	<b>16,104.40</b>	<b>13,352.46</b>	<b>16,026.27</b>	<b>12,889.27</b>	<b>13,367.31</b>
<b>Work Hours:</b>	<b>304.00</b>	<b>259.00</b>	<b>265.00</b>	<b>196.00</b>	<b>196.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25103 - Maintain Downtown Parking District Trees**

**SDP Outcome Statement**

Maintain the 89 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><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Number and percent of downtown parking district trees pruned each fiscal year.					
- Number	68.00	56.00	68.00	23.00	23.00
- Percent	28.00%	26.50%	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%	80.00%	80.00%
♦ Percent of downtown parking district trees which are replaced for various reasons within two months of notification as determined by divisional plant material replacement forms.					
- Percent	99.00%	100.00%	99.00%	99.00%	99.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25103 - Maintain Downtown Parking District Trees**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 251070 - Tree Pruning</b>					
Unit: A Tree Pruned					
Costs:	3,762.74	3,012.16	4,264.37	1,726.25	1,801.87
Units:	68.00	56.00	68.00	23.00	23.00
Work Hours:	94.00	79.00	94.00	34.00	34.00
Unit Cost:	55.33	53.79	62.71	75.05	78.34
<b>Task 251080 - Tree Removal and Replacement</b>					
Unit: A Tree Replaced					
Costs:	309.46	222.99	0.00	383.34	400.01
Units:	4.00	2.00	0.00	4.00	4.00
Work Hours:	8.00	6.00	0.00	8.00	8.00
Unit Cost:	77.37	111.50	0.00	95.84	100.00
<b>Task 251090 - Other Objective Tasks</b>					
Unit: Work Hours					
Costs:	763.22	895.45	875.51	1,095.08	1,142.47
Units:	23.50	24.50	23.50	23.50	23.50
Work Hours:	23.50	24.50	23.50	23.50	23.50
Unit Cost:	32.48	36.55	37.26	46.60	48.62
<b>Totals for Objective 25103 - Maintain Downtown Parking District Trees</b>					
<b>Costs:</b>	<b>4,835.42</b>	<b>4,130.60</b>	<b>5,139.88</b>	<b>3,204.67</b>	<b>3,344.35</b>
<b>Work Hours:</b>	<b>125.50</b>	<b>109.50</b>	<b>117.50</b>	<b>65.50</b>	<b>65.50</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25104 - Downtown Parking District Shrub Maintenance**

**SDP Outcome Statement**

Maintain the 839 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><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Number and percent of downtown parking district shrubs pruned and shaped each fiscal year.					
- Number	967.00	1,202.00	967.00	806.00	806.00
- Percent	96.00%	119.00%	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 as determined by quarterly divisional quality survey.					
- Percent	80.00%	81.00%	80.00%	80.00%	80.00%
♦ Percent of downtown parking district shrubs which are replaced for various reasons within two months of notification as determined by divisional plant material replacement forms.					
- Percent	99.00%	100.00%	99.00%	99.00%	99.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25104 - Downtown Parking District Shrub Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 251100 - Shrub Pruning</b>					
Unit: A Shrub Serviced					
Costs:	6,680.40	7,979.43	7,592.69	7,114.58	7,424.16
Units:	967.00	1,202.00	967.00	806.00	806.00
Work Hours:	176.00	221.50	176.00	147.00	147.00
Unit Cost:	6.91	6.64	7.85	8.83	9.21
<b>Task 251110 - Shrub Removal and Replacement</b>					
Unit: A Shrub Replaced					
Costs:	886.74	1,029.69	0.00	1,256.58	1,311.08
Units:	65.00	71.00	0.00	71.00	71.00
Work Hours:	26.50	26.50	0.00	26.50	26.50
Unit Cost:	13.64	14.50	0.00	17.70	18.47
<b>Task 251120 - Other Objective Tasks</b>					
Unit: Work Hours					
Costs:	443.05	545.53	506.69	552.02	575.56
Units:	13.00	16.50	13.00	13.00	13.00
Work Hours:	13.00	16.50	13.00	13.00	13.00
Unit Cost:	34.08	33.06	38.98	42.46	44.27
<b>Totals for Objective 25104 - Downtown Parking District Shrub Maintenance</b>					
<b>Costs:</b>	<b>8,010.19</b>	<b>9,554.65</b>	<b>8,099.38</b>	<b>8,923.18</b>	<b>9,310.80</b>
<b>Work Hours:</b>	<b>215.50</b>	<b>264.50</b>	<b>189.00</b>	<b>186.50</b>	<b>186.50</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25105 - Maintain Ground Cover**

**SDP Outcome Statement**

Maintain 5,888 square yards of downtown parking district plant material areas once every three weeks and 2,534 square yards of downtown parking district planting material areas twice per week. 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 3,127 square yards of ground cover two times per fiscal year and chemically edge 3,127 square yards of ground cover areas two times per fiscal year, and maintaining a satisfactory edge.

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Percent of downtown parking district plant material areas with no noticeable weeds protruding above landscaped areas as determined by quarterly divisional quality survey. - Percent	81.00%	80.00%	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 as determined by quarterly divisional quality survey. - Percent	80.00%	81.00%	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 as determined by quarterly divisional quality survey. - Percent	80.00%	78.00%	80.00%	80.00%	80.00%
♦ Percent of downtown parking district ground cover areas edged physically and chemically. - Percent	100.00%	94.00%	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 as determined by divisional plant replacement forms. - Percent	96.00%	100.00%	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%	80.00%	80.00%

**City of Sunnyvale**  
**Program Performance Budget**

**Program 251 - Parking District Landscaping**

**SDP Notes**

1. Actual result achieved in FY 2001/02 for downtown parking district ground cover areas edged physically and chemically was low due to the downtown construction issues.

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25105 - Maintain Ground Cover**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 251130 - Ground Cover Litter Removal</b>					
Unit: A Square Yard					
Costs:	10,714.81	9,820.36	12,165.46	8,242.14	8,600.33
Units:	477,890.00	475,132.00	477,890.00	293,556.00	293,556.00
Work Hours:	277.00	292.00	277.00	172.00	172.00
Unit Cost:	0.02	0.02	0.03	0.03	0.03
<b>Task 251140 - Ground Cover Weed Eradication</b>					
Unit: A Square Yard					
Costs:	5,492.79	4,809.56	6,236.45	4,312.73	4,500.17
Units:	265,015.00	246,335.00	265,015.00	153,085.00	153,085.00
Work Hours:	142.00	125.00	142.00	90.00	90.00
Unit Cost:	0.02	0.02	0.02	0.03	0.03
<b>Task 251150 - Ground Cover Edging and Trimming</b>					
Unit: A Square Yard					
Costs:	11,333.72	9,333.02	10,145.22	3,354.35	3,500.13
Units:	46,745.00	44,025.00	36,850.00	12,507.00	12,507.00
Work Hours:	293.00	252.00	231.00	70.00	70.00
Unit Cost:	0.24	0.21	0.28	0.27	0.28

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25105 - Maintain Ground Cover**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 251160 - Ground Cover Removal and Replacement</b>					
Unit: A Square Yard					
Costs:	3,713.44	1,786.94	0.00	2,223.81	2,320.42
Units:	685.00	445.00	0.00	445.00	445.00
Work Hours:	96.00	46.50	0.00	46.50	46.50
Unit Cost:	5.42	4.02	0.00	5.00	5.21
<b>Task 251180 - Herbicide Maintenance</b>					
Unit: A Square Yard					
Costs:	1,199.13	988.17	1,361.47	479.18	500.02
Units:	39,753.00	37,450.00	39,753.00	9,381.00	9,381.00
Work Hours:	31.00	24.00	31.00	10.00	10.00
Unit Cost:	0.03	0.03	0.03	0.05	0.05
<b>Task 251190 - Other Objective Tasks</b>					
Unit: Work Hours					
Costs:	1,980.17	2,770.23	2,275.17	2,830.91	2,952.96
Units:	62.50	76.00	62.50	62.50	62.50
Work Hours:	62.50	76.00	62.50	62.50	62.50
Unit Cost:	31.68	36.45	36.40	45.29	47.25
<b>Totals for Objective 25105 - Maintain Ground Cover</b>					
<b>Costs:</b>	<b>34,434.06</b>	<b>29,508.28</b>	<b>32,183.77</b>	<b>21,443.12</b>	<b>22,374.03</b>
<b>Work Hours:</b>	<b>901.50</b>	<b>815.50</b>	<b>743.50</b>	<b>451.00</b>	<b>451.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25106 - Perform Administrative and Support Services**

**SDP Outcome Statement**

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, and
- Inspect City transportation median landscaping semi-annually to identify and take corrective actions to improve public safety and reduce liability exposure, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ The number and percentage of occupational injuries compared to the previous three year average.					
- Number	3.00	0.00	3.00	1.00	1.00
- Percent	95.00%	0.00%	95.00%	95.00%	95.00%
♦ The number and percent of hours lost compared to the number of program hours.					
- Number	205.00	0.00	205.00	100.00	100.00
- Percent	8.80%	0.00%	8.80%	7.04%	7.04%
♦ Percent of transportation facility deficiencies identified for which corrective action is taken within 45 days.					
- Percent	96.00%	100.00%	96.00%	96.00%	96.00%

**SDP Notes**

**City of Sunnyvale**  
**Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25106 - Perform Administrative and Support Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 251200 - Provide Administration</b>					
Unit: Work Hours					
Costs:	22,411.35	21,885.66	16,824.00	18,447.06	19,276.63
Units:	300.00	328.00	204.00	208.00	208.00
Work Hours:	300.00	328.00	204.00	208.00	208.00
Unit Cost:	74.70	66.72	82.47	88.69	92.68
<b>Task 251210 - Provide Support Services</b>					
Unit: Work Hours					
Costs:	4,878.33	3,959.95	5,513.14	6,066.62	6,336.97
Units:	107.00	88.50	107.00	107.00	107.00
Work Hours:	107.00	88.50	107.00	107.00	107.00
Unit Cost:	45.59	44.75	51.52	56.70	59.22
<b>Task 251220 - Provide Training</b>					
Unit: Work Hours					
Costs:	2,855.25	3,058.49	3,256.55	3,833.56	4,000.13
Units:	80.00	82.50	80.00	80.00	80.00
Work Hours:	80.00	82.50	80.00	80.00	80.00
Unit Cost:	35.69	37.07	40.71	47.92	50.00



**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25106 - Perform Administrative and Support Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Task 251230 - Provide Program Coordination</b>					
Unit: Work Hours					
Costs:	7,414.74	8,828.70	6,361.18	6,717.05	6,993.13
Units:	109.00	144.50	84.00	84.00	84.00
Work Hours:	109.00	144.50	84.00	84.00	84.00
Unit Cost:	68.03	61.10	75.73	79.96	83.25
<b>Totals for Objective 25106 - Perform Administrative and Support Services</b>					
<b>Costs:</b>	<b>37,559.67</b>	<b>37,732.80</b>	<b>31,954.87</b>	<b>35,064.29</b>	<b>36,606.86</b>
<b>Work Hours:</b>	<b>596.00</b>	<b>643.50</b>	<b>475.00</b>	<b>479.00</b>	<b>479.00</b>
<b>Totals for Program 251</b>					
<b>Costs:</b>	<b>103,520.43</b>	<b>96,690.91</b>	<b>96,330.64</b>	<b>83,537.12</b>	<b>87,103.43</b>
<b>Work Hours:</b>	<b>2,209.50</b>	<b>2,158.50</b>	<b>1,857.00</b>	<b>1,420.00</b>	<b>1,420.00</b>

**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, regional park/wetlands, 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>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Parks and open spaces are hazard-free, with accidents attributable to unsafe park conditions limited to the prior three year average. [DELETED]						
- Number of Accidents	5	0.00	0.00	1.00	0.00	0.00
♦ Staff survey results indicate parks and open space amenities meet 75% of Parks Division standards for attractiveness.*						
- Percentage of Standards	4	85.00%	91.00%	75.00%	75.00%	75.00%
♦ Staff survey results indicate parks and open spaces meet 80% of Parks Division standards for usability.*						
- Percentage of Standards	4	90.00%	95.43%	80.00%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual) is at 1.0.						
- Ratio	4	1.00	0.97	1.00	1.00	1.00
♦ Customer satisfaction with park safety, attractiveness and usability is at 80%.*						
- Rating	2	90.00%	95.53%	80.00%	80.00%	80.00%
♦ Parks and open spaces are free from hazardous conditions, with reported hazardous conditions abated within 24 hours.						
- Percent	5	0.00%	0.00%	0.00%	98.00%	98.00%

**City of Sunnyvale**  
**Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Program Notes**

1. The program measures marked with an \* have been scaled back as a part of the FY 2003/04 budget and service reduction process.
2. Attractiveness and usability are further defined at the service delivery plan level.
3. Increased operating costs associated with the completion of the Downtown Plaza Park project have been included in FY 04/05 and FY 05/06 Planned Budgets.
4. Beginning in FY 04/05 resources previously budgeted in Program 221 - Baylands Park will now be consolidated into Program 265.
5. Based upon results from the Internal Auditor's report, program measure "Parks and open spaces..." has been replaced with a substitute measure to better reflect hazard abatement efforts.

**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**

**SDP Outcome Statement**

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, regional park/wetlands, school grounds and special use facilities, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Landscapes are hazard-free, with accidents attributable to unsafe landscaping conditions (trees, turf, ground covers) limited to the prior three year average. [DELETE]					
- Number of Accidents	0.00	0.00	1.00	0.00	0.00
♦ Landscapes meet 75% 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 feature is free of floating debris and algae; pond fountains and lights are functional.*					
- Percentage of Standards	85.00%	92.88%	75.00%	75.00%	75.00%
♦ Landscapes meet 80% 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%	97.86%	80.00%	80.00%	80.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ Customer satisfaction with park safety, attractiveness and usability is at 80%.* - Rating	90.00%	96.28%	80.00%	80.00%	80.00%
♦ Parks and open spaces landscapes are free from hazardous conditions, with reported hazardous conditions abated within 24 hours. - Percent	0.00%	0.00%	0.00%	98.00%	98.00%

**SDP Notes**

1. The service delivery plan measures marked with an \* have been scaled back as a part of the FY 2003/04 budget and service reduction process.
2. Based upon results from the Internal Auditor's report, service delivery plan measure "Landscapes are hazard-free..." has been replaced with a substitute measure to better reflect hazard abatement efforts.

**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**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 265000 - Maintain and Replace Turf</b>					
Product: One Acre Maintained					
Costs:	841,559.54	703,739.29	755,856.13	890,404.35	928,983.68
Products:	77.00	78.00	77.00	95.00	95.00
Work Hours:	17,212.62	14,781.93	13,923.59	15,451.60	15,451.60
Product Cost:	10,929.34	9,022.30	9,816.31	9,372.68	9,778.78
<b>Activity 265010 - Maintain Trees</b>					
Product: One Tree Maintained					
Costs:	223,719.00	217,518.15	240,216.24	323,694.50	337,131.73
Products:	1,500.00	1,923.00	1,500.00	2,600.00	2,600.00
Work Hours:	3,681.25	4,095.10	3,699.11	4,650.11	4,650.11
Product Cost:	149.15	113.11	160.14	124.50	129.67
<b>Activity 265020 - Maintain and Replace Ground Covers</b>					
Product: One Acre Maintained					
Costs:	487,666.91	577,384.85	448,042.82	494,656.45	515,557.68
Products:	31.00	31.00	31.00	75.00	75.00
Work Hours:	9,812.94	12,260.74	8,168.56	8,589.96	8,589.96
Product Cost:	15,731.19	18,625.32	14,452.99	6,595.42	6,874.10

**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**

	2002/2003 Budget	2002/2003 Achieved	2003/2004 Current	2004/2005 Budget	2005/2006 Budget
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**Activity 265030 - Maintain Ornamental Water Features**

Product: One Feature Maintained

Costs:	75,388.54	61,864.27	76,143.05	44,877.01	46,836.84
Products:	5.00	5.00	1.00	5.00	5.00
Work Hours:	1,415.48	1,084.63	1,358.65	688.81	688.81
Product Cost:	15,077.71	12,372.85	76,143.05	8,975.40	9,367.37

**Totals for Service Delivery Plan 26501 - Landscaping for Neighborhood Parks and Open Spaces**

<b>Costs:</b>	<b>1,628,333.99</b>	<b>1,560,506.56</b>	<b>1,520,258.24</b>	<b>1,753,632.31</b>	<b>1,828,509.93</b>
<b>Work Hours:</b>	<b>32,122.29</b>	<b>32,222.40</b>	<b>27,149.91</b>	<b>29,380.48</b>	<b>29,380.48</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**

**SDP Outcome Statement**

Improve the physical and mental well-being of Sunnyvale's residents and business community and support Recreation Division activities for the community by providing outdoor recreational opportunities through the maintenance and replacement of recreational facilities associated with neighborhood parks, regional park/wetlands, school grounds and special use facilities, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Recreational facilities are hazard-free, with accidents attributable to unsafe recreational facility conditions limited to the prior three year average. [DELETED]					
- Number of Accidents	0.00	0.00	1.00	0.00	0.00
♦ Recreational facilities meet 75% 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%	90.14%	75.00%	75.00%	75.00%
♦ Recreational facilities meet 80% 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%	90.02%	80.00%	80.00%	80.00%



**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ Customer satisfaction with park safety, attractiveness and usability is at 80%.* - Rating	90.00%	95.89%	80.00%	80.00%	80.00%
♦ Parks and open spaces recreational facilities are free from hazardous conditions, with reported hazardous conditions abated within 24 hours. - Percent	0.00%	0.00%	0.00%	98.00%	98.00%

**SDP Notes**

1. The service delivery plan measures marked with an \* have been scaled back as a part of the FY 2003/04 budget and service reduction process.
2. Based upon results from the Internal Auditor's report, service delivery plan measure "Recreational facilities are hazard-free..." has been replaced with a substitute measure to better reflect hazard abatement efforts.

**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**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 265160 - Maintain Play Areas</b>					
Product: One Play Structure Maintained					
Costs:	215,729.11	281,151.31	208,432.18	295,977.86	308,797.60
Products:	168.00	168.00	168.00	209.00	209.00
Work Hours:	4,677.79	6,477.46	3,942.65	5,243.04	5,243.04
Product Cost:	1,284.10	1,673.52	1,240.67	1,416.16	1,477.50
<b>Activity 265170 - Maintain Picnic Areas</b>					
Product: One Picnic Table Maintained					
Costs:	256,112.00	289,537.49	218,717.32	297,403.51	309,864.97
Products:	361.00	361.00	361.00	533.00	533.00
Work Hours:	6,274.23	7,386.60	4,489.95	5,838.50	5,838.50
Product Cost:	709.45	802.04	605.87	557.98	581.36
<b>Activity 265180 - Maintain Pathways/Par Courses</b>					
Product: One Square Foot Maintained					
Costs:	71,114.71	49,417.37	70,393.65	100,300.19	104,724.47
Products:	157,000.00	157,000.00	157,000.00	267,080.00	267,080.00
Work Hours:	1,509.68	1,019.63	1,307.38	1,743.48	1,743.48
Product Cost:	0.45	0.31	0.45	0.38	0.39

**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**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 265190 - Maintain Athletic Fields</b>					
Product: One Acre Maintained					
Costs:	1,001,880.02	844,674.02	1,015,119.16	955,058.28	995,457.00
Products:	143.00	143.00	143.00	143.00	143.00
Work Hours:	19,228.01	15,023.73	18,428.40	16,081.11	16,081.11
Product Cost:	7,006.15	5,906.81	7,098.74	6,678.73	6,961.24
<b>Activity 265200 - Maintain Tennis/Basketball Courts</b>					
Product: One Court Maintained					
Costs:	89,860.13	122,639.77	66,754.50	76,130.53	78,879.47
Products:	45.00	45.00	45.00	55.00	55.00
Work Hours:	1,302.69	1,884.15	940.80	1,052.14	1,052.14
Product Cost:	1,996.89	2,725.33	1,483.43	1,384.19	1,434.17
<b>Activity 265210, 265211 - Maintain Multi-Purpose Buildings</b>					
Product: One Building Maintained					
Costs:	252,629.39	231,873.27	239,764.57	252,402.26	263,049.38
Products:	13.00	13.00	13.00	13.00	13.00
Work Hours:	5,453.70	5,483.82	4,455.34	4,385.18	4,385.18
Product Cost:	19,433.03	17,836.41	18,443.43	19,415.56	20,234.57

**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**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 265220 - Maintain Bowling Green</b>					
Product: One Square Foot Maintained					
Costs:	22,005.77	20,200.54	22,637.55	23,915.92	24,950.01
Products:	14,400.00	14,400.00	14,400.00	14,400.00	14,400.00
Work Hours:	433.82	381.98	399.90	393.61	393.61
Product Cost:	1.53	1.40	1.57	1.66	1.73
<b>Activity 265230, 265232 - Maintain Other Recreational Facilities</b>					
Product: One Facility Maintained					
Costs:	25,799.82	37,306.79	38,831.29	44,122.14	46,003.11
Products:	34.00	34.00	34.00	35.00	35.00
Work Hours:	524.30	687.93	712.65	701.43	701.43
Product Cost:	758.82	1,097.26	1,142.10	1,260.63	1,314.37
<b>Activity 265240 - Maintain Dog Park</b>					
Product: A Facility Maintained					
Costs:	11,531.19	8,938.68	12,430.22	9,916.36	10,324.03
Products:	1.00	1.00	1.00	1.00	1.00
Work Hours:	145.02	224.91	149.96	147.60	147.60
Product Cost:	11,531.19	8,938.68	12,430.22	9,916.36	10,324.03

**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**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 265250 - Baylands Park Vehicle Entry</b>					
Product: A Dollar Collected					
Costs:	0.00	0.00	0.00	58,440.74	59,927.69
Products:	0.00	0.00	0.00	70,600.00	79,778.00
Work Hours:	0.00	0.00	0.00	1,907.48	1,907.48
Product Cost:	0.00	0.00	0.00	0.83	0.75
<b>Activity 265260 - Baylands Park Reservations</b>					
Product: A Dollar Collected					
Costs:	0.00	0.00	0.00	28,332.43	29,455.34
Products:	0.00	0.00	0.00	45,000.00	47,700.00
Work Hours:	0.00	0.00	0.00	504.62	504.62
Product Cost:	0.00	0.00	0.00	0.63	0.62
<b>Totals for Service Delivery Plan 26502 - Recreational Facilities for Neighborhood Parks and Open Spaces</b>					
<b>Costs:</b>	<b>1,946,662.14</b>	<b>1,885,739.24</b>	<b>1,893,080.44</b>	<b>2,142,000.22</b>	<b>2,231,433.07</b>
<b>Work Hours:</b>	<b>39,549.24</b>	<b>38,570.21</b>	<b>34,827.03</b>	<b>37,998.19</b>	<b>37,998.19</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Service Delivery Plan 26503 - Support Facilities for Neighborhood Parks and Open Spaces**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Support facilities are hazard-free, with accidents attributable to unsafe support facility conditions limited to the prior three year average. [DELETED] - Number of Accidents	0.00	0.00	1.00	0.00	0.00
♦ Support facilities meet 75% 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%	89.99%	75.00%	75.00%	75.00%
♦ Support facilities meet 80% 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%	98.40%	80.00%	80.00%	80.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

<u>SDP Outcome Measures</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ Customer satisfaction with park safety, attractiveness and usability is at 80%.* - Rating	90.00%	94.41%	80.00%	80.00%	80.00%
♦ Parks and open spaces support facilities are free from hazardous conditions, with reported hazardous conditions abated within 24 hours. - Percent	0.00%	0.00%	0.00%	98.00%	98.00%

**SDP Notes**

1. The service delivery plan measures marked with an \* have been scaled back as a part of the FY 2003/04 budget and service reduction process.
2. Based upon results from the Internal Auditor's report, service delivery plan measure "Support facilities are hazard-free..." has been replaced with a substitute measure to better reflect hazard abatement efforts.

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Service Delivery Plan 26503 - Support Facilities for Neighborhood Parks and Open Spaces**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 265360, 265361 - Maintain Auxiliary Restrooms</b>					
Product: One Restroom Maintained					
Costs:	171,923.65	179,472.21	158,724.48	218,560.95	227,702.15
Products:	12.00	12.00	12.00	22.00	22.00
Work Hours:	4,028.30	4,513.24	3,156.94	4,120.26	4,120.26
Product Cost:	14,326.97	14,956.02	13,227.04	9,934.59	10,350.10
<b>Activity 265370 - Maintain and Replace Structures and Fixtures</b>					
Product: One Structure/Fixture Maintained					
Costs:	236,705.77	238,086.08	257,664.95	302,949.18	316,468.86
Products:	2,346.00	2,346.00	2,346.00	3,228.00	3,228.00
Work Hours:	4,408.82	4,435.37	4,456.62	4,976.85	4,976.85
Product Cost:	100.90	101.49	109.83	93.85	98.04
<b>Activity 265380 - Maintain and Replace Hardscapes</b>					
Product: One Square Foot Maintained					
Costs:	34,003.29	19,505.48	35,081.67	44,679.08	46,037.38
Products:	772,225.00	772,225.00	772,225.00	1,148,520.00	1,148,520.00
Work Hours:	185.92	63.76	187.13	309.08	309.08
Product Cost:	0.04	0.03	0.05	0.04	0.04
<b>Totals for Service Delivery Plan 26503 - Support Facilities for Neighborhood Parks and Open Spaces</b>					
<b>Costs:</b>	<b>442,632.71</b>	<b>437,063.77</b>	<b>451,471.10</b>	<b>566,189.21</b>	<b>590,208.39</b>
<b>Work Hours:</b>	<b>8,623.04</b>	<b>9,012.37</b>	<b>7,800.69</b>	<b>9,406.19</b>	<b>9,406.19</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Service Delivery Plan 26504 - Support Services**

**SDP Outcome Statement**

This service delivery plan accounts for services, the costs of which cannot be directly associated with any other service delivery plan in Program 265. (e.g.; abating hazards/vandalism and utility costs).

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 100% of hazards are abated within 48 hours of notice given. [DELETED] - Percentage of Hazards Abated	100.00%	100.00%	100.00%	0.00%	0.00%
♦ 95% of acts of vandalism are repaired within three days of notice. - Percentage of Acts of Vandalism	95.00%	98.10%	95.00%	95.00%	95.00%

**SDP Notes**

1. Service delivery plan measure "100% of hazards are abated..." has been removed from the plan as it reports duplicative information already reported throughout the program.

**City of Sunnyvale**  
**Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Service Delivery Plan 26504 - Support Services**

	<u>2002/2003</u> <u>Budget</u>	<u>2002/2003</u> <u>Achieved</u>	<u>2003/2004</u> <u>Current</u>	<u>2004/2005</u> <u>Budget</u>	<u>2005/2006</u> <u>Budget</u>
<b>Activity 265400 - Abate Hazards</b>					
Product: One Hazard Abated					
Costs:	43,427.76	70,350.83	46,858.37	56,459.74	58,881.35
Products:	95.00	91.00	95.00	120.00	120.00
Work Hours:	777.15	1,395.48	780.58	860.38	860.38
Product Cost:	457.13	773.09	493.25	470.50	490.68
<b>Activity 265410 - Abate Vandalism</b>					
Product: One Vandalism Abated					
Costs:	76,941.27	42,943.15	83,160.32	99,964.66	104,241.48
Products:	200.00	299.00	200.00	415.00	415.00
Work Hours:	1,380.78	803.81	1,391.97	1,525.23	1,525.23
Product Cost:	384.71	143.62	415.80	240.88	251.18
<b>Activity 265420, 265421 - Maintain General Grounds and Abate Litter</b>					
Product: One Acre Cleaned					
Costs:	1,095,877.86	1,051,792.94	877,485.86	1,045,886.84	1,092,110.17
Products:	320.00	320.00	320.00	401.00	401.00
Work Hours:	25,884.02	25,181.19	17,079.26	19,071.01	19,071.01
Product Cost:	3,424.62	3,286.85	2,742.14	2,608.20	2,723.47

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Service Delivery Plan 26504 - Support Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 265430 - Provide Electricity</b>					
Product: One Kilowatt Hour Used					
Costs:	121,468.97	148,488.92	117,773.74	156,208.04	156,213.48
Products:	817,884.00	708,247.00	768,658.00	758,564.00	758,564.00
Work Hours:	1.24	1.23	1.28	1.26	1.26
Product Cost:	0.15	0.21	0.15	0.21	0.21
<b>Activity 265440 - Provide Water</b>					
Product: One CCF					
Costs:	316,877.93	299,168.14	257,866.21	292,431.20	298,282.97
Products:	355,436.00	309,473.00	283,518.00	311,543.00	311,543.00
Work Hours:	1.24	4.31	1.28	1.26	1.26
Product Cost:	0.89	0.97	0.91	0.94	0.96
<b>Totals for Service Delivery Plan 26504 - Support Services</b>					
<b>Costs:</b>	<b>1,654,593.79</b>	<b>1,612,743.98</b>	<b>1,383,144.50</b>	<b>1,650,950.48</b>	<b>1,709,729.45</b>
<b>Work Hours:</b>	<b>28,044.43</b>	<b>27,386.02</b>	<b>19,254.37</b>	<b>21,459.14</b>	<b>21,459.14</b>
<b>Totals for Program 265</b>					
<b>Costs:</b>	<b>5,672,222.63</b>	<b>5,496,053.55</b>	<b>5,247,954.28</b>	<b>6,112,772.22</b>	<b>6,359,880.84</b>
<b>Work Hours:</b>	<b>108,339.00</b>	<b>107,191.00</b>	<b>89,032.00</b>	<b>98,244.00</b>	<b>98,244.00</b>

**Environmental  
Element**

### **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**

		2001/02	2002/03		2003/04	
		Actual	Actual	% Change	Projected	% Change
3.1.1	Millions of gallons of water sold annually:					
	Residential	4,706	4,890	3.9%	4,900	0.2%
	Other	2,863	2,902	1.4%	2,900	-0.1%
3.1.2	Average daily water demand in million gallons	23.23	21.35	-8.1%	21.37	0.1%
3.1.3	Miles of City water mains and appurtenances	282.0	282.0	0.0%	282.7	0.2%
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-foot)	1.11	1.25	12.6%	1.43	14.4%
3.1.6	Unit cost for well water (\$/acre-foot)	330	437.59	32.6%	481.35	10.0%
3.1.7	Unit cost for SCVWD water (\$/acre-foot)	410	413.23	0.8%	454.55	10.0%
3.1.8	Unit cost for SFWD water (\$/acre-foot)	411	449.08	9.3%	547.87	22.0%
3.1.9	Annual consumption per acre (acre-foot/acre)	1.70	1.66	-2.4%	1.66	0.0%
3.1.10	Water services	28,303	28,303	0.0%	28,303	0.0%
3.1.11	Fire hydrants	3,351	3,385	1.0%	3,385	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)	9/7,824	9/7,824	0%/0%	9/7,824	0%/0%
3.1.14	Energy cost for water produced (\$/acre-foot)	10.81	17.17	58.8%	16.49	-4.0%
3.1.15	Number of samples collected for testing	7,700	7,638	-0.8%	Delete*	N/A
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	327	327	0.0%	327.07	0.0%
3.1.18	Drop inlets in storm drainage system	4,200	4,281	1.9%	4,183	-2.3%
3.1.19	Miles of sanitary sewer mains - Delete, duplicate with 3.3.1	327	327	0.0%	Delete*	N/A
3.1.20	Millions of gallons of liquid wastes treated per year - See 3.3.2	6,050	5,500	-9.1%	Delete*	N/A
3.1.21	Average daily volume of liquid wastes in millions of gallons - See 3.3.3	16.6	15.1	-9.0%	Delete*	N/A
3.1.22	Average dry weather (May-October inclusive) liquid waste flow per day as a percentage of treatment plant design capacity - See 3.3.4	57.5	49.5	-13.9%	Delete*	N/A
3.1.23	Redevelopments and utility additions which require map updates	16	3	-81.3%	9	200.0%
3.1.24	Subdivision construction permit applications	4	0	-100.0%	10	N/A
3.1.25	Development permit applications	5	2	-60.0%	5	150.0%
3.1.26	New developments requiring map changes	26	9	-65.4%	5	-44.4%
3.1.27	Street cut permit applications	300	241	-19.7%	261	8.3%
3.1.28	Air pollution: Days ozone standards exceeded per year	7	8	14.3%	8	0.0%
3.1.29	Tons of res. Comm./ind. Solid wastes disposed annually	98,112	89,802	-8.5%	88,694	-1.2%

\* Items deleted FY 2003/2004 due to changes in Wastewater Management Sub-Element.

**Community Condition Indicators**  
**Sanitary Sewer Sub-Element - 3.3**

		2001/02	2002/03		2003/04	
		Actual	Actual	% Change	Projected	% Change
3.3.1	Miles of sanitary sewer mains	283	283	0.0%	283.23	0.1%
3.3.2	Millions of gallons of liquid wastes treated per year	6,050	5,596	-7.5%	5,596	0.0%
3.3.3	Daily average volume of liquid wastes in million gallons	16.6	15.3	-7.8%	15.3	0.0%
3.3.4	Average dry weather (May-October inclusive) liquid waste flow per day as a percentage of treatment plant capacity	56.3	49.5	-12.1%	49.5	0.0%
3.3.5	Water Pollution Control Plant energy consumption in B.T.U. per million gallon of wastes	105 Mil.	105 Mil.	0.0%	Delete*	N/A
3.3.6	Wastewater discharge permits	67	63	-6.0%	57	-9.5%

\* Items deleted FY 2003/2004 due to changes in Wastewater Management Sub-Element.

**Community Condition Indicators**  
**Surface Runoff Sub-Element - 3.4**

		2001/02	2002/03		2003/04	
		Actual	Actual	% Change	Projected	% Change
3.4.1	Sunnyvale Rain Gauge Stations (Annual Rainfall Inches)					
	North Sunnyvale	9.48	11.20	18.1%	10.90	-2.7%
	Corporation Yard	9.29	13.67	47.1%	15.42	12.8%
	Central Sunnyvale	N/A*	12.16	N/A*	10.75	-11.6%
	West Sunnyvale	11.79	16.00	35.7%	12.76	-20.3%
3.4.2	Maintenance Activities					
	Number of Storm Drain inlets Cleaned (total number of storm drain inlets In Sunnyvale = 3200):	1,909	1,267	-33.6%	1,520	20.0%
	Preventive Maintenance In response to complaints	30	98	226.7%	78	-20.4%
3.4.3	Streets Swept (curb miles; total curb miles in Sunnyvale=665)	14,800	14,800	0.0%	10,148	-31.4%

\* Due to equipment malfunction no data available for FY 2001/2002 for Central Sunnyvale Annual Rainfall.

**Community Condition Indicators**

**Noise Sub-Element - 3.6**

		2001/02	2002/03		2003/04	
		Actual	Actual	% Change	Projected	% Change
3.6.1	U.S. Highway 101 ADT	153,875	154,938	0.7%	156,000	0.7%
3.6.2	State Highway 237 ADT	86,785	87,559	0.9%	85,000	-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	13,380	28,012	109.4%	29,645	5.8%
3.6.5	Fremont Avenue (between Mary and Hollenbeck Avenues) ADT	27,632	23,447	-15.1%	22,456	-4.2%
3.6.6	Homestead Road (between Hollenbeck Ave. and Sunnyvale-Saratoga Road) ADT	23,653	22,569	-4.6%	21,846	-3.2%
3.6.7	Hollenbeck Avenue (between Homestead Road and Fremont Avenue) ADT	14,765	15,893	7.6%	16,486	3.7%
3.6.8	Mary Avenue (between Central Expressway and Maude Avenue) ADT	15,725	13,175	-16.2%	12,854	-2.4%
3.6.9	Remington Dr (between El Camino Real and Sunnyvale-Saratoga Road) ADT	17,463	15,330	-12.2%	14,765	-3.7%
3.6.10	Wolfe Road (between Homestead Road and Fremont Avenue) ADT	29,987	30,532	1.8%	31,548	3.3%
3.6.11	Commuter Trains (trains per day)	85	76	-10.6%	73	-3.9%
3.6.12	Moffett Federal Airfield (flight operations per year)*	1,823	1,936	6.2%	1,900	-1.9%
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	14,150,035	14,035,156	-0.8%	14,150,000	0.8%
3.6.15	Land Use Operational Noise Complaints	63	54	-14.3%	54	0.0%
3.6.16	Single-event Noise Complaints (includes powered equipment, deliveries, music, voices, barking dogs, airplane, fireworks, horns, etc.)**	41	47	14.6%	N/A	N/A

\* Count includes any landing and take-offs.

\*\* 3.6.16 Figures combined with 3.6.15 as of FY 2000/2001.

**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>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ The Overall Performance Index for all Public Works programs is 100.						
- Number	5	100.00	133.76	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%	92.31%	90.00%	90.00%	90.00%
♦ Occupancy rates for City owned rental properties equal the Industrial Office Availability Index for Sunnyvale.						
- Sunnyvale Rate	4	100.00	89.97	100.00	85.00	85.00
- Industrial Office Availability Index	4	100.00	89.54	100.00	85.00	85.00
♦ A Customer Satisfaction Rating of 90% is achieved for the timeliness, accuracy, and effectiveness of Support Services.						
- Percent	3	90.00%	92.00%	90.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.						
- Ratio	4	1.00	1.03	1.00	1.00	1.00

**Program Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

**Service Delivery Plan 30201 - Administrative Support**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ The Overall Performance Index for all Public Works programs is at 100. - Number	100.00	133.76	100.00	100.00	100.00
♦ Department financial statements and budgets are analyzed and corrected as scheduled 90% of the time. - Percent	90.00%	92.31%	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%	92.00%	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%	94.71%	86.00%	90.00%	90.00%
♦ The five-year average number of workers' compensation claims is at or below the previous five-year average. - Five-Year Average	0.00	0.00	0.00	44.80	44.80
- Number of Claims In Current Year	0.00	0.00	0.00	37.00	37.00
♦ 26 meetings per year, are conducted on occupational and safety topics approved by Risk and Insurance. - Number of Meetings	0.00	0.00	0.00	26.00	26.00
♦ 100% of City-Wide Safety Committee meetings are attended. - Number of Meetings Attended	0.00	0.00	0.00	11.00	11.00
- Percent Attended	0.00%	0.00%	0.00%	100.00%	100.00%
♦ 100% of Safety Committee recommendations are implemented within 30 days. - Percent Implemented Within 30 Days	0.00%	0.00%	0.00%	100.00%	100.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

**Service Delivery Plan 30201 - Administrative Support**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 302110 - Public Works Management</b>					
Product: A Work Hour					
Costs:	344,159.84	337,079.62	345,246.22	377,961.87	395,602.81
Products:	3,580.00	3,737.60	3,380.00	3,485.00	3,485.00
Work Hours:	3,580.00	3,737.60	3,380.00	3,485.00	3,485.00
Product Cost:	96.13	90.19	102.14	108.45	113.52
<b>Activity 302120 - Public Works Support</b>					
Product: A Work Hour					
Costs:	148,191.87	145,321.35	161,705.47	172,723.48	180,954.84
Products:	3,180.00	3,170.14	3,139.00	3,155.00	3,155.00
Work Hours:	3,180.00	3,170.14	3,139.00	3,155.00	3,155.00
Product Cost:	46.60	45.84	51.51	54.75	57.35
<b>Totals for Service Delivery Plan 30201 - Administrative Support</b>					
<b>Costs:</b>	<b>492,351.71</b>	<b>482,400.97</b>	<b>506,951.69</b>	<b>550,685.35</b>	<b>576,557.65</b>
<b>Work Hours:</b>	<b>6,760.00</b>	<b>6,907.74</b>	<b>6,519.00</b>	<b>6,640.00</b>	<b>6,640.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

**Service Delivery Plan 30202 - Property Management Services**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Occupancy rates for City owned rental properties equal the Industrial Office Availability Index for Sunnyvale.					
- Sunnyvale Rate	100.00	89.97	100.00	85.00	85.00
- Industrial Office Availability Index	100.00	89.54	100.00	85.00	85.00
♦ 90% of City excess land parcels are free of weeds, debris and hazardous materials based on monthly field inspections.					
- Percent	90.00%	98.10%	90.00%	90.00%	90.00%
♦ The Property Acquisition Index (market value divided by sales price) is at 100.					
- Index	100.00	92.00	100.00	100.00	100.00

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

**Service Delivery Plan 30202 - Property Management Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 302220 - Property Acquisitions or Sales</b>					
Product: A Property Acquisition or Sale Related Project					
Costs:	15,007.01	14,473.19	15,969.36	16,275.45	17,072.90
Products:	3.00	3.00	3.00	3.00	3.00
Work Hours:	200.00	187.08	200.00	190.00	190.00
Product Cost:	5,002.34	4,824.40	5,323.12	5,425.15	5,690.97
<b>Activity 302230 - Property Leases</b>					
Product: A Property Lease Renegotiated					
Costs:	15,007.01	8,955.58	15,969.36	10,707.54	11,232.17
Products:	35.00	44.00	35.00	40.00	40.00
Work Hours:	200.00	115.91	200.00	125.00	125.00
Product Cost:	428.77	203.54	456.27	267.69	280.80
<b>Activity 302240 - Property Inspections</b>					
Product: A Property Inspected					
Costs:	9,004.22	8,025.53	9,581.62	8,566.02	8,985.74
Products:	500.00	537.00	500.00	540.00	540.00
Work Hours:	120.00	101.17	120.00	100.00	100.00
Product Cost:	18.01	14.95	19.16	15.86	16.64
<b>Totals for Service Delivery Plan 30202 - Property Management Services</b>					
<b>Costs:</b>	<b>39,018.24</b>	<b>31,454.30</b>	<b>41,520.34</b>	<b>35,549.01</b>	<b>37,290.81</b>
<b>Work Hours:</b>	<b>520.00</b>	<b>404.16</b>	<b>520.00</b>	<b>415.00</b>	<b>415.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

**Totals for Program 302**

<b>Costs:</b>	<b>531,369.95</b>	<b>513,891.67</b>	<b>548,472.03</b>	<b>586,234.36</b>	<b>613,848.46</b>
<b>Work Hours:</b>	<b>7,280.00</b>	<b>7,311.90</b>	<b>7,039.00</b>	<b>7,055.00</b>	<b>7,055.00</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:

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ 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.						
- Percent	3	100.00%	124.00%	100.00%	100.00%	100.00%
- Number of Projects	3	100.00	124.00	100.00	100.00	5.00
♦ 100% of high priority and 90% of all other capital projects are completed per approved schedule.						
- Percent of High Priority Projects	4	100.00%	100.00%	100.00%	100.00%	100.00%
- Percent of Non-High Priority Projects	4	90.00%	91.00%	90.00%	90.00%	90.00%
♦ 90% of all capital projects are completed within budget.						
- Percent	5	90.00%	96.00%	90.00%	90.00%	90.00%
- Number of Projects	5	18.00	21.00	18.00	21.00	21.00
♦ 100% of capital projects are constructed in accordance with approved plans and specifications when reviewed by an outside inspector. [DELETED]						
- Percent	4	100.00%	100.00%	0.00%	0.00%	0.00%
- Number of Projects	4	20.00	21.00	0.00	0.00	0.00
♦ A customer satisfaction rating of 90% for engineering services is achieved.						
- Rating	3	90.00%	91.00%	90.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.						
- Ratio	4	1.00	1.10	1.00	1.00	1.00



**City of Sunnyvale**  
**Program Performance Budget**

**Program 306 - Engineering Services**

**Program Notes**

1. The number of projects submitted to Engineering Division are expected to be minimal during an "off-year" of the capital projects budget cycle. Hence the goal for FY 2005/06 is set at 5 projects. It should be noted that FY 2003/04 is also an "off-year" and the goal should have been adjusted to 5 instead of 100 as indicated in the current budget.
2. The outside inspector project review program measure was deleted as a cost cutting measure approved by Council in the FY 2003/04 budget reduction plan.
3. The actual products and work hours reported in FY 2002/03 for this program are not completely representative of the work effort required to achieve the program measures. Many of the work hours performed were charged directly to capital projects instead of program 306. This was done to ensure all external sources of funding were fully utilized within the mandated expenditure due dates.
4. The proposed budget for FY 2004/05 and FY 2005/06 is consistent with prior year experience of the staffing required to manage a capital improvement project portfolio of approximately \$14M. Some of the larger capital projects planned for the next two years include the Mathilda Overhead Improvements project (\$9M), the Borregas Avenue Bicycle Corridor (\$4M), and the Bernardo Ave Undercrossing (\$1M).

The staffing level for the program in the future years will be reviewed in conjunction with the master plan for the Water Pollution Control Plant rehabilitation project.

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30601 - Multi-Year Capital Improvement Planning**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 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%	100.00%	100.00%
♦ 100% of project submitted to Engineering Divison 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%	124.00%	100.00%	100.00%	100.00%
- Number of Projects	100.00	124.00	100.00	100.00	5.00
♦ A customer satisfaction rating of 90% is achieved for planning services. - Rating	90.00%	91.00%	90.00%	90.00%	90.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30601 - Multi-Year Capital Improvement Planning**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 306120 - Review/Update Project Budgets</b>					
Product: A Project					
Costs:	37,056.63	43,735.21	39,268.29	42,976.50	4,504.90
Products:	100.00	413.00	100.00	100.00	5.00
Work Hours:	520.00	413.00	520.00	520.00	50.00
Product Cost:	370.57	105.90	392.68	429.77	900.98
<b>Totals for Service Delivery Plan 30601 - Multi-Year Capital Improvement Planning</b>					
<b>Costs:</b>	<b>37,056.63</b>	<b>43,735.21</b>	<b>39,268.29</b>	<b>42,976.50</b>	<b>4,504.90</b>
<b>Work Hours:</b>	<b>520.00</b>	<b>413.00</b>	<b>520.00</b>	<b>520.00</b>	<b>50.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30602 - Project Management Services**

**SDP Outcome Statement**

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>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</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%	100.00%	100.00%
- Percent of Non-High Priority Projects	90.00%	91.00%	90.00%	90.00%	90.00%
♦ 90% of all capital projects are completed within budget.					
- Percent	90.00%	96.00%	90.00%	90.00%	90.00%
- Number of Projects	18.00	21.00	18.00	21.00	21.00
♦ The dollar amount of errors and omissions change orders is five percent or less of construction costs.					
- Percent	5.00%	4.00%	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. [DELETED]					
- Percent	100.00%	100.00%	0.00%	0.00%	0.00%
- Number of Projects	20.00	21.00	0.00	0.00	0.00
♦ 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%	100.00%	100.00%
♦ A customer satisfaction rating of 90% for Project Management Services is achieved.					
- Rating	90.00%	91.00%	90.00%	90.00%	90.00%

**City of Sunnyvale**  
**Program Performance Budget**

**Program 306 - Engineering Services**

**SDP Notes**

1. The actual products and work hours reported in FY 2002/03 for this program are not completely representative of the work effort required to achieve the program measures. Many of the work hours performed were charged directly to capital projects instead of program 306. This was done to ensure all external sources of funding were fully utilized within the mandated expenditure due dates.
  
2. 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**

**Service Delivery Plan 30602 - Project Management Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 306200, 306201, 306202, 306203 - Project Design Phase</b>					
Product: A Project Ready to Bid					
Costs:	294,746.02	270,699.87	316,756.34	344,154.85	381,114.06
Products:	20.00	21.00	20.00	21.00	21.00
Work Hours:	4,340.00	4,038.70	4,340.00	4,315.00	4,545.00
Product Cost:	14,737.30	12,890.47	15,837.82	16,388.33	18,148.29
<b>Activity 306210 - Project Bidding Phase</b>					
Product: An Executed Contract					
Costs:	31,500.45	24,133.14	33,561.49	31,357.41	32,910.92
Products:	20.00	20.00	20.00	20.00	20.00
Work Hours:	450.00	352.00	450.00	400.00	400.00
Product Cost:	1,575.02	1,206.66	1,678.07	1,567.87	1,645.55
<b>Activity 306220, 306221, 306222, 306223, 306224, 306225 - Project Construction Management</b>					
Product: A Project Accepted					
Costs:	555,445.20	366,288.99	597,829.63	661,010.67	693,743.62
Products:	20.00	21.00	20.00	21.00	21.00
Work Hours:	9,890.00	6,256.80	9,890.00	9,890.00	9,890.00
Product Cost:	27,772.26	17,442.33	29,891.48	31,476.70	33,035.41
<b>Totals for Service Delivery Plan 30602 - Project Management Services</b>					
<b>Costs:</b>	<b>881,691.67</b>	<b>661,122.00</b>	<b>948,147.46</b>	<b>1,036,522.93</b>	<b>1,107,768.60</b>
<b>Work Hours:</b>	<b>14,680.00</b>	<b>10,647.50</b>	<b>14,680.00</b>	<b>14,605.00</b>	<b>14,835.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30603 - General Engineering and Administration**

**SDP Outcome Statement**

Provide Administrative and General Engineering Services.

**SDP Notes**

Administrative Services

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30603 - General Engineering and Administration**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 306910, 306911, 306912, 306913, 306914 - Maps and Real Property Information</b>					
Product: A Work Hour					
Costs:	96,935.43	139,700.61	80,399.24	124,149.29	129,249.34
Products:	1,896.00	2,778.00	1,416.00	2,000.00	2,000.00
Work Hours:	1,896.00	2,778.00	1,416.00	2,000.00	2,000.00
Product Cost:	51.13	50.29	56.78	62.07	64.62
<b>Activity 306920 - Provide General Engineering Information</b>					
Product: A Work Hour					
Costs:	100,196.02	65,471.73	108,065.14	79,679.48	83,624.76
Products:	1,784.00	1,181.00	1,784.00	1,200.00	1,200.00
Work Hours:	1,784.00	1,181.00	1,784.00	1,200.00	1,200.00
Product Cost:	56.16	55.44	60.57	66.40	69.69
<b>Activity 306950 - Review and Develop Standards</b>					
Product: A Work Hour					
Costs:	10,311.24	0.00	11,121.08	12,136.18	12,737.08
Products:	160.00	0.00	160.00	160.00	160.00
Work Hours:	160.00	0.00	160.00	160.00	160.00
Product Cost:	64.45	0.00	69.51	75.85	79.61



**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30603 - General Engineering and Administration**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 306960 - Administrative Support Services</b>					
Product: A Work Hour					
Costs:	217,678.79	158,305.28	171,152.93	183,848.89	192,972.41
Products:	5,410.00	3,926.40	3,810.00	3,710.00	3,710.00
Work Hours:	5,410.00	3,926.40	3,810.00	3,710.00	3,710.00
Product Cost:	40.24	40.32	44.92	49.55	52.01
<b>Activity 306970 - Safety and Training Related Activities</b>					
Product: A Work Hour					
Costs:	121,177.77	40,165.10	125,091.89	137,394.47	144,201.70
Products:	2,088.00	734.00	1,968.00	1,968.00	1,968.00
Work Hours:	2,088.00	734.00	1,968.00	1,968.00	1,968.00
Product Cost:	58.04	54.72	63.56	69.81	73.27
<b>Activity 306980 - Program Management</b>					
Product: A Work Hour					
Costs:	429,441.54	380,073.41	353,467.48	68,655.43	75,675.18
Products:	1,932.00	1,832.00	1,932.00	387.00	432.00
Work Hours:	1,932.00	1,832.00	1,932.00	387.00	432.00
Product Cost:	222.28	207.46	182.95	177.40	175.17

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30603 - General Engineering and Administration**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 306230 - Review Encroachment Permit Applications</b>					
Product: A Work Hour					
Costs:	29,857.33	23,159.43	32,135.84	35,082.31	36,819.84
Products:	570.00	555.00	570.00	570.00	570.00
Work Hours:	570.00	555.00	570.00	570.00	570.00
Product Cost:	52.38	41.73	56.38	61.55	64.60
<b>Activity 306240, 306241 - Close Encroachment Permits</b>					
Product: A Work Hour					
Costs:	129,526.27	63,611.00	139,069.45	145,785.56	152,918.10
Products:	2,570.00	1,267.00	2,570.00	2,570.00	2,570.00
Work Hours:	2,570.00	1,267.00	2,570.00	2,570.00	2,570.00
Product Cost:	50.40	50.21	54.11	56.73	59.50
<b>Activity 306250 - Project Administration</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	274,219.71	303,670.97
Products:	0.00	0.00	0.00	1,545.00	1,740.00
Work Hours:	0.00	0.00	0.00	1,545.00	1,740.00
Product Cost:	0.00	0.00	0.00	177.49	174.52
<b>Totals for Service Delivery Plan 30603 - General Engineering and Administration</b>					
<b>Costs:</b>	<b>1,135,124.39</b>	<b>871,277.90</b>	<b>1,020,503.05</b>	<b>1,060,951.32</b>	<b>1,131,869.38</b>
<b>Work Hours:</b>	<b>16,410.00</b>	<b>12,273.40</b>	<b>14,210.00</b>	<b>14,110.00</b>	<b>14,350.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Totals for Program 306**

<b>Costs:</b>	<b>2,053,872.69</b>	<b>1,576,373.54</b>	<b>2,007,918.80</b>	<b>2,140,450.75</b>	<b>2,244,142.88</b>
<b>Work Hours:</b>	<b>31,610.00</b>	<b>23,333.90</b>	<b>29,410.00</b>	<b>29,235.00</b>	<b>29,235.00</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:

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ 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%	43.27%	5.00%	5.00%	5.00%
♦ The number of hours customers are without water service is at the previous three year average. - Number	4	144.00	40.00	92.00	92.00	92.00
- Average	4	0.00	0.00	92.00	0.00	0.00
♦ 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%	100.00%	100.00%
♦ Average total potable water usage is 5% below the 1987 baseline during periods of drought and no higher than baseline at all other times. - Percent during non-drought years	3	5.00%	42.00%	100.00%	30.00%	30.00%
- Percent during drought years	3	15.00%	0.00%	5.00%	5.00%	5.00%
♦ A customer satisfaction rating of 80% for Water Supply and Distribution is achieved. - Rating	3	90.00%	95.00%	80.00%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	1.00	1.05	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%	142.52%	85.00%	85.00%	85.00%
♦ City water rates, weighted by user category, are five percent less than the local average. - Percent	4	0.00%	0.00%	0.00%	5.00%	0.00%

**City of Sunnyvale**  
**Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Program Notes**

1. Three years of data for program outcome measure "The number of hours customers..." are not available. Goal is based on two year average.

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31201 - Managing Water Resources**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 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%	97.90%	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%	100.00%	100.00%
♦ Water distribution system pressure is maintained between 40-105 psi 90% of the time. - Percent	95.00%	98.00%	85.00%	90.00%	90.00%
♦ 85% of the annual identified recycled water users are connected to the recycled water system. - Percent connected	85.00%	142.52%	85.00%	85.00%	85.00%
♦ Average total potable water usage is 5% below the 1987 baseline during periods of drought and no higher than baseline at all other times. - Percent during non-drought years	5.00%	42.00%	100.00%	30.00%	30.00%
- Percent during drought years	15.00%	0.00%	5.00%	5.00%	5.00%
♦ Average multi-family potable water usage is 5% below the 1987 baseline during periods of drought and no higher than baseline at all other times. - Percent	15.00%	0.00%	100.00%	30.00%	30.00%
- Percent	5.00%	0.00%	5.00%	5.00%	5.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**SDP Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31201 - Managing Water Resources**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 312100, 312101, 312102, 312103 - San Francisco Water Dept (Hetch-Hetchy)</b>					
Product: An Acre Foot of Water					
Costs:	5,002,524.58	4,561,067.70	5,328,197.11	6,621,821.52	7,004,032.04
Products:	11,300.00	10,156.00	11,300.00	11,983.00	12,018.00
Work Hours:	38.00	12.00	50.00	13.00	13.00
Product Cost:	442.70	449.10	471.52	552.60	582.80
<b>Activity 312110, 312111, 312112, 312113 - Santa Clara Valley Water District (SCVWD)</b>					
Product: An Acre Foot of Water					
Costs:	4,872,763.18	5,106,239.59	4,948,009.12	5,251,887.60	5,391,848.27
Products:	12,000.00	12,357.00	12,000.00	10,560.00	10,032.00
Work Hours:	38.00	12.00	50.00	12.00	12.00
Product Cost:	406.06	413.23	412.33	497.34	537.46
<b>Activity 312120, 312121, 312122 - City Wells</b>					
Product: An Acre Foot of Water					
Costs:	863,807.95	647,094.64	878,764.04	1,262,149.68	1,638,258.35
Products:	2,000.00	1,480.00	2,000.00	2,590.00	3,161.00
Work Hours:	50.00	10.00	50.00	12.00	12.00
Product Cost:	431.90	437.23	439.38	487.32	518.27

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31201 - Managing Water Resources**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 312130, 312131, 312132, 312133 - Recycled Water Distribution</b>					
Product: An Acre Foot of Water					
Costs:	2,335.76	118,784.16	2,493.90	61,260.18	70,927.40
Products:	1,200.00	1,669.00	1,300.00	1,674.00	1,674.00
Work Hours:	50.00	1,441.50	50.00	12.00	12.00
Product Cost:	1.95	71.17	1.92	36.60	42.37
<b>Activity 312140, 312141, 312142 - SCADA System Operations</b>					
Product: Work Hours					
Costs:	76,138.33	190,708.23	78,576.23	215,109.74	225,725.43
Products:	1,557.00	4,483.10	1,557.00	4,190.00	4,190.00
Work Hours:	1,557.00	4,483.10	1,557.00	4,190.00	4,190.00
Product Cost:	48.90	42.54	50.47	51.34	53.87
<b>Activity 312150, 312151, 312152, 312153, 312154, 312155, 312156, 312157, 312158, 312159 - Demand Management</b>					
Product: Work Hours					
Costs:	141,168.46	44,370.92	48,056.01	77,748.48	81,583.66
Products:	2,717.00	968.00	917.00	1,317.00	1,317.00
Work Hours:	2,717.00	968.00	917.00	1,317.00	1,317.00
Product Cost:	51.96	45.84	52.41	59.03	61.95

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31201 - Managing Water Resources**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 312160 - Administration - Managing Water Resources</b>					
Product: Work Hours					
Costs:	238,000.46	191,114.31	222,632.36	241,759.45	251,908.56
Products:	1,177.00	612.50	1,120.00	1,424.00	1,424.00
Work Hours:	1,177.00	612.50	1,120.00	1,424.00	1,424.00
Product Cost:	202.21	312.02	198.78	169.77	176.90
<b>Totals for Service Delivery Plan 31201 - Managing Water Resources</b>					
<b>Costs:</b>	<b>11,196,738.72</b>	<b>10,859,379.55</b>	<b>11,506,728.77</b>	<b>13,731,736.65</b>	<b>14,664,283.71</b>
<b>Work Hours:</b>	<b>5,627.00</b>	<b>7,539.10</b>	<b>3,794.00</b>	<b>6,980.00</b>	<b>6,980.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31202 - Managing Water Distribution and Quality**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ The number of hours customers are without water service is at the previous three year average.					
- Number	144.00	40.00	92.00	92.00	92.00
- Average	0.00	0.00	92.00	92.00	92.00
♦ 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%	97.00%	90.00%	90.00%	90.00%
- Percent of All Other Repairs	90.00%	100.00%	90.00%	90.00%	90.00%
♦ Scheduled maintenance is conducted as planned 90% of the time.					
- Percent	90.00%	70.49%	90.00%	90.00%	90.00%
♦ Backflow detector checks are conducted as scheduled 90% of the time.					
- Percent	90.00%	439.67%	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%	100.00%	100.00%
♦ Water system infrastructure projects are completed as planned 80% of the time.					
- Percent	90.00%	100.00%	80.00%	80.00%	80.00%

**SDP Notes**

1. SDP outcome measure "The number of hours customers..." is based on two year average.

**City of Sunnyvale**  
**Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31202 - Managing Water Distribution and Quality**

	<u>2002/2003</u> <u>Budget</u>	<u>2002/2003</u> <u>Achieved</u>	<u>2003/2004</u> <u>Current</u>	<u>2004/2005</u> <u>Budget</u>	<u>2005/2006</u> <u>Budget</u>
<b>Activity 312200, 312201, 312202, 312203, 312204, 312206, 312208, 312209, 312791, 312792, 312794, 312795, 312796, 312797, 312798, 312799, 312800 - Preventive Maintenance</b>					
Product: A Preventive Maintenance Activity Completed					
Costs:	325,772.38	276,766.97	273,672.13	381,710.70	398,605.89
Products:	12,291.00	8,665.00	12,171.00	10,105.00	10,105.00
Work Hours:	5,102.00	7,198.50	4,945.00	7,392.00	7,392.00
Product Cost:	26.50	31.94	22.49	37.77	39.45
<b>Activity 312210, 312211, 312212, 312213, 312214, 312215, 312216, 312217, 312219, 312781, 312782, 312783, 312784, 312785, 312786, 312787, 312788, 312789, 312790, 312793, 312810, 312811 - Corrective Repairs</b>					
Product: A Corrective Repair Completed					
Costs:	691,632.71	833,222.44	731,438.63	754,236.60	785,343.60
Products:	11,201.00	36,454.00	11,201.00	5,331.00	5,331.00
Work Hours:	12,975.00	15,417.60	12,975.00	12,565.00	12,565.00
Product Cost:	61.75	22.86	65.30	141.48	147.32
<b>Activity 312220, 312221, 312222, 312223, 312224, 312225, 312226, 312228, 312229 - New Services</b>					
Product: A New Service Installed					
Costs:	180,848.44	134,447.20	188,311.41	125,358.01	130,182.88
Products:	320.00	851.00	320.00	608.00	608.00
Work Hours:	2,095.00	2,499.50	2,095.00	1,572.00	1,572.00
Product Cost:	565.15	157.99	588.47	206.18	214.12

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31202 - Managing Water Distribution and Quality**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 312230, 312231, 312232, 312233, 312234, 312235, 312236, 312237 - Backflow Program</b>					
Product: A Backflow Device in Compliance					
Costs:	136,136.12	108,112.46	145,571.10	121,425.96	127,129.34
Products:	678.00	3,188.00	678.00	3,523.00	3,523.00
Work Hours:	3,325.00	2,990.50	3,325.00	2,675.00	2,675.00
Product Cost:	200.79	33.91	214.71	34.47	36.09
<b>Activity 312240, 312241, 312242, 312243, 312244, 312245 - Water Quality Monitoring</b>					
Product: A Test Completed					
Costs:	152,426.62	236,680.36	159,064.88	222,991.66	242,910.17
Products:	24,700.00	23,650.00	24,700.00	23,650.00	23,650.00
Work Hours:	2,308.00	3,159.70	2,308.00	2,939.00	2,939.00
Product Cost:	6.17	10.01	6.44	9.43	10.27
<b>Activity 312250, 312251, 312252, 312253, 312254 - Infrastructure Planning [DELETED]</b>					
Product: Work Hours					
Costs:	125,198.27	0.00	50,170.00	0.00	0.00
Products:	1,800.00	0.00	0.00	0.00	0.00
Work Hours:	1,800.00	0.00	0.00	0.00	0.00
Product Cost:	69.55	0.00	0.00	0.00	0.00

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31202 - Managing Water Distribution and Quality**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 312260, 312261 - Administration - Water Distribution System</b>					
Product: Work Hours					
Costs:	659,415.19	432,314.86	537,326.08	448,847.21	464,742.81
Products:	2,150.00	1,643.40	1,132.00	1,474.00	1,474.00
Work Hours:	2,150.00	1,643.40	1,132.00	1,474.00	1,474.00
Product Cost:	306.70	263.06	474.67	304.51	315.29
<b>Totals for Service Delivery Plan 31202 - Managing Water Distribution and Quality</b>					
<b>Costs:</b>	<b>2,271,429.73</b>	<b>2,021,544.29</b>	<b>2,085,554.23</b>	<b>2,054,570.14</b>	<b>2,148,914.69</b>
<b>Work Hours:</b>	<b>29,755.00</b>	<b>32,909.20</b>	<b>26,780.00</b>	<b>28,617.00</b>	<b>28,617.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31203 - Managing Administration and Support Services**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ A customer satisfaction rating of 80% for Water Supply and Distribution is achieved.					
- Rating	90.00%	95.00%	80.00%	80.00%	80.00%
♦ The number of water supply and distribution complaints per 1,000 services is at the previous three year average.					
- Number	2.75	2.91	2.83	0.00	0.00
- Average	0.00	0.00	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%	43.27%	5.00%	5.00%	5.00%
♦ City water rates, weighted by user category, are five percent less than the local average.					
- Percent	0.00%	0.00%	0.00%	5.00%	5.00%

**SDP Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31203 - Managing Administration and Support Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 312300, 312301, 312302, 312305, 312306, 312307 - Customer Services</b>					
Product: A Customer Request Completed					
Costs:	139,934.12	150,690.67	148,840.26	166,703.27	174,677.44
Products:	2,050.00	3,289.00	2,050.00	3,289.00	3,289.00
Work Hours:	3,250.00	3,398.00	3,250.00	3,275.00	3,275.00
Product Cost:	68.26	45.82	72.61	50.69	53.11
<b>Activity 312310, 312311, 312312, 312313, 312315, 312316, 312317, 312318, 312319, 312771 - Water Usage Measurement</b>					
Product: A Meter Serviced or Installed					
Costs:	416,192.07	294,869.25	440,384.19	477,252.07	492,291.38
Products:	5,910.00	2,729.00	5,910.00	2,729.00	2,729.00
Work Hours:	8,000.00	3,409.30	8,000.00	3,840.00	3,840.00
Product Cost:	70.42	108.05	74.52	174.88	180.39
<b>Activity 312340, 312341, 312342, 312343, 312344, 312345, 312346 - Administration</b>					
Product: Work Hours					
Costs:	643,387.53	641,997.99	677,532.39	738,542.91	771,171.65
Products:	14,441.00	12,704.80	14,311.00	12,681.00	12,681.00
Work Hours:	14,441.00	12,704.80	14,311.00	12,681.00	12,681.00
Product Cost:	44.55	50.53	47.34	58.24	60.81

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31203 - Managing Administration and Support Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 312320 - Training</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	25,617.48	26,425.55
Products:	0.00	0.00	0.00	200.00	200.00
Work Hours:	0.00	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	0.00	128.09	132.13
<b>Totals for Service Delivery Plan 31203 - Managing Administration and Support Services</b>					
<b>Costs:</b>	<b>1,199,513.72</b>	<b>1,087,557.91</b>	<b>1,266,756.84</b>	<b>1,408,115.73</b>	<b>1,464,566.02</b>
<b>Work Hours:</b>	<b>25,691.00</b>	<b>19,512.10</b>	<b>25,561.00</b>	<b>19,996.00</b>	<b>19,996.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Totals for Program 312**

<b>Costs:</b>	<b>14,667,682.17</b>	<b>13,968,481.75</b>	<b>14,859,039.84</b>	<b>17,194,422.52</b>	<b>18,277,764.42</b>
<b>Work Hours:</b>	<b>61,073.00</b>	<b>59,960.40</b>	<b>56,135.00</b>	<b>55,593.00</b>	<b>55,593.00</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:

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ Diversion of solid waste from disposal is maintained at 50%.						
- Percent	3	50.00%	56.00%	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 [DELETED]	4	98.00%	105.00%	98.00%	0.00%	0.00%
- Index	4	0.00	0.00	0.00	100.00	100.00
♦ The index of solid waste complaints per 10,000 collections provided is at the previous three year average.						
- Percent of Average [DELETED]	4	100.00%	109.00%	100.00%	0.00%	0.00%
- Index	4	0.00	0.00	0.00	100.00	100.00
- Number of Complaints	4	0.00	0.00	0.00	858.00	858.00
♦ 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%	100.00%	100.00%
♦ SMaRT Station uptime is 96%.						
- Percent	1	95.00%	98.00%	95.00%	96.00%	96.00%
♦ Major contracts are managed so that annual unit cost increases are limited to the rate of inflation.						
- Percent [DELETED]	2	100.00%	95.62%	100.00%	0.00%	0.00%
- Index	2	0.00	0.00	0.00	100.00	100.00
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.						
- Ratio	4	1.00	1.08	1.00	1.00	1.00
♦ An overall customer satisfaction rating of 95% for Solid Waste Management services is achieved.						
- Rating	3	90.00%	97.00%	90.00%	95.00%	95.00%

**City of Sunnyvale**  
**Program Performance Budget**

**Program 322 - Solid Waste**

**Program Notes**

1. Program outcome measures "The charge for collection...", "The index of solid waste complaints...", and "Major contracts are managed..." have been changed from Percent to Index to better convey results. A rise in the Index indicates a positive result and a decline indicates a negative result.
2. Program outcome measure "Diversion of solid waste..." planned value of 50% is the minimum regulatory requirement mandated by Assembly Bill 939.
3. Program outcome measure "City refuse is disposed at sites..." tracks the permit compliance of Kirby Canyon Landfill and the closed Sunnyvale Landfill. In Spring 2002 BAAQMD inspection of the Sunnyvale Landfill found that 3 of 150 landfill gas components tested showed methane emissions above the permitted level. Repairs were immediately effected to bring the components into compliance and this measure returned to 100% achieved in FY 2002/2003.

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32201 - Solid Waste Diversion**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Diversion of solid waste from disposal is maintained at 50%. - Percent	50.00%	56.00%	50.00%	50.00%	50.00%
♦ The aggregate cost per ton to divert is at the previous three year average. - Cost [DELETED]	\$ 72.02	\$ 59.92	\$ 72.02	\$ 0.00	\$ 0.00
- Index	100.00	97.10	0.00	100.00	100.00
- Percent of Average	0.00%	0.00%	0.00%	100.00%	100.00%

**SDP Notes**

1. SDP outcome measure "Diversion of solid waste..." planned value of 50% is the minimum regulatory requirement mandated by Assembly Bill 939.

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32201 - Solid Waste Diversion**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 322100, 322101, 322102, 322103 - Promote Source Reduction/Recycling</b>					
Product: Work Hours					
Costs:	340,426.21	317,128.04	358,596.31	366,850.74	383,166.27
Products:	6,419.41	5,701.80	6,419.41	6,303.84	6,303.84
Work Hours:	6,419.41	5,701.80	6,419.41	6,303.84	6,303.84
Product Cost:	53.03	55.62	55.86	58.19	60.78
<b>Activity 322110, 322111, 322112 - Coordinate Recycling Services</b>					
Product: A Ton Diverted					
Costs:	156,733.41	147,903.33	161,670.16	146,689.53	152,771.29
Products:	27,298.00	26,954.00	27,298.00	26,954.00	26,954.00
Work Hours:	2,863.11	2,583.46	2,863.11	2,194.35	2,194.35
Product Cost:	5.74	5.49	5.92	5.44	5.67
<b>Totals for Service Delivery Plan 32201 - Solid Waste Diversion</b>					
<b>Costs:</b>	<b>497,159.62</b>	<b>465,031.37</b>	<b>520,266.47</b>	<b>513,540.27</b>	<b>535,937.56</b>
<b>Work Hours:</b>	<b>9,282.52</b>	<b>8,285.26</b>	<b>9,282.52</b>	<b>8,498.19</b>	<b>8,498.19</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32202 - Solid Waste Collection and Disposal**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ The index of solid waste complaints per 10,000 collections provided is at the previous three year average.					
- Percent [DELETED]	100.00%	109.00%	100.00%	0.00%	0.00%
- Index	0.00	0.00	0.00	100.00	100.00
- Number of Complaints	0.00	0.00	0.00	858.00	858.00
♦ 25% of SMaRT Station loads checked do not contain hazardous wastes.					
- Percent	90.00%	23.00%	90.00%	25.00%	25.00%
♦ The charge for collection of refuse in Sunnyvale is 98% of charges for comparable services in similar local cities.					
- Percent [DELETED]	98.00%	105.00%	98.00%	0.00%	0.00%
- Index	0.00	0.00	0.00	100.00	100.00
♦ The landfill gas collection system provides 90% of the prior year number of BTU's to the Power Generation Facility.					
- Percent	90.00%	104.00%	90.00%	90.00%	90.00%
♦ The solid waste collection contract is managed so that annual product cost increase is limited to the rate of inflation.					
- Percent [DELETED]	100.00%	102.00%	100.00%	0.00%	0.00%
- Index	0.00	0.00	0.00	100.00	100.00

**City of Sunnyvale**  
**Program Performance Budget**

**Program 322 - Solid Waste**

**SDP Notes**

1. SDP outcome measure "25% of SMaRT Station loads..." planned value of 90% was adopted based on historic results of the SMaRT Station "load check" process at the time of adoption. Since then, two significant changes have combined to reduce performance significantly. First, many common household items (e.g. fluorescent light bulbs, computer monitors, and TV sets) have been declared "hazardous" by state regulators. Thus many refuse trucks that would have previously been free of hazardous wastes are now flagged as containing these new, common hazardous wastes. Second, the new SMaRT Station contractor is apparently much more diligent in finding hazardous wastes while performing the load checks than were the prior contractors. The FY 2004/2005 planned value has been changed to 25%. This reflects an ambitious target, given the new regulations.

Activity 322230 reflects a reduction in expenditures related to the expiration of the SUN Land Fill Gas (LFG) agreements (IRS Section 29 tax credits) which provide tax credits for the purchase of landfill gas with the purpose of generating electricity.

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32202 - Solid Waste Collection and Disposal**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 322200, 322201, 322202, 322203, 322204, 322205, 322206, 322207, 322208 - Collect Discarded Materials</b>					
Product: A Ton Collected					
Costs:	15,570,967.61	15,634,335.25	16,234,327.59	16,014,407.65	16,480,511.60
Products:	146,001.00	130,826.00	146,001.00	130,826.00	130,826.00
Work Hours:	1.00	1.00	1.00	1.00	1.00
Product Cost:	106.65	119.50	111.19	122.41	125.97
<b>Activity 322210 - Manage Collection Franchise</b>					
Product: A Liquidated Damages Report Prepared					
Costs:	314,469.20	257,057.28	328,556.09	300,018.03	311,415.28
Products:	12.00	12.00	12.00	12.00	12.00
Work Hours:	3,476.23	2,465.34	3,476.23	2,709.92	2,709.92
Product Cost:	26,205.77	21,421.44	27,379.67	25,001.50	25,951.27
<b>Activity 322220 - Household Hazardous Waste Events</b>					
Product: A Vehicle Served					
Costs:	109,970.42	152,501.01	111,373.78	137,898.03	150,235.68
Products:	3,100.00	3,557.00	3,100.00	3,780.00	3,893.00
Work Hours:	183.02	45.21	183.02	72.99	72.99
Product Cost:	35.47	42.87	35.93	36.48	38.59

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32202 - Solid Waste Collection and Disposal**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 322230, 322231 - Maintain Closed Landfill</b>					
Product: An Inspection Performed					
Costs:	610,578.38	621,360.11	569,784.98	598,744.83	612,836.14
Products:	12.00	12.00	12.00	12.00	12.00
Work Hours:	5,538.63	6,003.67	5,538.63	5,572.77	5,572.77
Product Cost:	50,881.53	51,780.01	47,482.08	49,895.40	51,069.68
<b>Activity 322240 - Intergov/Reg/Maintain Landfill Capacity</b>					
Product: Work Hours					
Costs:	38,727.26	33,037.93	40,550.72	41,863.04	43,927.87
Products:	505.60	415.62	505.60	483.13	483.13
Work Hours:	505.60	415.62	505.60	483.13	483.13
Product Cost:	76.60	79.49	80.20	86.65	90.92
<b>Activity 322250 - Refuse Transfer and Disposal Expense</b>					
Product: A Quarterly Payment Made					
Costs:	8,612,347.61	7,717,567.93	8,131,517.75	8,057,576.59	8,342,139.13
Products:	4.00	4.00	4.00	4.00	4.00
Work Hours:	1.00	0.00	1.00	1.00	1.00
Product Cost:	2,153,086.90	1,929,391.98	2,032,879.44	2,014,394.15	2,085,534.78
<b>Totals for Service Delivery Plan 32202 - Solid Waste Collection and Disposal</b>					
<b>Costs:</b>	<b>25,257,060.48</b>	<b>24,415,859.51</b>	<b>25,416,110.91</b>	<b>25,150,508.17</b>	<b>25,941,065.70</b>
<b>Work Hours:</b>	<b>9,705.48</b>	<b>8,930.84</b>	<b>9,705.48</b>	<b>8,840.81</b>	<b>8,840.81</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32203 - SMaRT Station**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ The SMaRT Station annual facility diversion rate is 18.0%. - Rate	19.00%	33.40%	19.00%	18.00%	18.00%
♦ Review equipment replacement funding schedules by January 1st each year for inclusion into the budgeting process to provide adequate funding for SMaRT Station equipment replacement. - Index	100.00	104.11	100.00	100.00	100.00
♦ The participating agencies are provided with billings, payments, reconciliations, audits, and other reports on mutually agreed dates 100% of the time. - Percent	90.00%	100.27%	90.00%	100.00%	100.00%
♦ SMaRT Station uptime is 96%. - Percent	95.00%	98.00%	95.00%	96.00%	96.00%
♦ Solid waste transfer and disposal contracts are managed so that annual product cost increases are limited to the rate of inflation. - Percent [DELETED]	100.00%	92.59%	100.00%	0.00%	0.00%
- Index	0.00	0.00	0.00	100.00	100.00

**SDP Notes**

1. SDP outcome measure "The SMaRT Station annual facility diversion rate..." FY 2004/2005 planned value is proposed to be 18%. This places the planned value at the highest level of diversion incentive offered to the SMaRT Station contractor.

The SOP for calculating this value is being updated. The original SOP calculated the facility diversion rate on a basis that included both garbage and yard waste. This approach matched a specific provision of the original SMaRT Station operating contract. The current operating contract does not include this provision, making the original measure irrelevant. A new measure has been selected that measures the facility's success in achieving its most difficult and important goal, diverting garbage from the landfill.

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32203 - SMaRT Station**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 322300 - Operate SMaRT Station</b>					
Product: A Ton Received					
Costs:	7,400,155.06	6,876,803.33	7,124,381.80	7,068,085.87	7,308,238.17
Products:	289,748.00	267,558.57	289,478.00	286,507.00	286,507.00
Work Hours:	2,713.00	2,868.00	2,673.00	2,861.00	2,861.00
Product Cost:	25.54	25.70	24.61	24.67	25.51
<b>Activity 322310 - Refuse Disposal</b>					
Product: A Ton Landfilled					
Costs:	10,359,235.14	8,804,489.01	9,608,000.02	9,424,448.75	9,664,262.26
Products:	212,496.00	178,191.00	212,496.00	185,399.00	185,399.00
Work Hours:	1.00	1.00	1.00	1.00	1.00
Product Cost:	48.75	49.41	45.21	50.83	52.13
<b>Activity 322320 - SMaRT Station Revenue Distribution</b>					
Product: Revenue Distributions					
Costs:	1,595,568.00	1,130,136.05	1,067,803.00	1,105,037.75	1,120,220.57
Products:	0.00	1.00	0.00	1.00	1.00
Work Hours:	0.00	2.00	0.00	1.00	1.00
Product Cost:	0.00	1,130,136.05	0.00	1,105,037.75	1,120,220.57
<b>Totals for Service Delivery Plan 32203 - SMaRT Station</b>					
<b>Costs:</b>	<b>19,354,958.20</b>	<b>16,811,428.39</b>	<b>17,800,184.82</b>	<b>17,597,572.37</b>	<b>18,092,721.00</b>
<b>Work Hours:</b>	<b>2,714.00</b>	<b>2,871.00</b>	<b>2,674.00</b>	<b>2,863.00</b>	<b>2,863.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Totals for Program 322**

<b>Costs:</b>	<b>45,109,178.30</b>	<b>41,692,319.27</b>	<b>43,736,562.20</b>	<b>43,261,620.81</b>	<b>44,569,724.26</b>
<b>Work Hours:</b>	<b>21,702.00</b>	<b>20,087.10</b>	<b>21,662.00</b>	<b>20,202.00</b>	<b>20,202.00</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>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
♦ Sewer and storm emergencies are responded to within 30 minutes 90% of the time. - Percent	5	90.00%	54.45%	90.00%	90.00%	90.00%
♦ Regulatory standards for sewage treatment are met 100% of the time. - Percent	5	100.00%	99.80%	100.00%	100.00%	100.00%
♦ The number of sewer and main plugs are at the previous three year average. - Average	4	5.00%	121.00%	100.00%	100.00%	100.00%
- Number of plugs	4	92.00	111.00	92.00	115.00	106.00
♦ The City recycled water distribution system is operational 100% of the time. - Percent	4	100.00%	100.00%	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%	-23.36%	5.00%	5.00%	5.00%
♦ Energy needs of the Water Pollution Control Plant are met by the conversion of waste gases 80% of the time. - Percent	3	75.00%	81.00%	75.00%	80.00%	80.00%
♦ Costs for laboratory services provided will be three percent less than comparable State certified laboratories. - Percent	3	2.00%	4.85%	5.00%	3.00%	3.00%
♦ A customer service rating of 90% for Storm Water Collection is achieved. - Rating	3	71.00%	96.00%	71.00%	90.00%	90.00%
♦ The Department Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	1.00	1.00	1.00	1.00	1.00
♦ The Department-Wide Cost Efficiency Index is at 100. [DELETED] - Index	2	100.00	1.02	0.00	0.00	0.00

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Program Notes**

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Preventive maintenance is completed as scheduled 90% of the time. - Percent	90.00%	91.00%	90.00%	90.00%	90.00%
♦ Responses to sewer emergencies occur within 30 minutes of notification 90% of the time. - Percent	90.00%	46.54%	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%	100.00%	100.00%
♦ The number of sewer and main plugs are at the previous three year average. - Average [DELETED]	5.00%	121.00%	95.00%	0.00%	0.00%
- Number of Plugs	92.00	111.00	92.00	115.00	106.00
- Three Year Average	0.00	0.00	0.00	115.00	106.00
♦ A customer satisfaction rating of 90% for Sanitary Sewer Collection System Maintenance is achieved. - Rating	90.00%	98.00%	90.00%	90.00%	90.00%

**SDP Notes**

1. Activity 342070 - Product definition changed in FY 2004/05 and 2005/06 from "Lineal Feet" to "Hundred Lineal Feet".
2. Activities 342053 and 342080 - FY 2004/05 and 2005/06 proposed reflects the reactivation of the Kifer Sewage Lift Station.

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342000, 342001, 342003, 342004 - Preventative Maintenance [DELETED]</b>					
Product: Preventative Maintenance Activity Completed					
Costs:	181,682.54	64,025.40	160,703.47	0.00	0.00
Products:	391,192.00	5,746.00	391,192.00	0.00	0.00
Work Hours:	4,510.00	1,330.00	3,510.00	0.00	0.00
Product Cost:	0.46	11.14	0.41	0.00	0.00
<b>Activity 342010, 342011, 342012, 342013, 342014, 342015, 342016, 342017 - Corrective Repairs [DELETED]</b>					
Product: Corrective Repair Activity Completed					
Costs:	101,690.25	218,517.28	74,629.54	0.00	0.00
Products:	178.00	430.00	178.00	0.00	0.00
Work Hours:	1,554.00	3,688.10	1,430.00	0.00	0.00
Product Cost:	571.29	508.18	419.27	0.00	0.00
<b>Activity 342020, 342021, 342022 - Maintain Lift Stations [DELETED]</b>					
Product: A Lift Station Inspected					
Costs:	36,698.85	39,419.94	38,011.20	0.00	0.00
Products:	255.00	139.00	255.00	0.00	0.00
Work Hours:	355.00	411.50	355.00	0.00	0.00
Product Cost:	143.92	283.60	149.06	0.00	0.00

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342030, 342031, 342032, 342033 - Customer Services</b>					
Product: Service Request Completed					
Costs:	191,080.96	218,795.80	128,950.32	18,585.81	19,366.64
Products:	2,300.00	1,823.00	1,800.00	350.00	350.00
Work Hours:	4,345.00	4,995.00	2,416.00	280.00	280.00
Product Cost:	83.08	120.02	71.64	53.10	55.33
<b>Activity 342040, 342041 - Hazardous Spills</b>					
Product: Occasions					
Costs:	1,707.30	3,723.59	1,768.24	1,855.38	1,916.41
Products:	3.00	1.00	3.00	3.00	3.00
Work Hours:	15.00	10.00	15.00	15.00	15.00
Product Cost:	569.10	3,723.59	589.41	618.46	638.80
<b>Activity 342050 - Rinconada Sewer Maintenance</b>					
Product: Service Request Completed					
Costs:	27,031.87	26,700.80	8,569.83	48,602.94	50,735.26
Products:	100.00	4,708.00	100.00	50.00	50.00
Work Hours:	355.00	658.70	180.00	895.00	895.00
Product Cost:	270.32	5.67	85.70	972.06	1,014.71

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342060, 342061, 342062, 342063, 342064, 342065, 342066, 342067, 342068, 342069 - Administration and General Maintenance [DELETED]</b>					
Product: Work Hours					
Costs:	512,230.53	542,070.19	468,632.40	0.00	0.00
Products:	6,110.00	8,069.40	5,495.00	0.00	0.00
Work Hours:	6,110.00	8,069.40	5,495.00	0.00	0.00
Product Cost:	83.83	67.18	85.28	0.00	0.00
<b>Activity 342070 - Jet Flush Sewers</b>					
Product: A Hundred Lineal Feet Maintained					
Costs:	99,651.04	109,832.60	107,006.57	107,540.15	112,585.29
Products:	619,318.00	751,783.00	619,318.00	6,200.00	6,200.00
Work Hours:	2,325.00	2,411.90	2,325.00	2,130.00	2,130.00
Product Cost:	0.16	0.15	0.17	17.35	18.16
<b>Activity 342051 - Sewer Lateral Foaming</b>					
Product: An Occasion					
Costs:	0.00	0.00	0.00	2,537.05	2,631.31
Products:	0.00	0.00	0.00	40.00	40.00
Work Hours:	0.00	0.00	0.00	43.00	43.00
Product Cost:	0.00	0.00	0.00	63.43	65.78

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342052 - Video Inspection</b>					
Product: A Hundred Lineal Feet Inspected					
Costs:	0.00	0.00	0.00	32,200.42	33,490.85
Products:	0.00	0.00	0.00	60.00	60.00
Work Hours:	0.00	0.00	0.00	480.00	480.00
Product Cost:	0.00	0.00	0.00	536.67	558.18
<b>Activity 342053 - Maintain Lift Stations</b>					
Product: A Lift Station Maintenance Activity Completed					
Costs:	0.00	0.00	0.00	56,776.53	58,260.61
Products:	0.00	0.00	0.00	250.00	250.00
Work Hours:	0.00	0.00	0.00	466.00	466.00
Product Cost:	0.00	0.00	0.00	227.11	233.04
<b>Activity 342055 - Inspect and Clean Manholes</b>					
Product: A Manhole Maintenance Activity Completed					
Costs:	0.00	0.00	0.00	61,443.50	64,327.95
Products:	0.00	0.00	0.00	1,700.00	1,700.00
Work Hours:	0.00	0.00	0.00	1,200.00	1,200.00
Product Cost:	0.00	0.00	0.00	36.14	37.84

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**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342056 - Facility Preventive Maintenance</b>					
Product: A Facility Maintenance Activity Completed					
Costs:	0.00	0.00	0.00	36,453.49	38,253.71
Products:	0.00	0.00	0.00	50.00	50.00
Work Hours:	0.00	0.00	0.00	750.00	750.00
Product Cost:	0.00	0.00	0.00	729.07	765.07
<b>Activity 342071 - Remove Lateral Plugs</b>					
Product: A Lateral Plug Removed					
Costs:	0.00	0.00	0.00	47,761.11	49,529.94
Products:	0.00	0.00	0.00	760.00	760.00
Work Hours:	0.00	0.00	0.00	807.00	807.00
Product Cost:	0.00	0.00	0.00	62.84	65.17
<b>Activity 342072, 342092 - Repair Manholes</b>					
Product: A Manhole Repair Completed					
Costs:	0.00	0.00	0.00	22,836.76	23,950.88
Products:	0.00	0.00	0.00	10.00	10.00
Work Hours:	0.00	0.00	0.00	464.00	464.00
Product Cost:	0.00	0.00	0.00	2,283.68	2,395.09



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	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342073 - Cleanouts</b>					
Product: A Cleanout Repaired					
Costs:	0.00	0.00	0.00	228,949.19	237,379.06
Products:	0.00	0.00	0.00	100.00	100.00
Work Hours:	0.00	0.00	0.00	3,846.00	3,846.00
Product Cost:	0.00	0.00	0.00	2,289.49	2,373.79
<b>Activity 342074 - Remove Main Plugs</b>					
Product: A Main Plug Removed					
Costs:	0.00	0.00	0.00	22,826.99	23,954.28
Products:	0.00	0.00	0.00	85.00	85.00
Work Hours:	0.00	0.00	0.00	475.00	475.00
Product Cost:	0.00	0.00	0.00	268.55	281.82
<b>Activity 342075 - Repair Sewer Mains</b>					
Product: A Main Repaired					
Costs:	0.00	0.00	0.00	70,545.62	72,658.22
Products:	0.00	0.00	0.00	4.00	4.00
Work Hours:	0.00	0.00	0.00	485.00	485.00
Product Cost:	0.00	0.00	0.00	17,636.41	18,164.56

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	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342077 - Replace Laterals</b>					
Product: A Lateral Repaired/Replaced					
Costs:	0.00	0.00	0.00	1,902.67	1,946.52
Products:	0.00	0.00	0.00	1.00	1.00
Work Hours:	0.00	0.00	0.00	20.00	20.00
Product Cost:	0.00	0.00	0.00	1,902.67	1,946.52
<b>Activity 342078 - Fabrication</b>					
Product: An Item Fabricated/Repaired					
Costs:	0.00	0.00	0.00	12,678.30	13,233.64
Products:	0.00	0.00	0.00	200.00	200.00
Work Hours:	0.00	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	0.00	63.39	66.17
<b>Activity 342079 - Facility Corrective Repair</b>					
Product: A Facility Repaired					
Costs:	0.00	0.00	0.00	12,836.66	13,470.59
Products:	0.00	0.00	0.00	175.00	175.00
Work Hours:	0.00	0.00	0.00	260.00	260.00
Product Cost:	0.00	0.00	0.00	73.35	76.97

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342080 - Lift Stations - Emergency Response</b>					
Product: An Emergency Request Completed					
Costs:	0.00	0.00	0.00	9,714.50	10,090.37
Products:	0.00	0.00	0.00	5.00	5.00
Work Hours:	0.00	0.00	0.00	128.00	128.00
Product Cost:	0.00	0.00	0.00	1,942.90	2,018.07
<b>Activity 342081 - Mains - Emergency Response</b>					
Product: An Emergency Request Completed					
Costs:	0.00	0.00	0.00	5,824.44	6,112.06
Products:	0.00	0.00	0.00	5.00	5.00
Work Hours:	0.00	0.00	0.00	120.00	120.00
Product Cost:	0.00	0.00	0.00	1,164.89	1,222.41
<b>Activity 342082 - Laterals</b>					
Product: An Emergency Request Completed					
Costs:	0.00	0.00	0.00	38,868.11	39,701.00
Products:	0.00	0.00	0.00	9.00	9.00
Work Hours:	0.00	0.00	0.00	380.00	380.00
Product Cost:	0.00	0.00	0.00	4,318.68	4,411.22

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**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342083 - Safety and Certification Training</b>					
Product: A Training Session Completed					
Costs:	0.00	0.00	0.00	30,574.26	32,084.90
Products:	0.00	0.00	0.00	595.00	595.00
Work Hours:	0.00	0.00	0.00	595.00	595.00
Product Cost:	0.00	0.00	0.00	51.39	53.92
<b>Activity 342084 - Program Coordination</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	104,553.68	109,675.72
Products:	0.00	0.00	0.00	1,565.00	1,565.00
Work Hours:	0.00	0.00	0.00	1,565.00	1,565.00
Product Cost:	0.00	0.00	0.00	66.81	70.08
<b>Activity 342085 - Support Services</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	238,992.05	248,086.65
Products:	0.00	0.00	0.00	1,340.00	1,340.00
Work Hours:	0.00	0.00	0.00	1,340.00	1,340.00
Product Cost:	0.00	0.00	0.00	178.35	185.14

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342086 - Locate Underground Utilities</b>					
Product: A USA Locate Completed					
Costs:	0.00	0.00	0.00	35,172.29	36,909.24
Products:	0.00	0.00	0.00	1,000.00	1,000.00
Work Hours:	0.00	0.00	0.00	750.00	750.00
Product Cost:	0.00	0.00	0.00	35.17	36.91
<b>Activity 342087 - Standby Duty</b>					
Product: A Call Out					
Costs:	0.00	0.00	0.00	25,037.28	25,800.11
Products:	0.00	0.00	0.00	1,065.00	1,065.00
Work Hours:	0.00	0.00	0.00	1,110.00	1,110.00
Product Cost:	0.00	0.00	0.00	23.51	24.23
<b>Totals for Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance</b>					
<b>Costs:</b>	<b>1,151,773.34</b>	<b>1,223,085.60</b>	<b>988,271.57</b>	<b>1,275,069.18</b>	<b>1,326,151.21</b>
<b>Work Hours:</b>	<b>19,569.00</b>	<b>21,574.60</b>	<b>15,726.00</b>	<b>18,804.00</b>	<b>18,804.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34202 - Water Pollution Control Plant Operations**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Per Regulatory Standards, 85% of all solids are removed from the incoming waste stream. - Percent	85.00%	93.80%	85.00%	85.00%	85.00%
♦ Dewatering facility recovers 75% of solids from the digesters. - Percent	75.00%	72.00%	75.00%	75.00%	75.00%
♦ Regulatory standards for sewage treatment are met 100% of the time. - Percent	100.00%	99.80%	100.00%	100.00%	100.00%
♦ Projects resulting from special testing and studies are implemented as scheduled 90% of the time. - Percent	90.00%	100.00%	90.00%	90.00%	90.00%
♦ An internal customer satisfaction rating of 90% for Water Pollution Control Plant operations is achieved. - Rating	90.00%	97.60%	90.00%	90.00%	90.00%

**SDP Notes**

1. SDP outcome measure "Per Regulatory Standards..." goal of 85% is the minimum required by regulatory standard.

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34202 - Water Pollution Control Plant Operations**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342090 - Process Solids</b>					
Product: Lbs. of Solids Removed from Process & Delivered to Digesters (in 1,000 lbs.)					
Costs:	390,742.39	383,758.40	424,352.68	504,751.52	529,241.63
Products:	5,900.00	4,796.00	5,900.00	4,250.00	4,250.00
Work Hours:	8,374.00	8,269.30	8,374.00	9,050.00	9,050.00
Product Cost:	66.23	80.02	71.92	118.77	124.53
<b>Activity 342100 - Process Liquids for NPDES Discharge</b>					
Product: A Million Gallons (MG) Influent to Plant					
Costs:	771,371.51	844,783.20	827,655.33	926,312.81	971,175.57
Products:	6,000.00	5,720.00	6,000.00	5,500.00	5,500.00
Work Hours:	16,683.00	16,797.40	16,683.00	16,986.00	16,986.00
Product Cost:	128.56	147.69	137.94	168.42	176.58
<b>Activity 342110 - Complete Preventative Operational Procedures (POP)</b>					
Product: Completed Work Order					
Costs:	280,761.93	345,694.68	301,191.56	402,500.74	422,088.74
Products:	12,800.00	15,515.00	12,800.00	15,000.00	15,000.00
Work Hours:	6,152.00	7,333.10	6,152.00	7,500.00	7,500.00
Product Cost:	21.93	22.28	23.53	26.83	28.14

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**Service Delivery Plan 34202 - Water Pollution Control Plant Operations**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342120, 342121, 342122 - Attend Safety Training [DELETED]</b>					
Product: Number of Training Events Attended					
Costs:	83,307.13	30,122.19	89,293.96	0.00	0.00
Products:	708.00	511.00	708.00	0.00	0.00
Work Hours:	1,798.00	638.50	1,798.00	0.00	0.00
Product Cost:	117.67	58.95	126.12	0.00	0.00
<b>Activity 342130, 342131, 342132, 342133, 342134 - Program Management</b>					
Product: Work Hours					
Costs:	285,972.22	316,093.37	302,996.66	272,250.79	285,564.53
Products:	5,673.40	6,105.14	5,673.40	4,538.40	4,538.40
Work Hours:	5,673.40	6,105.14	5,673.40	4,538.40	4,538.40
Product Cost:	50.41	51.77	53.41	59.99	62.92
<b>Activity 342140 - Purchase Goods and Services</b>					
Product: Products					
Costs:	124,221.55	120,094.99	109,821.67	116,689.60	120,885.03
Products:	0.00	0.00	0.00	0.00	0.00
Work Hours:	0.00	0.50	0.00	0.00	0.00
Product Cost:	0.00	0.00	0.00	0.00	0.00



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**Program 342 - Wastewater Management**

**Service Delivery Plan 34202 - Water Pollution Control Plant Operations**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342150 - Feed Polymer</b>					
Product: A Gallon of Polymer					
Costs:	759,325.49	858,973.77	780,364.61	931,554.27	950,234.86
Products:	45,000.00	47,019.00	45,000.00	50,000.00	50,000.00
Work Hours:	105.00	872.90	105.00	26.00	26.00
Product Cost:	16.87	18.27	17.34	18.63	19.00
<b>Activity 342230 - Process Review and Technical Assessments</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	35,207.08	36,945.66
Products:	0.00	0.00	0.00	630.00	630.00
Work Hours:	0.00	0.00	0.00	630.00	630.00
Product Cost:	0.00	0.00	0.00	55.88	58.64
<b>Activity 342231 - Attend Safety Training</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	67,419.41	70,630.93
Products:	0.00	0.00	0.00	1,244.00	1,244.00
Work Hours:	0.00	0.00	0.00	1,244.00	1,244.00
Product Cost:	0.00	0.00	0.00	54.20	56.78
<b>Totals for Service Delivery Plan 34202 - Water Pollution Control Plant Operations</b>					
<b>Costs:</b>	<b>2,695,702.22</b>	<b>2,899,520.60</b>	<b>2,835,676.47</b>	<b>3,256,686.22</b>	<b>3,386,766.95</b>
<b>Work Hours:</b>	<b>38,785.40</b>	<b>40,016.84</b>	<b>38,785.40</b>	<b>39,974.40</b>	<b>39,974.40</b>

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34203 - Water Pollution Control Plant Maintenance**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ A minimum treatment capacity of 30 million gallons per day is maintained 95% of the time. - Percent	95.00%	100.00%	95.00%	95.00%	95.00%
♦ Preventive maintenance is completed as scheduled 98% of the time. - Percent	95.00%	100.00%	95.00%	98.00%	98.00%
♦ Unscheduled repairs shall not exceed 40% of total repairs. - Percent	40.00%	40.00%	40.00%	40.00%	40.00%
♦ Percentage of repeat repairs shall not exceed three percent of corrective repair expenses in any three month period. - Percent	5.00%	1.00%	5.00%	3.00%	3.00%
♦ Water Pollution Control Plant equipment is reviewed when estimated cost to repair exceeds 50% for the replacement cost 100% of the time. - Percent	100.00%	100.00%	100.00%	100.00%	100.00%
♦ A customer satisfaction rating of 90% for Water Pollution Control Plant maintenance is achieved. - Rating	90.00%	96.70%	90.00%	90.00%	90.00%

**SDP Notes**

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34203 - Water Pollution Control Plant Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342160, 342161, 342162, 342163, 342164, 342165 - Complete Preventive Maintenance Work Order</b>					
Product: Completed Work Order					
Costs:	306,586.00	458,247.18	319,037.93	467,306.29	483,593.02
Products:	1,289.00	1,366.00	1,393.00	1,393.00	1,393.00
Work Hours:	2,934.00	4,492.10	4,440.00	4,880.00	4,880.00
Product Cost:	237.85	335.47	229.03	335.47	347.16
<b>Activity 342170, 342171, 342172, 342173, 342174 - Complete Major Maintenance Work Orders</b>					
Product: Completed Work Order					
Costs:	192,415.65	63,964.44	199,274.77	93,107.05	96,310.13
Products:	30.00	13.00	30.00	15.00	15.00
Work Hours:	1,560.00	463.50	1,560.00	760.00	760.00
Product Cost:	6,413.86	4,920.34	6,642.49	6,207.14	6,420.68
<b>Activity 342180, 342181, 342182, 342183, 342184 - Complete Modification Work Orders</b>					
Product: Completed Work Order					
Costs:	127,303.90	142,465.07	133,718.91	156,593.36	163,281.40
Products:	134.00	99.00	134.00	100.00	100.00
Work Hours:	1,638.00	2,310.50	1,638.00	2,038.00	2,038.00
Product Cost:	950.03	1,439.04	997.90	1,565.93	1,632.81

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34203 - Water Pollution Control Plant Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342190, 342191, 342192, 342193, 342194 - Complete Corrective Maintenance Work Orders</b>					
Product: Completed Work Order					
Costs:	330,073.48	339,007.02	344,900.60	371,520.02	385,400.25
Products:	518.00	476.00	518.00	518.00	518.00
Work Hours:	3,705.00	4,575.80	3,705.00	3,705.00	3,705.00
Product Cost:	637.21	712.20	665.83	717.22	744.02
<b>Activity 342200, 342201, 342202 - Program Management</b>					
Product: Work Hours					
Costs:	371,605.30	336,926.59	384,212.29	275,945.23	287,687.57
Products:	5,246.20	4,672.82	5,246.20	2,999.20	2,999.20
Work Hours:	5,246.20	4,672.82	5,246.20	2,999.20	2,999.20
Product Cost:	70.83	72.10	73.24	92.01	95.92
<b>Activity 342210, 342211, 342212, 342213, 342214, 342215 - Program Coord/Inventory Management</b>					
Product: A Work Hour					
Costs:	93,720.09	109,379.00	95,567.62	166,004.54	173,922.47
Products:	1,588.00	1,946.20	1,588.00	2,935.00	2,935.00
Work Hours:	1,588.00	1,946.20	1,588.00	2,935.00	2,935.00
Product Cost:	59.02	56.20	60.18	56.56	59.26

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34203 - Water Pollution Control Plant Maintenance**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342220 - Wastewater Equipment Replacement</b>					
Product: A Dollar Allocated					
Costs:	560,959.28	560,959.23	512,788.07	532,465.27	553,763.88
Products:	0.00	0.00	0.00	0.00	0.00
Work Hours:	0.00	0.00	0.00	0.00	0.00
Product Cost:	0.00	0.00	0.00	0.00	0.00
<b>Activity 342221 - Safety Training/Tailgates</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	52,883.31	55,496.20
Products:	0.00	0.00	0.00	890.00	890.00
Work Hours:	0.00	0.00	0.00	890.00	890.00
Product Cost:	0.00	0.00	0.00	59.42	62.36
<b>Totals for Service Delivery Plan 34203 - Water Pollution Control Plant Maintenance</b>					
<b>Costs:</b>	<b>1,982,663.70</b>	<b>2,010,948.53</b>	<b>1,989,500.19</b>	<b>2,115,825.07</b>	<b>2,199,454.92</b>
<b>Work Hours:</b>	<b>16,671.20</b>	<b>18,460.92</b>	<b>18,177.20</b>	<b>18,207.20</b>	<b>18,207.20</b>

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Daily test results are completed and available for operational decisions 98% of the time. - Percent	98.00%	100.00%	98.00%	98.00%	98.00%
♦ State Laboratory Certification is maintained 100% of the time. - Percent	100.00%	100.00%	100.00%	100.00%	100.00%
♦ Costs for services provided will be two percent less than comparable state certified laboratories. - Percent	2.00%	4.85%	5.00%	2.00%	2.00%
♦ Regulatory reporting requirements are met 100% of the time. - Percent	100.00%	100.00%	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%	94.87%	95.00%	95.00%	95.00%
♦ A customer satisfaction rating of 90% for Laboratory Services is achieved. - Rating	90.00%	95.00%	90.00%	90.00%	90.00%

**SDP Notes**

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342240 - Plant Process Parameters</b>					
Product: A Test Completed					
Costs:	53,847.86	60,818.52	57,703.21	91,491.21	95,874.41
Products:	1,066.00	1,200.00	1,066.00	1,400.00	1,400.00
Work Hours:	1,062.02	1,290.82	1,065.71	1,600.00	1,600.00
Product Cost:	50.51	50.68	54.13	65.35	68.48
<b>Activity 342250 - Spectrophotometric Analysis</b>					
Product: A Test Completed					
Costs:	28,274.81	9,366.86	30,503.22	11,815.14	12,370.63
Products:	230.00	314.00	230.00	200.00	200.00
Work Hours:	566.06	202.95	570.23	200.00	200.00
Product Cost:	122.93	29.83	132.62	59.08	61.85
<b>Activity 342260 - Colorimetric Analysis</b>					
Product: A Test Completed					
Costs:	22,629.79	13,740.49	23,561.10	17,458.66	18,288.97
Products:	3,176.00	2,365.00	3,176.00	2,400.00	2,400.00
Work Hours:	462.48	333.89	452.39	355.00	355.00
Product Cost:	7.13	5.81	7.42	7.27	7.62

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342270 - Solids</b>					
Product: A Test Completed					
Costs:	61,355.96	50,657.49	65,230.53	62,622.12	65,681.14
Products:	3,980.00	5,042.00	3,980.00	5,000.00	5,000.00
Work Hours:	1,254.96	1,171.75	1,250.71	1,200.00	1,200.00
Product Cost:	15.42	10.05	16.39	12.52	13.14
<b>Activity 342280 - Selective Ion Electrode Methods</b>					
Product: A Test Completed					
Costs:	56,614.78	45,997.66	59,955.44	52,495.52	54,948.53
Products:	4,920.00	5,774.00	4,920.00	5,500.00	5,500.00
Work Hours:	1,082.63	989.90	1,077.11	950.00	950.00
Product Cost:	11.51	7.97	12.19	9.54	9.99
<b>Activity 342290 - Titrations</b>					
Product: A Test Completed					
Costs:	25,406.53	17,835.46	26,711.90	19,921.96	20,820.22
Products:	1,490.00	1,641.00	1,490.00	1,800.00	1,800.00
Work Hours:	524.77	373.44	519.55	350.00	350.00
Product Cost:	17.05	10.87	17.93	11.07	11.57



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**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342330 - Metals By Atomic Absorption</b>					
Product: A Test Completed					
Costs:	110,456.43	76,437.22	109,682.96	95,130.49	99,393.80
Products:	5,381.00	5,349.00	5,381.00	5,381.00	5,381.00
Work Hours:	1,816.41	1,313.44	1,829.82	1,400.00	1,400.00
Product Cost:	20.53	14.29	20.38	17.68	18.47
<b>Activity 342340 - Specialty Metals: As, Se</b>					
Product: A Test Completed					
Costs:	18,211.41	8,892.25	19,517.70	13,638.92	14,248.95
Products:	646.00	662.00	646.00	646.00	646.00
Work Hours:	327.05	181.55	329.47	200.00	200.00
Product Cost:	28.19	13.43	30.21	21.11	22.06
<b>Activity 342350 - Metals Cold Vapor Hg</b>					
Product: A Test Completed					
Costs:	11,377.35	7,267.67	12,226.13	10,618.18	11,117.21
Products:	253.00	199.00	253.00	253.00	253.00
Work Hours:	213.84	147.57	215.42	170.00	170.00
Product Cost:	44.97	36.52	48.32	41.97	43.94

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342360 - Botulism Control</b>					
Product: A Survey Trip Completed					
Costs:	26,647.79	20,203.99	26,469.17	20,900.32	21,384.57
Products:	52.00	54.00	52.00	52.00	52.00
Work Hours:	186.58	46.15	171.07	50.00	50.00
Product Cost:	512.46	374.15	509.02	401.93	411.24
<b>Activity 342370 - Chronic Toxicity Testing [DELETED]</b>					
Product: A Test Completed					
Costs:	50,558.19	34,712.33	50,634.01	0.00	0.00
Products:	24.00	29.00	24.00	0.00	0.00
Work Hours:	60.63	7.10	50.69	0.00	0.00
Product Cost:	2,106.59	1,196.98	2,109.75	0.00	0.00
<b>Activity 342380 - Acute Toxicity Testing</b>					
Product: A Test Completed					
Costs:	8,792.03	10,776.57	8,516.42	16,444.88	17,171.20
Products:	12.00	12.00	12.00	12.00	12.00
Work Hours:	136.17	193.82	124.18	300.00	300.00
Product Cost:	732.67	898.05	709.70	1,370.41	1,430.93

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342400 - Organic Compounds Gas Chromatography</b>					
Product: A Sample Tested					
Costs:	100,870.10	83,241.41	107,672.60	107,173.85	111,762.34
Products:	266.00	280.00	266.00	266.00	266.00
Work Hours:	1,685.59	1,327.64	1,698.03	1,450.00	1,450.00
Product Cost:	379.21	297.29	404.78	402.91	420.16
<b>Activity 342410 - Total Organic Carbon</b>					
Product: A Test Completed					
Costs:	19,497.39	11,863.82	20,708.45	21,380.19	22,288.37
Products:	516.00	498.00	516.00	516.00	516.00
Work Hours:	295.61	243.92	297.79	285.00	285.00
Product Cost:	37.79	23.82	40.13	41.43	43.19
<b>Activity 342420 - Ion Chromatography</b>					
Product: A Sample Tested					
Costs:	52,250.06	40,982.73	56,200.73	54,446.04	57,052.55
Products:	510.00	562.00	510.00	560.00	560.00
Work Hours:	1,069.22	876.81	1,077.11	900.00	900.00
Product Cost:	102.45	72.92	110.20	97.23	101.88

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**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342430 - Microbiological Testing: Wastewater</b>					
Product: A Test Completed					
Costs:	18,582.46	7,751.36	18,877.03	8,786.40	9,160.85
Products:	364.00	375.00	364.00	510.00	510.00
Work Hours:	277.05	189.36	266.11	150.00	150.00
Product Cost:	51.05	20.67	51.86	17.23	17.96
<b>Activity 342450 - Wastewater Sampling</b>					
Product: A Sample Collected					
Costs:	35,518.32	21,853.54	37,610.39	23,614.86	24,755.60
Products:	3,848.00	3,907.00	3,848.00	4,000.00	4,000.00
Work Hours:	654.53	494.04	652.60	450.00	450.00
Product Cost:	9.23	5.59	9.77	5.90	6.19
<b>Activity 342470 - Observations/Readings</b>					
Product: An Entry Logged					
Costs:	19,441.64	13,608.40	20,629.60	14,455.38	15,141.91
Products:	2,028.00	1,411.00	2,028.00	1,700.00	1,700.00
Work Hours:	450.46	325.37	448.58	300.00	300.00
Product Cost:	9.59	9.64	10.17	8.50	8.91

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342500 - Contract Laboratory Inorganic Testing Wastewater [DELETED]</b>					
Product: A Result Provided					
Costs:	55,509.43	20,140.53	56,579.58	0.00	0.00
Products:	0.00	27.46	0.00	0.00	0.00
Work Hours:	151.20	77.82	151.20	0.00	0.00
Product Cost:	0.00	733.45	0.00	0.00	0.00
<b>Activity 342510 - Contract Laboratory Organic Testing Wastewater [DELETED]</b>					
Product: A Result Provided					
Costs:	78,055.56	63,677.31	79,547.39	0.00	0.00
Products:	0.00	43.80	0.00	0.00	0.00
Work Hours:	208.80	107.08	208.80	0.00	0.00
Product Cost:	0.00	1,453.82	0.00	0.00	0.00
<b>Activity 342550, 342551, 342552 - Environmental Laboratory Certification Program [DELETED]</b>					
Product: A Test Completed					
Costs:	63,252.97	39,786.13	67,589.47	0.00	0.00
Products:	228.00	60.00	228.00	0.00	0.00
Work Hours:	1,079.28	644.04	1,087.25	0.00	0.00
Product Cost:	277.43	663.10	296.45	0.00	0.00

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**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342560, 342561, 342562, 342563, 342564 - Quality Cntrl, Cert, and Reporting</b>					
Product: Work Hours					
Costs:	0.00	213,274.98	0.00	192,655.42	200,688.22
Products:	0.00	4,395.30	0.00	2,250.00	2,250.00
Work Hours:	0.00	4,395.30	0.00	2,250.00	2,250.00
Product Cost:	0.00	48.52	0.00	85.62	89.19
<b>Activity 342570, 342571, 342572, 342573, 342574, 342575, 342576 - Supervision/Rental Rates</b>					
Product: A Work Hour					
Costs:	466,988.25	370,250.25	470,233.61	355,009.56	371,745.62
Products:	5,204.94	3,714.81	5,020.46	3,002.28	3,002.28
Work Hours:	5,204.94	3,714.81	5,020.46	3,002.28	3,002.28
Product Cost:	89.72	99.67	93.66	118.25	123.82
<b>Activity 342590 - Program Coordination</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	79,651.26	83,343.56
Products:	0.00	0.00	0.00	1,105.00	1,105.00
Work Hours:	0.00	0.00	0.00	1,105.00	1,105.00
Product Cost:	0.00	0.00	0.00	72.08	75.42

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**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342591 - Contract Laboratory Services</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	136,435.60	139,912.54
Products:	0.00	0.00	0.00	392.00	392.00
Work Hours:	0.00	0.00	0.00	392.00	392.00
Product Cost:	0.00	0.00	0.00	348.05	356.92
<b>Activity 342592 - Support Services</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	20,674.58	21,667.63
Products:	0.00	0.00	0.00	500.00	500.00
Work Hours:	0.00	0.00	0.00	500.00	500.00
Product Cost:	0.00	0.00	0.00	41.35	43.34
<b>Activity 342593 - Safety Training</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	29,698.80	31,170.24
Products:	0.00	0.00	0.00	510.00	510.00
Work Hours:	0.00	0.00	0.00	510.00	510.00
Product Cost:	0.00	0.00	0.00	58.23	61.12
<b>Totals for Service Delivery Plan 34204 - Environmental Laboratory Services</b>					
<b>Costs:</b>	<b>1,384,139.11</b>	<b>1,243,745.96</b>	<b>1,426,360.64</b>	<b>1,456,519.34</b>	<b>1,519,989.06</b>
<b>Work Hours:</b>	<b>18,770.28</b>	<b>18,659.07</b>	<b>18,564.28</b>	<b>18,069.28</b>	<b>18,069.28</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34205 - Storm Water Collection System**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Preventive maintenance is completed as scheduled 90% of the time. - Percent	90.00%	100.00%	90.00%	90.00%	90.00%
♦ Responses to storm emergencies occur within 30 minutes of notification 90% of the time. - Percent	90.00%	100.00%	90.00%	90.00%	90.00%
♦ Property damage resulting from storm emergencies is avoided 95% of the time. - Percent	95.00%	99.00%	95.00%	95.00%	95.00%
♦ Responses to unauthorized discharges occur within 30 minutes of notification 95% of the time. - Percent	95.00%	100.00%	95.00%	95.00%	95.00%
♦ A customer satisfaction rating of 90% for the Storm Water Collection System is achieved. - Rating	90.00%	96.00%	90.00%	90.00%	90.00%
♦ Identified non-permitted connections to the system are corrected within 30 days or placed on a time schedule for compliance. [DELETED] - Percent	100.00%	100.00%	30.00%	0.00%	0.00%
♦ 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%	100.00%	100.00%



**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**SDP Notes**

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342600, 342601, 342602, 342604 - Preventative Maintenance [DELETED]</b>					
Product: Preventative Maintenance Activity Completed					
Costs:	56,329.93	91,108.06	52,021.72	0.00	0.00
Products:	5,586.00	1,339.00	5,586.00	0.00	0.00
Work Hours:	1,255.00	2,203.00	1,065.00	0.00	0.00
Product Cost:	10.08	68.04	9.31	0.00	0.00
<b>Activity 342610, 342611, 342612, 342613, 342614, 342615, 342616 - Corrective Repairs [DELETED]</b>					
Product: Corrective Activity Completed					
Costs:	34,272.81	15,822.15	36,652.90	0.00	0.00
Products:	4,195.00	123.00	4,195.00	0.00	0.00
Work Hours:	750.00	369.00	750.00	0.00	0.00
Product Cost:	8.17	128.64	8.74	0.00	0.00
<b>Activity 342620, 342621, 342622 - Pump Stations [DELETED]</b>					
Product: A Pump Station Inspected					
Costs:	90,205.31	92,048.32	92,963.23	0.00	0.00
Products:	203.00	135.00	203.00	0.00	0.00
Work Hours:	695.00	866.00	695.00	0.00	0.00
Product Cost:	444.36	681.84	457.95	0.00	0.00

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342630, 342631 - Storm Response</b>					
Product: Storm Events					
Costs:	3,495.49	154.68	3,753.51	4,145.30	4,350.00
Products:	50.00	2.00	50.00	10.00	10.00
Work Hours:	90.00	3.50	90.00	90.00	90.00
Product Cost:	69.91	77.34	75.07	414.53	435.00
<b>Activity 342640, 342641 - Hazardous Spills</b>					
Product: Occasions					
Costs:	1,937.86	94.61	2,070.55	2,173.50	2,280.83
Products:	5.00	0.00	5.00	5.00	5.00
Work Hours:	45.00	1.50	45.00	40.00	40.00
Product Cost:	387.57	0.00	414.11	434.70	456.17
<b>Activity 342650, 342651, 342652, 342653, 342654, 342655, 342656, 342657, 342658 - Administration [DELETED]</b>					
Product: Work Hours					
Costs:	110,193.96	120,147.45	123,220.22	0.00	0.00
Products:	1,071.00	1,589.10	1,356.00	0.00	0.00
Work Hours:	1,071.00	1,589.10	1,356.00	0.00	0.00
Product Cost:	102.89	75.61	90.87	0.00	0.00

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342670 - Jet Flush Storm Drains</b>					
Product: A Lineal Foot Flushed					
Costs:	62,252.93	2,112.08	60,655.17	16,045.14	16,806.78
Products:	26,400.00	2,001.00	26,400.00	26,400.00	26,400.00
Work Hours:	1,420.00	35.00	1,288.00	300.00	300.00
Product Cost:	2.36	1.06	2.30	0.61	0.64
<b>Activity 342660 - Inspect and Clean Drain Inlets by Machine</b>					
Product: A Drain Inlet Maintenance Activity Completed					
Costs:	0.00	0.00	0.00	33,837.52	35,450.90
Products:	0.00	0.00	0.00	1,000.00	1,000.00
Work Hours:	0.00	0.00	0.00	775.00	775.00
Product Cost:	0.00	0.00	0.00	33.84	35.45
<b>Activity 342661 - Inspect and Clean Drain Inlets by Hand</b>					
Product: A Drain Inlet or Outfall Maintenance Activity Completed					
Costs:	0.00	0.00	0.00	38,978.35	40,861.12
Products:	0.00	0.00	0.00	3,264.00	3,264.00
Work Hours:	0.00	0.00	0.00	854.00	854.00
Product Cost:	0.00	0.00	0.00	11.94	12.52

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342662 - Inspect and Clean Storm Manholes</b>					
Product: A Storm Manhole Maintenance Activity Completed					
Costs:	0.00	0.00	0.00	12,041.53	12,636.16
Products:	0.00	0.00	0.00	822.00	822.00
Work Hours:	0.00	0.00	0.00	250.00	250.00
Product Cost:	0.00	0.00	0.00	14.65	15.37
<b>Activity 342663 - Maintain Pump Stations</b>					
Product: A Pump Station Maintenance Activity Completed					
Costs:	0.00	0.00	0.00	97,385.51	99,820.68
Products:	0.00	0.00	0.00	52.00	52.00
Work Hours:	0.00	0.00	0.00	485.00	485.00
Product Cost:	0.00	0.00	0.00	1,872.80	1,919.63
<b>Activity 342664 - Insp Storm System-Flood Prevention</b>					
Product: An Inspection Completed					
Costs:	0.00	0.00	0.00	2,716.89	2,851.05
Products:	0.00	0.00	0.00	500.00	500.00
Work Hours:	0.00	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	0.00	5.43	5.70

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**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342665 - Repair or Replace Drain Inlet Grates</b>					
Product: A Drain Inlet Grate Repaired or Replaced					
Costs:	0.00	0.00	0.00	15,626.90	16,235.39
Products:	0.00	0.00	0.00	50.00	50.00
Work Hours:	0.00	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	0.00	312.54	324.71
<b>Activity 342666 - Repair Manholes and Mains</b>					
Product: A Manhole or Main Repaired					
Costs:	0.00	0.00	0.00	15,046.15	15,643.02
Products:	0.00	0.00	0.00	5.00	5.00
Work Hours:	0.00	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	0.00	3,009.23	3,128.60
<b>Activity 342667 - Repair Pump Stations</b>					
Product: A Pump Station Repair Completed					
Costs:	0.00	0.00	0.00	18,265.09	19,125.39
Products:	0.00	0.00	0.00	3.00	3.00
Work Hours:	0.00	0.00	0.00	325.00	325.00
Product Cost:	0.00	0.00	0.00	6,088.36	6,375.13

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**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342671 - Residential Assistance</b>					
Product: A Service Request Completed					
Costs:	0.00	0.00	0.00	2,480.81	2,603.33
Products:	0.00	0.00	0.00	50.00	50.00
Work Hours:	0.00	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	0.00	49.62	52.07
<b>Activity 342672 - Commercial/Industrial Assistance</b>					
Product: A Service Request Completed					
Costs:	0.00	0.00	0.00	1,036.23	1,087.40
Products:	0.00	0.00	0.00	25.00	25.00
Work Hours:	0.00	0.00	0.00	20.00	20.00
Product Cost:	0.00	0.00	0.00	41.45	43.50
<b>Activity 342674 - Training</b>					
Product: A Training Session Completed					
Costs:	0.00	0.00	0.00	5,846.90	6,136.24
Products:	0.00	0.00	0.00	105.00	105.00
Work Hours:	0.00	0.00	0.00	100.00	100.00
Product Cost:	0.00	0.00	0.00	55.68	58.44

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342675 - Program Coordination</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	55,379.04	58,121.32
Products:	0.00	0.00	0.00	811.00	811.00
Work Hours:	0.00	0.00	0.00	811.00	811.00
Product Cost:	0.00	0.00	0.00	68.28	71.67
<b>Activity 342676 - Locate Underground Utilities</b>					
Product: A USA Locate Completed					
Costs:	0.00	0.00	0.00	28,137.83	29,527.39
Products:	0.00	0.00	0.00	650.00	650.00
Work Hours:	0.00	0.00	0.00	600.00	600.00
Product Cost:	0.00	0.00	0.00	43.29	45.43
<b>Activity 342677 - Support Services</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	40,059.76	41,461.09
Products:	0.00	0.00	0.00	165.00	165.00
Work Hours:	0.00	0.00	0.00	165.00	165.00
Product Cost:	0.00	0.00	0.00	242.79	251.28
<b>Totals for Service Delivery Plan 34205 - Storm Water Collection System</b>					
<b>Costs:</b>	<b>358,688.29</b>	<b>321,487.35</b>	<b>371,337.30</b>	<b>389,202.45</b>	<b>404,998.09</b>
<b>Work Hours:</b>	<b>5,326.00</b>	<b>5,067.10</b>	<b>5,289.00</b>	<b>5,315.00</b>	<b>5,315.00</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ The City's recycled water distribution system is operational 100% of the time. - Percent	100.00%	100.00%	100.00%	100.00%	100.00%
♦ Water delivered to the recycled water distribution system is recycled water 90% of the time. - Percent	80.00%	94.40%	80.00%	90.00%	90.00%
♦ Energy needs of the Water Pollution Control Plant are met by the conversion of waste gases 80% of the time. - Percent	75.00%	81.00%	75.00%	80.00%	80.00%
♦ Recovered biosolids are beneficially reused 95% of the time. - Percent	75.00%	100.00%	85.00%	95.00%	95.00%
♦ A internal customer satisfaction rating of 90% from users of water pollution by-products is achieved. - Rating	90.00%	97.60%	90.00%	90.00%	90.00%

**SDP Notes**

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342680 - Produce Recycled Water</b>					
Product: A Million Gallons of Water Processed During Title 22 Production					
Costs:	108,390.55	147,430.11	116,265.98	181,083.13	189,853.90
Products:	1,200.00	731.00	1,200.00	1,200.00	1,200.00
Work Hours:	2,306.00	1,594.80	2,306.00	3,252.00	3,252.00
Product Cost:	90.33	201.68	96.89	150.90	158.21
<b>Activity 342690 - Recycled Water Used [DELETED]</b>					
Product: Millions of Gallons of Recycled Water Delivered to System					
Costs:	50,292.66	45,249.81	53,750.51	0.00	0.00
Products:	300.00	231.00	300.00	0.00	0.00
Work Hours:	990.00	866.40	990.00	0.00	0.00
Product Cost:	167.64	195.89	179.17	0.00	0.00
<b>Activity 342700 - Biosolids Recycled</b>					
Product: Tons of Biosolids Removed					
Costs:	304,731.35	307,113.89	340,802.18	379,494.85	394,534.17
Products:	1,200.00	1,324.00	1,200.00	1,200.00	1,200.00
Work Hours:	4,850.00	4,657.40	4,850.00	4,974.00	4,974.00
Product Cost:	253.94	231.96	284.00	316.25	328.78

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342710 - Gas Used to Produce Energy [DELETED]</b>					
Product: Cubic Feet (in thousands) of Landfill Gas Delivered to PGF					
Costs:	55,850.11	8,382.75	59,888.08	0.00	0.00
Products:	283,600.00	267,647.00	283,600.00	0.00	0.00
Work Hours:	1,155.00	122.00	1,155.00	0.00	0.00
Product Cost:	0.20	0.03	0.21	0.00	0.00
<b>Activity 342720, 342721 - Operate Power Generation Facility (PGF)</b>					
Product: Total Kilowatt Hours Produced (in thousands)					
Costs:	106,957.59	123,892.08	114,701.60	182,035.01	190,568.77
Products:	8,800.00	11,585.00	8,800.00	8,800.00	8,800.00
Work Hours:	2,223.00	2,396.40	2,223.00	3,042.00	3,042.00
Product Cost:	12.15	10.69	13.03	20.69	21.66
<b>Activity 342730, 342731, 342732, 342733, 342734, 342735, 342736, 342737, 342738, 342739 - Maintain Power Generation Facility</b>					
Product: A Completed Work Order					
Costs:	175,277.97	304,274.23	194,807.99	181,472.01	187,460.97
Products:	53.00	151.00	53.00	121.00	121.00
Work Hours:	1,319.00	722.00	1,319.00	1,319.00	1,319.00
Product Cost:	3,307.13	2,015.06	3,675.62	1,499.77	1,549.26

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**Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342740, 342741, 342742, 342743 - Energy Contract Management [DELETED]</b>					
Product: A Contract Managed					
Costs:	366,872.45	379,936.14	374,366.64	0.00	0.00
Products:	100.00	8.00	100.00	0.00	0.00
Work Hours:	100.00	108.00	100.00	0.00	0.00
Product Cost:	3,668.72	47,492.02	3,743.67	0.00	0.00
<b>Activity 342750, 342751, 342752 - Program Management</b>					
Product: Work Hours					
Costs:	62,772.90	28,750.10	65,883.13	57,686.81	60,357.12
Products:	1,004.60	632.06	1,004.60	909.60	909.60
Work Hours:	1,004.60	632.06	1,004.60	909.60	909.60
Product Cost:	62.49	45.49	65.58	63.42	66.36
<b>Activity 342760 - Feed Polymer for 2 NTU Production</b>					
Product: A Gallon of Polymer					
Costs:	764,771.35	431,143.83	653,419.16	486,195.78	495,969.20
Products:	40,000.00	24,099.00	70,000.00	26,000.00	26,000.00
Work Hours:	510.00	266.40	510.00	26.00	26.00
Product Cost:	19.12	17.89	9.33	18.70	19.08

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342770 - Recycled Water Used in Plant [DELETED]</b>					
Product: A Million Gallons of Recycled Water Used In Plant					
Costs:	2,902.10	5,169.94	3,116.33	0.00	0.00
Products:	300.00	293.00	300.00	0.00	0.00
Work Hours:	60.00	100.60	60.00	0.00	0.00
Product Cost:	9.67	17.64	10.39	0.00	0.00
 <b>Activity 342850 - Deliver Digester Gas [DELETED]</b>					
Product: 1,000 Cubic Feet					
Costs:	30,398.95	42,378.95	32,642.76	0.00	0.00
Products:	24,000.00	54,894.00	24,000.00	0.00	0.00
Work Hours:	650.00	855.90	650.00	0.00	0.00
Product Cost:	1.27	0.77	1.36	0.00	0.00
 <b>Activity 342860 - Complete POPS/Housekeeping Work Orders</b>					
Product: A Completed Work Order					
Costs:	0.00	0.00	0.00	15,443.04	16,205.63
Products:	0.00	0.00	0.00	750.00	750.00
Work Hours:	0.00	0.00	0.00	281.00	281.00
Product Cost:	0.00	0.00	0.00	20.59	21.61

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**Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342861 - Electricity Sold</b>					
Product: APX Monthly Fee					
Costs:	0.00	0.00	0.00	33,627.63	33,822.54
Products:	0.00	0.00	0.00	12.00	12.00
Work Hours:	0.00	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	0.00	2,802.30	2,818.55
<b>Activity 342862 - Electricity Purchased</b>					
Product: A Kilowatt Hour Purchased (In Thousands)					
Costs:	0.00	0.00	0.00	112,827.63	113,022.54
Products:	0.00	0.00	0.00	216.00	216.00
Work Hours:	0.00	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	0.00	522.35	523.25
<b>Activity 342863 - Natural Gas Purchased for Electrical Production</b>					
Product: A Cubic Foot of Natural Gas					
Costs:	0.00	0.00	0.00	228,657.63	228,852.54
Products:	0.00	0.00	0.00	100,000.00	100,000.00
Work Hours:	0.00	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	0.00	2.29	2.29
<b>Totals for Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products</b>					
<b>Costs:</b>	<b>2,029,217.98</b>	<b>1,823,721.83</b>	<b>2,009,644.36</b>	<b>1,858,523.52</b>	<b>1,910,647.38</b>
<b>Work Hours:</b>	<b>15,167.60</b>	<b>12,321.96</b>	<b>15,167.60</b>	<b>13,953.60</b>	<b>13,953.60</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34207 - Administration and Support Services**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Division financial statements and budgets are analyzed and corrected as scheduled 95% of the time. - Percent	90.00%	100.00%	90.00%	95.00%	95.00%
♦ A customer satisfaction rating of 95% is achieved for the timeliness, accuracy and effectiveness of Support Services. - Rating	90.00%	100.00%	90.00%	95.00%	95.00%
♦ Division complies with all regulatory requirements for all treatment plant operations 100% of the time. - Percent	100.00%	99.80%	100.00%	100.00%	100.00%
♦ Regulatory requirements for Environmental Outreach are met 100% of the time. - Percent	50.00%	97.00%	50.00%	100.00%	100.00%

**SDP Notes**

1. Activity 342780 shows an increase of \$60,000 from current year in Taxes and Licenses ( Account 6055) because the State Water Resources Control Board increased their annual fee for monitoring permit activities from \$10,000 to \$69,000. All cities are facing this increase, which is intended to help the State recover their cost to provide services.

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34207 - Administration and Support Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342780 - Program Administration</b>					
Product: A Work Hour					
Costs:	47,419.82	7,333.47	49,449.78	148,200.24	151,485.42
Products:	600.00	90.50	600.00	120.00	120.00
Work Hours:	600.00	90.50	600.00	120.00	120.00
Product Cost:	79.03	81.03	82.42	1,235.00	1,262.38
<b>Activity 342790 - Support Services Program Coordination</b>					
Product: A Work Hour					
Costs:	349,926.70	235,600.19	294,069.11	182,249.90	188,977.16
Products:	1,380.00	902.70	1,312.00	874.00	874.00
Work Hours:	1,380.00	902.70	1,312.00	874.00	874.00
Product Cost:	253.57	261.00	224.14	208.52	216.22
<b>Activity 342800, 342801, 342802, 342803 - Environmental Outreach</b>					
Product: A Work Hour					
Costs:	173,405.52	187,600.64	118,036.70	140,599.25	146,252.55
Products:	2,914.00	3,722.30	1,339.00	1,650.00	1,650.00
Work Hours:	2,914.00	3,722.30	1,339.00	1,650.00	1,650.00
Product Cost:	59.51	50.40	88.15	85.21	88.64



**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34207 - Administration and Support Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342810, 342811, 342812, 342813 - Intergovernmental Regulatory Program Coordination</b>					
Product: A Work Hour					
Costs:	103,511.66	135,804.93	105,801.64	132,585.49	139,165.10
Products:	2,039.00	2,327.20	1,923.00	2,184.00	2,184.00
Work Hours:	2,039.00	2,327.20	1,923.00	2,184.00	2,184.00
Product Cost:	50.77	58.36	55.02	60.71	63.72
<b>Activity 342820 - Support Services Training</b>					
Product: A Work Hour					
Costs:	28,837.53	15,510.44	27,915.35	27,605.68	28,975.62
Products:	675.00	382.80	600.00	565.00	565.00
Work Hours:	675.00	382.80	600.00	565.00	565.00
Product Cost:	42.72	40.52	46.53	48.86	51.28
<b>Activity 342088 - Control of Non-Point Source Discharge</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	261,516.76	261,740.92
Products:	0.00	0.00	0.00	50.00	50.00
Work Hours:	0.00	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	0.00	5,230.34	5,234.82

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34207 - Administration and Support Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342089 - WPCP NPDES Requirements</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	462,142.76	444,494.92
Products:	0.00	0.00	0.00	50.00	50.00
Work Hours:	0.00	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	0.00	9,242.86	8,889.90
<b>Activity 342091 - Monitor WPCP Regulatory Requirements</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	101,806.71	101,896.36
Products:	0.00	0.00	0.00	20.00	20.00
Work Hours:	0.00	0.00	0.00	20.00	20.00
Product Cost:	0.00	0.00	0.00	5,090.34	5,094.82
<b>Totals for Service Delivery Plan 34207 - Administration and Support Services</b>					
<b>Costs:</b>	<b>703,101.23</b>	<b>602,386.52</b>	<b>595,272.58</b>	<b>1,456,706.79</b>	<b>1,462,988.05</b>
<b>Work Hours:</b>	<b>7,608.00</b>	<b>7,702.50</b>	<b>5,774.00</b>	<b>5,513.00</b>	<b>5,513.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 100% of Significant Industrial Users (SIU) are inspected annually. - Percent	100.00%	100.00%	100.00%	100.00%	100.00%
♦ Regulatory reporting requirements are met 100% of the time. - Percent	100.00%	100.00%	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%	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%	100.00%	100.00%
♦ A customer satisfaction rating of 90% for Pretreatment Services is achieved. - Rating	90.00%	95.00%	90.00%	90.00%	90.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342870, 342871, 342872 - Permitting of Significant Industrial Users (SIU)</b>					
Product: A Permit Issued					
Costs:	255,503.27	172,832.66	270,908.19	168,262.75	176,594.02
Products:	69.00	56.00	69.00	60.00	60.00
Work Hours:	4,826.74	3,214.83	4,826.73	3,000.00	3,000.00
Product Cost:	3,702.95	3,086.30	3,926.21	2,804.38	2,943.23
<b>Activity 342880, 342881, 342882, 342883, 342884 - Permitting of Non-Significant Industrial Users (Non-SIU) [DELETED]</b>					
Product: A Permit-by-Consent Issued					
Costs:	85,996.40	55,983.91	91,174.78	0.00	0.00
Products:	1,014.00	486.00	1,014.00	0.00	0.00
Work Hours:	1,631.82	1,030.61	1,631.82	0.00	0.00
Product Cost:	84.81	115.19	89.92	0.00	0.00
<b>Activity 342890, 342891, 342892, 342893, 342894 - Monitoring Discharges to the Sanitary Sewer</b>					
Product: A Sample Event Completed					
Costs:	204,187.17	151,767.09	215,297.51	154,252.56	161,576.85
Products:	1,411.00	1,068.00	1,411.00	1,100.00	1,100.00
Work Hours:	4,218.24	3,198.76	4,218.24	3,200.00	3,200.00
Product Cost:	144.71	142.10	152.59	140.23	146.89

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342900, 342901, 342902, 342903 - Enforcement Plan Activities</b>					
Product: Work Hours					
Costs:	29,763.52	31,309.34	31,558.03	33,652.54	35,318.80
Products:	562.27	570.78	562.27	600.00	600.00
Work Hours:	562.27	570.78	562.27	600.00	600.00
Product Cost:	52.93	54.85	56.13	56.09	58.86
<b>Activity 342910, 342911, 342912, 342913 - Regulatory and Program Compliance</b>					
Product: A Report Completed					
Costs:	21,264.22	20,167.62	22,581.86	20,203.04	21,203.54
Products:	3.00	3.00	3.00	8.00	8.00
Work Hours:	364.85	315.22	364.85	320.00	320.00
Product Cost:	7,088.07	6,722.54	7,527.29	2,525.38	2,650.44
<b>Activity 342920, 342921, 342922 - Supervision/Rental Rates</b>					
Product: Work Hours					
Costs:	0.00	131,468.36	0.00	133,059.79	139,413.16
Products:	0.00	2,721.00	0.00	1,010.00	1,010.00
Work Hours:	0.00	2,721.00	0.00	1,010.00	1,010.00
Product Cost:	0.00	48.32	0.00	131.74	138.03

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342930, 342931 - Special Studies and Investigations [DELETED]</b>					
Product: A Special Study or Investigation Completed					
Costs:	6,248.61	-29.49	6,739.34	0.00	0.00
Products:	1.00	0.00	1.00	0.00	0.00
Work Hours:	126.00	0.00	126.00	0.00	0.00
Product Cost:	6,248.61	0.00	6,739.34	0.00	0.00
<b>Activity 342940, 342941, 342942, 342943, 342944, 342945, 342946 - Urban Runoff Management Plan</b>					
Product: An Inspection Completed					
Costs:	20,077.05	18,499.21	21,285.92	22,435.03	23,545.86
Products:	301.00	307.00	301.00	350.00	350.00
Work Hours:	381.08	336.70	381.09	400.00	400.00
Product Cost:	66.70	60.26	70.72	64.10	67.27
<b>Activity 342950, 342951, 342952, 342953, 342954 - Program Coordination</b>					
Product: Work Hours					
Costs:	153,188.94	171,268.18	158,513.37	205,867.02	216,069.92
Products:	2,825.52	3,378.51	2,825.52	3,481.52	3,481.52
Work Hours:	2,825.52	3,378.51	2,825.52	3,481.52	3,481.52
Product Cost:	54.22	50.69	56.10	59.13	62.06

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342971 - Commercial Facility Pretreatment Inspection</b>					
Product: An Inspection Completed					
Costs:	0.00	0.00	0.00	56,087.57	58,864.68
Products:	0.00	0.00	0.00	500.00	500.00
Work Hours:	0.00	0.00	0.00	1,000.00	1,000.00
Product Cost:	0.00	0.00	0.00	112.18	117.73
<b>Activity 342972 - Illegal Dumping Incident Response</b>					
Product: A Response Completed					
Costs:	0.00	0.00	0.00	7,291.39	7,652.40
Products:	0.00	0.00	0.00	25.00	25.00
Work Hours:	0.00	0.00	0.00	130.00	130.00
Product Cost:	0.00	0.00	0.00	291.66	306.10
<b>Activity 342973 - Support Services</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	40,793.66	42,768.64
Products:	0.00	0.00	0.00	1,000.00	1,000.00
Work Hours:	0.00	0.00	0.00	1,000.00	1,000.00
Product Cost:	0.00	0.00	0.00	40.79	42.77

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 342975 - Safety Training</b>					
Product: A Work Hour					
Costs:	0.00	0.00	0.00	38,581.35	40,194.49
Products:	0.00	0.00	0.00	500.00	500.00
Work Hours:	0.00	0.00	0.00	500.00	500.00
Product Cost:	0.00	0.00	0.00	77.16	80.39
<b>Totals for Service Delivery Plan 34208 - Pretreatment Services</b>					
<b>Costs:</b>	<b>776,229.18</b>	<b>759,686.65</b>	<b>818,059.00</b>	<b>880,486.70</b>	<b>923,202.36</b>
<b>Work Hours:</b>	<b>14,936.52</b>	<b>14,899.41</b>	<b>14,936.52</b>	<b>14,641.52</b>	<b>14,641.52</b>
<b>Totals for Program 342</b>					
<b>Costs:</b>	<b>11,081,515.05</b>	<b>10,884,583.04</b>	<b>11,034,122.11</b>	<b>12,689,019.27</b>	<b>13,134,198.02</b>
<b>Work Hours:</b>	<b>136,834.00</b>	<b>138,702.40</b>	<b>132,420.00</b>	<b>134,478.00</b>	<b>134,478.00</b>