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# ADOPTED BUDGET AND RESOURCE ALLOCATION PLAN

Fiscal Year 2005/2006  
Twenty-Year Financial Plan

*VOLUME I Budget Overview & Operating Budget*

*Introduction; Budget Overview; and Operating Budget*





**Adopted 2005/2006 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 2005/2006 Budget and accompanying Ten-Year Resource Allocation Plan, as adopted on June 21, 2005 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 amendments to the Recommended Budget.

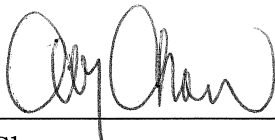
On June 7, 2005, Council held a public hearing on the FY 2005/2006 Budget. At this meeting, Council provided direction to include funding for the Murphy Avenue Tree Lights in the amount of \$20,500 for one year. This is funded from the Downtown Public Improvements Project.

On June 21, 2005, Council adopted the budget with one amendment. Funds of \$12,400 have been added for one year to continue to provide a base level of additional landscape maintenance services for Murphy Avenue. A higher level of additional landscape maintenance services was scheduled to be eliminated at the end of FY 2004/2005. This amendment is a partial restoration of these services. This is also funded from the Downtown Public Improvements Project.

The adopted FY 2005/2006 Budget represents a "bare bones" budget with no increases in services and limited flexibility to deal with fiscal pressures and challenges. Additionally, the City continues to be challenged by the severe economic downturn. 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 the staff will continue to pursue several fiscal strategies during FY 2005/2006: continuous improvements within the organization, expenditure reductions, and revenue enhancements. These fiscal strategies are detailed in the following pages. 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

June 30, 2005

**City Manager's  
Letter of Transmittal**



**Adopted 2005/2006 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**

### **EXECUTIVE SUMMARY**

I am pleased to present for your review and consideration the recommended FY 2005/2006 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 and assumptions. While this has been a difficult task again this year for a number of reasons described below, significant progress has been made toward adjusting to the City's new fiscal realities.

FY 2005/2006 is the second year of the two-year operating budget cycle and the first year of the projects budget cycle. Most operating programs are not reviewed extensively the second year, allowing staff instead to perform a detailed review of all capital and special projects. Major revenue sources, personnel costs and enterprise activities are reviewed each year in order to ensure the accuracy of our long term projections. The process utilized in preparing the recommended FY 2005/2006 Budget is discussed in more detail later in Appendix A of this Transmittal Letter.

Sunnyvale and the rest of Silicon Valley continue to be challenged by a severe economic downturn exacerbated by increasing personnel costs and a severe State budget. In response to a \$15 million budget shortfall in FY 2003/2004, Council took decisive action to reduce services and enhance revenues.

Unfortunately, the negative fiscal conditions continued through FY 2004/2005. Council utilized a new budget review process to identify service reductions and revenue enhancements totaling about \$5 million in possible fiscal strategies. These service reductions were subsequently deferred, however, pending consideration in this FY 2005/2006 budget process.

### **Recommended FY 2005/2006 Budget**

The recommended FY 2005/2006 Budget of \$227 million for all City funds continues to acknowledge Sunnyvale's new fiscal reality. The level of services included reflects the reductions made in FY 2003/2004, with no further increases proposed. The service reductions approved in concept in FY 2004/2005 have not yet been included in the recommended budget. Assumptions for the City's major revenue sources reflect their specific business cycles. This means that with the recent downturn, the recommended budget is projecting marked growth to reflect the upside of the business cycles. On the expenditure side, the recommended budget assumes salaries and the cost of goods and services will increase modestly.

Even with aggressive revenue growth and conservative expenditure assumptions, \$1.1 million in reductions or revenue enhancements will be required starting FY 2006/2007 to maintain this "bare bones" budget. In addition, reserve levels have been reduced to the minimum required by City policy. As a result, little flexibility remains for responding to unplanned conditions.

This year's focus on projects also reflects this "bare bones" approach. While over \$21 million in projects citywide is recommended, the majority are needed to maintain the City's existing infrastructure. The FY 2005/2006 projects budget also expands last year's efforts to include projects that are anticipated in the second ten years of the City's Long Term Financial Plan. The projects budget for the twenty year planning period totals \$259 million as compared to last year's twenty year total of \$191 million. In addition to these projects, an unfunded projects list has also been developed, representing substantial future unfunded liabilities to the City.

Sunnyvale's new fiscal reality is most clearly felt in our General Fund. This fund accounts for our basic city services and is the one that is most affected by economic conditions. The recommended FY 2005/2006 Budget for the General Fund is \$106 million. This reflects the previous FY 2003/2004 service reductions and contains no new increases. Nevertheless, a structural imbalance between revenues and expenditures continues to exist in this fund during the first ten years of the planning period. In order to balance the budget for FY 2005/2006, staff took several actions.

First, existing reserves were reduced to the minimum required by Council policy. The balances in the existing Land Acquisition and Non-Recurring Events Reserves were eliminated. The Service Level Stabilization Reserve, which had previously equaled 5% of Operations, was also eliminated. This latter reserve has been converted to a Service Level Set-Aside in the second ten years of the plan.

Second, staff strategically reviewed all areas supported by the General Fund to identify ongoing expenditures that could be more appropriately funded by other sources. As a result, Park Dedication Funds were programmed for all park-related infrastructure projects formerly paid for by the General Fund. Additional Gas Tax and Traffic Congestion Relief Program funds from the State were applied to the Public Works Pavement Operations program, again relieving the General Fund of these costs. The General Fund transfer to the Infrastructure Renovation and Rehabilitation Fund was reduced based on an updated schedule for replacement costs and timing.

Even with elimination of reserves and the shifting of expenses, the General Fund Long Term Financial Plan was unbalanced over the twenty years, largely due to rising costs in retirement contributions and medical insurance. An additional ongoing decrease in expenditures or increase in revenues of \$1.1 million is needed in the first part of the planning period. Staff reflected this amount in the *Fiscal Strategies* line item of the plan through FY 2012/2013. The specific expenditure reductions or revenue enhancements will need to be identified and implemented by FY 2006/2007, the first year that the *Fiscal Strategies* line is reflected.

## **Financial Successes**

The City has made considerable progress toward its goal of long term financial stability during this past year. Particularly noteworthy is our work to identify and fund our infrastructure renovation and rehabilitation needs, our efforts in affordable housing, and our continued refinement of the City's Planning and Management System.

Phase I of the Long Range Infrastructure Plan (LRIP), which incorporates General Fund-related assets, has been in place for some time. Original assumptions regarding cost and timing are in the process of being reviewed and updated. Staff has also been identifying and inventorying utility-related fixed assets and for the first time the recommended FY 2005/2006 Budget includes preliminary estimates for a full twenty year time frame. Work to refine the utility-related LRIP further will be completed in late 2005. Updates to both phases of the LRIP will be reflected in the budget for FY 2006/2007.

Sunnyvale has a number of sources of funds for affordable housing, including Housing Mitigation Funds, HOME grants, and Community Development Block Grants (CDBG). \$14 million is programmed from Housing Mitigation Funds and HOME grants for affordable housing projects and programs over the twenty-year planning period. The City only budgets CDBG funds as they are allocated, because of the uncertainty of the funding, but the vast majority of the \$1.4 million annual grant and the estimated \$600,000 program income are focused on housing programs. With the impending redevelopment of the Town Center Mall, we have anticipated that the Redevelopment Agency's Low and Moderate Income Housing Fund will begin to collect funds for affordable housing in FY 2016/2017 and will have realized almost \$17 million by the end of the 20-year planning period. In total, this represents a considerable level of funding for this important community need.

Sunnyvale's Planning and Management System provides the foundation upon which to make informed policy decisions in support of the City's core mission. During this past year staff has undertaken an ambitious program to update all administrative policies as well as our basic performance budgeting structure. Most of the administrative policies have been reviewed and updated. A review and analysis of the performance based budgeting system began early in FY 2004/2005 and is expected to be completed by the end of the fiscal year. Work included evaluation of the philosophy and intent of the system as well as the process. Recommended changes to the performance based system will be brought to Council in a study session format early in FY 2005/2006. Following approval of the revised system, staff will begin restructuring all programs into the revised format. This work will be completed during FY 2005/2006 and used to prepare the next two-year operating budget. This effort will also provide us a context within which to revisit the proposed budget reductions from FY 2004/2005.

## **Continuing Fiscal Pressures**

During this year's budget process, staff sought to identify all items that could have a negative impact on the City's financial condition, in the short and long term. While

several concerns were identified, they are not funded in this budget because the scope and costs are not known at this time or because the funds are simply not available. Therefore, although the recommended FY 2005/2006 Budget is balanced, the City has several areas of vulnerability that are briefly discussed below:

- **Library Facility and Programming** – Several years ago, Council directed a study be conducted on potential expansion of the Library. Phase I of this study indicated that our Library facility and collection were not keeping up with the growing demand for our services and the Library facility is becoming inadequate to support even the current level of services. Rather than immediately moving to a project to expand the Library, a visioning exercise will be conducted during FY 2005/2006 to define the library of the future. The result of this effort could potentially identify substantial costs to maintain current service levels or new services and facilities.
- **Community Recreation Fund Subsidy** - The General Fund has provided a subsidy to the Community Recreation Fund since the Community Recreation Fund was created in FY 1991/1992. The subsidy level for FY 2005/2006 has been held to the same amount that it has been for the past two years. However, due to significant decreases in golf and recreation revenues and increase in personnel costs, there is a structural imbalance in the Fund. An increase in revenues and/or decrease in expenditures is required in order to prevent a further draw on the General Fund. Staff is conducting a comprehensive review of the purpose, quality and requirements of the Community Recreation programs, including prioritizing services and developing fiscal strategies. Staff will return to Council with options and recommendations in the fall to address the funding issue.
- **Employee Costs** - The cost for employees, both in salaries and benefits, has increased significantly in the last several years, outpacing revenue trends in the most recent years. Because labor costs are the largest component of operating expenditures, these increases are problematic for the long term financial picture. The recommended FY 2005/2006 Budget includes the increased costs for retirement and medical insurance and known adjustments related to the Memorandums of Understanding with our employee associations/unions. Growth in the number and cost for retiree medical insurance has also been factored in. Although identified, the increase in number of retirees over the twenty year planning period will be substantial and is not fully funded in this budget. The salary adjustments assume our comparator agencies will have modest increases in the next few years. If this assumption does not hold, the current recommended budget does not have the flexibility to handle unplanned increases.
- **Unfunded Projects** – As mentioned earlier, this year’s project budget process identified all of the City’s capital and infrastructure needs. Because this is a “bare bones” budget, an unfunded projects list was developed for those identified projects that are not the most critical or fully scoped at this time. The unfunded projects list totals \$444 million in costs over the twenty years. While many of the project costs are preliminary estimates and most of the costs are anticipated in the second ten years, these projects represent substantial unfunded liabilities.

- **Civic Center Replacement or Renovation** – Due to functional obsolescence, the City will have to undertake a major renovation of City Hall, the Library, and the Public Safety Building sometime in the twenty year planning period. Included on the unfunded list is the reconstruction of the existing Civic Center campus. The total cost of improvements will be substantial, currently estimated to be more than \$150 million with only modest increases from existing building size.
- **Investment in the Organization** – In order to maintain the quality of life that the community expects, we need to function as a high performing organization, leveraging opportunities as they arise and attracting and retaining top level employees. To be high performing, we need to invest in our human resources, providing opportunities for learning and developing skills. It is critical to create a culture that focuses on customer service, embracing innovation as a strategy for cost effectiveness and efficiency in service delivery. This must be coupled with instilling accountability throughout the organization but rewarding high performing employees. With our current "bare bones" budget, much of the investment in these areas has been eliminated. Restoring some of this flexibility when possible will be a smart investment in our future strength as an organization.
- **Open Space** – One of the most significant challenges facing the parks and recreation profession in urban environments today is that of trying to satisfy a seemingly unlimited demand for a very limited amount of open space. This has been at the heart of several controversial policy issues in Sunnyvale, including cricket play at Ortega Park, a park use and capacity study issue, dogs on/off leash, turf wars among and between youth sports groups for fields, and concerns regarding busloads of children accessing "neighborhood" playgrounds. As the City's population increases and demographics change, additional open spaces and/or changes to existing open spaces may be necessary. This is a subject that will be explored during pending revisions to the City's Recreation and Open Space Sub-elements.

### **Fiscal Strategies**

Last year's budget included several fiscal strategies to address the structural deficit. These included a three pronged approach: continuous improvements within the organization, expenditure reductions, and revenue enhancements. First, various cost saving strategies were identified to be explored. These included a multi-year analysis designed to optimize staffing levels in each major City department and an emphasis on employing technology wherever possible to improve efficiency of City operations. A list of these and other cost savings strategies is included in *Appendix B* of this Transmittal Letter.

Second, service level reductions were proposed, based on Council priorities. As mentioned earlier, these proposed service level reductions have been deferred. Third, several potential revenue enhancements were considered. Council has provided policy direction to implement an Emergency 911 fee, pending resolution of legal issues. Additional Sales Tax revenue from the Town Center Mall redevelopment and a new rent charged for the SMaRT Station land have been included in the Long Term Financial Plan.

I am recommending that we continue to pursue all of the strategies identified last year. We have not included the revenues from the Emergency 911 Fee in the recommended FY 2005/2006 Budget because of the uncertain legal status. When the issues are resolved, implementation as per Council direction will provide approximately \$2 million in needed new resources to the General Fund. The service level reductions proposed last year total \$2.2 million. I will be reviewing and prioritizing these individually and will bring this analysis back to Council with the Mid-Year Review for consideration.

I am also recommending that the Council pursue two other possible revenue increases. The City's Transient Occupancy Tax and Business License Tax rates are lower than those of most of our surrounding communities. An increase in our Transient Occupancy Tax from 8.5% to the County average of 10% would generate about \$900,000. The Business License Tax, which currently ranges from \$10 to \$325, is among the lowest in the County and is significantly lower than San Jose's high of \$25,000. Raising this tax could provide \$750,000 - \$1 million in additional funds. These tax rate increases are not included in the recommended FY 2005/2006 Budget because they require voter approval for adoption. If approved, these two revenue increases would provide additional financial flexibility as the City addresses its future financial challenges. Council may also want to identify other potential revenue sources for consideration such as an admissions tax.

One additional fiscal strategy to consider which is also not included in the recommended Budget is the review of our land banking policies and sale of City land. During FY 2004/2005, Council provided preliminary direction to sell excess City land that is not tied to City development plans, such as plans for the downtown or the civic center. Significant one-time revenues can be generated from the sale of these excess City land parcels. However, it is recommended that the sale of land be held off pending updates to the City's Open Space and Fiscal Sub-elements, both of which will be revised during FY 2005/2006. It is important that clear policy direction underlie all decisions made, and these two policies will help us in our decisions relating to the use of City land and land proceeds as well as defining the long term view of what is desirable for our community and high quality of life.

Although most of these fiscal strategies are not needed to balance the FY 2005/2006 "bare bones" budget, they are the key for improving the City's financial position and ensuring long term financial stability that is responsive to community needs. I recommend we continue to pursue these fiscal strategies during FY 2005/2006 so we will be well positioned to meet the fiscal challenges ahead.

## **Conclusion**

Two final points need to be made. First, Sunnyvale's planning and financial management systems provide 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, which requires that the City "change its lifestyle" to adjust to our new fiscal realities.

Second, although we have recommended ways to close the General Fund structural gap, our job is not over. A number of fiscal pressures have been identified that we must address in the coming years. Our economic condition continues to be evolving, and we will need to continue to pay close attention and make course corrections as necessary. Most of all, we will have to make courageous fiscal decisions while remaining responsive to community needs.

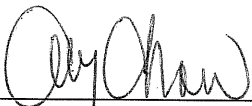
The City's approach to budgeting and long-term financial planning is complex, and highly valued in this organization and in our community. In preparing the recommended FY 2005/2006 Budget and Ten-Year Resource Allocation Plan, I am fortunate to have had the support and assistance of exceptional staff who continually go beyond the call of duty.

First, I would like to thank Deputy City Manager Chuck Schwabe for his efforts in coordinating the Council's new budget service review process. This process focuses on one-eighth of the City's operating programs. This year, the utility-related programs in Public Works and Finance were reviewed. Much staff work was undertaken by the directors and program managers in these two departments, particularly by Marvin Rose, Mary Bradley and Tim Kirby. 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. My appreciation also goes to Assistant City Manager Robert Walker, who provided able assistance with the budget strategies and this budget message.

Finally, I would like to thank the Council for your leadership and support and your commitment of time in developing the new budget process, community outreach, and policy direction.

Respectfully Submitted,



Amy Chapman  
City Manager

May 13, 2005

## FISCAL YEAR 2005/2006 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 FY 2005/2006 Budget with the revised FY 2004/2005 Budget and the actual expenditures for FY 2003/2004.

<b>Table I Recommended Expenditures – Citywide*</b>				
<b>Expenditure</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Revised Budget</b>	<b>2005/2006 Proposed Budget</b>	<b>% Growth 2005/2006 over 2004/2005</b>
Operating	146,962,524	160,341,500	170,093,184	6.08%
Projects**	24,061,857	68,168,356	21,159,682	-68.96%
Lease Payments***	1,216,661	1,554,330	1,849,908	19.02%
SMaRT Station Expenses****	17,452,500	17,610,787	16,776,843	-4.74%
Debt	6,845,819	6,823,666	6,813,408	-0.15%
<b>SUB-TOTAL</b>	<b>196,539,361</b>	<b>254,498,639</b>	<b>216,693,025</b>	<b>-14.85%</b>
Employment Development Grant Programs	12,347,229	9,992,785	10,126,301	1.34%
<b>TOTAL</b>	<b>208,886,590</b>	<b>264,491,424</b>	<b>226,819,326</b>	<b>-14.24%</b>

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

\*\*Projects excludes General Services projects but includes Project Administration costs

\*\*\* Lease Payments include the Parking Lease, SMaRT Station Long Term Lease and WPCP Rent.

\*\*\*\*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 2005/2006 Budget is 14.24% below the revised FY 2004/2005 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 2005/2006 Budget for operating-related expenditures is 6.08% higher than the revised FY 2004/2005 Budget. In general, the increases are attributable to increases in the cost of personnel-related benefits including retirement contributions and medical insurance and certain services such the provision of contract refuse collection. Direct salary costs are budgeted to increase by 1.2%. The



individual components of the increases may vary for each fund and will be discussed the *Detailed Fund Reviews* section of this Transmittal Letter.

The project line item appears to have a dramatic decrease from the FY 2004/2005 revised Budget to the recommended FY 2005/2006 Budget. This type of yearly comparison is difficult to make because of the one-time nature of projects. The large apparent increase in the FY 2004/2005 Budget is due to the carryover 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 carried over from year to year. This can be seen in the FY 2004/2005 revised Budget number of \$68.1 million for projects. Of this amount, approximately \$50.7 million represents carryover of funds for projects in progress from FY 2003/2004. When this is removed, the number for new projects funding in FY 2004/2005 is approximately \$18.1 million. In this context, the recommended FY 2005/2006 Budget for projects represents an increase in funding over last year of 16.9%.

## OVERVIEW OF GENERAL FUND AND GAS TAX FUND

Table II below outlines the recommended expenditures for the General Fund and Gas Tax Fund combined. Although these are separate funds, they are added together in Table II 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.

<b>Table II Recommended Expenditures – General Fund and Gas Tax Fund Combined</b>				
<b>Expenditure Character</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Revised Budget</b>	<b>2005/2006 Proposed Budget</b>	<b>% Growth 2005/2006 over 2004/2005</b>
Operating	90,438,754	100,022,782	106,527,270	6.50%
Project Operating	0	0	9,668	N/A
Projects	4,006,486	4,310,884	1,693,268	-60.72%
Debt	412,283	411,358	410,138	-0.30%
Lease Payments	1,216,661	1,220,728	1,219,558	-0.10%
Equipment	0	0	300,000	N/A
<b>TOTAL</b>	<b>96,074,184</b>	<b>105,965,752</b>	<b>110,159,902</b>	<b>3.96%</b>

As Table II indicates, the overall combined recommended expenditures of the General Fund and Gas Tax Fund for FY 2005/2006 are 3.96% above the revised FY 2004/2005 Budget. Because certain aspects of the budget can change dramatically from year to year, notably capital, infrastructure and special projects, a more precise understanding of the comparative budget is in the operating area. The operating portion of the recommended FY 2005/2006 Budget is 6.5% above the revised FY 2004/2005 Budget.

## OVERVIEW OF PROPOSED CAPITAL AND SPECIAL PROJECTS BUDGET

In keeping with the separation of the operating and project budget cycles, FY 2005/2006 is the first year of a two-year capital and special projects budget. All projects proposed for the Ten-Year Resource Allocation Plan underwent a thorough review by the Projects Review Committee prior to being recommended to the City Manager. This process will be further described in *The Sunnyvale Approach to Budgeting* section that appears later. As a result of the project budget process this year, I am recommending \$20,367,480 in capital and special projects in FY 2005/2006 and a total of \$144,946,403 in projects over the ten-year planning period. 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.

Below is a table containing project appropriations by fund for FY 2005/2006 and the remainder of the long term planning period.

<b>Table III Project Expenditures by Fund</b>			
<b>Fund</b>	<b>2005/2006 Recommended Budget</b>	<b>2005/2006 to 2014/2015 Total</b>	<b>2015/2016 to 2024/2025 Total</b>
Asset Forfeiture	253,400	761,162	0
Capital Projects	1,838,543	9,567,971	15,841,279
Community Development Block Grant	2,329,790	5,858,518	2,259,495
Community Recreation	10,500	63,199	0
Gas Tax	220,000	855,204	2,895,618
General Fund	1,361,654	10,639,494	10,691,089
General Services	780,005	2,371,444	682,191
Housing	1,806,400	5,806,771	1,980,593
Infrastructure Renovation & Replacement	2,724,593	24,891,450	28,470,468
Park Dedication	15,000	3,784,021	225,783
Parking District	52,500	508,240	618,899
Redevelopment Agency	265,000	1,727,792	73,519
SMaRT Station*	2,764,950	7,584,669	4,003,304
Utilities	5,945,145	70,526,468	46,453,218
<b>TOTAL</b>	<b>20,367,480</b>	<b>144,946,403</b>	<b>114,195,456</b>

\*The SMaRT Station project costs represent Mountain View and Palo Alto's share. Sunnyvale's share is included in the Utilities project cost.

## **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 January 31, 2005. 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 effect of the proposed FY 2005/2006 State budget on Sunnyvale
- Provide a status of the Fiscal Strategies identified in the City's FY 2004/2005 Budget
- Identify and briefly discuss three potential issues that may have a budgetary impact on the City over the near term
- 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 Fiscal Issues Study Session.

### **CURRENT ECONOMIC CONDITIONS AND OUTLOOK**

The steep economic downturn that has so severely impacted the City's fiscal condition over the last several years appears to have given way to a moderate recovery, led by gains in consumer spending, large increases in business investment, and expanding exports. While economic growth is projected to continue into next year, the growth may slow somewhat. Further, there are a number of downside risks that could pose serious threats to the economy and its recovery.

The economic recovery in the Bay Area lagged significantly behind the state and nation, and employment in our region has not recovered. The California recession beginning in 2000 was concentrated in the Bay Area, which lost almost half a million jobs. However, the pace of job loss here appears to have slowed and there are indications that employment may be leveling out. Sales in the Bay Area also began to rise in the third quarter of 2003; prior to that time, our region suffered nine consecutive quarters of year-over-year declines. This recovery is currently reflected in a modest increase in Sunnyvale's receipts of Sales Tax and Transient Occupancy Tax so far this year.

## **National Economy**

The national economy experienced solid economic growth in 2004. Gross domestic product (GDP), the measure of total goods and services production in the country, experienced an annual 4.4% growth rate in 2004.

Current economic projections are that the U.S. economy will expand at a solid though moderating pace in 2005, with economic growth as measured by the GDP slowing to approximately 3% in 2005 and accelerating modestly in 2006. Forecasts assume that business investment will continue to increase but the growth in consumer spending will slow.

Since the collapse from the euphoric “dot.com” era, consumer spending and residential investment have been the predominant drivers of the nation’s economy. Consumer spending, which has fueled about two-thirds of U.S. economic activity since the downturn, has been buoyed by low interest rates. Since the beginning of the economic downturn in 2001, the Federal Reserve has reduced interest rates to stimulate investment and increasing spending. Consumers took advantage of historically low mortgage rates to either enter the real estate market or to refinance existing loans and use the funds for discretionary spending. However, the Federal Reserve has increased its short-term interest rate, the federal funds rate, eight times since June 2004 to 3% and signaled that it will keep raising this benchmark rate in the coming months to prevent inflation from increasing. Meanwhile, higher energy costs are leaving consumers with less money to spend on other good and services. The current increases in interest rates and increases in energy prices are forecast to have a dampening effect on consumer spending in the coming months..

Another important element of the current recovery is business investment. The continued rebound in business investment played a big role in the strong expansion of the national economy in 2004, with business investment nearly 14% higher in the first three quarters than in the corresponding quarters of 2003. In order to sustain future growth, business investment will have to increase to offset the potential decreases in consumer spending. However, just as there are impediments to sustained consumer spending, there are a variety of different factors that may hinder future growth in business investment for 2005. First, certain favorable tax provisions have recently expired. Second, due to higher energy costs and rising employee benefit costs, businesses are hesitant to make new commitments.

Finally, macro-economic issues such as geo-political uncertainties, the Nation’s increasing trade deficit, and the growing federal budget deficit all represent risks to future economic growth over the later years of the planning period.

## **The California Economy**

The California economy strengthened along with the national economy in 2004. Factors boosting economic growth over the past year have included the strong national rebound in business investment, the state's booming housing market, and a sharp increase in international exports.

Economists project that California's economic growth will continue in 2005, although at a more moderate pace than in 2004. On the positive side, the national outlook for continued strong business investment will boost manufacturing and technology in the state. However, the same negative forces that will have a dampening impact on the national economy, such as high energy costs and rising interest rates, will effect consumer spending and housing activity in the state.

### **The Bay Area Economy**

While both the national and state economies appear to have stabilized in 2004, economic growth in the Bay Area continues to be sluggish, particularly in the Silicon Valley. Evidence in the form of our own Sales Tax and Transient Occupancy Tax receipts seems to indicate that our area reached the bottom and began a slow recovery in the third quarter of 2004. However, employment and the commercial real estate market still remain extremely problematic. The recovery in the Bay Area continues to be, in large measure, a "jobless recovery."

The Silicon Valley also continues to be plagued by extremely high vacancy rates in commercial and industrial properties. Recent estimates are that there is over 50 million square feet of office and research and development available for lease in the Silicon Valley. With an abundance of vacant space, businesses have sought to both upgrade their office locations and take advantage of reduced lease rates. The net result of these moves is to increase the vacancy in the "less desirable" office space. As an example of this trend, there have been recent reports of major investment in Sunnyvale corporate office buildings. The April 15, 2005 Silicon Valley Business Journal cites two large properties in the North Mathilda Avenue corridor in the Moffett Park district which have generated sales in excess of \$400 per square foot. The same article reaffirms the fact that investors are pursuing top-quality offices while Class B and Class C buildings continue to struggle with considerable vacant offices that will not be quickly absorbed.

Consensus among economists is that our Bay Area economy will grow, but big problems remain for the region and the state. Challenges include the country and the state slipping deeply into debt, as well as the need for more funds for health care, education, and infrastructure.

Staff has taken the condition of the state and regional economy into consideration in preparing the recommended FY 2005/2006 Budget and long term projections for Council's consideration.

### **PROPOSED FY 2005/2006 STATE BUDGET**

The Governor's Proposed FY 2005/2006 Budget issued in January contains program savings in the amount of \$7.4 billion and the use of \$1.7 billion in remaining deficit reduction bonds to close a projected budget gap of \$8.6 billion and fund a reserve of \$500 million. The major program savings occur in the areas of Proposition 98 Education (K-12 and community college education), Transportation, Health and Social

Services, Employee Compensation, and Mandated costs. Two of these areas, Transportation and Mandated Costs, will have fiscal effects on Sunnyvale.

First, in the area of transportation, the Budget proposed to suspend Proposition 42, the Transportation Congestion Improvement Act. Payments for FY 2003/2004 and FY 2004/2005 have already been deferred in prior budgets. Under the January proposal, the funds for FY 2005/2006 and FY 2006/2007 would again be suspended but would begin flowing to cities in FY 2007/2008 and beyond. Further, the Governor proposed to amend Proposition 42 to prohibit any suspension after FY 2006/2007. Staff has estimated that the total amount to be deferred over the four year period is about \$2 million, and the budget proposes to repay this amount over 15 years beginning in FY 2007/2008 with no interest. This is different from the provisions of current law, which call for the suspended Proposition 42 amounts to be repaid plus interest by FY 2007/2008 and FY 2008/2009.

It should be noted that the Governor announced on May 12 that he intends to restore full funding for Proposition 42 in FY 2005/2006 due to an improved State revenue picture. If this proposal is ultimately approved by the Legislature, staff will program these funds into the City's adopted FY 2005/2006 Budget for Pavement Operations.

The second area of particular interest to Sunnyvale is mandates. The Budget would suspend most mandates on local programs for FY 2005/2006, with the suspended mandates repaid over a 15 year period, rather than the five year period that was contemplated in last year's budget agreement. These repayments would begin in FY 2006/2007. It is estimated that the total amount of mandated costs suspended to be repaid for Sunnyvale would be \$500,000 for an annual repayment of \$33,333.

The Governor's proposed FY 2005/2006 Budget reflects last year's budget agreement that resulted in the passage of Proposition 1A. Local governments will again contribute shifts in Property Tax to the Educational Revenue Augmentation Fund (ERAF) in the amounts previously agreed upon. This results in Sunnyvale losing \$2.05 million in General Fund Property Tax and \$269,398 in Redevelopment Tax Increment again in FY 2005/2006. These amounts were anticipated in our Long Term Financial Plans last year.

Other elements of the proposed Budget that have an impact on Sunnyvale include the anticipated elimination of the booking fee reimbursement, which has a net cost to us of \$90,000. Supplemental Law Enforcement funding is maintained in the Proposed Budget at the existing level, which for Sunnyvale is about \$193,000.

While the Governor's proposed FY 2005/2006 Budget is balanced for FY 2005/2006, the State will continue to experience a structural budget imbalance in future years absent ongoing corrective actions. The Budget therefore contemplates a number of reforms to the State's budgeting process, pensions, transportation funding, and Proposition 98 funding. The Governor has indicated that he will take constitutional amendments to the voters in the absence of legislative action on these issues. As of April, the Governor decided to not go forward with his constitutional amendment on pension reform for public employees, but indicated that he would bring it back as early as June 2006 absent corrective action at the legislative level. More discussion of this issue is contained later in the section on *Pension Reform*.

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

On May 13, 2005 the Governor will release his May Budget Revision (the "May Revise"). This document updates the underlying revenue assumptions based on tax receipts as of April and contains any changes or "deals" made in the time since July. As was previously noted, the Governor has announced that he will be recommending full funding for the Traffic Congestion Relief Program (Proposition 42) in his revised budget. Staff will be reviewing the May Revise as soon as it is released and will brief Council on its contents and how it impacts our financial condition at the Budget Workshop.

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

At the Future Fiscal Issues Study Session in January, three current issues in addition to the items mentioned above were identified that may 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**

Although impeded by a number of developer-induced delays over the past year, the redevelopment of Town Center Mall now appears to be on track for construction (beginning with demolition) to commence this summer and for the retail portion of the project to open in the Fall of 2007. Macy's and Target will remain open throughout the construction period.

The Forum Development Group will completely redevelop the closed Town Center Mall into an open air shopping, office, and retail center and restore major portions of the original street grid. In addition to the existing Macy's and Target, Forum proposes to build 570,000 square feet of new shops, 275,000 square feet of office space, and 292 for-sale housing units. 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.

The completed project is estimated to generate approximately \$2 million per year in new Sales Tax for the City's General Fund. It is currently estimated that future costs for increased service demands related to the Mall development may total about \$1 million. For purposes of our General Fund Long Term Financial Plan, we have included the increased Sales Tax revenue of \$2 million net of these estimated costs. In FY 2007/2008 we are anticipating about half of the net revenue. Then, \$1 million in Sales Tax net of the new costs is reflected beginning in FY 2008/2009 and forward, increasing by inflation.

The completed project should generate about \$4 million per year in increased Property Taxes (tax increment payments) to the Redevelopment Agency. The Agency has agreed to return to the developer up to \$4,050,000 per year, plus 50% of any tax receipts

above this amount, in return for the developer assuming all of the Agency's responsibility for providing parking for the project, constructing and maintaining all public streets and sidewalks, and placing at least 1,442 parking spaces underground.

The project will also pay major one-time fees as follows: construction tax of approximately \$450,000; \$1.5 million for construction plan check and inspection services; Traffic Impact Fees of \$1.5 million; Park Dedication Fees of \$1.5 million; and utility connection fees of \$1.4 million.

The final piece of Downtown redevelopment will be the reconstruction of the Town and Country Shopping Center, which has not yet been included either in the Redevelopment Agency or General Fund Financial Plans because the scope of the project and the timing is not yet known.

### **Proposals for Pension Reform**

Governor Schwarzenegger's proposed FY 2005/2006 State Budget includes the issue of pension reform as one of his major proposals for structural reform. To combat the State's rising retirement costs, the Governor proposed to bargain with employee unions to equalize the employee and employer share of the annual contribution to CalPERS as labor contracts come due. Further, in order to achieve overall pension reform, the Governor proposed a constitutional amendment that prohibits the State or any of its political subdivisions, including cities, from offering defined benefit retirement plans to new employees. In April, following concerns about certain provisions of the proposed amendment which would have a negative impact on public safety death and disability retirements, the Governor withdrew his support for the constitutional amendment to change public pensions from defined benefit to defined contribution and vowed to work with public agencies to effect positive changes to public retirement systems. He has indicated that he will be focusing on smoothing contribution rates, establishing a form of "rainy day fund" to offset rate increases, and limiting abuse in the disability retirement system.

At the national level, the social security reform package recommended by President Bush includes a suggestion that all government employees be covered by social security to offset some of the costs of the proposed provisions. Sunnyvale employees are currently not enrolled in social security, but are only in the California Public Employees Retirement System (CalPERS).

Each of the proposed pension reform plans mentioned above would have a long-term financial impact on Sunnyvale. In the case of the constitutional amendments which limit retirement plans or the City's portion of the cost, there would presumably be a substantial savings beginning in the later years of the Long Term Financial Plan. If mandatory social security were to be implemented for the City, our personnel costs would increase over the entire life of the Financial Plan depending upon how the social security interrelated with our CalPERS contract.



## **Threats to Telecommunications Taxes**

Within the last several years, a complex array of technological advances has been emerging in the areas of data transmission, Internet access, telecommunications and video (cable) services. The convergence of these industries, each with disparate, multi-level governmental frameworks for taxation purposes, has blurred the lines between what is taxable/non-taxable, and has necessitated regulatory change that could have far-reaching negative implications for California cities. Depending upon the outcome of anticipated tax reforms, Sunnyvale could see an erosion of revenues associated with cable and telephone services, and even a loss of local control over cable franchise requirements.

Central to the debate are attempts by the telecommunications and cable industries to incorporate sweeping changes to a full range of local taxes and fees, including but not limited to Utility Users Tax, Franchise Fees, Sales Tax and 911 Fees and Surcharges.

Sunnyvale receives approximately \$1.6 million annually in Utility Users Tax from telephone providers and approximately \$900,000 in Franchise Fees from cable services. Any major erosion of these revenues as a result of changes in federal or state taxation laws would have a significant negative effect on the General Fund. As Sunnyvale is compensated for the cable provider's use of city-owned rights-of-way and also regulates certain cable services through a negotiated Franchise Agreement, any significant changes to federal law governing local franchising authority could put local control at risk.

## 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.

A number of fiscal strategies were identified in last year's budget to position the City well to address the current imbalance so that quality services can be sustained in the years to come. These items generally fell into two categories: General Philosophies and Strategies. The General Philosophies reflected were as follows:

- **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**
- **Build and emphasize the connection between the community and business**
- **Support a quality work force**
- **Emphasize and build on the unique culture of Sunnyvale**
- **Stick to the knitting, focusing on issues that can make a difference**

To support these philosophies, a number of strategies and action items were identified to be explored during the coming year. Some of these were Citywide, while others related to a particular department or expenditure area. During the course of this fiscal year staff was reviewing and analyzing many of these ideas and good progress has been made on a number of them. The results of our efforts were reported to the Council during the Fiscal Issues Workshop and as part of the regular City Manager Informal Evaluation sessions. *Appendix B* of this Transmittal Letter contains an update on each item.

As staff was addressing the strategies that had been identified, it became clear that they fell into certain topic areas. Below are the major themes identified, the strategies that support these themes, and some action items that have been or will be employed in these areas:

**Don't Make Matters Worse:** This strategy speaks to our emphasis on Demand Management and Long-Term Planning. Action items in this area include:

- 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
- Manage the City's "Life Style" so that we can live within our means

**Continue to Emphasize Efficiency of Operations:** This strategy speaks to Sunnyvale's long established emphasis on continuous improvement. Action items for this strategy are:

- 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
- Explore alternative service delivery methods including contracting out
- Work with employee associations to identify ways to more effectively utilize City resources
- Evaluate most effective and efficient organization structure to deliver services
- Manage/contain personnel costs
- Reduce or eliminate reserves that are not needed for prudent financial management

As noted earlier, staff has done a great deal of work this fiscal year on various action items related to these strategies, and these actions have had a positive impact on the City's financial condition. Nonetheless, if Council and staff are successful in the areas listed above and a structural imbalance in the City's budget still remains, two other major strategies will need to be considered. These are:

**Investigate new and increased revenue sources:** This strategy includes the City's existing taxes and fees and any opportunities for new taxes and fees to add to our ongoing revenue base. Action items in this area include:

- Review existing fees to ensure that full cost of the service is being recovered
- Evaluate the current level of the City's existing taxes for opportunities where our taxes are below the area norm
- Identify any new taxes or fees that might be appropriate to consider implementing

**Reduce or eliminate services or modify service levels:** This strategy focuses on adjusting the City's services and service levels to preserve essential core service but establish the most appropriate level for our fiscal circumstances. The service level review process that Council undertook in preparing the FY 2004/2005 Budget utilized this approach in prioritizing the City's services. As a result of the review, certain services or service levels were identified for potential reduction or modification. Actual implementation of these service reductions was deferred during FY 2004/2005 to allow time to more fully evaluate the City's long term financial position.

It is recommended that Council and staff continue to focus on these policies and strategies that will help the City close its structural imbalance and become a more effective, high performing organization. The updated list of strategies identified last year is shown in *Appendix B* of this Transmittal Letter.

## 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 and Traffic Impact Fees, State Park Grants (Proposition 12 and Proposition 40), and Park Dedication Fees. Unfortunately, with the State budget crisis the new transportation funding from the State has been put 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 in FY 2004/2005. This effort, led by the Public Works Department, identified approximately \$200 million in unfunded projects over the ten-year Capital Improvement Plan. Building on this work, a major focus for this year's capital project process was to review our capital and infrastructure programs and revise the estimates as needed. This infrastructure effort is still underway and the full impact of the study will be included in the FY 2006/2007 Budget.

Staff also focused during this year's budget process to refine the unfunded projects inventory that was begun last year. This work has resulted in a full 20-year inventory of the City's unfunded projects. \$49 million has been identified in the first ten years and \$395 million in the second ten years, for a total of \$444 million over the entire planning period.

The recommended FY 2005/2006 Budget includes funding for a total of 344 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. Highlights 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 City has already programmed about \$1.3 million of these funds for a variety of park improvements through FY 2004/2005. The City is expected to receive an additional \$406,581 in Proposition 12 grant monies in FY 2005/2006. \$210,661 of these funds have been appropriated for the Park Buildings Rehabilitation project and \$157,600 has been planned for the Playground Equipment Replacement project in the Infrastructure Fund. The remaining balance of the Proposition 12 allocation has not yet been programmed.

### **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 appropriated these monies to be used for the Plaza Del Sol project in downtown. Phase I of this project is now complete.

### **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 the Plaza del Sol in downtown Sunnyvale, and \$500,000 of Park Dedication fees are programmed in FY 2004/2005 for the Sunnyvale Historical Museum.

The City is currently experiencing a marked increase in new housing developments that are subject to paying Park Dedication Fees, and an additional \$10 million in fees are projected to be received over the next three years. The recommended FY 2005/2006 Budget proposes to use these anticipated fees to fund all park-related infrastructure projects in the 20-year planning period through a transfer to the Infrastructure Rehabilitation and Replacement Fund, thereby relieving the Community Recreation Fund and the General Fund of these essential expenses. Major infrastructure projects to be funded in the Twenty-Year Plan include replacement of the Community Center Building Roofs, Washington Pool Renovation, Golf Course Greens Renewal, Rehabilitation of Parks Buildings, and Golf Course Tee Grounds Renewal. In keeping with our long-term approach, we have also added a new project for routine rehabilitation of the just-completed Senior Center Buildings at the end of the twenty-year cycle.

Additionally, there are two new park projects recommended to be funded with Park

Dedication Funds in the first ten years of the Long Term Financial Plan. The first is \$2.6 million for phase II of the Plaza del Sol, which is programmed in FY 2011/2012 and FY 2012/2013. The second is a Park Land Acquisition project in the amount of \$1 million in FY 2007/2008.

More detail on the Park Dedication Fund can be found in this Transmittal Letter in the *Detailed Fund Reviews*.

## **TRAFFIC AND TRANSPORTATION FUNDING**

### **State Traffic Congestion Relief Program and Proposition 42**

The State Traffic Congestion Relief Program (TCRP) was passed as AB 2928 as part of the State's FY 2000/2001 Budget. Under this legislation, 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 was received in FY 2002/2003. All of these funds were appropriated and spent through FY 2003/2004 for a variety of traffic signals and other traffic improvements.

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.

Due to the ongoing State budget crisis, Traffic Congestion Relief Fund payments to cities were suspended beginning in FY 2003/2004 and again in FY 2004/2005. The Governor's proposed State budget for FY 2005/2006 issued in January assumed that these payments would be deferred again for the next two years. The total amount of deferred TCRP payments owed to the City of Sunnyvale would then be as follows:

<b>Fiscal Year</b>	<b>Amount</b>
2003/2004	\$424,777
2004/2005	\$399,083
2005/2006	\$560,933
2006/2007	\$600,000*
<b>Total due</b>	<b>\$1,984,793</b>

\*staff estimate

The January State Budget proposal also reflected a commitment to restore the dedication of Traffic Congestion Relief Funds to transportation, including repayment of the deferred amounts over a fifteen-year period (without interest) and constitutionally prohibiting any Proposition 42 suspensions after FY 2006/2007. The Long Term Financial Plan for the Traffic Congestion Relief Fund reflects the repayment of the deferred amounts beginning in FY 2007/2008 and receipt of Proposition 42 monies beginning in the same year. The Plan also assumes that these monies will be used for Public Works Pavement Maintenance operations on an ongoing basis.

Subsequent to preparation of our recommended FY 2005/2006 Budget the Governor announced that as part of his May Revised Budget he would be restoring Proposition 42 funds effective next fiscal year. If this proposal is approved by the Legislature, staff will reflect this change as part of the adopted budget.

### **Traffic Mitigation Fees and Traffic Impact Fees**

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 Fee, this mechanism mitigates project-specific cumulative impacts of 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 have resulted if the City waited until the Transportation Strategic Program was completed before implementing a fee or assessment. Cumulative mitigation funds are applied to capital projects that improve traffic capacity or alternative transportation facilities. Funds are allocated to projects of local or regional significance, depending upon the nature of traffic impacts identified in association with the land development.

The recommended FY 2005/2006 Budget includes approximately \$5.5 million in projects to be funded by Traffic Mitigation Fees between FY 2005/2006 and FY 2014/2015. A new Future Traffic Signal Construction/Modification project is proposed that will fund one new traffic signal installation or major modification every other year, starting in FY 2006/2007. A project for engineering and environmental analysis for the Mary Avenue Extension is also proposed beginning in FY 2005/2006 in this fund.

Additionally, a transfer from the Traffic Mitigation Fund to the Capital Projects Fund in the amount of \$1.6 million is included in the recommended FY 2005/2006 Budget for three projects. These include transfers for Washington Avenue and Mathilda Avenue Intersection Improvements (\$948,000), the Borregas Avenue Bicycle Corridor (\$492,000), and a Transportation Grant Matching Funds project (\$165,000).

The City Council adopted the Transportation Strategic Program on November 11, 2003 and instituted a new Traffic Impact Fee to be applied to traffic-generating development citywide. This Traffic Impact Fee replaced the interim Cumulative Traffic Mitigation Fee. The City began collecting Traffic Impact Fees on new developments on January 1, 2004.

Approximately \$3.4 million of these Traffic Impact Fees are programmed for two capital projects for the first ten years of the Long Term Financial Plan, and \$15.1 million in the second ten years. The first, and smaller project, is the Transportation Model Update, which provides \$50,000 to update to the City's computerized transportation model every five years starting FY 2005/2006. The second project, Transportation Strategic Program, represents all projects that were identified in this program as approved by the Council in November 2003. This project is intended to implement projects identified in the Land Use and Transportation Element of the General Plan. Implementation of the transportation projects is expected to begin in FY 2010/2011 when sufficient Traffic Impact Fee revenues are accumulated.

These funds are accounted for in the Traffic Mitigation Fees and Traffic Impact Fees Sub-funds of the Capital Projects Fund. More detail on the Traffic Mitigation and Traffic Impact Funds can be found in this Transmittal Letter in the *Detailed Fund Reviews* section.

## **MAJOR PROJECTS IN RECOMMENDED FY 2005/2006 BUDGET**

### **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 \$17.5 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 \$14 million with the City's share of \$3.5 million. However, Caltrans has indicated to City staff that a limit of \$10 million of Federal Highway Bridge Rehabilitation and Replacement funding is placed on this project at this time. This would require the City to commit to a match of \$7.5 million, while only \$3.5 million is currently budgeted. This would leave a funding shortfall of \$4 million. Caltrans has also indicated to City staff that increased funding requests are considered on a case by case basis upon completion of project design. City staff is continuing to work with Caltrans to increase funding. If this additional outside funding is not forthcoming, staff would not recommend that the project go forward in its current form.

The recommended FY 2005/2006 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. The project is currently undergoing environmental review. The level of environmental review is likely to be greater than originally anticipated in the project scope, which will delay the project and potentially increase cost.

### **Borregas Avenue Bicycle Corridor**

This project involves the design and construction of new bicycle and pedestrian bridges on Borregas Avenue over US 101 and State Route 237. The construction of overcrossings will eliminate approximately two miles of detours that currently exist for bicyclists and pedestrians who wish to cross over the freeways. The total project cost is \$6.5 million, funded by various grants from the Valley Transportation Authority (VTA) in the amount of \$4.8 million, a Transportation Development Act grant of \$400,000 and Traffic Mitigation Funds of \$1.3 million.

The project is currently in the design and environmental clearance phase. Obtaining the necessary approvals from Caltrans for structures across two freeways has delayed the project due to lengthy Caltrans review times and staffing turnover at Caltrans. Design completion is scheduled for October 2006 and construction will take approximately two years.

It is possible that the project would require additional funding because material costs for concrete and steel have risen sharply due to increasing demand. Additional funding may be available from the VTA on an 80%/20% matching basis. As design work and negotiations with the VTA continue, this project estimate will be modified to reflect the actual funding level and funding sources.

### **Mathilda/237 Area Transportation Improvements/Mary Avenue Extension**

The Mary Avenue Extension is a project to improve access to the Moffett Industrial Park north of State Route 237. The project extends Mary Avenue from its current terminus at Almanor Avenue over US 101 and State Route 237 and connects to the roadway network in and around the Lockheed Plant 1 area. This project has been in the planning stages since the late 1980s and was included in the General Plan when the Land Use and Transportation Element was revised in 1997. The project is a major element of the City's long-range Transportation Strategic Program.

In 2004 the City and the VTA completed an operations analysis of the Mathilda/237 area, including an updated examination of the Mary Avenue Extension. This study identified a Mathilda/237/101 freeway interchange reconfiguration project and the Mary Avenue Extension as a viable medium to long-range improvement to serve the City's north-south travel corridors and to support projected growth in the Moffett Industrial Park. As a result, these projects were included as priorities for outside funding in the Valley Transportation Plan 2030 regional plan for Santa Clara County. To continue transportation and land use planning and to facilitate future outside federal or state funding for these projects, the recommended FY 2005/2006 Budget includes a project to conduct conceptual engineering, environmental work, and Caltrans-required studies for these improvements. The intended outcome is the establishment of a plan line for the Mary Avenue Extension, program-level environmental clearance, and initial Caltrans approval of these projects. This work may be done in partnership with the Valley Transportation Authority.

### **Radar Speed Signs**

In FY 2004/2005 the City completed a successful trial installation of semi-permanently mounted radar speed signs near critical facilities such as schools. This installation, funded with a State Office of Traffic Safety grant and City operating funds, demonstrated the efficacy of these signs at reducing travel speeds and garnered positive feedback from the public. As a result, the recommended FY 2005/2006 Budget includes a project to install 20 additional radar signs on collector and arterial streets near schools or other pedestrian traffic generators throughout the City at a cost of \$200,000.

### **Capital Projects Planning and Unfunded Projects**

In early 2004 the City Manager asked the Public Works Department to update the ten-year Capital Improvement Program (CIP). The purpose of this effort was to take a comprehensive look at both Capital Projects and Special Projects so that the City's future unfunded liabilities could be identified. Earlier versions of the CIP did not paint a complete picture because they incorporated only those projects for which funding had already been secured.

This update of the CIP required the City to assess its 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 ten-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.

The FY 2005/2006 CIP has updated and expanded last year's effort to also include projects that are anticipated in the second ten years of the City's Financial Plan. This effort was particularly beneficial in the case of utility infrastructure projects because it allowed utility rates to be projected based on a realistic assessment of what future capital funding needs were likely to be.

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 \$444 million over the twenty-year period, represents a very significant potential unfunded liability of the City.

## **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. Funding of the renovation and replacement of the City's estimated \$1 billion in infrastructure assets is an enormous challenge, but it is critical to the long-term quality of life and financial condition of the City. The City has taken action on several fronts to deal with this challenge.

The City began development of a Long Range Infrastructure Plan (LRIP) several years ago. Phase I of the LRIP established the Infrastructure Renovation and Replacement Fund and incorporated full funding for the General/Gas Tax and Community Recreation Fund assets. The original assumptions included in Phase I now need to be reviewed and updated, and this work is underway. Phase II of the LRIP addresses fixed assets within the utility funds. Staff has been identifying and inventorying utility-related fixed assets and the recommended FY 2005/2006 Budget includes preliminary estimates for replacement costs and schedules.

The Water and Wastewater Funds have a large number of varied assets, including water mains, water valves, reservoirs, sewer collection systems, storm drains and the Water Pollution Control Plant. In order to provide more realistic estimates, staff has been collecting data on how these fixed assets perform in varied conditions. The Water Pollution Control Plant has also undertaken an engineering study to inventory, assess remaining useful life/failure potential, and identify the replacement cost for all Plant infrastructure. This work is expected to be completed in late 2005.

In the interim, the update of Phase I and the development of Phase II of the LRIP are ongoing. The work being done is, of necessity, a broad based approach that looks at categories of assets, their replacement costs and the annualized costs to upgrade or replace those assets over the next 40 years. It is expected that Public Works staff will complete this work effort the first part of FY 2005/2006 and more complete project descriptions and costs will be included in the budget for FY 2006/2007.

The recommended FY 2005/2006 Budget includes Infrastructure projects totaling \$27.5 million for the Water Supply and Distribution Fund and \$65.3 million for the Wastewater Management Fund over the twenty-year planning period.

## **INFORMATION TECHNOLOGY INVESTMENT FUND**

The Department of Information Technology provides significant support in the selection, implementation and ongoing maintenance of major technology applications. This support was restricted as a result of substantial budget and resource reductions that were implemented in FY 2003/2004. Information Technology staff have focused their limited resources on major planned technology initiatives, such as the replacement of the City's Library and Payroll Systems, along with the provision of day-to-day support of existing mission critical software applications.

In response to similar funding reductions, other City departments attempted to identify technology solutions for streamlining their operations. This placed an additional demand on the Department of Information Technology for programming and project management that could not be met with existing funding and staffing levels. This has resulted in a delay in valuable technology projects.

To address this technology "gap", staff developed the concept of a flexible technology funding mechanism, called the Information Technology Investment Fund, to finance process improvement technology. This Fund has been established as a special project in the recommended FY 2005/2006 Budget.

Staff developed a systematic methodology to select projects that are eligible for process improvement through the use of technology. Each year, departments will be asked to prepare a business case that identifies the Value on Investment (VOI) for each proposed project based on the following criteria:

- Is required by legislation,
- Will enhance the protection of life and safety,
- Will result in process streamlining,
- Will aid in cost containment, and/or
- Will increase revenue.

While the administration and oversight of this Fund will be the responsibility of the Director of Information Technology, proposed initiatives will be systematically and objectively evaluated by an Information Technology Investment Fund committee. This committee will consist of a cross-departmental team of staff members, each bringing a unique perspective to the selection process.

Once the initiatives have been selected, the Information Technology Investment Fund will be used to procure software/hardware, development services, implementation services or project management services to address the technology need.

Staff has identified an initial appropriation of \$285,076 to meet the short-term needs of the organization. This funding is available in the Information Technology Replacement Fund's reserves as the result of unanticipated expenditure savings realized in FY 2003/2004. It is our expectation that this funding source will be replenished through the capture of cost savings associated with the new technology, or with one time operating savings that will be contributed by each department benefiting from the approved project.

## **OUTSIDE GROUP FUNDING**

Sunnyvale recognizes the need for human services and, within the limits of funding available for such activities, supports those services deemed necessary in the community that leverage resources and extend services for Sunnyvale citizens. Some Human services agencies in the City receive funding using the federal Community Development Block Grant program (CDBG) with additional support provided by the General Fund. CDBG support is limited by federal regulation to 15% of the City's total CDBG allocation plus program income. On January 31, 2005 the City Council approved a cap of \$100,000 of General Funds to support human service agencies for FY 2005/2006.

Appendix C of this Transmittal Letter presents the recommended Outside Group Funding for FY 2005/2006. On May 20, 2005 Council approved the distribution of \$350,000 of CDBG funds as shown. The recommended FY 2005/2006 Budget proposes \$97,458 in General Funds to various outside groups as indicated. In addition, it proposed that one of the groups, Rebuilding Together Peninsula, be funded through the CDBG Housing Improvements Program in the amount of \$6,250. All programs previously funded by the General Fund are recommended for full funding as requested, based upon their prior performance in achieving service level targets. New programs (Bill Wilson Center youth shelter programs, India Community Center, and Rebuilding Together Peninsula) are recommended at 50% funding based upon Council's Human Service Policy of providing "seed money" for new programs.

This is the first year of a two-year funding cycle for Outside Group Funding. During the second year of funding, the City will not solicit applications; rather, those agencies which have met or exceeded performance standards will be funded for a second year, with possible funding reduction in proportion to any reduction in available federal CDBG or General Fund support. Those agencies which do not meet performance standards, and all programs receiving one-year "seed money" will be reevaluated in the second year by the Housing and Human Services Commission and the Council for continued funding. Staff is committed to examine the entire Outside Group Funding process over the coming year and to recommend improvements which will make the process more objective and provide for better coordination between the two funding sources.

## **DETAILED FUND REVIEWS**

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.

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 2005/2006 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 the City's major revenues. It now appears that most of our key revenues have finally bottomed out and begun to grow slowly. Unfortunately, in many cases our revenues have stabilized at a new, lower base level. Additionally, several State initiatives have redefined or modified our revenue sources or the manner in which they are allocated. Most notable among these initiatives are the "Triple Flip," the Vehicle License Fee/Property Tax Swap, and "ERAF III".

### The Triple Flip

In FY 2004/2005 the State issued "Economic Recovery Bonds" as part of the solution to its 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. In short, 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. 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. The State then makes up this loss by giving the schools 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.

The actual Triple Flip began in July 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.

The recommended FY 2005/2006 Budget 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 on the General Fund Long Term Financial Plan 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.

#### Vehicle License Fee/ Property Tax Swap

Also included in the State Budget deal with local governments last year was a permanent redistribution of two of the City's revenue sources. Under this agreement, the Vehicle License Fee (VLF) rate will be permanently reduced from 2% to .65%. For FY 2004/2005, 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.

The VLF/Property Tax Swap was reflected in the General Fund Long Term Financial Plan as an increase in Property Tax and a corresponding decrease in VLF starting in FY 2004/2005. For 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. Subsequent to our using this methodology, staff from the League of California Cities learned that the State intended to distribute the remaining VLF base (the .65%) primarily to counties rather than cities to pay for county social services realignment costs. Revised numbers were developed for FY 2004/2005 for the actual VLF receipts and the amount that will be converted into Property Tax. The net result of this adjustment is that the total amount of funds will be the same, but our actual VLF revenues will be less and the Property Tax will be more. This newer, more accurate methodology has been reflected in the FY 2004/2005 actual projections and our estimates for FY 2005/2006.

In the years beginning FY 2006/2007, 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. This new approach takes this risk away from cities and guarantees our revenues through Property Tax.



### ERAF III

The final part of last year's State Budget agreement involved a two-year "contribution" of the City's Property Tax revenues to the State Educational Revenue Augmentation Fund (ERAF). Since this is the third time since 1990 that the State has dipped into our Property Taxes in this manner, the loss has been called "ERAF III." The amount of revenue that Sunnyvale will lose for FY 2004/2005 and FY 2005/2006 is \$2,051,370 each year. The two years of loss are shown on the General Fund Long Term Financial Plan in the *Current Resources* section in the line item "*State Budget - Reductions.*"

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

Five key sources generate nearly 80% of the City's General Fund revenues. They are: Sales Tax, Property Tax, Transient Occupancy Tax, Utility Users Tax/Franchise Fees, and construction-related taxes and fees. The current budget projected that revenues from many of these sources would moderately increase over the next few years as the economy began a slow but measured rebound. While receipts from Sales Tax and construction-related revenues have improved, during FY 2004/2005 we continued to experience decreases in our Property Tax revenues related to the commercial/industrial sector and Unsecured Property Tax. Our projections reflect modest increases over the next few years due to the high level of uncertainty surrounding the economy.

Table IV, below, reflects projected major sources of General Fund revenues for FY 2005/2006 and compares those sources with the FY 2004/2005 revised projections. FY 2003/2004 actuals are also included. Overall, our FY 2005/2006 revenues are forecast to be about 0.73% higher than estimated FY 2004/2005 revenues. 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 Vehicle License Fee/Property Tax swap approved in last year's State budget.

**Table IV Recommended Revenues – General Fund**

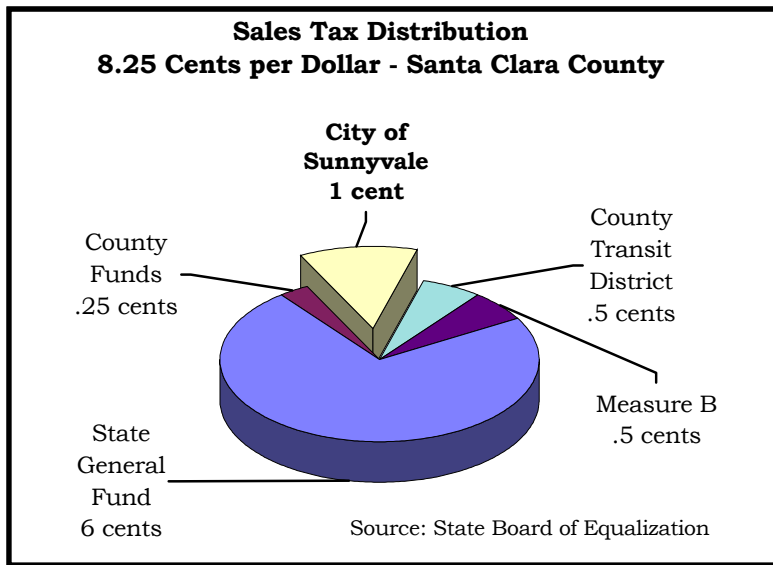
<b>Revenue Character</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Revised Projection</b>	<b>% Growth 2004/2005 over 2003/2004</b>	<b>2005/2006 Proposed Projection</b>	<b>% Growth 2005/2006 over 2004/2005</b>
Property Tax	23,580,170	23,369,331	-0.89%	23,967,319	2.56%
ERAF III	0	-2,051,370	N/A	-2,051,370	0%
Property Tax in Lieu of VLF	0	7,355,550	N/A	7,619,808	3.59%
Sales Tax	23,451,665	24,102,713	2.78%	24,916,650	3.38%
Utility Users Tax	5,876,966	5,833,746	-0.74%	6,015,416	3.11%
Franchises	5,520,536	5,334,051	-3.38%	5,455,378	2.27%
Transient Occupancy Tax	4,751,669	5,005,500	5.34%	5,250,225	4.89%
Permits and Licenses	4,251,724	4,509,759	6.07%	4,753,198	5.40%
Inter-Fund Revenues	2,977,816	4,394,663	47.58%	5,552,274	26.34%
State Shared	6,557,012	4,167,637	-36.44%	942,885	-77.38%
Service Fees	2,276,087	2,205,922	-3.08%	2,314,426	4.92%
Interest	2,796,249	2,562,500	-8.36%	2,693,844	5.13%
Other Taxes	1,868,826	1,963,680	5.08%	2,141,182	9.04%
Miscellaneous	857,848	1,895,639	120.98%	724,784	-61.77%
Rents and Concessions	977,993	1,325,897	35.57%	1,765,065	33.12%
Prop. 172 Sales Tax	1,147,392	1,155,437	0.70%	1,217,253	5.35%
Fines and Forfeitures	750,000	740,822	-1.22%	728,113	-1.72%
Real Property Sale	0	0	0%	550,000	100%
<b>TOTAL</b>	<b>87,641,953</b>	<b>93,871,477</b>	<b>7.11%</b>	<b>94,556,450</b>	<b>0.73%</b>

In the following section are detailed discussions of the City's five major revenue sources: Sales and Use Tax, Property Tax, Utility Users Tax/Franchise Fees, Transient Occupancy Tax, and construction-related revenues. This information will include explanations of the revenue forecasts for FY 2005/2006 and beyond. Following that section will be discussions of several other revenue sources of particular note.

**Sales and Use Tax**

Sales and Use Tax represents the second largest source of revenue to the General Fund, making up 26% of budgeted revenues in FY 2005/2006. In FY 2000/2001 Sales Tax represented the largest revenue source and constituted 32% of total revenue. Since FY 2000/2001 Sales Tax revenue has fallen at a dramatic rate of 35% or nearly \$13 million. However, in FY 2003/2004 Sales Tax revenues increased from the prior year by \$684,668. This marked the first time the City had seen a year-to-year increase since the peak of the “dot com” era.

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.

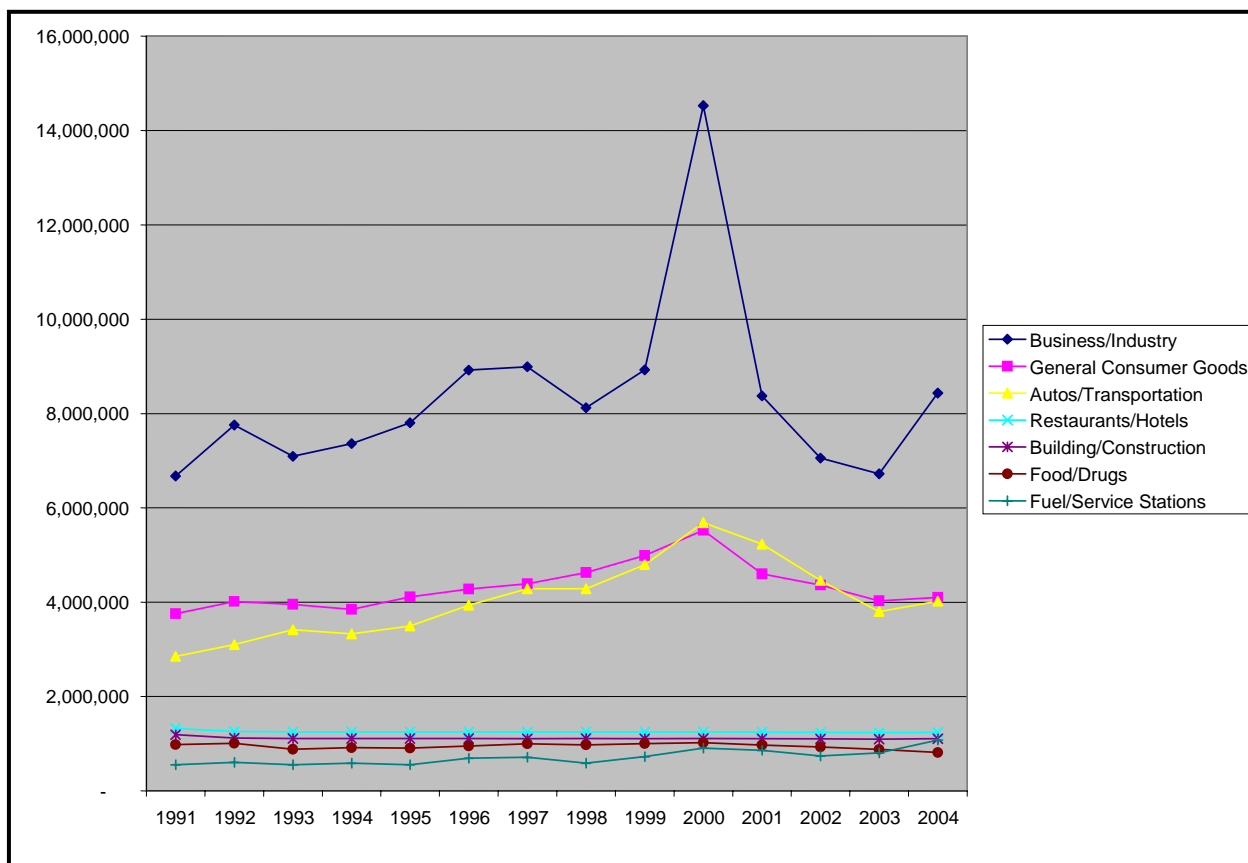


Sales and Use Tax is composed of two different types - general retail sales and business-to-business sales. In Sunnyvale, as well as some other Silicon Valley cities, an unusually high proportion of overall Sales Tax has traditionally been business-to-business in nature; this sector currently constitutes about 36% of our aggregate as opposed to the statewide average of 17%. This makes our Sales Tax much more complicated and difficult to predict because it is often one-time in nature.

Our revised Sales Tax estimate for FY 2004/2005 is \$24.1 million. This is up approximately 3% or \$650,000 compared to our actual receipts for FY 2003/2004, reflecting a continuing modest increase in our local economic base.

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 – 2004)**



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.

Projections for FY 2005/2006 are that the City's Sales Tax revenue will increase by approximately 3.4% above this current year, to \$24.9 million. This is about \$700,000 higher than the \$24.2 projected for FY 2005/2006 last year. Forecasts for the following years reflect Sales Tax receipts increasing by 4.5% in FY 2006/2007 and moderately thereafter to FY 2008/2009, then slightly decreasing through FY 2012/2013 to reflect the business cycle. The forecast for the second ten years is an annual growth of 4.5% based on the average growth in the business cycle.

In developing our Sales Tax projections, staff took into account the known increases and decreases in companies in the City. Several significant business-to-business Sales Tax producers have recently relocated, with an annual loss of approximately \$700,000. However, Council is aware of several new retail establishments that are

coming or are proposing to come to Sunnyvale in the near future. Staff has factored these new additions and identifiable losses into our long-term forecast.

The "Triple Flip" mechanism, implemented by the State beginning July 1, 2004, has also changed the way that Sales Tax is received and accounted for by the City. As discussed earlier, in the Triple Flip, 25% of the local portion of Sales Tax is swapped with Property Tax dollar for dollar based on actual sales collected. The County will estimate the amount of in-lieu Property Tax to be remitted to us based on last year's receipts, and then reconcile their remittances in January of the following year. This process makes it very difficult for us to measure and report our annual Sales Tax revenue because of the delay in accounting.

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 three 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**

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 the VLF/Property Tax Swap. Property Tax now represents 33% of all General Fund revenues.

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. This "ERAF shift" is now 3% of the Property Tax dollar, representing an annual loss to the City of Sunnyvale currently amounting to approximately \$6.2 million. Cumulatively, the total ERAF shift from the beginning represents a loss of \$63 million to Sunnyvale through FY 2004/2005.

Overall FY 2004/2005 Property Tax revenues are expected to be down approximately 1.0% when compared to FY 2003/2004. Despite robust residential valuation growth the City has experienced substantial declines in commercial, industrial, and unsecured valuations. Most notably, receipts received for unsecured property are down nearly 13%, or \$299,288 from FY 2003/2004. This decline in Unsecured Property Tax reflects the continued vacancy in our research and development and commercial buildings, the departure of several manufacturing facilities, and the continued hesitancy of businesses to expand operations and purchase or replace capital equipment.

Revenue from Secured Property Tax, which represents about 85% of total Property Tax revenues, is projected to increase by approximately 3.5% next year. We anticipate continued growth associated with residential real estate and a stabilizing commercial and industry market.

For our 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 2005/2006 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 historically high vacancy levels. In the following fiscal year, FY 2006/2007, we anticipated 6% growth in the residential sector and 2% 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, with an average annual increase of 5%. Staff is also forecasting that the commercial sector will stay flat until FY 2007/2008 when it increases by an average of 4.4% through FY 2014/2015.

The Vehicle License Fee/Property Tax Swap that was part of the State budget last year has been reflected in our Property Tax projections beginning in FY 2004/2005. As discussed earlier, the Property Tax base has been increased 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 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, generating about 12% of the total. Historically, these two revenue categories have been combined because one of the primary sources of revenue for both is sale of electricity and gas.

The City's UUT revenues are based upon receipts from intrastate telephone, gas, and electric usage. Approximately 63% of UUT revenue is derived from the sale of electricity, 26% is related to intra-state telephone usage, and 11% is derived from the sale of gas.

As indicated in Table II, above, receipts from UUT are expected to remain flat in FY 2004/2005 compared to last year's receipts. UUT receipts are primarily driven by electric 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 increase of approximately 3%. UUT revenues are projected to increase by 3% from FY 2005/2006 through FY 2014/2015 and 4% for the second ten years of the Long Term Financial Plan.

The City receives a one-time franchise payment from PG&E each year which represents about 41% of all Franchise Fee revenue. The City's other main franchise

agreements are with Comcast Cable and Specialty Garbage. We expect Franchise revenues to meet budgeted projections for FY 2004/2005. For FY 2005/2006 Franchise Fees are projected to increase by 2.27% over the current actual. Future year projections include an increase of 3% annually from FY 2006/2007 through FY 2014/2015 and 4% annually in the second ten years of the Plan.

### **Transient Occupancy Tax**

Transient Occupancy Tax (TOT) represents the fourth largest revenue source of the General Fund, constituting about 5.5% of the total.

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. The Sunnyvale TOT rate, at 8.5%, is the lowest in Santa Clara County. Most cities are at 10%, with Santa Clara at 9.5%.

Since FY 2000/2001 TOT revenue has fallen at a dramatic rate of 55% or nearly \$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 measured indications of growth. For FY 2004/2005 we anticipate that TOT revenue will exceed the prior year's amount by approximately 5%. We are forecasting a more robust recovery in FY 2005/2006 through FY 2008/2009, tempered by some adjustments as discussed below.

A number of changes in the City's hotel and motel properties have recently occurred or are scheduled to occur in the next year. One Best Western property on El Camino Real was purchased in March and is being demolished to be replaced by a retail establishment. The Woodfin Suites on El Camino Real was closed as of February and is being converted to residential. Finally, the Four Points Sheraton has shared plans with the City to demolish the existing hotel and replace it with a smaller, higher end hotel property and residential housing. These losses and changes in our hotel and motel businesses have been reflected in our TOT forecasts for FY 2005/2006 and beyond. As a result of the adjustments to the base forecast, we are projecting a 5.2% increase in TOT for FY 2005/2006 and a 2.2% increase in FY 2006/2007. In FY 2007/2008, we are forecasting a 14.5% increase to reflect the return of the Sheraton property to the base. 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 5.7% 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 2004/2005 to increase by approximately 6% when compared to the prior year.

Future years' projections have been based on a rolling eight-year economic cycle. The forecasts for FY 2005/2006 and FY 2006/2007 also take into account the effects of the Downtown Mall Redevelopment project, which is one of the largest developments that Sunnyvale has experienced. Projections call for growth of approximately 5.4% for Permits and Licenses in FY 2005/2006 and an increase of 34% for Construction Tax. In the following years construction-related revenue will grow at a slower pace until FY 2006/2007, and then decline until FY 2010/2011. The business cycle will then be repeated over the remainder of the planning period.

### **Other Revenue Highlights**

The recommended FY 2005/2006 Budget includes certain other revenue sources which need some explanation.

### **State Shared Revenues/Vehicle License Fees (VLF)**

In prior years VLF represented the General Fund's fourth largest revenue source. VLF is an annual fee on the ownership of a registered vehicle in California, levied in place of a property tax on vehicles. The State's adopted FY 2003/2004 Budget included a provision which permanently reduces the VLF rate from 2% to .65%, reduces corresponding revenues to local government and replaces these revenues with an equal amount of Property Tax.

As staff was reflecting this change in the FY 2004/2005 Budget, it was believed that the reduction in VLF revenues would correspond to the pro rata reduction in rate. Thus our projections were that the City would receive 32% of its prior VLF with the difference made up in Property Tax. It was subsequently discovered that the bulk of the remaining VLF monies for local government would be allocated to counties, with very little distributed to cities. Staff has therefore reflected this new situation in the recommended FY 2005/2006 Budget. It should be noted that the amount actually received in FY 2004/2005 is significantly higher than the budgeted amount for next year because of timing issues with the VLF distribution at the State level.

Also included in this category for FY 2004/2005 projected is \$2.1 million that the City collected by participating in the VLF Loan Receivable Financing. This revenue is one-time only and represents early collection by the City of monies owed to us from the State.



### **Interfund Revenues**

Interfund Revenues include repayment to the General Fund of various loans made to other funds. Also included here is the repayment by the Redevelopment Agency of the General Fund advance. This revenue source is projected to be up by 26% in FY 2005/2006, largely due to a higher repayment from the Redevelopment Agency.

### **Rents and Concessions**

The category of Rents and Concessions includes two charges to the utilities for rent of General Fund land. The first is a charge to the Solid Waste Fund for use of the land that the SMaRT Station occupies. This charge, in the amount of \$333,000 was new in FY 2004/2005. The second, a charge to the Wastewater Management Fund for the use of the land that the Water Pollution Control Plant occupies, is new for FY 2005/2006. The amount of the WPCP rent is \$297,000. Both revenues continue through the 20-Year planning period, increased by inflation.

### **Library Audiovisual (DVD) Fees**

As part of the City's budget reduction exercise for FY 2003/2004 the Library proposed a new fee to cover rental of their DVD collection. Annual revenues from this source were estimated to be \$300,000, with costs of \$63,000. This program was scheduled to begin in FY 2004/2005. Experience to date indicates that the revenues realized will be in the range of \$100,000. Therefore, the Library has revised the ongoing estimates and made reductions in their operating budget to make up the net difference. These new estimates have been reflected in the General Fund revenues and operating expenditures for FY 2005/2006 and beyond.

### **Real Property Sale**

The recommended FY 2005/2006 Budget includes \$550,000 in new revenue from the sale of a house on Charles Street owned by the General Fund. It is staff's recommendation that this house, which is currently rented as affordable housing, be transferred to the Housing Mitigation Fund, which has the primary responsibility for low and moderate income housing in the City. Currently the General Fund is receiving below-market rent for this property. The Budget also includes a modest reduction in rental income and maintenance costs due to the sale of this house.

### **Emergency 911 Fee**

The FY 2004/2005 Long Term Financial Plan contemplated full implementation of an Emergency 911 Fee beginning in FY 2005/2006 as part of the Fiscal Strategies to balance the City's structural deficit. This fee was originally anticipated to begin in FY 2004/2005 but was delayed for one year to resolve certain legal issues that had arisen. In June 2004, the Council approved the fee in concept pending resolution of

the legal issues and challenges. This fee was forecast to recover a total of \$2 million annually.

A number of cities in the Bay Area have enacted, or are considering the enactment of a cost recovery fee to help finance the operation of emergency 911 dispatching centers. Two municipalities, Stockton and Union City, enacted such ordinances last year and are currently involved in lawsuits sponsored by telecommunications providers. The lawsuits essentially allege that the fee is actually a tax and therefore has been enacted in violation of the voter approval requirements of Proposition 218.

Both lawsuits are still currently in progress and are at various stages. Meanwhile, the City of San Jose began collecting an Emergency 911 Fee in January 2005 and has not had legal challenge as of yet.

Based on the uncertain timing and outcome of the two existing lawsuits staff has removed the revenue from the Emergency 911 Fee from the General Fund Long Term Financial Plan. When and if a clear conclusion is reached, staff recommends that Council move forward with implementation of this new revenue to offset the continuing substantial costs of our emergency dispatch center.

### **Utility Infrastructure Fee**

A new item that was included in the FY 2004/2005 Budget was the Municipal Utilities Infrastructure Fee. This fee was approved in concept in FY 2003/2004 and was scheduled to take effect in FY 2004/2005 in the amount of \$645,000. The concept was that this fee would be collected from the City-owned Water and Wastewater utilities for their impact on General Fund assets. Currently the city charges a franchise fee to the private utilities that operate here, including the contractor that provides refuse collection services.

During the first part of FY 2004/2005 the Department of Finance engaged an expert to determine the impact of the Water and Wastewater utilities on the City's street system. This independent analysis ultimately revealed that the Utility Infrastructure Fee was not viable because of a number of recent legal rulings. For FY 2005/2006 and beyond we have removed this revenue source from the General Fund.

### **Additional Sales Tax from Redevelopment of Town Center Mall**

Another revenue that was included in the Fiscal Strategies used to balance the FY 2004/2005 Budget was additional Sales Tax, net of any additional costs, to be generated from the redeveloped Town Center Mall. It is anticipated that this revenue will be approximately \$1 million per year. The Long Term Financial Plan shows these funds beginning halfway through FY 2007/2008 in keeping with the current development schedule.

**Traffic and Parking Fines**

During preparation of the recommended FY 2005/2006 Budget staff discussed the forecasts for traffic and parking fines collected by the Department of Public Safety. Specifically, the formula for distribution of the fines collected by the courts was reviewed so that the City could understand if we were receiving all monies to which we were entitled.

It is interesting to note that most of the bail or fine monies for traffic citations go to the courts for support of the criminal justice system rather than being returned to DPS to support the cost of enforcement. Bail for Vehicle Code traffic offenses is established by the State Judicial Council and adopted annually by the Superior Court of Santa Clara County. Bail for specific offenses includes an established base fine and additional penalty assessments. Cities receive 74% of the base fine, with the County receiving the rest. The average base fine for the most common Vehicle Code offenses such as speeding or red light running, is \$85. In Santa Clara County, penalty assessments totaling 235% of the base fine are added to the bail schedule. Local cities do not receive any funds associated with the penalty assessments.

For most parking violations, the City receives about 79% of the bail or fine amount. Bail for most parking violations is set at \$32. Additional assessments totaling an average of \$5 per citation are collected for various court purposes.

The distributions received by the City for traffic or parking citations have not been audited in the recent past. In FY 2005/2006 the Department of Public Safety and the Department of Finance will work together to audit these distributions and review any possibility for increased recovery.

***General Fund Expenditures***

Table V, below, outlines the recommended expenditures for the General Fund only. Looking at just the General Fund, the proposed operating expenditures for FY 2005/2006 are 4.7% above the revised FY 2004/2005 Budget. Total General Fund recommended expenditures, including projects, debt, and equipment, are 2.85% above the revised FY 2004/2005 Budget.

<b>Table V Recommended Expenditures – General Fund</b>				
<b>Expenditure Character</b>	<b>2003/2004 Actual</b>	<b>2004/2005 Revised Budget</b>	<b>2005/2006 Proposed Budget</b>	<b>% Growth 2005/2006 over 2004/2005</b>
Operating	88,559,706	98,022,782	102,627,270	4.70%
Project Operating	0	0	9,668	N/A
Projects	3,405,116	3,421,372	1,450,329	-57.61%
Debt	412,283	411,358	410,138	-0.30%
Lease Payments	1,216,661	1,220,728	1,219,558	-0.10%
Equipment	0	0	300,000	N/A
<b>TOTAL</b>	<b>93,593,766</b>	<b>103,076,240</b>	<b>106,016,963</b>	<b>2.85%</b>

The major portion of the rise in operating costs for the General Fund in FY 2005/2006 is 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 \$2.9 million in increased retirement costs for FY 2005/2006 above the current level. When these retirement increases are factored out of the calculation, the real increase in General Fund operations is 1.8%. The remaining portion of the increase in operating costs is due to salary increases programmed as part of the Public Safety Officers Association Memorandum of Understanding, and increases in other personnel-related costs such as health insurance and workers' compensation.

The recommended FY 2005/2006 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:

<b>Labor Unit</b>	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008 to 2014/2015</b>	<b>2015/2016 to 2024/2025</b>
SEA/Confidential	0.00%	1.00%	3.00%	4.00%
PSOA	3.00%	1.00%	3.00%	4.00%
COA	0.00%	1.00%	3.00%	4.00%
SEIU	0.00%	1.00%	3.00%	4.00%
Management	0.00%	1.00%	3.00%	4.00%

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, as indicated in the following table:

<b>Labor Unit</b>	<b>No. represented</b>	<b>MOU expiration date</b>
SEA	530	June 30, 2008
PSOA	215	June 30, 2006
COA	19	December 31, 2005
SEIU	57	June 30, 2005

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. Our budget assumptions are that economic conditions will moderate future salary increases in our comparator cities.

Another major factor with significant fiscal implications for the General Fund is the rapid escalation that has been experienced in the cost of personnel benefits over the last several years. The recommended FY 2005/2006 Budget contains an increase of 10.6% in expenditures for the Employee Benefits Fund over this current year. 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 additional changes in the operations component of the General Fund are highlighted below:

- During FY 2004/2005 the Public Safety Department slowed recruiting efforts substantially because they were overstaffed in sworn officers. This will allow the department to save approximately \$1.5 million in recruitment costs. These savings have been reflected as savings to the FY 2004/2005 Budget.
- It is projected that because of current overstaffing the Public Safety Department will not need to recruit during FY 2005/2006. This will result in one-time savings of \$2.5 million which have been recognized in the General Fund.
- FY 2005/2006 is an on year for City elections. Therefore \$170,000 is included in FY 2005/2006 for election-related costs.
- Each year the Gas Tax Fund supports a large portion of the Public Works Pavement Operations program. The amount that is used for this purpose varies each year depending upon funds available and project requirements. In FY 2004/2005 the Gas Tax support amounted to \$2 million. For FY 2005/2006 the use of Gas Tax has been increased to \$3.9 million. This accounts for the fact that the increase in operations for the Combined General Fund and Gas Tax Fund is 6.5% while General Fund alone is 4.7%. In essence, the Gas Tax Fund is defraying more of the General Fund street expenditures in FY 2005/2006.

Although the recommended FY 2005/2006 Budget for the General Fund shows an increase over the prior year, it must be emphasized that the level of service reflects the major reductions that occurred in FY 2003/2004.

### ***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 no budget supplements to be considered.

## **General Fund Projects**

This is the first year of the two-year budgeting cycle for projects. Therefore, staff efforts were directed toward an extensive review of both currently existing projects and newly proposed projects. 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 by project name and the other by project number.

The recommended FY 2005/2006 Budget for the General Fund includes \$50,000 in Capital Projects, \$1,107,720 in Special Projects, and \$203,934 in Outside Group Funding Projects. Additionally, 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. The recommended FY 2005/2006 Budget includes \$1,060,492 in transfers from the General Fund to the Infrastructure Renovation and Replacement Fund. *Volume II, Projects Budget* contains details on the projects included in the Infrastructure and Capital Projects Funds in the recommended FY 2005/2006 Budget.

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 2005/2006 Budget:

- **Utility Underground Cost Sharing:** The Sunnyvale Municipal Code requires that developments underground overhead utilities. In some cases, the City is required to pay for portions of the undergrounding. This project provides funding for the City's required portion to underground overhead utilities. A budget of \$50,000 per year, growing with inflation, has been established but may change pending completion of a study issue on undergrounding practices. This work was defunded in previous years due to budgetary constraints but has been restored to reflect the current Municipal Code requirements.
- **City Owned Properties - Downtown:** This project provides funds to maintain seven properties that the City owns in the downtown area. These properties include two single family residences, the Chamber of Commerce building, the bus depot, a duplex and two vacant lots. Changes to the project in FY 2005/2006 include a slight increase in cost and the extension of the project through FY 2008/2009. It is projected that the City will dispose of these properties in FY 2009/2010. The General Fund previously owned a third single family residence at 388 Charles Street, which is proposed to be transferred to the Housing Fund in FY 2005/2006. Therefore, the maintenance and rental revenues for that house are reflected in the Housing Fund for FY 2005/2006.
- **239/241 Commercial Street Property Maintenance:** This new project provides for the maintenance of the City's property at 239/241 Commercial Street. The City purchased this property in January 2003 for future expansion

of the City's Corporation Yard, which is next door. Due to the economic downturn, the expansion project has been deferred, and the property will continue to be leased to Sunnyvale Towing. The property is an older concrete tilt up building, and routine maintenance is required to maintain its marketability. Funds in FY 2005/2006 in the amount of \$10,000 are programmed for work to the heating, ventilation and air conditioning (HVAC), plumbing, and electrical systems. Smaller amounts of approximately \$5,000 growing with inflation are programmed for the remainder of the 20-Year Plan. Costs of the maintenance are fully covered by payments from the lessees of the building.

- **Update of Mandated General Plan Sub-elements:** This project funds the General Plan Sub-element updates that are mandated by the State or other federal or local regulations. Funds in the amount of \$35,000 are budgeted in FY 2005/2006 to update the Housing Sub-element. Future funds are identified for the Noise, Land Use and Transportation, and Safety and Seismic Safety Sub-elements. Funding is estimated every two years for these required updates.
- **Updates of Non-Mandated General Plan Sub-elements:** This project provides for the updating of the 17 General Plan Sub-elements that are not mandated by the State. Funds are identified for the Arts, Public Safety Support Services, Socio-Economic, Community Design, and Air Quality Sub-elements in the first ten years. This project begins in FY 2006/2007 and continues every two years for the remainder of the plan.
- **Optimal Staffing Study for Public Works:** This project provides for a study to ensure that the City's Department of Public Works meets current service levels in the most cost effective manner. Funds in the amount of \$100,000 are budgeted in FY 2005/2006, with \$53,000 of this coming from transfers from the City's three utility funds.

### ***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 adopted 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.

In prior years the General Fund also has had 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. Before FY 1993/1994, 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.

In the recommended FY 2005/2006 Budget the *Service Level Contingency Reserve* has been removed from the General Fund Long Term Financial Plan. Removing these monies will have an impact on interest earnings in the General Fund, since the Reserve's total of about \$5 million is no longer in our cash portfolio. The elimination of the Reserve continues through FY 2016/2017, when *Current Resources* begin to exceed *Current Requirements*. In FY 2017/2018 we have reinstated the on-going *Service Level Set-Aside* in the amount of \$1 million. It should be noted that the Set-Aside grows significantly toward the latter part of the 20-year plan.

A third reserve that the General Fund has had in the past 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 during the height of the dot.com boom. 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. The balance of this reserve at the end of FY 2004/2005 is currently projected to be \$163,506. In the recommended FY 2005/2006 Budget this reserve has been eliminated.

A fourth reserve in the General Fund is entitled the *20-Year Resource Allocation Plan (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 several 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. The recommended Long-Term Financial Plan shows the *20-Year RAP Reserve* being drawn down until FY 2011/2012 to reflect the structural imbalance the General Fund is experiencing in those years.

A detailed discussion of our current projections for the *20-Year RAP* beginning in FY 2005/2006 is found in the section below entitled *General Fund Fiscal Position and Required Fiscal Strategies*.

Finally, the City has two reserves for specific purposes. The first, the *Land Acquisition 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. In the past, 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. For FY 2004/2005 the reserve balance is \$3 million. However, in the recommended FY 2005/2006 Budget the reserve level is \$550,000. This reflects the elimination of the \$3 million current balance and the addition of proceeds from the land sale of a property on Charles Street to the Housing Mitigation Fund. This transaction is discussed in more detail in the section of this Transmittal Letter on *General Fund Revenues*.

The second restricted reserve is the Set Aside for the Historical Museum in the amount of \$20,000. When Council approved an appropriation for construction of the Sunnyvale Historical Museum, an allocation of \$20,000 was also approved to help defray operating expenses in the first few years. This money has been set aside pending actual construction and opening of the Museum.

In past years the General Plan Long Term Financial Plan has contained a planned expenditure called *Fiscal Uncertainties*. The *Fiscal Uncertainties* line item was 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.

For the recommended FY 2004/2005 Budget the *Fiscal Uncertainties* line item was zeroed out for the first nine years of the plan. In the recommended FY 2005/2006 Budget this line item has been eliminated.

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

The City has made considerable progress toward its goal of long term financial stability during this past year. Particularly noteworthy is our work to identify and fund our infrastructure renovation and rehabilitation needs and our continued refinement of the City's Planning and Management System.

Phase I of the Long Range Infrastructure Plan (LRIP), which incorporates General Fund-related assets, has been in place for some time. Revision of the original assumptions regarding cost and timing are in the process of being reviewed and updated. Staff has also been identifying and inventorying utility-related fixed assets and for the first time the recommended FY 2005/2006 includes preliminary estimates for a full twenty year time frame. Work to refine the utility-related LRIP further will be completed in late 2005. Updates to both phases of the LRIP will be reflected in the budget for FY 2006/2007.

Sunnyvale's Planning and Management System provides the foundation upon which to make informed policy decisions in support of the City's core mission. During this past year staff has undertaken an ambitious program to update all administrative policies as well as our basic performance budgeting structure. Most of the administrative policies have been reviewed and updated. A review and analysis of the performance based budgeting system began early in FY 2004/2005 and is expected to be completed by the end of the fiscal year. Work included evaluation of the philosophy and intent of the system as well as the process. Recommended changes to the performance based system will be brought to Council in a study session format early in FY 2005/2006. Following approval of the revised system, staff will begin an implementation stage to restructure all programs into the revised format. This work will be completed during FY 2005/2006 and used in preparing the next two-year operating budget.

Sunnyvale also faces a number of challenges to its long term financial stability. The continuing decline in Sunnyvale's General Fund revenues over the last several years and some sharp increases in personnel costs have led to a continuing structural imbalance between revenues and expenditures in the City's General Fund. For FY 2005/2006 we are projecting that revenues and expenditures will still be out of balance for the first portion of our planning period.

The General Fund Long Term Financial Plan contains a section 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 seven years of the plan, or through FY 2011/2012. In FY 2012/2013 the revenues and expenditures are essentially even and then revenues begin to be greater than expenditures by varying amounts.

The recommended FY 2005/2006 Budget for the General Fund continues to reflect Sunnyvale's new fiscal reality. The level of services included reflects the reductions made in FY 2003/2004 with no further increases proposed. In order to balance over the planning period, a number of reserves were reduced or eliminated. This provides

virtually no flexibility for responding to unplanned conditions or potential fiscal challenges.

It should be cautioned, as we discuss the fiscal health of the General Fund, 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: Library facilities and programming needs; an increasing Community Recreation Fund subsidy requirement; rising employee costs; unfunded projects; and the need for Civic Center replacement or renovation.

A recent study issue conducted in FY 2004/2005 indicates that our Library facility and collection are not keeping up with the growing demand for our services. A visioning exercise will be conducted during FY 2005/2006 to define the Library of the future. This may result in a need for substantial new services or facilities.

The status of the Community Recreation Fund, which currently projects a structural imbalance between desired program expenditures and revenues, also poses a fiscal risk to the General Fund. To the extent that the revenues generated in the Community Recreation Fund are insufficient to support all of the services that the community believes are important to our quality of life, Council will be faced with the choice of reducing programs or increasing the subsidy from the General Fund.

As mentioned earlier, the cost for employees, both in salaries and benefits, has increased significantly in the last several years. If our assumptions do not hold, the current budget does not have the flexibility to handle unplanned increases.

An additional challenge to the General Fund's long term fiscal health is the unfunded capital and infrastructure projects that have been identified this year which total about \$444 million over the 20-year period. Of particular concern is the unfunded Civic Center project scheduled in FY 2019/2020 and FY 2020/2021. At that time, it will be necessary to reconstruct or renovate the existing City Hall, Library, and Public Safety Building due to functional obsolescence. It is estimated that the total cost of improvements will be \$150 million.

Finally, in order to maintain the quality of life that the community expects, the City needs to function as a high performing organization, leveraging opportunities as they arise and attracting and retaining top level employees. In order to be high performing, we need to invest in our human resources, providing opportunities for learning and developing skills and the tools necessary to function at optimum levels.

Last year, the FY 2004/2005 Budget and Long Term Financial Plan for the General Fund includes several *Fiscal Strategies* that were designed to address the ongoing structural gap between revenues and expenditures. First, full implementation of the new Emergency 911 Fee was reflected starting in FY 2005/2006. This fee was estimated to generate approximately \$2 million in new revenues.

Second, the additional Sales Tax that will be generated from redevelopment of the Town Center Mall was reflected in the plan starting in the second half of FY 2007/2008. This revenue has been estimated to add \$1 million in new revenue annually net of potential additional City costs.

Although it appears that the additional Sales Tax from the Town Center Mall is still likely to be realized, the implementation of the Emergency 911 Fee has been delayed pending resolution of outstanding legal issues. To reflect this status, the recommended FY 2005/2006 Budget does not include receipt of the Emergency 911 Fee.

After the other fiscal strategies were considered, the General Fund Long Term Financial Plan still required an additional ongoing decrease in expenditures or increase in other revenues in order to balance over the first portion of the planning period. Staff reflected this amount in the line item *Fiscal Strategies* contained in the *Expenditures* section of the plan. It was forecast that about \$2.3 million in strategies that would either reduce costs or increase revenues would need to be in place through FY 2011/2012. Last year Council participated in a comprehensive service level review process and identified service level reductions in the amount of \$2.2 million. These reductions were deferred until December 2004 and then again until consideration of the FY 2005/2006 budget because of improving economic conditions.

It now appears that approximately \$1.1 million in ongoing service reductions or revenue increases will be necessary in order to balance the Long Term Financial Plan and close the structural gap in the General Fund. This amount is shown on the *Fiscal Strategies* line item through FY 2012/2013.

In order to address the \$1.1 million gap and provide some flexibility for dealing with future financial challenges, staff is recommending that a number of fiscal strategies be pursued. Some of these strategies involve revenue enhancement, and other involve reductions in cost.

First, staff has not included the revenues from the Emergency 911 Fee in the recommended FY 2005/2006 Budget because of the current legal questions. As soon as the legal issues are resolved, implementation in accordance with Council direction will provide approximately \$2 million in needed new resources.

Second, staff is recommending that the Council pursue two other possible tax increases. The City's Transient Occupancy Tax and Business License Tax rates are lower than those of most of our surrounding communities. An increase in the Transient Occupancy Tax to the County average would generate about \$900,000 and raising the Business License Tax could provide \$750,000 - \$1 million in additional funds. These tax rate increases are not included in the recommended FY 2005/2006 Budget pending Council consideration and subsequent voter approval. If approved, these two revenue increases would provide additional resources to address future challenges.

Meanwhile, staff is continuing to explore the cost saving strategies and ideas that were included in last year's budget. A list of these efforts is included as *Appendix B* to this Transmittal Letter. Finally, staff will be reviewing and prioritizing the \$2.2 million in service reductions that have been identified and will bring back recommendations for Council consideration during the Mid-Year Review process.

## **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, the State Traffic Congestion Relief Program (TCRP) 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 \$3.9 million for FY 2005/2006 and \$2.2 million for FY 2006/2007. For the remainder of the first ten years, operating expenses vary from \$2.05 million to \$2.7 million each year. Operating expenses are slightly lower in the second ten years.

The recommended FY 2005/2006 Budget for the Gas Tax Fund has two capital projects totaling \$220,000. The first is a continuing project in the amount of \$20,000 annually plus inflation for the City's share of development costs associated with streets and roadways. The second is a new project in the amount of \$200,000 for the installation of radar speed signs in schools areas.

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. The cost is higher in the prior and current year of the Long Term Financial Plan because there were a number of larger projects that were programmed from Gas Tax revenues during that time period.

Finally, the recommended FY 2005/2006 Budget reflects a transfer to the Capital Projects Fund/Gas Tax Sub-fund of \$170,956 to support the Roadway Rehabilitation on Various Streets project (\$2,736) and provide \$168,220 for the project administration costs associated with Gas Tax related projects in the Capital Projects Fund.

## **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 2005 Council approved the following rate changes as recommended by staff:

<b>Utility</b>	<b>Rate Change</b>
Wastewater	5.5%
Water	4.5%
Solid Waste	5.5%

Each rate increase and the factors contributing to the need for such increases are discussed in detail below. As a result of these increases, monthly costs associated with solid waste, water, and wastewater services for an average residential customer will increase by 5.2% overall. It is important to note that even with the rate changes, Sunnyvale residents enjoy utility rates that are approximately 30% lower than the average of surrounding communities. This amounts to annual savings of approximately \$370 per household. Commercial customers also enjoy rates that are competitive with surrounding communities.

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.

### **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), 45% from the Santa Clara Valley Water District (SCVWD), 5.5% from well water, and the remaining 7.5% from recycled water.

A significant portion (61.7%) 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 currently purchases water from the two wholesalers at \$492 per acre-foot for the SFPUC and \$495 per acre-foot for the SCVWD. Our forecast anticipates a cost for FY 2005/2006 of \$466 per acre-foot for SFPUC water and \$510 per acre-foot for water purchased from SCVWD. As always, to the extent possible staff will attempt to purchase water from the least expensive source.

The City also receives charges in the form of a pump tax from the SCVWD for pumping ground water from City wells. The unit cost for well water is also influenced by the power costs associated with running the pumps. The projected well water total unit cost (tax plus power) for FY 2005/2006 is \$503 per acre-foot.

Finally, the City's Water Pollution Control Plant (WPCP) provides recycled water as part of the Water Reclamation Project begun in 1993. Recycled water is wastewater that has been treated to very high standards. Recycled water currently provides landscaping water for the Sunnyvale Municipal Golf Course, Baylands Park, Twin Creeks softball complex, the SMaRT Station, and several commercial businesses in the Moffett Park area. The cost for recycled water is borne by both the Water Supply and Distribution Fund and the Wastewater Management Fund. The Water Fund distributes and sells recycled water and also benefits through reduced reliance on potable water sources. The Wastewater Fund benefits from the diversion of wastewater from discharge to the San Francisco Bay through reduced wastewater management regulatory requirements. In addition to these benefits, the City receives a \$115 per acre-foot rebate from the SCVWD to encourage use of recycled water, which we are forecasting for the next five years in our financial plan.

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. Staff has received ten years of projections from SCVWD, five years from SFPUC, and an estimated additional five years of SFPUC rates from the Bay Area Water Supply and Conversation Agency (BAWSCA). BAWSCA is the agency which represents the "Suburban Users", a group of water retailers outside the City of San Francisco. Sunnyvale is one of 28 jurisdictions outside of the City of San Francisco who make up approximately 70% of the system's customers.

In March 2005, City staff received information from BAWSCA regarding a rate proposal from SFPUC for the next two years. In short, SFPUC had failed to complete scheduled capital improvements in a timely manner and therefore significantly overcharged the suburban users. In order to credit us for the overcharging, SFPUC was proposing to reduce our wholesale water rate by 9.8% effective April 2005 and hold the rate flat for FY 2006/2007. Sunnyvale and the other BAWSCA agencies agreed to implement this rate proposal which would avoid sharp rate fluctuations for our ratepayers. This approach has been reflected in our Long Term Financial Plan for the Water Fund.

The recommended FY 2005/2006 Budget assumes the proposed decrease of 9.8% for SFPUC and an increase of 3% for SCVWD. The Budget also includes the projections provided by SFPUC and BAWSCA through FY 2014/2015 and by SCVWD through FY 2011/2012. It should be noted that BAWSCA is projecting substantial rate increases for SFPUC in FY 2010/2011 through FY 2014/2015 to reflect completion of their ambitious Capital Plan. The projections provided by each agency are as follows:

	<b>SFPUC</b>	<b>SCVWD</b>
FY 2005/2006	-9.8%	3.0%
FY 2006/2007	0%	4.9%
FY 2007/2008	10.8%	2.8%
FY 2008/2009	6.3%	3.6%
FY 2009/2010	7.5%	5.3%
FY 2010/2011	34.3%	3.3%
FY 2011/2012	25.4%	3.2%
FY 2012/2013	20.4%	
FY 2013/2014	16.8%	
FY 2014/2015	14.5%	

Our experience tells us that the projections from the SFPUC are particularly unreliable, and subject to frequent change. Beyond the first ten years, 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.

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 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. At this same point, the projected acre-feet taken from the SFPUC are essentially flattened for the remainder of the 20-year period. For this same period, there are slight increases in the use of SCVWD to meet the projected demand in FY 2024/2025.

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.

Over the past few years, while the focus has been on the SFPUC capital improvement issues, Sunnyvale staff has been working to identify and scope projects to improve the City's own water supply and distribution system. In addition to the \$3.4 million in capital and infrastructure projects included in the FY 2004/2005 Budget, the recommended FY 2005/2006 Budget proposes \$27.5 million in water infrastructure projects and \$8.8 million in water capital projects over the twenty year plan. Public Works staff have proposed a methodical and measured repair and rehabilitation plan



for the water supply facilities with the goal of extending infrastructure life by up to 100 years.

Following are some of the major capital and infrastructure projects included in the recommended FY 2005/2006 Budget and Long Term Financial Plan:

- **Refurbishment of Water Tanks at Wright Avenue:** This project provides \$2,730,675 in funding to refurbish the two water tanks located at Wright Ave., inside and out, in accordance with a complete structural and coating evaluation done in 2004. Refurbishing the tanks is much more cost-efficient than replacing them, since the cost of replacing one tank can exceed several million dollars. Proper coating with the normal schedule of periodic tank maintenance should keep the tanks in useable condition for up to 40 years. For FY 2005/2006 the recommended funding is \$1,540,000; an additional \$1,190,675 is planned in FY 2009/2010 to complete the refurbishment of both water tanks.
- **Central Water Plant Building Reconstruction:** The Central Water Plant is a critical element of the City's water supply system. This project will provide \$1,815,600 in funding during FY 2006/2007 and FY 2007/2008 to replace the existing structures and evaluate the existing equipment. Additionally, the project will provide funding to install a new propane generator, magnetic flow meter, and underground piping.
- **Equipment Replacement at Five Hetch Hetchy Connections:** This project provides \$689,870 over three years for the replacement of pressure reducing valves, gate valves, limitorque valves and vaults and installation of magnetic meters at five connections (located at Lawrence, Fair Oaks, Borregas, Lockheed, Palomar, and Mary) to the Hetch-Hetchy water supply pipeline. The equipment is being replaced because of age and to provide upgrades allowing each facility to be connected to the City's Supervisory Control and Data Acquisition (SCADA) system. \$111,000 is recommended for FY 2005/2006.
- **Earthquake Mitigation of Water Tanks:** The impact of tank failure during seismic activity is amplified by likely additional needs placed on the water system to protect public health and to provide fire suppression. This project will provide \$1,986,000 to fund improvements to foundation connections by anchoring tanks to the ground and improve water inlet, outlet, and overflow connections by adding flexible couplets making them more reliable in seismic events. \$150,000 is budgeted for FY 2005/2006 and the remainder the following year.
- **Pressure Reducing Valve Replacement and Relocation for SCADA:** Pressure reducing valves are an integral part of the water distribution system, providing balanced water pressure throughout the City. The valves are 40 to 50 years old, and the cost of preventive maintenance has begun to exceed replacement costs. This project provides \$2,536,236 over twenty years starting in FY 2005/2006 to replace the City's sixty existing pressure-reducing valves with new ones.

- **Hamilton Plant Emergency Generator and Mechanical Reconstruction:** This project provides \$781,600 in funding to install an already-purchased emergency back up generator at the Hamilton Water Plant, including the pouring of a concrete pad base with electrical connections. \$190,000 is programmed in FY 2005/2006 and \$591,600 in FY 2006/2007.
- **City-Wide Water Line Replacement:** The integrity of the City's water supply system is critical to protect public health and safety. The success of these goals is dependent on the maintenance and eventual replacement of aged and worn infrastructure. Currently, many portions of the water system have exceeded their estimated life expectancy of 35 to 40 years. This project will provide \$13,175,581 to begin the replacement of a total of 280 miles at a rate of 0.3 miles per year ramping up to 2 miles per year by 2011. Replacement will also upgrade pipes and fittings for seismic stability. \$250,000 is budgeted in FY 2005/2006 for this project.
- **Interior Coating of Water Tanks:** This project funds \$2,097,863 to remove the interior coal tar coating of five small water tanks and three large water tanks and will re-coat them to American Water Works Association standards. \$581,400 is budgeted in FY 2006/2007 for the five small half-million gallon tanks, and the remainder of the project is scheduled in FY 2011/2012 through FY 2013/2014.

For FY 2004/2005 the City's method of accounting for capital and infrastructure projects in the utility funds was changed to reflect preferred practices, with capital projects and infrastructure projects 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.

A new item on the Water Fund Long Term Financial Plan For FY 2004/2005 was the Municipal Utilities Infrastructure Fee. This is a new fee that was approved in concept in last year's budget process and was scheduled to take effect in FY 2004/2005. However, a study conducted during FY 2004/2005 by the Department of Finance found that it would be difficult to levy such a fee that would meet the legal requirements associated with Proposition 218. The recommended FY 2005/2006 Budget therefore removes this fee from the Long Term Financial Plans of the Water and Wastewater utilities. The study did conclude, however, that the direct charges to the utilities should be reviewed to ensure full cost recovery. Staff from Public Works and Finance are currently reviewing these charges.

The Water Supply and Distribution Fund carries a loan that was advanced from the General Fund for an original principal balance of \$1,632,000. 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.

The recommended FY 2005/2006 Budget reflects an accelerated repayment schedule for the Interfund Loan. The revised schedule retains the same interest rate of 6% but accelerates repayment to only eight years. The repayment is now scheduled for FY 2007/2008 through FY 2014/2015. This change helps the Water Fund mitigate the impact of projected large increases in SFPUC water costs in the later years of the plan by bringing the loan payments forward and thereby freeing up rate revenue in the second ten years of the plan to absorb increased purchase water costs and keep rates stable.

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, levelize economic cycles and plan for project-related expenditures.

The rate increase approved by Council for water utility services for FY 2005/2006 is 4.5%, compared to the 5% 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 coming years 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. Portions of the treatment plant and collection system are approaching 50 years in age and are experiencing deterioration. For the past two years Public Works staff has worked to identify and isolate the cost and life span of the various pieces of infrastructure and schedule these into the Long Range Infrastructure Replacement plan. The recommended FY 2005/2006 Budget and Long Term Financial Plan reflects \$65 million in infrastructure projects and \$5.5 million in capital projects that have been identified for the 20-year planning period through this process.

The major infrastructure and capital projects in the Long Term Financial Plan are as follows:

- **Rehabilitation of Digesters and Replacement of Digester Lids:** Digesters at the WPCP are used to further degrade solid waste removed from the wastewater. The structural integrity of the digesters/lids must be maintained to prevent releases of potentially hazardous methane that could result in Bay Area Air Quality Management District (BAAQMD) violations. This project will provide a total of \$9,365,735 for the design and construction of four replacement anaerobic digester covers and peripheral equipment. Construction costs are estimated at \$1,750,000 per digester. Replacement will occur over the first five years of the plan.
- **Primary Sedimentation Basin Renovation Phase I:** WPCP primary treatment provides the removal of solids and floating material from the wastewater stream. The ten primary sedimentation basins that perform this task are old, the oldest of which were part of the original plant built in 1955. This project will provide for repair or replacement of the basins for a total project cost of \$10,772,858. The work is scheduled beginning in FY 2007/2008 and ending in FY 2013/2014.
- **Air Floatation Tank Rehabilitation:** This project provides \$3,375,048 in funds to rehabilitate and provide corrosion protection for the four Air Floatation Tanks at the WPCP. Air floatation tanks are used to remove the algae that grows during secondary treatment in the oxidation ponds. This project includes repair/replacement of the steel and mechanical portion of this structure, repair and/or replacement of the influent gates and coating of the concrete walls, extending their useful life for approximately 20 years. This project is scheduled over four years beginning in FY 2011/2012.
- **Fixed Growth Reactor Rehabilitation:** The fixed growth reactors at the Water Pollution Control Plant provide for the biological removal of ammonia from the wastewater stream. This project will provide funds to renovate the three fixed growth reactors. The project is scheduled to begin in FY 2014/2015 and will be completed in FY 2017/18. The total cost is budgeted at \$6,921,685. The completion of this maintenance is expected to extend the life of the reactors another 20-25 years.
- **Replacement/Rehabilitation of Sanitary Manholes:** The sewer system infrastructure is on average 50 years old, with some parts considerably older. The system includes over 5,700 sewer manholes. This project provides \$1,879,595 in funding to systematically replace or rehabilitate deficient manholes at a rate of about 10 manholes per year with an estimated cost of \$7,500 per manhole. The project is expected start in FY 2005/2006 and be ongoing into the foreseeable future.
- **Replacement/Rehabilitation of Sewer Pipes:** The City has over 280 miles of sewer lines, in sizes from 6 inches to 36 inches in diameter. The value of these

lines is estimated to be in excess of \$200 million. Many of these lines are 50 years old, or older. This project includes replacement or rehabilitation of approximately 3,000 feet per year at a total cost of \$16,866,255 over twenty years. The project is scheduled to begin in FY 2005/2006 with a budget of \$70,000.

- **Replacement/Rehabilitation of Storm Drain Pipes:** The storm system infrastructure is, on average, 50 years old. This project replaces or rehabilitates storm water pipes at an ongoing rate of 800 linear feet per year for a total cost of \$1,141,140 over the second ten years of the project beginning in FY 2015/2016.
- **Storm Pump Station #1 Expansion:** Sunnyvale operates two storm pump stations to pump accumulated storm water into the San Francisco Bay. These are required for areas that are close to sea level and could suffer flooding, particularly during large storms and exceptionally high tides. The project budget consists of environmental permitting, engineering design, and dredging for a total cost of \$1,892,277. This project is programmed to begin in FY 2012/2013.
- **Pond Sediment Removal:** The oxidation ponds provide secondary treatment using natural action of sun and wind to facilitate the growth of algae, which takes up dissolved waste from the wastewater. No solids have been removed from the ponds since the beginning of secondary treatment in the late 1960's. The current accumulation of solids is estimated at 35% to 45% of the pond volume. This project provides \$11,960,699 over sixteen years beginning in FY 2005/2006, based on a recently completed pilot study, to remove sediment and improve pond capacity. \$300,000 is budgeted for FY 2005/2006.
- **Sewer Lift Stations Rebuild:** The City currently operates five sewer lift stations which ensure proper flow of sewage through the sewer system. This project provides \$1,033,248 in funding to overhaul pumps and rehabilitate wet wells, traffic covers, and electrical panels. The project is scheduled for FY 2010/2011 through FY 2014/2015. The next renovation should not be necessary for at least 10 to 20 years, with an appropriate level of maintenance.

The Wastewater Management Fund has two interfund loans that were advanced from the General Fund. The first loan was to finance the remodel of the primary facilities of the wastewater treatment plant, expanding the capacity from 22.5 million gallons per day to 29.5 million gallons per day. The loan was made by the General Fund in FY 1980/1981 for a total of \$10.7 million at 7% interest. The original term was for 20 years. Payment of the loan began in FY 2004/2005.

The second loan from the General Fund was made to assist the Wastewater Management Fund with cash flow issues by providing needed cash to stabilize rates. The loan was advanced in FY 1995/1996 for a total of \$2,453,635 at 7% interest. The term was for 20 years with ongoing payments on the loan deferred until FY 2004/2005.

The recommended FY 2005/2006 Budget reflects changes to the first loan, but no changes to the second loan. Payments on the first loan have been reduced for FY 2005/2006 and FY 2006/2007, deferred for FY 2007/2008 through FY 2009/2010, and increased for the remaining term of the loan. This change has mitigated the rate increases that would have been needed in the Wastewater Management Fund during the first ten years of the plan.

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 were folded into operations for FY 2004/2005.

As with the Water Supply and Distribution Fund, the establishment of a Municipal Utilities Infrastructure Fee to the General Fund was projected starting in FY 2005/2006. Payment of this fee has been eliminated for reasons that have been discussed in more detail in the section of this Transmittal Letter dealing with the *Water Supply and Distribution Fund*.

One new cost reflected in the Wastewater Management Fund Long Term Financial Plan starting in FY 2005/2006 is a charge for rent for use of the land that the Water Pollution Control Plant occupies. The WPCP resides on approximately eight acres of land. Currently, the City's General Fund receives no revenue from the Wastewater Management Fund's use of this land, even though the Wastewater Fund receives a benefit for its use. Taking into consideration the location and values of comparable land in the Moffett Park industrial area, discounting for the proximity to and complications associated with the Sunnyvale Landfill and Sunnyvale Materials Recovery and Transfer Station, staff is recommending that the General Fund be reimbursed \$12.17 per square foot for the use of the land, for a total payment of \$296,748. This payment is reflected for the full term of the plan, adjusted for inflation.

The Wastewater Management Fund by policy maintains a Contingency Reserve of 25% of operations and a Rate Stabilization Reserve to levelize rates and provide for the effect of economic cycles.

The rate increase approved by Council for Wastewater services for FY 2005/2006 is 5.5%, half a percent higher than 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. These projections closely reflect the same economic cycle that has been used to forecast the City's Sales Tax, Property Tax, and construction-related fees. Revised tonnage projections for FY 2005/2006 are down slightly from last year's anticipated projections. As mentioned earlier, tons increase and decrease trending the assumed economic cycle.

One issue that was identified in last year's budget for the Solid Waste Fund was the proposed extension of the Specialty contract. In December 2004 Council awarded a contract extension to Specialty. The effects of this action are included in the recommended FY 2005/2006 Budget. Notably, a one-time accrued depreciation savings from Specialty in the amount of \$907,389 is reflected in FY 2004/2005.

As mentioned earlier, the City contracts with Specialty for the collection of solid waste and recyclables throughout the City. Specialty is paid on a monthly basis, but their payment is determined once a year through a contractor payment review process. The contractor payment for the following fiscal year is driven primarily by actual expenditures from the prior year that are adjusted by various indexes as identified in the contract.

The projected FY 2005/2006 contractor payment is up \$871,732, or 5.8%, from the prior year's projection. The largest increase occurs in labor costs which are up \$630,000 due to increases in health care and worker's compensation costs. Total vehicle costs are up \$180,648 due to increases in the cost of diesel and natural gas fuel. Finally, the Producer Price Index which is used to adjust the other miscellaneous costs rose by 8.8%. The total increase in contractor payment has been included in the recommended FY 2005/2006 Budget, but staff has flattened the projected contractor payment for FY 2006/2007 on the assumption that the increase in labor costs is largely due to a catch up period resulting from a payment methodology change under the new contract.

The recommended FY 2005/2006 Budget for the Solid Waste Fund includes increased costs for a project at the SMaRT Station to replace the two materials recovery lines. This project will be discussed more fully later in the section of this Transmittal Letter on the *SMaRT Station Fund*.

One new cost that was reflected in the Solid Waste Fund Long Term Financial Plan starting in FY 2004/2005 was 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. Previously the City's General Fund received 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, a new charge was levied to reimburse the General Fund \$11.25 per square foot for the use of the land. This payment is reflected for the full term of the plan, adjusted for inflation.

The Solid Waste Management Fund Long Term Financial Plan reflects two interfund loans from the General Fund. The first loan provided \$3.68 million during 1985, 1988, and 1989 to construct a system to convert methane gas to a marketable form of energy. An additional \$10.5 million was advanced for the purpose of stabilizing solid waste rates between FY 1994/1995 and FY 1998/1999. Both loans bear interest of 7%. The loans have since been combined and their original terms were to have them paid off over 29 years. Initial repayment began in the current fiscal year and continues through FY 2023/2024.

An additional loan was made from the Water Supply and Distribution Fund to the Solid Waste Management Fund in the amount of \$1.7 million to fund a portion of the cost to close and place a final cover on the Sunnyvale Landfill. That loan will be paid off in 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 similar to the other utilities.

The rate increase adopted by Council for FY 2005/2006 is 5.5%, one percent higher 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 Green Team/Zanker, 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 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 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.

For FY 2005/2006, the SMaRT Station Fund reflects the impacts of the recommended replacement of the two materials recovery lines at the SMaRT Station. Staff has scoped a project to replace both material recovery lines with new equipment, which are deteriorating due to age, that will meet the following goals:

- Update the facility with current materials recovery technology
- Reduce the amount of equipment downtime and repair
- Increase the diversion of recyclables from the waste stream
- Increase the revenues from the sale of recyclables
- Reduce landfill disposal costs
- Reduce operating (labor) costs

The project will take an initial investment from the three partner cities of \$5,000,000. However upon completion, the project will reduce ongoing costs and increase revenues so as to save a net present value of approximately \$11 million over the twenty years of the plan. This is reflected in the SMaRT Station Operating Sub-Fund's operating line items, and through the contributions to the SMaRT Station Replacement Sub-fund. Both reflect increases in the first ten years, and decreases in the second ten years which result in long term savings to the partner cities.

The recommended FY 2005/2006 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. In order to project the cost impact of this eventuality, staff has projected the debt service to continue at the existing level beyond the term of the MOU.

One issue that may have a significant fiscal impact on the SMaRT Station is the current status of the contract between the City and Green Team/Zanker, which requires the operator to pay its workers prevailing wages if a wage determination is made by the State Department of Industrial Relations (DIR). An initial wage determination is currently under reconsideration by DIR. Depending upon the outcome, operating costs at the SMaRT Station could increase by \$2 to \$2.5 million a year. This would equate to an additional rate increase to Sunnyvale refuse customers of 4.4% attributable to the prevailing wage issue. The SMaRT Station contract is due to expire at the end of 2007 and the impact of the DIR final determination will undoubtedly carry over to the next operating contract negotiations.

### **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 2005/2006 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 \$1.6 million of direct net profit to the Fund in FY 2003/2004 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 golf market place, as well as the local and state economy has continued to have a negative effect on planned golf revenues, and that will be reflected in year-end results. Staff estimates that the two 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, related revenue streams such as merchandise and golf car rentals will also finish the year below planned amounts. As approved in June 2004, golf green fees were increased and the first-ever Tournament Fees were implemented at each course on April 1, 2005. On May 1, 2005 the new Tournament Fee at Sunnyvale Golf Course was increased from \$2.00 to \$2.50 per player.

Future year projections of golf revenues take into account the changing market place for golf. As several new up-scale courses have been developed or renovated in this area and golf play as a whole has decreased, some of these up-scale courses are now competing for our market share. Future planning figures project a long-term decrease in golf rounds for both Sunnyvale golf courses as a result.

Since the peak in FY 1998/1999, the number of rounds at Sunnyvale golf courses has slowly but steadily decreased by approximately 16%. Staff had previously estimated that golf revenues would stabilize in FY 2004/2005 and begin to show measured signs of growth starting in FY 2005/2006. Staff now believes that a significant and consistent improvement over the life of the plan is unlikely. Based on current golf play statistics, staff projects a decrease in golf related revenues by an annual average of \$500,000 throughout the remainder of the Long Term Financial Plan. This decrease in revenues means that less net profit is available to support other recreation programs.

Council's continued support of market-based golf fees regardless of residency or age (with the exception of monthly discounts for residents, seniors, youth and disabled golfers) remains a critical factor in maintaining this important revenue stream.

#### Senior Lunch Program

Early in FY 2004/2005 the City's Senior Lunch Program vendor (Bateman Senior Meals) notified the City of its intention to withdraw from our service contracts. To meet the service needs, Council approved temporary services through Bateman for the Senior Lunch Program. However, customer satisfaction was low and costs exceeded planned amounts. In March 2005 Council authorized a Budget Modification in the amount of \$80,000 to cover costs to the end of the fiscal year and supplemental funding of \$25,000 to fund the Program for a few months of FY 2005/2006. Council directed staff to consider short and long term solutions to this service including a Request for Proposals (RFP) process for a future service provider. The recommended FY 2005/2006 Budget reflects this action which results in a cost increase of \$25,000 for senior lunch services. Upon completion of the RFP process, staff will return to Council for direction regarding the senior lunch program.

#### 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 2004/2005 the program experienced increased costs in two areas – Participant use of Fee Waivers and Administrative Services for the Program.

Participant use of fee waivers increased well beyond planned amounts resulting in the need for Council action to avoid spending beyond approved budgets. In April 2005 Council authorized a \$76,000 Budget Modification to continue the program for economically challenged residents through the end of the fiscal year. While fee waiver use and demand on the planned budget can fluctuate greatly from year to year, several related topics require more study and direction in the coming year to better understand the needs of the community and focus resources accordingly. An additional Study Issue covering these topics will be proposed for calendar year 2006, and would explore changes in eligibility for fee waivers as well as limitations on the types of programs to which fee waivers would apply.

New Administrative costs for the fee waiver program were incurred as Sunnyvale Community Services (SCS), the longtime non-profit administrator of the program,

experienced increasing operating costs. As a result, SCS was no longer able to administer the fee waiver program at no cost to the City as it had in previous years. Council approved a \$10,000 payment to SCS for administration of this program for FY 2004/2005. Staff and SCS believe the collaborative relationship between the two parties should continue for the coming year. However, staff continues to examine potential for new technologies and/or organizational restructures that could allow cost-effective direct provision by the City of all or part of the administrative functions for participant eligibility, registration and activity participation. Council will review a separate report on administration of the Program before the current fiscal year-end.

#### Swirsky Youth Opportunity Fund Transfer

Beginning in FY 2004/2005 a portion of the interest generated by the Dorolou Swirsky Youth Opportunity Fund is being transferred to the Community Recreation Fund for supplementing the fee waiver program. In April 2005 Council approved the continuing use of 2/3 of the interest earnings by the Community Recreation Fund as recommended annually by the City Manager. More details on the Swirsky Fund and this transfer can be found later in this Transmittal Letter in the *Fiduciary Funds* section.

#### Infrastructure Projects

The City maintains and funds a planning system for repair and replacement of significant pieces of City infrastructure. To mention a few, items include roofs and heating/air conditioning systems, pool renovations and recreational equipment. Those projects and items relevant to the Community Recreation Fund have been listed in the *Current Requirements* section and, in past years have required several thousands of dollars of funding. As a part of the Capital Projects focus for this fiscal year, staff has reviewed funding sources for these infrastructure projects and has determined that infrastructure projects and equipment on park lands can and should be funded through the Park Dedication Fund. Therefore, future costs for infrastructure projects and equipment are no longer noted in the Community Recreation Fund.

#### General Fund Subsidy

The recommended FY 2005/2006 Budget provides \$11 million worth of diverse leisure services to the community with a total subsidy from the General Fund of \$3.2 million. Approximately \$966,000 of this subsidy is returned to the General Fund to cover administrative in-lieu costs, making the net subsidy \$2.2 million. The remaining \$7.8 million of cost will be paid primarily by the direct beneficiaries of the programs in the form of user fees.

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 \$3 million, and the in-lieu charges would be \$138,000, for a net subsidy of \$2.9 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 2005/2006 Budget is balanced using a General Fund transfer of \$3.2 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.

As was the case in the previous year, staff has retained the General Fund subsidy at its previously projected levels, adjusting upward, as needed, the line for "*Fiscal Strategies*". This line notes \$650,000 shown in the *Current Requirements* section and reflects the amount that the Community Recreation Fund will have to decrease its expenses (or increase its revenues) starting in FY 2006/2007 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 \$1.2 million in the 20-Year Resource Allocation Plan (RAP) Reserve due to operating savings related to unfilled positions in recreation services this year. Unfilled positions in this division are a significant concern, as the *Fiscal Strategies* and related service level adjustments have not yet been addressed formally.

Because Parks and Recreation staff are continuing to provide high levels of diverse services with reduced staff, they have been unable to quickly develop recommendations for more permanent plans. In the meantime however, those savings found through maintaining vacancies have helped to offset losses in golf and other recreation revenues. The budget proposal utilizes the 20-Year RAP Reserve to balance the Fund for FY 2005/2006. Staff is in the process of creating a plan of *Fiscal Strategies* to decrease expenses and maximize revenues by the needed amount.

As stated in the previous year, 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 2005/2006 and will return to Council with recommendations designed to contain or reduce the General Fund subsidy. At that time staff will also present options for service level adjustments with potential reductions in highly-subsidized services to the City's youth, seniors, economically disadvantaged and disabled populations. With this information, Council may also evaluate the balance between recreational services provided to the community and the amount of General Fund subsidy that is needed to support those services.

The recommended FY 2005/2006 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 (RAP) Reserve, which functions here as in other funds, to levelize expenses and revenues over the planning period. As stated earlier, we expect the 20-Year RAP Reserve to end FY 2004/2005 with \$1.2 million that will be drawn down to maintain existing service levels in FY 2005/2006 while more permanent recommendations to balance the Fund are developed.

## **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. Staff has prepared an updated Consolidated Plan for 2005-2010 which will be considered by the Council in May 2005.

### Housing Mitigation Sub-Fund

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. Housing Mitigation Fees are collected on certain high intensity industrial developments, and at this time staff does not anticipate any such new developments in the foreseeable future.

During the first ten years of the Long Term Financial Plan, the Housing Mitigation Sub-fund has two other specific sources of revenue. The first, Real Property Sale, represents the sale in FY 2009/2010 of an affordable housing unit in the downtown area that will be purchased by the Housing Mitigation Sub-fund from the General Fund in FY 2005/2006. The second, Housing Loan Repayment, reflects an estimate of repayments starting in FY 2009/2010 on the City/Public School/Child Care employees loan program discussed below.

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 special project. The program consists of three components: Homebuyer Education, Security Deposit Loan Program and Down Payment Assistance Program. This project has a current budget of \$2.5 million in FY 2004/2005. Staff has proposed to utilize these existing funds during FY 2005/2006 and then program an additional \$200,000 annually for this project starting in FY 2006/2007.

Funds in the amount of \$550,000 are identified for FY 2005/2006 for the purchase of one property suitable for affordable housing. This is a single family home at 388 Charles Street in downtown, currently owned by the General Fund. Although this house was purchased with General Funds, it is being rented to low and moderate income tenants. Therefore, staff believes that it is more appropriately owned by the Housing Mitigation Sub-fund. As indicated earlier, it is expected that this property will be sold in FY 2009/2010. The Charles Street property is expected to generate \$16,200 in annual rental revenue and require \$2,500 in annual maintenance costs until it is sold.

Following the proposed purchase in FY 2005/2006, the Housing Mitigation Sub-fund is projected to have a Housing Mitigation Reserve balance of approximately \$6.7 million. These funds are available to be loaned to non-profit agencies for affordable housing projects in the City as they are identified.

### HOME Sub-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 2005/2006 totals \$747,978. These funds are being recommended in FY 2005/2006 for the following activities: Operations (\$74,798), Community Housing Development Organizations ("CHDO") Project (\$112,197), and HOME projects (\$560,983). In FY 2006/2007,

\$615,081 is programmed for Future Home Projects. This is a placeholder for 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 Sub-Fund

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, BMR processing fees, housing loan repayments, revenues from BMR code violations, and interest earnings. Expenditures are operating costs associated with maintenance and monitoring of the BMR program (\$102,848) and two special projects (\$580,720). 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 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 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 (CDBG) Fund**

The Community Development Block Grant Fund consists of two sub-funds which account for revenues from Community Development Block Grants and the repayment of commercial and residential loans. Primary expenditures are for operations, housing opportunities, special projects, and most of the City's outside group funding efforts.

#### Community Development Block Grant Sub-Fund

This sub-fund accounts for Community Development Block Grants from the federal government. The Federal Government has notified the City that its FY 2005/2006 entitlement will be \$1,418,817, which is 9.4% lower than the FY 2004/2005 allocation. Similar to the long-standing strategy used with all federally financed programs, future grant receipts are not shown beyond the fiscal year in which the entitlement amount is known.

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. Additionally, by regulation, CDBG funds may be used for programs or projects that benefit groups with special needs such as senior and handicapped citizens or for targeted geographical areas that meet certain income requirements.



Expenditures programmed in FY 2005/2006 for the CDBG Sub-fund include \$505,743 for operations and a transfer of \$12,000 to the General Fund for update of the City's Housing Element of the General Plan.

The recommended FY 2005/2006 Budget includes \$350,000 for Outside Group Funding of seventeen local agencies. Special projects are proposed in the amount of \$352,800 for activities that include: the Home Access, Paint and Emergency Repair Program ((\$80,000), Fair Housing Services (\$30,000), the City's ADA Curb Retrofit project (\$150,000), Neighborhood Support/Education (\$79,000), First Methodist Senior Nutrition Site Improvement (\$6,000), and Analysis of Impediments Update (\$7,800).

Two capital projects are proposed for FY 2005/2006 utilizing CDBG funds. The first appropriates \$215,000 for Murphy/Evelyn Avenues Sewer Infrastructure Improvements to reline or replace sewer mains and service connections in the downtown area. The second provides \$311,990 for the Manhole Reconditioning Project, which reconditions 34 sewer manholes in the area bounded by Mathilda, Washington, Sunset and Evelyn Avenues.

Details of the Special and Capital projects are included in *Volume II, Projects Budget*.

#### CDBG Revolving Loan Sub-Fund

The Revolving Loan Sub-fund was established by Council action in 2001 and separated for accounting purposes in FY 2003/2004. This revolving fund was created to provide a practical budgetary management tool to deal with program income from housing loans made with CDBG funds and to provide greater flexibility in the management of the City's housing assistance programs.

The Revolving Loan Sub-fund has two sources of revenue. The first is housing loan repayments, which consist of payouts of deferred loans and regularly scheduled monthly payments. These repayments are expected to total \$600,000 in FY 2005/2006. The loan repayment projected out over the 20-year plan reflects staff's estimate of deferred and regularly scheduled payments based on the City's loan portfolio. The second source of revenue to this sub-fund is interest earnings on any available cash balances.

The recommended FY 2005/2006 Budget contains two special projects for the Revolving Loan Sub-fund. The first is Housing Rehabilitation Loans which are provided to existing rental properties that serve low-income households. Funds are budgeted in a total amount of \$600,000 next fiscal year to provide approximately 15 loans in amounts varying from \$20,000 to \$60,000. This project continues each year throughout the financial plan in varying amounts.

The second special project is for Housing Acquisition projects by non-profit developers to maintain the City's stock of affordable housing units. \$500,000 has been budgeted one-time in FY 2005/2006 with no ongoing appropriations. However, the 20-Year Resource Allocation Plan Reserve is projected to increase substantially as loans are repaid and staff anticipates that these funds will be used as high-priority projects become available.

## **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. This fee is now calculated on an average fair market value per square foot as determined by the Community Development Department annually. These revenues are recognized in the Park Dedication Fund, and then available resources are appropriated here or 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.

In past years, this fund was earmarked to help cover the costs of approved park-related projects, but because the amount of funds received was relatively small and unpredictable, 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.

It is estimated that \$1.2 million will be received by the end of FY 2004/2005. Staff from the Community Development Department project that residential development subject to the Park Dedication Fee will be high for the next three years, FY 2005/2006 through FY 2007/2008 and that about \$10 million in fees will be received over that time period. A portion of this increase is attributable to the fact that the Park Dedication Fee rate is expected to rise from the current \$55 per foot to \$75 per foot starting July 2005.

Residential construction subject to Park Dedication Fees is projected to cease in FY 2008/2009 through FY 2012/2013 in keeping with the construction development cycle that the City has utilized to forecast its building related revenues. The cycle is expected to improve starting in FY 2012/2013, with revenues being received beginning in FY 2013/2014 at a much reduced level. The projection does not include any additional Park Dedication Fees in the later years of the plan.

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.

In the recommended FY 2005/2006 Budget one other small revenue is included in the Park Dedication Fund. This is \$38,320 in Proposition 12 grant funds, which constitute the remaining funds not yet programmed. The balance of the City's Proposition 12 funds have been received and programmed in the Infrastructure Rehabilitation and Replacement Fund.

The Park Dedication Fund receives interest earnings on its unexpended fund balance. For FY 2005/2006 this is estimated to be \$223,118.

To date, the largest single appropriation of Park Dedication Funds has been for the design and construction of the Plaza del Sol. A total of \$4,424,405 was spent in support of that project from these fees. Park Dedication Funds have also been used for the Fair Oaks Skateboard Park and Playground Improvements at Ortega Park. Park Dedication Funds have also been appropriated to the Historical Society Museum Project in the amount of \$500,000.

Recognizing the financial difficulty being experienced by the General Fund over the next several years, the recommended FY 2005/2006 Budget adopts a new fiscal strategy for the Park Dedication Fund. This strategy transfers the total responsibility for the City's Parks-related capital and infrastructure projects to the Park Dedication Fund, thereby relieving the General Fund of these costs. A total of \$23.7 million in capital and special projects and transfers to the Community Recreation, Capital Projects and Infrastructure Rehabilitation and Replacement funds are programmed throughout the 20-Year Plan.

For FY 2005/2006, funds in the amount of \$504,468 are projected to be transferred to the Infrastructure Rehabilitation and Replacement Fund for six projects. These include: Community Center Buildings Rehabilitation (\$26,878), Park Furniture and Fixtures Replacement (\$60,000), Park Building Roofs (\$248,513), Raynor Activity Center Site Improvements (\$37,577), Columbia Gym Wall Pads (\$9,500), and Swim Pools Infrastructure (\$122,000).

In addition to major infrastructure projects, there are two capital projects that are anticipated to be funded from Park Dedication Funds within the first ten years of the plan. The first is \$1,040,400 programmed for Park Land Acquisition in FY 2007/2008. The second is \$2.6 million of Plaza del Sol Phase II, which is scheduled for FY 2011/2012 and FY 2012/2013.

Details of the special and capital projects are included in *Volume II, Projects Budget*.

### **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.

It is expected that the Asset Forfeiture Fund will end FY 2004/2005 with about \$1.6 million in reserves and it is not anticipated that any further funds will be received over the Long Term Financial Plan. The Fund does earn interest revenue on its unexpended balance. For FY 2005/2006 this is projected to be about \$46,000.

The recommended FY 2005/2006 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. The City currently has an agreement with the County of Santa Clara to pay for the direct salary, not including benefits, of one Deputy Probation Officer. For FY 2005/2006 this amount is \$83,622.

The recommended FY 2005/2006 Budget includes \$173,000 for a capital project for Police Services Equipment Acquisition. In addition, \$80,400 is programmed for two new special projects to be funded from the Asset Forfeiture Fund. These include: Public Safety Case Management System Implementation (\$18,000) and Property and Evidence Purge Project (\$62,400.) Also anticipated are two transfers to the General Services Fund Technology Sub-fund for the Storage Area Network project (\$14,388) and the Network Security project (\$10,260) for the Police Services pro rata portion of these efforts. Finally, a transfer to the Infrastructure Rehabilitation and Replacement Fund in the amount of \$45,565 is programmed for the Police Services portion of the Security Access Control System Replacement project.

Assuming that no new asset forfeiture monies will be received in the future, the Asset Forfeiture Fund is projected to be depleted by FY 2014/2015.

### **Police Services Augmentation Fund**

The Police Services Augmentation 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 Local Law Enforcement Block Grant (LLEBG) 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:

	<b>FY 96/97</b>	<b>FY 97/98</b>	<b>FY 98/99</b>	<b>FY 99/00</b>	<b>FY 00/01</b>	<b>FY 01/02</b>	<b>FY 02/03</b>	<b>FY 03/04</b>	<b>FY 04/05</b>
SLES	293,461	297,886	295,694	295,117	289,000	267,997	263,782	197,376	193,370
BJA	63,935	68,768	70,158	52,915	41,718	41,198	33,685	25,997	11,528

As of FY 2005/2006 the Bureau of Justice Administration is replacing the LLEBG program with a different funding mechanism called a Justice Assistance Grant (JAG). This program is intended to simplify the administration process for grantees and now requires no General Fund match. In March 2005 the Council approved application for the JAG in the amount of \$14,113 for FY 2005/2006. This new grant program is reflected in the Long Term Financial Plan.

Initially the Police Service Augmentation Fund 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 and BJA 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 adopted FY 2004/2005 Budget supports only the Patrol Watch Commander with SLES/BJA funds. The Internal Affairs Investigator was 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 FY 2005/2006 because the grants are speculative in nature. During the State's budget crisis, the State SLES funds have been targeted as a possible reduction in funding to local governments but have never actually been eliminated. The State SLES grant is estimated at the same amount received in FY 2004/2005. Based on the combined funding from the SLES and BJA grants, reserves in the Fund will be totally depleted during FY 2005/2006 and available monies for the Patrol Watch Commander will be insufficient by about \$24,000. The Public Safety Department has identified reductions in hours in that amount that can be charged to the SLES program for the Patrol Watch Commander.

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 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 Federal Workforce Investment Act (WIA).

In FY 2004/2005 grant application success rate and anticipated funding met expectations and budget plans.

The WIA-allocated funds for NOVA for FY 2005/2006 have just been released by the State of California. The State of California received an allocation from the Federal government of approximately 3% less than in FY 2004/2005. Due to a decrease in NOVA's unemployment rate (although there was not a corresponding increase in the employment numbers), NOVA's allocation decreased by about 20%. To supplement 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 2005/2006. 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 2005/2006 Budget, we have taken the total funds that were available in FY 2004/2005 and used these as a starting point for NOVA's FY 2005/2006 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 programs operated by other City departments. Therefore, the current listing of programs that have been operated by NOVA 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 and new contract goals and obligations are agreed upon.

*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 three years of actual expenditures, the current budget, and the proposed budgets for 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. Debt previously issued to purchase land and make improvements in the District was completely paid in FY 2003/2004.

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

The approval of Proposition 218 had a significant effect on the methodologies utilized to raise assessments to fund maintenance and operations within the Parking District. Proposition 218 not only deals with the approach and methodologies to be used for benefit assessments, but also the approval process. Essentially, after a method has been selected, a vote occurs by those who would be assessed, with votes weighted according to the amount of assessment. If this weighted majority does not approve the assessment, then it does not go forward.

This financial plan assumes that the District will approve two-year term assessments on an ongoing basis. It also assumes that the amount will remain the same as the base year of FY 2004/2005 plus costs to perform and implement the assessment. Since the assessment engineering and vote occurs every other year, this means that the assessment amount will be higher in one year and lower in the next.

The amount of the assessment generated in this manner will not be enough to pay actual operating expenses to maintain the District lots at the current level. The financial plan assumes that the 20-Year Resource Allocation Plan Reserve will be drawn down until FY 2011/2012 to sustain the existing level of service. At that time, operating expenses will be reduced to meet the available resources through the remainder of the planning period.

A new operating expense has been identified for the Parking District Fund for the recommended FY 2005/2006 Budget. A total of \$35,000 has been programmed to pay for the insurance needed for the underground parking structure beneath the Mozart buildings and the Plaza del Sol. Although this parking structure is within the District boundaries, and was constructed with proceeds from the sale of District land, staff believes that the insurance is more properly a cost of the Mozart development since the Parking District members did not receive any new benefit or additional spaces beyond those that they had on the previously existing land. Therefore, a corresponding transfer is being made from the General Fund to cover these insurance costs.

This Fund has a continuing special project to pay for costs of calculating and implementing the annual assessments. Since the assessment is assumed to be a two-year process, the special project for FY 2005/2006 contains \$17,500 for the assessment engineer and the charges by the County of Santa Clara for placing the assessment on the Property Tax roles. In FY 2006/2007 only the County charges are shown. This alternating pattern continues for the remainder of the financial plan.

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. 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 the costs of maintaining it were removed from the Parking Maintenance District Assessment.

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. If the assessment is not approved any time in the future, funds will not be available for continued operation of the District and it would be necessary for staff to explore other potential revenue raising possibilities. These possibilities include establishment of a Parking Improvement District or Business Improvement District or even 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, Rental fees for the facilities, interest earnings on the endowment, and an annual subsidy from the General Fund. For FY 2004/2005 the subsidy was approximately \$94,000 because the Center had reserves from which to draw. For FY 2005/2006, the subsidy is set at about \$404,000 and it grows with inflation over the entire planning period.

In the recommended FY 2005/2006 Budget the operating costs of the facility are shown as separate components: the management and operations of the Columbia Neighborhood Center (under the jurisdiction of the Office of the City Manager), the Recreation programs being conducted at the Center, and the efforts of Public Safety in Juvenile Diversion and Neighborhood Safety.

### **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.

At the close of FY 2003/2004 the Redevelopment Agency had two outstanding loans due to the City General Fund totaling approximately \$48.7 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 Agency entered into a First Amended Repayment Contract with the General Fund in 1977 to repay the debt associated with initial improvements to the Project Area and its inability to make payments on the parking structure. This Contract constitutes the "1977" loan. In 1986 certain State legislation imposed more stringent requirements on funds advanced by the General Fund to the Redevelopment Agency and a separate loan was created to account for costs subject to these restrictions. This loan is referred to as the "1986 loan."

Since the inception of the Redevelopment Project, the State has enacted several laws that placed revenue 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 was originally 2025 but has been extended to 2026 due to recent enabling legislation resulting from the State's FY 2003/2004 Budget.

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.

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 2005/2006 Budget now reflects two major new developments which will cause the increment limit to be reached earlier.

The first new development is the completion of the 460,000 square foot Mozart office project at Mathilda and Washington. Because the buildings are complete, the City has begun to receive tax increment resulting from the project, and this new tax increment is now included in our revenue estimates.

The recommended FY 2005/2006 Budget for the Redevelopment Agency also includes the redevelopment of the Sunnyvale Town Center Mall by the Forum Development Group. This major project is scheduled to begin in FY 2005/2006 and be completed within the next two years. Projections of tax increment correspond to the latest development schedule, with approximately one-half of the total new value realized during FY 2007/2008 and the full value shown starting in FY 2008/2009. 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*. In summary, the Agency has agreed to return to the developer up to \$4,050,000 per year of Tax Increment plus 50% of any receipts above this amount, in return for construction by the developer of public streets and parking, including 1,442 underground parking spaces.

It is important to note that as the Town Center Mall is redeveloped and additional 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 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 2005/2006.

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. However, the effect of the State budget is 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 \$264,116 in FY 2004/2005 and totaling \$269,398 in FY 2005/2006.

As mentioned above, Property Tax increment for the redeveloped Town Center Mall will almost double this source of revenue in FY 2007/2008. To facilitate an understanding of the development deal with Forum, the Property Tax increment projected to be generated by the Town Center Mall has been identified separately from the base Property Tax increment. Under the terms of the Agency's Disposition and Development and Owner Participation Agreement (DDOPA) with the Forum Group, this new tax increment up to \$4,050,000 will be returned to the developer in exchange for the construction of new parking facilities, streets, and other public facilities. Any increment above the \$4,050,000 will be split between the Agency and the developer. This repayment to the developer is shown in the plan as an ongoing current requirement of the Agency.

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.

Administration of the Redevelopment Agency, which is managed by the Community Development Department, is reflected in the RDA Fund in the amount of \$214,654 for FY 2005/2006.

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. It is now projected that the Parking Facility COPs will be repaid by FY 2016/2017 and the Central Core TABs will be repaid in FY 2022/2023.

The Long Term Financial Plan also includes a repayment to the City for its outstanding loans (as discussed above) in the amount of \$2.6 million in FY 2005/2006 and \$2.8 million in FY 2006/2007. The Resource Allocation Plan includes a total of \$33.8 million in repayment to the General Fund over the first ten years and \$37.7 million in the second ten years. The RDA Long Term Financial Plan assumes that funds available after paying debt service, projects and operating costs are used to pay the existing loan advanced by the City General Fund.

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. In February 2005 the Council approved a program for utilizing these funds for four discrete projects:

- **Downtown Wayfinding System:** This project will develop a unified and clear signage program that directs the public within the downtown area as it is revitalized and evolves with new development and more uses. A coordinated signage program will improve the aesthetics and promote economic viability of the downtown. The total budget for this project is \$300,000. \$50,000 is

budgeted in FY 2005/2006 for the design and \$250,000 is budgeted in FY 2006/2007 for construction.

- **Directional Signs to Downtown:** This program will provide directional signs to the downtown along major roadways such as Sunnyvale-Saratoga Road, Mathilda Avenue and El Camino Real that are consistent with the designs used for the Downtown Wayfinding System. The total budget for this project is \$100,000 in FY 2007/2008. \$25,000 is budgeted for design and \$75,000 is for construction.
- **Murphy Avenue Enhancements, Phase I:** This project funds improvements to Murphy Avenue. The first action will include planning for the future of the 100 block of historic S. Murphy (through a study issue titled "Visual Streetscape Standards for Murphy Avenue). The idea behind the public improvements is to "freshen up" and enhance the streetscape along the frontage of the 100 block of S. Murphy Avenue, the north side of Washington from Frances to Sunnyvale Avenue, and on the south side of Evelyn from the parking lot exit to Murphy Avenue. The total budget for this project is \$350,000, funded by \$275,000 in RDA monies and \$75,000 of Transportation for Livable Communities grant. \$90,000 is budgeted in FY 2005/2006 for design and \$260,000 is budgeted in FY 2006/2007 for construction.
- **Downtown Block 2 Completion:** This project provides funds to complete the segments of Block 2 that are not part of the historic Murphy Avenue or the Frances Street Transit enhancements. Four segments include Frances, Evelyn East and West of Murphy and Sunnyvale Ave. The total budget for this project is \$695,000. \$139,000 is budgeted for design, administration and contingencies, and \$556,000 is budgeted for construction in FY 2006/2007.

A total of \$1,370,000 is planned to be programmed in FY 2005/2006 through FY 2007/2008 for the four projects, to coincide with anticipated design and construction schedules. The remaining balance of \$192,463 will be retained in the Downtown Public Improvements Project for unspecified downtown purposes, including possible matching funds.

Additional capital or special projects recommended for the Redevelopment Agency Fund in FY 2005/2006 are:

- **Redevelopment Plan Project Area Special Studies:** This project provides for the study and analysis of development-related issues to encourage or implement redevelopment projects in the downtown area. Efforts include but are not limited to: architectural studies and reviews, land planning, economic/market feasibility, parking analyses, and financial analyses to implement redevelopment in the downtown. \$25,000 is budgeted for each year from FY 2005/2006 to FY 2007/2008 in anticipation of redevelopment of the Town Center and Town and Country Village areas.
- **Downtown Development Economic Analysis-Keyser Marston Associates:** This project will fund continuing economic analyses of potential downtown

development as needed. The project will fund the analysis of developer proformas and financing strategies and the negotiation of real estate transactions in the downtown area, such as the Town and Country site. The project has been programmed in the RDA Fund in the amount of \$50,000 in FY 2005/2006.

- **Outside Counsel Services for RDA:** This project will fund needed outside legal services for the Redevelopment Agency over the next three years. 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 deal with 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 \$50,000 in FY 2005/2006, \$25,500 in FY 2006/2007, and \$26,010 in FY 2007/2008.

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. An additional reserve for Capital Projects accounts for funds that are programmed for various projects being completed over a multi-year period.

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. Repayments of the Housing liability are anticipated to begin in FY 2027/2028.

The Redevelopment Agency will begin making deposits of 20% of Property Tax increment to the Low and Moderate Income Housing Fund beginning in FY 2016/2017. Annual deposits to this Fund will average \$2 million, with a total of \$16.8 million from FY 2016/2017 through FY 2024/2025. When combined with the repayment of the \$19.2 million liability, the Low and Moderate Income Housing Fund will have a total of approximately \$36 million to spend on affordable housing in the later years of the plan. Of course, if the Town and Country development, which is not currently reflected in the Long Term Financial Plan, goes forward this number will substantially increase.

## **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 ten years, and Sc[i]<sup>3</sup> has been recognized as an important contribution that the City of Sunnyvale has made 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 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 not been fruitful.

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 resulted in a deficit of \$34,000 and FY 2004/2005 appears to be on track for a deficit of \$20,000.

Several factors contribute to the fact that Sc[i]<sup>3</sup> has a difficult time reaching full self sufficiency. First, Sc[i]<sup>3</sup> 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]<sup>3</sup> plays is that of liaison to the USPTO. In recent years this role has been virtually eliminated as evidenced by the lack of USPTO speaker visits, for example. Third, the USPTO is not always 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 the reasons outlined above, there has been continuing risk for the City in the operation of Sc[i]<sup>3</sup>.

At their October 19, 2004 meeting, Council voted to eliminate all specialized patent and trademark services, but to continue to provide free basic reference services through existing Adult Services resources. However, Council reconsidered that action and at the November 9, 2004 meeting voted to continue Sc[i]<sup>3</sup> through June 30, 2005, in order to give the Sc[i]<sup>3</sup> Advisory Board and supporters time to develop a funding alternative to close the funding gap.

Council considered the Sc[i]<sup>3</sup> program and funding alternatives at the March 29, 2005 meeting, including an alternative suggested by the Sc[i]<sup>3</sup> Foundation to move Sc[i]<sup>3</sup> to Cogswell College. Council voted to extend the Sc[i]<sup>3</sup> program to June 2005 and provide up to \$53,000 to subsidize the program in FY 2005/2006. This action was taken in order to give the Sc[i]<sup>3</sup> Foundation and Cogswell College time to establish themselves in partnership with the USPTO in the hope that the USPTO would allow the transfer of Sc[i]<sup>3</sup> operations to the College.

The recommended FY 2005/2006 Long Term Financial Plan for the Patent Library Fund reflects the decision to phase out operations of Sc[i]<sup>3</sup> by the end of the fiscal year.

### **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 2005/2006 Budget includes revenues of \$496,198, \$423,673 of which will be transferred to the Capital Projects Fund to partially fund two projects. The first is the Borregas Avenue Bicycle Corridor (\$413,798), and the second is the Mary Avenue Route 280 Bicycle Footbridge (\$9,875).

In addition, the financial plan includes revenues of approximately \$80,000 annually 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.

The recommended FY 2005/2006 Budget includes four sub-funds of the Capital Projects Fund: the General Sub-fund, the Gas Tax Sub-fund, the Traffic Mitigation Sub-fund, and the Traffic Impact Sub-fund. In FY 2004/2005 staff changed the accounting method for capital projects related to the Utility Enterprise Funds to reflect best accounting practices. In keeping with this change, all monies that were held in the Capital Projects Fund for utility projects were transferred back to the Water Fund and the Wastewater Fund. All utility projects are now completely budgeted and accounted for within each Utility Enterprise Fund and 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 federal and state granting agencies, developer contributions, and transfers from various City governmental funds. In FY 2003/2004 and FY 2004/2005, significant transfers were made from the Park Dedication Fund, primarily to support the Plaza del Sol 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 2005/2006.

<b><i>Capital Projects Fund - Project Expenditures by Sub-fund</i></b>	
<b>Sub-fund</b>	<b>FY 2005/2006 Recommended Budget</b>
General Fund Assets	0
Gas Tax	1,738,543*
Traffic Mitigation	50,000
Traffic Impact	50,000
<b>TOTAL</b>	<b>1,838,543</b>

\*The Long Term Financial Plan for the Gas Tax Sub-fund shows total capital projects budgeted of \$3,488,543 in FY 2005/2006. This includes an anticipated carryover of the FY 2004/2005 budget for the Washington Ave. and Mathilda Ave. Intersection Improvement Project, which is on hold pending completion of the Mall redevelopment.

The appropriations for the Gas Tax Sub-Fund are comprised of one large project and two smaller projects. The large project is the Borregas Avenue Bicycle Corridor, budgeted at \$1,405,798. The first smaller project is Roadway Rehabilitation on Various Streets, budgeted at \$167,745. The second is the Transportation Grant Matching Project, budgeted at \$165,000.

The Traffic Mitigation and Traffic Impact Sub-funds each have one new project budgeted for FY 2005/2006. The Traffic Mitigation Sub-fund includes the Mary Avenue Extension Engineering/Environmental Analysis Project, with funds of \$50,000 in FY 2005/2006, and \$500,000 in FY 2006/2007.

The Traffic Impact Sub-fund includes \$50,000 for the Transportation Model Update in FY 2005/2006. This update is budgeted every five years through the life of the plan.

More detail on the Traffic Mitigation Fees, the Traffic Impact Fees, the Borregas Avenue Bicycle Corridor Project, and the Mary Avenue Extension Project is included in the *Major Project Efforts* section of this Transmittal Letter.

**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, Community Recreation, General Services, and Multi-funded Assets. Infrastructure projects for the City's three utilities are budgeted and accounted for in each utility fund in accordance with governmental accounting principles.

Major projects contained in this fund are described throughout the Transmittal Letter. The following table contains project expenditures by sub-fund for FY 2005/2006.

<b><i>Infrastructure Fund – Project Expenditures by Sub-fund</i></b>	
<b>Sub-fund</b>	<b>FY 2005/2006 Recommended Budget</b>
General Fund Assets	2,482,493
Community Recreation	222,100
General Services	0
Multi-Funded Assets	20,000
<b>TOTAL</b>	<b>2,724,593</b>



There are 21 projects in the various sub-funds consisting of such items as Corporation Yard Building HVAC repair and Traffic Signal Controller Replacement. The largest project is Security Access Control System Replacement for \$531,296. 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.

## **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.

The City also has two additional internal service funds. One of the funds accounts for activities associated with the Sunnyvale Office Center and the other 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, 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 2.1% for FY 2005/2006 and an average of 3.1% over the remaining years of the financial plan. Rental rates are lower in the second ten years of the plan.

During the development of the FY 2005/2006 rental rates, budget staff identified potential savings from the reduction of some of the City's general service equipment. A number of these savings were incorporated into the Long Term Financial Plan this year. During the upcoming year staff will be conducting a comprehensive inventory of all general service equipment schedules.

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 3.6% for FY 2005/2006 or \$113,277 above the current fiscal year. This increase is due in part to a significant rise in the cost of fuel. An average annual increase of approximately 3.2% 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 actual revenue from this source was unusually high in FY 2003/2004 because of the sale of a number of vehicles that became surplus because of the budget reductions that occurred in that year. For the remainder of the plan a 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. The original terms of this loan have modified to accelerate payments whenever possible. The new repayment schedule includes a one-time payment in FY 2005/2006 and scheduled payments beginning in FY 2010/2011 through FY 2018/2019.

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.

The operations line reflects an increase of approximately \$137,000 associated with substantial increases in costs for fuel.

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 apparatus, 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. The large reduction in this reserve from FY 2003/2004 to FY 2004/2005 is a result of increased fuel costs added to the operating budget per Council approved direction.

### ***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. During the development of this year's rental rates staff performed a historical analysis of the Facilities Management Sub-fund and determined that the two rental rates for this fund were not correlated with the services actually provided. Due to extremely volatile energy costs experienced in recent year's the facilities rental rate had not generated sufficient funding to recover the cost of provided electricity to all of the City's buildings. This variance was then funded through lower than anticipated replacement activity and subsequent reductions in the sub-fund's equipment replacement reserve. Beginning with FY 2003/2004 the financial plan reflects the correct reserve levels associated with each service. The sub-fund is anticipated to fully mitigate the variance by FY 2007/2008.

For FY 2005/2006 the aggregate rental rate is scheduled to decrease by approximately 1% or \$33,343 as compared to the current year. This decrease is due to a substantial reduction in rental for furniture replacement.

The major current requirements deal with equipment replacement and operation of the Facilities Management Services Program. The increase in planned operating costs for FY 2005/2006 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 include a large one-time payment in FY 2005/2006 and regular payments beginning in FY 2010/2011 through FY 2018/2019.

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. For FY 2005/2006 staff has recalibrated the reserve levels for this sub-fund to more accurately reflect the historical expenditure pattern related to the replacement of furniture and equipment.

The *20-Year RAP Reserve* functions in this fund, as in the other funds, to levelize rates and provide for planned capital projects. The *20-Year RAP Reserve* has been adjusted to reflect the increased costs previously absorbed by the fund's equipment replacement reserve.

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

Beginning in FY 2004/2005 this sub-fund combined 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 are budgeted in one program. All software application related services have been incorporated into a separate program.

The rental revenue line items associated with the previous two sub-funds are listed separately for ease of comparison to previous years' financial plans. For FY 2005/2006 the aggregate rental rate is scheduled to increase by approximately 3.2% or \$224,411 as compared to the current fiscal year. An average annual increase of approximately 3.1% 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 various transfers from the Asset Forfeiture, Utility, and General Service Funds represent the pro-rated portion of planned IT related projects such as a Network Security Project and a Storage Area Network Project. Transfers in FY 2010/2011 and FY 2011/2012 are for the planned replacement of the City's messaging and collaboration software. The on-going transfer from the General Fund represents funding for costs associated with management of the City's cable franchise agreement.

The two transfers from the Employee Benefits Fund in FY 2003/2004 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. Staff has pro-actively reduced the Equipment Technology line by 10% on an on-going basis to reflect the continued decline in hardware acquisition costs and anticipated reductions in the level of equipment to be replaced in future years.

The \$305,910 in the Capital Projects line item of the financial plan for FY 2005/2006 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 in FY 1999/2000. This loan was made to fund a number of information technology initiatives including the City's geographical information system (GIS). 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 with two up-front payments scheduled in FY 2005/2006 and FY 2006/2007 and regular payments beginning in FY 2012/2013 through FY 2017/2018.

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 2005/2006 the rental rate is scheduled to decrease by approximately 2% or \$12,286 more than the current fiscal year. An average annual increase of approximately 3% is projected for the remainder of the plan.

The \$3.3 million transfer to the City's Utility Fund represents adjustments made to the Wastewater Equipment Replacement schedule. These funds represent planned equipment purchases from prior years that were carried forward to the current year. Staff has determined that these funds are no longer necessary and therefore the funds were returned to the City's Wastewater Management Fund.

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

The Public Safety Department has responsibility for the General Services program that manages all fire and police service equipment. This equipment includes items such as guns, fire hose, and fire Self-Contained Breathing Apparatus (SCBA) units. (Fleet, radio, and computer equipment are all handled through the respective city-wide General Services program.) All rental rates are applied exclusively to Public Safety Programs within the General Fund. For FY 2005/2006 the rental rate is scheduled to increase by approximately 3.75% or \$10,785 as compared to the current fiscal year. During the next fiscal year staff will be conducting a thorough inventory of all General Services equipment throughout the City and it is anticipated that this rental rate will decrease in the future. An average annual increase of approximately 0.3% is projected for the remainder of the plan.

The General Fund Loan repayment line item of the Long Term 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 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 2005/2006 the rental rate is scheduled to increase by approximately 2.5% or \$1,059 more than the current fiscal year. An average annual increase of approximately 2.1% is projected for the remainder of the plan.

### ***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 Projects 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 FY 2003/2004 operating figure is uncharacteristically low due to the large number of Measure B projects that were 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 were exhausted at the end of FY 2003/2004, this situation will not occur again.

### **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 is separated into four sub-funds: 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 are recovered on claims experience and building space usage.

The major driver of higher operating costs for FY 2004/2005, employee benefit costs, continue to increase for FY 2005/2006. Total expenditures in the combined fund are up by \$5.2 million over the current budget, or a 10.6% increase. Last year, an increase of 9% was budgeted for FY 2005/2006. The increase is higher than budgeted primarily due to CalPERS retirement costs, which already increased significantly in the last year. 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 leave benefits. The additive rate is calculated by determining the amount of leave benefits to be accrued and adjusting for estimated salary increases. An additional adjustment was also calculated for the next three years to account for the filling of vacancies and higher leave accrual rates for long-term employees. It is anticipated that retirements will be delayed until the City's retirement plan is changed in FY 2007/2008. The change in retirement plan is discussed in more detail in the following section.

In prior years, the Leaves Sub-fund Financial Plan included a reserve for unused leave. Because the accrual of all earned leave is already reflected in the budget, presenting the unused leave as a reserve is redundant. Therefore, while the unused leave is properly accounted for as a liability in our General Ledger, the reserve line has been removed from the Financial Plan.

### **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 2005/2006 and projected by CalPERS for FY 2006/2007 are in the following table. Current and last year rates are also shown for reference.

<b>CalPERS Plan Employer Rate</b>	<b>2003/2004 (actual)</b>	<b>2004/2005 (actual)</b>	<b>2005/2006 (actual)</b>	<b>2006/2007 (projected)</b>
Safety (3% @ 50)	16.9%	29.6%	32.9%	32.5%
Miscellaneous (2% @ 55)	0.6%	6.6%	11.4%	11.2%

As the table indicates, the employer contribution rates have increased significantly. It is important to note that these rates are set by CalPERS using actuarial analysis that is two years old. Therefore, the FY 2005/2006 rates are now recognizing investment losses that were sustained in FY 2002/2003.

Because of the City's long term financial planning, staff worked with our consulting actuary last year to incorporate the projected FY 2006/2007 rates into the Long Term 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 a 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, and market returns higher than the actuarial assumption will help to stabilize rates and prevent further increases. Returns for calendar year 2004 were 9.3%.

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. For FY 2005/2006 the additive rate for sworn personnel will be more than 100% of direct wages because of the higher CalPERS rates and increased workers compensation costs.

As negotiated in the current Memorandum of Understanding with SEA, the Miscellaneous Plan will also be enhanced effective FY 2007/2008. The benefit will increase from 2% @ 55 to 2.7% @55. The exact impact to the employer contribution rate is not known since the health of the investment portfolio at that time will have an effect on the rates. However, during negotiations, CalPERS provided the City what the rate would be if the enhanced benefit were to go into effect at that time. The employer contribution rate would increase by approximately 6%, essentially doubling the current rate of 6.6%. To pay for these increased costs, SEA took a 0% salary increase for FY 2004/2005 and agreed to a revised salary formula which is anticipated to result in lower salary increases than budgeted for the next two years. These budgeted salary savings have been transferred from all the various operating programs to the Retirement Benefits Sub-fund. It should be stressed that if either the actual employer contribution rate or the SEA salary adjustments are higher than projected, the fiscal impact to the City could be substantial.

The continuing increase in retirement costs has a significant impact on expenditures, particularly when reflected over the long-term financial planning period. For FY 2005/2006 the impact of the changes in CalPERS rates from FY 2004/2005 is about \$20 million over the 20-year financial plan.

### ***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 has experienced increased costs in the workers' compensation program over the past several years due to both controllable and non-controllable factors. Non-controllable factors include favorable legislation for injured workers and sharply rising medical costs. Staff is working to reduce costs of the controllable factors by focusing on injury prevention training, increased utilization of the light duty program and better management of and follow-up with employees out on workers' compensation. Through these efforts, staff's goal is to reduce workers' compensation costs by 25% in FY 2005/2006 and an additional 25% over the next five years, for a total of 50%. These reductions are reflected in the budget and in program measures for high risk

programs. Staff has also budgeted \$100,000 annually for a wellness program to help Departments meet these goals.

The City currently is self-insured for workers' compensation costs but maintains excess insurance above what is known as the self-insured retention (SIR). The SIR level is at \$500,000. All self-insured agencies must pay the State a self insurance assessment. The assessment was increased substantially for FY 2004/2005, increasing by 72% from the prior year, for a total assessment of \$53,200. This higher assessment level has been budgeted for future years.

The Worker's Compensation Sub-fund reserve requirement is based upon an initial reserve provided through actuarial analysis. The estimated number of new claims and associated costs is added to this reserve. 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. Based on the reductions targeted over the next six years, the reserve requirement has been reduced accordingly.

### ***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. As anticipated, health premiums for the City increased significantly for calendar year 2005. The increase in premiums for the City's four healthcare plans ranged from 5.8% to 23.7%, with an average increase of 14.9%.

The ratio between the City's contribution for health premiums versus the employees' contribution has changed due to the recently adopted Memorandum of Understanding with the Sunnyvale Employees' Association. Prior to the new MOU, the citywide employees' contribution for healthcare costs was 14% of the total costs. The MOU increases the City's dollar contribution towards SEA employee healthcare costs so that the citywide employees' contribution has been reduced to 8%. In dollars, the City's costs have increased by approximately \$450,000 annually. This fiscal impact was calculated during the MOU negotiations and is funded through projected savings in salaries.

The long range projections include 12% increases in medical costs for FY 2005/2006 and FY 2006/2007, 8% for the next five years, and then 5% for the remainder of the Long Term Financial Plan.

In the 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 coming years.

**Liability and Property Insurance Fund**

This fund was established 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.

**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, 2005 are expected to be as follows:

Reserve Item	2004/2005 Year-End Amount
Workers’ Compensation	\$10,594,944
PERS RetirementVacation Leave	\$1,296,994
Insurance and Other Benefits	\$10,406,407
Liability and Property*	\$1,104,707
<b>Total Employee Benefits Fund Reserves</b>	<b>\$23,403,052</b>

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

**Sunnyvale Office Center Fund**

This fund accounts 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.

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 2005/2006 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 \$564,000 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 began in FY 2004/2005 and continue through FY 2007/2008. 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 1993, City Council accepted Dorolou Swirsky's gift of an ongoing Youth Opportunity Fund to specifically address sports, recreational, social, cultural, and educational activities for disadvantaged youth living in Sunnyvale in the form of a Trust Estate.

The Dorolou Swirsky estate was donated to the City upon her death in March 2000. The estate consisted of a single family home located at 1133 Hollenbeck Road. 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 upon her death using General Fund monies. The property was rented out until August 2003 with net proceeds used to help pay back the General Fund for the reverse mortgage.

In November 2003 Council approved a resolution authorizing the sale of 1133 Hollenbeck Road. The house was subsequently sold, the remainder of the General Fund advance was paid, and an endowment of \$526,635 was established. In accordance with Council's action, one-third of the interest generated each year by the endowment was to be used to provide summer recreational equipment and supplies to disadvantaged youth through an agreement with Sunnyvale Community Services. Council also asked the Arts Commission and the Parks and Recreation Commission to

explore how the City might grant the remaining two-thirds to outside agencies serving Sunnyvale's disadvantaged youth. However, given the current budget crisis and the costs involved with administering such a program, Council ultimately directed the City Manager to use these proceeds from the Swirsky Youth Opportunity Fund to supplement the City's Mobile Recreation Program or an equivalent City program rather than using the funds for grants to outside groups. The City Manager would include a recommendation for the use of funds (consistent with the Trust) with the budget submittal each year. It is recommended that funds for FY 2005/2006 be used to supplement the Mobile Recreation "Fun on the Run" Program.

### **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 \$813,533. 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 transferred to the Community Recreation Fund 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 has a contract with California Sports Center to program and operate the Fremont Pool on our behalf.

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), 100% of the City's cost of maintaining the public shower/locker facility, and staff costs related to oversight of the contract. The City's projected cost for Fremont Pool maintenance for FY 2005/2006, which is programmed in the Community Recreation Fund, is \$119,902. Interest earnings on the Fremont Pool Trust Fund are projected to be \$32,541. The Trust earnings pay approximately 27% of the City's annual costs, with a transfer from the General Fund making up the difference.

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. In this context, and the City's current budget crisis, it is critical to note the importance of allowing the California Sports Center (CSC) 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.

## **APPENDIX A**

### **THE SUNNYVALE APPROACH TO BUDGETING**

In reviewing the recommended FY 2005/2006 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 (includes projections over a 20-year time frame for revenues, operations, projects, debt and reserves),
- Short-term allocation of resources (the two-year action budget),
- Performance 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 because the focus is on long-term fiscal management. 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.

## **PERFORMANCE BASED BUDGETING**

The performance based management system is an important part of Sunnyvale's Planning and Management System (PAMS). The City began to implement this management concept in the late 1970's. Last year Council indicated that it would like to see staff complete a comprehensive review and analysis of the performance based management system. The review and analysis of the system began early in FY 2004/2005 and is expected to be complete by the end of the fiscal year. This work is being completed as part of a comprehensive overhaul of the City's Planning and Management System. Work this current year included evaluation of the philosophy and intent of the system as well as the processes that are followed to either establish a new or restructure an existing program to the performance based management system.

Recommended changes to the performance based management system will be brought to Council in a study session format early in FY 2005/2006. Following approval of the revised system, staff will enter into the implementation stage to undertake a major effort to restructure all programs into the revised format. This work will be completed during the first half of FY 2005/2006. This will allow for the revised system to be used in preparing the next two-year operating budget for FY 2006/2007.

## **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 performance 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 2005/2006 is the second year of a two-year operating budget cycle. Therefore, most operating budgets were not reviewed. However, a number of other components of the operating budget were thoroughly analyzed and updated to reflect current conditions. Rental rates and 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 trends. Employee benefit costs, especially retirement contributions and health insurance costs were reviewed. For enterprise funds, significant cost components were updated with current information and utility rates were adjusted as appropriate. Finally, major 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.

**Project Operating Costs** are those 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.

## **COUNCIL BUDGET REVIEW PROCESS FOR FY 2005/2006**

In FY 2003/2004, Council completed a comprehensive review of City services, service levels, and program budgets to address a continuing structural gap in the City's budget and long-term financial plan. Following this review, Council indicated that it should complete a service and budget review on a regular basis. Because of the resources and time needed to undertake these review, it was determined that one-eighth of all operating programs would be reviewed each year. This way, a councilmember serving two consecutive terms will have reviewed all the City's programs and services.

During April 2005 the City Council completed its first annual service and program budget review of selected City programs. At an all day special meeting, Council conducted an in-depth review of four programs - Water Supply and Distribution, Solid



Waste Management, Wastewater Management, and Utility Billing, Collection and Revenue Management. For each program, staff provided information on the program structure and services, program outcome statement and program measures, service delivery plans, and planned and actual budget costs.

The service and program review process is designed for several purposes:

- To inform Council and the public more completely about the services, service levels, costs and revenues that are associated with the selected City programs that are being reviewed;
- To provide Council with earlier involvement in the development of the City Manager's Recommended Budget and Long Term Financial Plan;
- To encourage more involvement and participation in the annual budget process by residents, business representatives, and community groups; and
- To give Council the opportunity to provide preliminary policy direction regarding services, levels of service, program costs, and the fees and charges associated with the programs under review.

Both the Council and the public indicated their satisfaction with the process used to review these programs. Additional programs will be selected for review at the Fiscal Issues Workshop that will be conducted in January 2006. All City programs will be reviewed by Council at least once every eight years through this process.

## **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 2005/2006, 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 (MOUs) with employee associations, with estimates for FY 2005/2006 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% for FY 2005/2006, 1% for FY 2006/2007, 3% through FY 2014/2015, and then 4% thereafter. For Sunnyvale Employees Association (SEA) members and Management employees it has been assumed that salaries will increase 0% for FY 2005/2006, 1% for FY 2006/2007, 3% through FY 2014/2015, and 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.

## **BUDGET FORMAT AND AWARDS**

Sunnyvale has a thorough 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*. *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 is FY 2005/2006.

*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, which was 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 2004 the Department of Finance was notified that the City's adopted FY 2004/2005 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 16 consecutive years. In addition to qualifying for the award this year, our Budget received "special performance measures" recognition because we were rated outstanding by all raters in the performance measures category.

## APPENDIX B

### STRATEGIES AND COST SAVING IDEAS TO BE EXPLORED IN 2004/2005

<b>EMPHASIZE ECONOMIC DEVELOPMENT</b>		
CDD	1.	Re-examine economic development strategies to ensure that short term and long term goals are achieved and deliverable, including explore incentives
<b>USE TECHNOLOGY TO REDUCE COSTS</b>		
CDD	2.	E-mail business newsletter rather than mail hard copy
CDD	4.	Continue roll-out of hand held units for field operations
ITD	7.	Establish investment fund to review and implement automation of processes citywide that are not currently automated
FIN/DPW/ITD	8.	Continue the deployment of remote meter reading technology
<b>EXPLORE ALTERNATIVE SERVICE DELIVERY METHODS</b>		
DPR	10.	Explore contracting out gymnastics classes
OCM	11.	Redesign Organizational Effectiveness program to focus on PAMS and cost containment practices
<b>MANAGE/CONTAIN EMPLOYEE SALARIES AND BENEFITS</b>		
HRD/DPW/ITD	13.	Utilize flexible schedules to reduce overtime needs
HRD/FIN/ITD	15.	Investigate tiered employee benefits for new hires
FIN	19.	Conduct audit of overtime usage citywide
HRD	20.	Explore alternate medical insurance plans
HRD	22.	Institute a vesting requirement for retiree medical benefits
HRD	23.	Investigate substituting a PTO program for disability where possible
HRD	28.	Review provisions of new workers' compensation law
HRD	30.	Reevaluate the disability leave incentive program
HRD	31.	Focus on reducing workers' compensation claims/costs

<b>STREAMLINE CITY PROCESSES</b>		
DPR	34.	Combine Parks and Recreation Commission with Arts Commission
OCM	35.	Consolidate/update administrative policies
<b>MANAGE THE CITY'S "LIFESTYLE" AND EMPLOYEE EXPECTATIONS</b>		
FIN	36.	Review level of items supplied by central stores to employees
DPS/DPW/FIN	38.	Reduce low use fire apparatus
<b>EXPLORE REDUCING CITY HOURS OF OPERATION</b>		
CDD/HRD/LIB	42.	Close City offices between Christmas and New Years with use of PTO or unpaid time
DPR/HRD/CDD	43.	Utilize different/shorter business hours for the public
<b>EXAMINE WAYS TO MORE EFFECTIVELY USE CITY WORKFORCE</b>		
DPR	46.	Eliminate one recreation Superintendent position, replace with lower position
HRD	47.	Explore expanded use of job sharing and allowing more part time employees
DPS	51.	Freeze vacant management positions in DPS during vacancy of Chief
DPS/FIN	52.	Change traditional backfill requirements in Fire when a short term (sick day, etc.) vacancy occurs
OCM/HRD	54.	Study Pay for Performance System
FIN/DPS	56.	Review practice of fire station staffing versus requirements in MOU
FIN/DPS	57.	Review patrol minimum staffing requirements in MOU
DPS/HRD	58.	Investigate use of part time Public Safety Officers and Public Safety retirees
FIN/DPS	59.	Review start times for Patrol schedule
FIN/DPS	60.	Evaluate need for Sworn/Non-Sworn Management positions in DPS
<b>REVIEW FUND RESERVE POLICIES</b>		
FIN/DPW/DPR/ITD	63.	Review all equipment replacement reserves

<b>REVIEW CITY'S COST RECOVERY POLICY FOR FEES AND CHARGES</b>		
FIN	66.	Explore full cost recovery of DPS permits for taxicabs, adult entertainment, pawn shops, massage parlors, and weapons
DPW/FIN/ ITD	67. & 76.	Revisit policy of keeping utility rates below average of surrounding cities and Update Phase I of the Long Range Infrastructure Plan and complete Phase II
FIN/DPR/LIB/CDD	68.	Update subsidy analysis of Community development, Recreation, and SCI3 programs
<b>INVESTIGATE NEW AND INCREASED REVENUE SOURCES</b>		
DPR	70.	Expand park picnic rental services, e.g. inflatable jumpers, etc.
FIN/OCA	72.	Explore increase in Business License Tax
FIN/OCA	73.	Explore increase in Transient Occupancy Tax
<b>EVALUATE CITY'S POLICY REGARDING LAND HOLDINGS</b>		
CDD/DPW/OCA	74.	Determine legal standing of Charles Street lot and responsibility for maintenance
<b>MISCELLANEOUS</b>		
DPR	77.	Evaluate recreation services fee waiver program and program admin
FIN/DPS	78.	Complete optimal staffing study for Public Safety Department
OCM	81.	Undertake comprehensive review and analysis of the outcome management system
OCM	82.	Develop and conduct PAMS training at all levels
DPW/FIN	83.	Perform complete update and review of Capital Improvement Program, including unfunded projects over 10-year plan
<b>ADDED FROM ELT STRATEGY MEETING OF 5/27/04</b>		
OCM/HRD/DPR	84.	Review all employee evaluation systems

**JUST DO IT**

**MANAGE/CONTAIN EMPLOYEE SALARIES AND BENEFITS**

OCA/HRD	29.	Review workers' compensation legal requirements as they relate to selection of physician and time off for workers' compensation medical appointments
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**EVALUATE CITY'S POLICY REGARDING LAND HOLDINGS**

DPW/DPR	75.	Analyze additional income potential of 505. W. Olive property
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**APPENDIX C**

**Human Services Recommendations-Outside Groups  
General Fund and CDBG Fund**

**FY 2005/06**

Outside Groups	2001	2002	2003	2004	2005 Request	HHSC		Staff	
						CDBG	GENERAL	CDBG	GENERAL
<b>CDBG SUPPORTED</b>									
Catholic Charities Shared Housing	16,170	16,170	16,500	11,000	15,000	10,000	0	10,000	0
Catholic Charities Ombudsman	11,195	13,641	13,060	12,407	13,212	13,212	0	13,212	0
Community Association for Rehabilitation	5,253	7,522	5,950	5,653	6,025	6,025	0	6,025	0
Cupertino Comm. Services	14,669	10,000	14,670	13,937	20,000	15,000	0	15,000	0
Emergency Housing Consort.	54,791	56,435	58,720	55,784	75,000	56,500	0	56,500	0
First United Methodist Senior Nutrition	16,730	22,842	23,742	22,555	23,742	24,000	0	24,000	0
Project Match	8,685	8,685	11,193	10,833	14,000	14,000	0	14,000	0
Second Harvest Food Bank	5,100	7,211	5,610	5,330	5,490	5,490	0	5,490	0
Senior Adults Legal Assist.	10,398	10,710	11,030	10,479	10,479	10,479	0	10,479	0
Sunnyvale Comm. Services	61,407	65,360	77,533 (16,000) <sup>1</sup>	73,656 (20,000) <sup>1</sup>	98,339	65,552	32,787	65,552	32,787
Support Network For Battered Women	32,000	24,000	24,000	22,800	32,000	32,000	0	32,000	0
The Health Trust-Meals on Wheels	0	0	12,750	12,113	13,650	13,650	0	13,650	0
Friends For Youth-Mentoring	0	0	18,750	17,813	17,800	17,800	0	17,800	0
<b>CDBG Prior Years <sup>2</sup></b>	<b>271,478</b>	<b>269,772</b>	<b>306,016</b>	<b>283,193</b>					
<b>General Fund Supported</b>									
Euphrat Art Program	12,298	12,298	12,298	12,300	12,298	0	12,298	0	12,298
Family and Child. Ser.	0	0	30,000	30,000	31,100	21,100	10,000	21,100	10,000
Junior Achievement	10,000	10,000	10,000	10,000	11,165	0	11,165	0	11,165
Leadership Sunnyvale	5,000	5,000	5,000	7,000	10,000	0	8,000	0	10,000
Live Oak/Adult Ser.		44,881 <sup>5</sup>	30,000	28,000	29,400	19,400	10,000	19,400	10,000
Bill Wilson Center	15,227	15,227	15,000	16,750	32,000	17,000	7,500	17,000	7,500
India Comm. Center	0	0	0	0	25,000	8,792	2,000	8,792	3,708
<b>General Fund Prior Years <sup>2</sup></b>	<b>81,000</b>	<b>85,000</b>	<b>118,000</b>	<b>124,000</b>					
<b>Total Outside Group Funded <sup>2</sup></b>	<b>352,478</b>	<b>354,772</b>	<b>424,016</b>	<b>407,193</b>	<b>508,200 <sup>4</sup></b>	<b>350,000</b>	<b>100,000</b>	<b>350,000</b>	<b>97,458</b>
Rebuilding Together Peninsula	0	0	0	0	12,500	0	6,250	6,250 <sup>3</sup>	

**TOTAL General Fund Recommendations FY 2005-06**

**97,458**

<sup>1</sup> Sunnyvale Community Services received \$20,000 General Fund FY 2004/05 and \$16,000 General Fund FY 2003/04.

<sup>2</sup> Includes funding of agencies not currently receiving funds.

<sup>3</sup> Funding to be provided by CDBG Housing Improvement Program Funds.

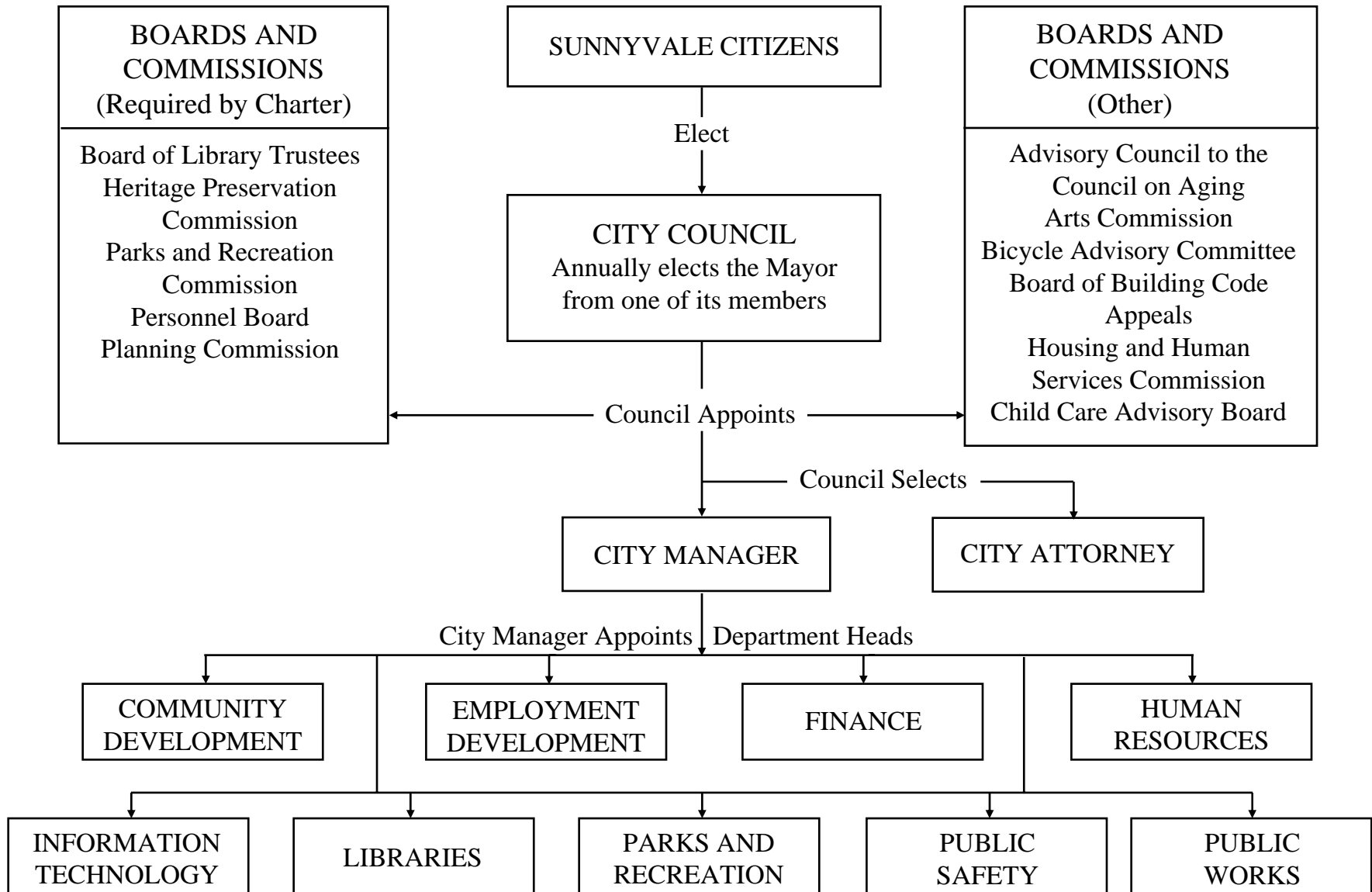
<sup>4</sup> Includes request by Rebuilding Together Peninsula.

<sup>5</sup> 2002 funding from Special Funds.

**City  
Organization Chart**



# CITY OF SUNNYVALE ORGANIZATION CHART



# CITY OF SUNNYVALE FUNCTIONAL AREA CHART

## Programs by Department Listing

### Community Development

- 230 Housing and Human Services
- 242 Community Planning
- 243 Development Services
- 244 Economic Prosperity
- 245 Neighborhood Preservation

### Human Resources

- 753 Personnel Services
- 781 Employee Leave Benefits
- 784 Insurances, Retirement, and Incentives
- 785 Workers' Compensation
- 786 Self-Funded Liability and Property Program

### Office of the City Attorney

- 751 Legal Services

### Finance

- 710 Financial Management and Analysis
- 719 Accounting, Finance Reporting, and Employee Payroll
- 720 Utility Billing, Collection, and Rev. Mgmt
- 740 Procurement Management
- 743 Budget Management
- 744 Treasury/Cash Management

### Information Technology

- 764 Information Technology Services Delivery
- 765 Application Development and Support

### Libraries

- 635 Svale Ctr for Innovation, Invention and Ideas (SC[i]3)
- 636 Library Collection Management
- 637 Library Programs and Services
- 638 Library Learning Environment

# CITY OF SUNNYVALE FUNCTIONAL AREA CHART

## Programs by Department Listing

### Office of the City Manager

522 Columbia Neighborhood Center  
524 Child Care Services  
730 Neighborhood and Community Services  
732 Council Policy Assistance and Support  
734 Organizational Effectiveness  
735 External Relations  
736 Official Records and Elections  
737 Volunteer Resources  
738 Executive Management  
739 City Council

### Parks and Recreation

265 Neighborhood Parks and Open Space Mgmt  
601 Parks and Recreation Management  
640 Customer Svc, Registration, Reservation, Publicity & Rec. Facilities  
642 Rec Svces for Children, Teens, Seniors, Disabled, & Econ. Disadv.  
644 Recreation and Arts for Adults and Rental Use of Rec Facilities  
645 Golf Course Maintenance Operations and Golf Shop Services  
769 Facilities Management

# CITY OF SUNNYVALE FUNCTIONAL AREA CHART

## Programs by Department Listing

### Public Safety

- 481 Police Services
- 482 Fire Services
- 483 Community Safety Services
- 484 Personnel and Training Services
- 485 Special Operations
- 486 Technical Services
- 487 Public Safety Administration

### Public Works

- 115 Transportation Operations
- 116 Pavement Operations
- 216 Roadside and Median Right-of-Way Services
- 217 Concrete Maintenance
- 218 Street Tree Services
- 250 Public Parking Lot Maintenance
- 251 Parking District Landscaping
- 302 Public Works Support Services
- 306 Engineering Services
- 312 Water Supply and Distribution
- 322 Solid Waste
- 342 Wastewater Management
- 763 Provision of Vehicles and Motorized Equipment

**Directory of  
City Officials**

**City of Sunnyvale**  
**DIRECTORY OF CITY OFFICIALS**  
July 1, 2005

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**Dean Chu**  
Mayor

**Ron Swegles**  
Vice-Mayor  
**Frederik Fowler**  
Councilmember  
**Melinda Hamilton**  
Councilmember

**John Howe**  
Councilmember  
**Otto Lee**  
Councilmember  
**Julia Miller**  
Councilmember

**Amy Chan**  
City Manager

**Deborah Barrow**  
Director of Libraries  
**Curtis Black**  
Acting Director of Parks and Recreation  
**Mary J. Bradley**  
Director of Finance  
**Mike Curran**  
Director of Employment Development  
**Jane Fleenor**  
Interim Director of Human Resources  
**Shawn Hernandez**  
Director of Information Technology

**Don Johnson**  
Director of Public Safety  
**Robert Paternoster**  
Director Of Community Development  
**Charles Schwabe**  
Deputy City Manager  
**Marvin Rose**  
Director of Public Works  
**Robert Walker**  
Assistant City Manager

**David Kahn**  
City Attorney

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

**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. Base the planning and design of capital improvements on standards which minimize construction costs, while assuring acceptable useful life and reducing maintenance requirements.

***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. Give high priority to replacing capital improvements when they have deteriorated to the point where they are hazardous, incur high maintenance costs, negatively affect property values, or no longer serve their intended purposes.

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## FISCAL POLICIES

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### *Contingencies Reserve*

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 adopted in FY 1992/1993 changed it to 20% of operations for the General Fund. The Water and Wastewater Enterprise Funds maintain contingencies reserves of 25% of operations. The Solid Waste Enterprise Fund maintains contingencies reserve of 10% of operations to reflect that fact that this operation has less risk for damage or disaster. The reserve amount changes each year as operations of the Fund either increase or decrease.

### *Debt Limits*

Limit use of debt so as not to place a burden on the fiscal resources of the City and its taxpayers. Generally, the method of financing selected for debt retirement should be based on who will benefit and who should pay for the cost of improvements.

### *Enterprise Funds*

Fully account for and apportion all costs, fees, and General Fund transfers associated with enterprise funds. The costs of each enterprise, including the transfers from the General Fund, shall be offset by user charges and fees derived from the enterprise activity. "Costs" shall mean all operating, capital, debt service, contingency and administrative costs. Any revenues in excess of expenditures shall not be used for general municipal purposes.

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## FISCAL POLICIES

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### ***General Fund 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. The reserve was one-time and set to equal 5% of operations. Before FY 1993/1994, the General Fund 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. Beginning in FY 2005/2006 the Service Level Contingency Reserve has been eliminated.

### ***General Fund Non-Recurring Events Reserve***

This reserve contains funds from FY 1997/1998 and FY 1998/1999 that resulted from greater than anticipated revenues and less than anticipated expenditures during the height of the dot.com boom. 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. Most of the funds in this reserve have been used for these types of one-time costs. The remaining reserve has been eliminated for FY 2005/2006.

### ***General Fund Surplus***

Plan the effective use of surplus funds in order to accelerate service programming or reduce taxes. A General Fund surplus is defined to exist when the Ten Year Resource Allocation Plan indicates that a Ten Year Plan reserve exists in any one year of the plan and will continue to exist at that level or greater for each subsequent year of the Plan.

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# FISCAL POLICIES

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## *Intergovernmental Funds*

Recognize in long-range planning the lack of stability inherent in intergovernmental funds and reduce reliance on intergovernmental assistance. Discourage use of intergovernmental grant assistance for routine programs. Intergovernmental grants may be used for special projects which strengthen a program, have a definable starting and ending date, and do not expand a service in such a way as to require the substitution of local funds to continue part or all of the service once intergovernmental assistance ends.

## *Internal Controls*

Maintain financial integrity and provide assurance that adequate internal controls are in place. Conduct periodic financial, operational, and management audits to assure that adequate internal controls exist and that management practices are in compliance with Federal, State and City rules and regulations.

## *Land Acquisition*

Acquire land to meet City goals in the most cost efficient and timely manner. Assure that undeveloped land needed to meet City goals is given a high budgetary priority so that it can be acquired before it is developed. Developed land should be acquired in reasonable proximity to the time the property is required for City purposes.

## *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.

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## FISCAL POLICIES

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### *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.

### *Revenue Base*

Maintain a diversified and stable revenue base for the City. Establish user charges and fees at a level closely related to the cost of providing those services. Seek all possible Federal and State reimbursement for mandated projects and/or programs. Investigate potential new revenue sources, particularly those that do not add to the tax burden of residents or local businesses.

### *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**

**Special Performance Measures Recognition**

For the Fiscal Year Beginning

**July 1, 2004**

President

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 FY 2005/2006. 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 3 fiscal years: 2003/2004 actual, 2004/2005 current, and 2005/2006 budget.

## **Financial Graphs**

Purpose: To provide visual depiction of revenues and expenditures for the FY 2005/2006 budget.

## **Individual Financial Plans**

Purpose: The individual financial plans render a picture of the financial condition of the fund. In addition to FY 2003/2004 actual and FY 2004/2005 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 FY 2005/2006 there was no inflation factor applied, but for FY 2006/2007 through the remainder of the first decade the inflation factor 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 1% in FY 2005/2006, 2% in FY 2006/2007, 3 % in FY 2007/2008 through FY 2014/2015, 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 3 years for comparison purposes: 2003/2004 actual, 2004/2005 current, and 2005/2006 budget.

**Budget  
Summary**

**Budget  
Summary**

**CITY OF SUNNYVALE  
FY 2005/2006 BUDGET SUMMARY**

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**Revenue Sources:**

Property Tax	\$32,969,266
Refuse Collection and Disposal Service Fees	\$26,840,693
Water Supply and Distribution Fees	\$22,675,518
Sales Tax	\$26,133,903
Wastewater Management Service Fees	\$17,606,056
SMaRT Station Operations Reimbursement*	\$9,850,654
Workforce Investment Act Grant	\$9,339,000
Franchises Fees	\$6,918,661
Recreation Service Fees	\$6,905,170
Utility Users Tax	\$6,015,416
Interest Income	\$5,829,301
Transient Occupancy Tax	\$5,250,225
Permits and Licenses	\$4,753,198
Rents and Concessions	\$4,150,880
Other Fees and Services	\$3,902,545
Miscellaneous Revenues	\$3,772,996
Park Dedication Fee	\$3,478,810
State Highway Users Tax (Gas Tax)	\$2,556,058
Other Taxes	\$2,141,182
Community Development Block Grant	\$1,418,817
State Shared Revenues	\$1,079,973
Other Agencies Contributions	\$904,445
Fines and Forfeitures	\$768,833
HOME Program Grant	\$747,978
Motor Vehicle License Fees	\$689,738
SMaRT Station Revenues	\$568,665
Federal Grants	\$514,594
Santa Clara County Measure A/B Pavement Management Program	\$500,000
Interfund Revenues for General Fund Services	\$7,652,957
Use of Reserves	\$10,883,795

**Total Revenues Sources\*\***

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**\$226,819,326**

\* 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 2005/2006 BUDGET SUMMARY**

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**Expenditures:**

**Operating Budget:**

City Council		\$365,312
Office of the City Attorney		\$1,356,189
Office of the City Manager:		
Child Care Services	\$182,388	
Columbia Neighborhood Center	645,926	
Council Policy Assistance and Support	551,728	
Executive Management	557,494	
External Relations	531,995	
Neighborhood and Community Services	361,947	
Official Records and Elections	530,567	
Organizational Effectiveness	387,911	
Volunteer Resources	194,867	
Total Office of the City Manager		\$3,944,823
Community Development Department:		
Community Planning	\$706,620	
Development Services	3,757,519	
Economic Prosperity	755,907	
Housing and Human Services	716,637	
Neighborhood Preservations	820,199	
Total Community Development Department		\$6,756,882
Employment Development Department		\$10,126,301

**CITY OF SUNNYVALE  
FY 2005/2006 BUDGET SUMMARY**

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**Operating Budget: (Continued)**

Finance Department:

Accounting and Financial Reporting	\$1,185,081	
Budget Management	647,203	
Financial Management & Analysis	1,013,197	
Procurement Management	1,368,251	
Treasury/Cash Management	746,427	
Utility Business Management	1,930,549	
Total Finance Department	<u>1,930,549</u>	\$6,890,708

Human Resources Department (Personnel Services) \$1,495,068

Library Department:

Library Collection Management	\$4,008,858	
Library Learning Environment	883,723	
Library Programs and Services	1,708,981	
Sunnyvale Center for Innovation, Invention, and Ideas SC[i]3	333,011	
Total Library Department	<u>333,011</u>	\$6,934,573

Parks and Recreation Department:

Customer Service, Registration, Reservation, Publicity & Recreation	\$2,714,139	
Golf Course Maintenance Operations and Golf Shop Services	3,034,281	
Neighborhood Parks and Open Space Management	6,549,824	
Park & Recreation Management	641,065	
Recreation and Arts for Adults and Rental Use of Recreation Facilities	1,592,981	
Recreation Services for Children, Teens, Seniors, Disabled, and Economically Disadvantaged	3,685,135	
Total Parks and Recreation Department	<u>3,685,135</u>	\$18,217,425

**CITY OF SUNNYVALE  
FY 2005/2006 BUDGET SUMMARY**

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**Operating Budget: (Continued)**

Public Safety Department:

Community Safety Services	\$4,014,335	
Fire Services	20,066,614	
Personnel and Training Services	2,151,695	
Police Services	21,085,876	
Public Safety Administration	3,987,070	
Special Operations	5,753,856	
Technical Services	5,029,514	
Total Public Safety Department	<u>62,088,960</u>	\$62,088,960

Public Works Department:

Concrete Maintenance	\$1,115,414	
Engineering Services	520,067	
Parking District Landscaping	88,506	
Pavement Operations	4,578,315	
Public Parking Lot Maintenance	85,457	
Public Works Support Services	612,436	
Roadside and Median Right-of-Way Services	1,305,965	
SMaRT Station Operations*	16,776,843	
Solid Waste**	19,424,472	
Street Tree Services	1,354,655	
Transportation Operations	2,479,800	
Wastewater Management	13,371,548	
Water Supply and Distribution	17,096,941	
Total Public Works Department	<u>78,810,419</u>	\$78,810,419

Project Operating Budget \$9,668

**Total Operating Budget\*\*\*** \$196,996,328

\* 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 programs.



**CITY OF SUNNYVALE  
FY 2005/2006 BUDGET SUMMARY**

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**Projects Budget:**

Capital Projects	\$4,120,413
Infrastructure Projects	\$7,105,093
Special Projects	\$7,808,035
Outside Group Funding	\$553,934
Lease Payments	\$1,849,908
Project Administration	\$1,572,207
<b>Total Projects Budget</b>	<b>\$23,009,590</b>

**Other Expenditures:**

Debt Service	\$6,813,408
<b>Total Other Expenditures</b>	<b>\$6,813,408</b>

<b>Total Adopted Budget</b>	<b>\$226,819,326</b>
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**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>Actual</i> 2003/2004	<i>Current</i> 2004/2005	<i>Budget</i> 2005/2006
Management	97.7	92.9	106.4	105.6
Non-Management	556.0	548.2	599.0	600.6
Part-Time Staff	50.7	60.6	77.5	74.4
Public Safety Officers	210.9	208.2	208.6	195.9
<b>Total</b>	<b>915.3</b>	<b>909.9</b>	<b>991.41</b>	<b>976.5</b>

The variance between Current FY 2004/2005 and Actual FY 2003/2004 is primarily due to unfilled vacancies.

**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>Achieved</b>	<b>Current</b>	<b>Budget</b>
0000 Non Job Code Hours				
Work Hours - Regular	-2,858.30	1,584.50	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	46,284.20	42,308.00	41,408.00
Work Hours - Light Duty	5.00	0.00	3,300.00	0.00
Work Hours - Overtime - Regular	8.10	-2.50	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	72.00	0.00	0.00
Other Hours - Standby	0.00	0.00	630.00	630.00
0010 City Manager				
Work Hours - Regular	1,836.00	2,336.00	1,850.00	1,850.00
0011 City Attorney				
Work Hours - Regular	1,852.00	1,752.00	3,150.65	1,850.00
0012 Senior Assistant City Attorney				
Work Hours - Regular	1,778.00	1,805.00	1,850.00	1,850.00
0013 Assistant City Attorney				
Work Hours - Regular	1,795.50	1,770.00	1,850.00	1,850.00
0014 Deputy City Attorney				
Work Hours - Regular	1,693.00	1,852.00	1,850.00	1,850.00
0110 Assistant City Manager				
Work Hours - Regular	1,868.00	1,256.00	1,850.00	1,850.00
0115 Deputy City Manager				
Work Hours - Regular	1,876.00	1,881.00	1,850.00	1,850.00
0120 Director of Community Development				
Work Hours - Regular	1,920.00	1,840.00	1,791.00	1,766.00
0130 Director of Finance				
Work Hours - Regular	1,892.00	1,800.00	1,850.00	1,850.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<u>FY 2002/2003 Achieved</u>	<u>FY 2003/2004 Achieved</u>	<u>FY 2004/2005 Current</u>	<u>FY 2005/2006 Budget</u>
0140 Director of Employment Development				
Work Hours - Regular	1,766.50	1,779.00	1,850.00	1,850.00
0145 Director of Human Resources				
Work Hours - Regular	1,858.00	1,762.00	1,850.00	1,850.00
0155 Director of Libraries				
Work Hours - Regular	1,867.50	1,863.50	1,830.00	1,830.00
0160 Director of Parks and Recreation				
Work Hours - Regular	1,812.00	1,730.50	1,850.00	1,850.00
0170 Director of Public Safety				
Work Hours - Regular	1,790.50	607.00	1,810.00	1,810.00
0180 Director of Public Works				
Work Hours - Regular	1,836.00	1,889.00	1,850.00	1,850.00
0190 Director of Information Technology				
Work Hours - Regular	1,796.00	1,792.00	1,800.00	1,800.00
0202 Housing Officer				
Work Hours - Regular	1,175.00	1,572.50	1,664.00	1,500.00
0203 City Clerk				
Work Hours - Regular	1,906.00	1,062.00	1,850.00	1,850.00
0204 Neighborhood Preservation Manager				
Work Hours - Regular	1,781.00	1,787.50	1,840.00	1,840.00
0205 Assistant Director of Public Works/City Engineer				
Work Hours - Regular	1,220.50	1,822.30	1,850.00	1,850.00
0206 Assistant City Engineer				
Work Hours - Regular	1,442.00	1,661.00	1,700.00	1,700.00
0209 Manager Of Business Operations				
Work Hours - Regular	48.00	1,840.00	1,850.00	1,850.00
0210 Superintendent of Building Inspection				
Work Hours - Regular	1,952.00	1,796.50	1,847.00	1,847.00

**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>Achieved</b>	<b>Current</b>	<b>Budget</b>
0212 Superintendent of Building Maintenance				
Work Hours - Regular	1,659.70	1,764.00	1,850.00	1,850.00
0213 Recreation Supervisor				
Work Hours - Regular	2,373.50	6,863.00	9,300.00	9,250.00
0222 Superintendent of Parks				
Work Hours - Regular	1,552.00	1,814.00	1,846.00	1,846.00
0223 Superintendent of Trees and Landscape				
Work Hours - Regular	1,619.00	1,622.50	1,594.00	1,594.00
0230 Planning Officer				
Work Hours - Regular	1,757.50	1,757.50	1,770.00	1,770.00
0235 Public Safety Captain I				
Work Hours - Regular	8,520.00	11,350.00	11,238.00	0.00
0236 PS Captain				
Work Hours - Regular	0.00	0.00	0.00	11,038.00
0256 Superintendent of Cultural Arts				
Work Hours - Regular	1,795.00	1,691.00	1,850.00	1,850.00
0257 Leisure Services Manager				
Work Hours - Regular	1,800.00	1,679.00	1,850.00	1,850.00
0258 Assistant To Dir Of Parks/Rec				
Work Hours - Regular	1,847.50	1,750.00	1,850.00	1,850.00
0260 Economic Development Manager				
Work Hours - Regular	1,797.00	1,662.00	1,760.00	1,760.00
0270 Superintendent of Field Services				
Work Hours - Regular	1,810.50	1,779.00	1,669.00	1,669.00
0275 Solid Waste Program Manager				
Work Hours - Regular	1,810.00	1,796.00	1,825.00	1,825.00
0278 Management Analyst				
Work Hours - Regular	11,287.00	8,047.00	7,270.00	7,400.00

**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>Achieved</b>	<b>Current</b>	<b>Budget</b>
0280 Risk and Insurance Manager				
Work Hours - Regular	1,761.00	1,754.40	1,850.00	1,850.00
0282 Human Resources Manager				
Work Hours - Regular	1,228.00	1,836.00	1,850.00	1,850.00
0290 Transportation and Traffic Manager				
Work Hours - Regular	1,870.50	1,788.00	1,850.00	1,850.00
0295 Environmental Division Manager				
Work Hours - Regular	1,798.00	1,659.50	1,815.00	1,815.00
0300 Administrative Assistant				
Work Hours - Regular	4,402.00	3,917.50	3,680.00	3,680.00
0301 Employment Training Manager				
Work Hours - Regular	8,484.00	8,031.80	11,100.00	11,100.00
0305 Administrative Librarian				
Work Hours - Regular	2,907.10	1,702.50	3,709.00	3,709.00
0307 Administrative Services Manager				
Work Hours - Regular	1,756.00	3,355.20	1,772.00	1,772.00
0310 Supervising Librarian				
Work Hours - Regular	6,800.20	5,860.20	7,581.00	7,566.00
0315 Revenue Systems Supervisor				
Work Hours - Regular	1,855.00	1,663.00	1,850.00	1,850.00
0319 Neighborhood and Community Services Manager				
Work Hours - Regular	0.00	521.50	1,895.00	1,895.00
0320 Assistant to the City Manager				
Work Hours - Regular	1,795.50	155.00	0.00	0.00
0322 Senior Management Analyst				
Work Hours - Regular	14,761.50	13,060.00	12,736.65	12,736.65
0324 Mgr, Bureau Of Tech Services				
Work Hours - Regular	1,772.00	1,412.00	1,800.00	1,800.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<u>FY 2002/2003 Achieved</u>	<u>FY 2003/2004 Achieved</u>	<u>FY 2004/2005 Current</u>	<u>FY 2005/2006 Budget</u>
0325 Operations Manager				
Work Hours - Regular	0.00	1,746.50	1,850.00	1,850.00
0326 Recycling Supervisor				
Work Hours - Regular	1,713.50	1,791.50	1,800.00	1,800.00
0327 Golf Operations Supervisor				
Work Hours - Regular	3,619.00	3,702.00	3,700.00	3,700.00
0330 Parks Supervisor				
Work Hours - Regular	5,235.00	3,135.00	3,701.00	3,701.00
0331 Manager, Information Technology Services				
Work Hours - Regular	1,818.00	1,809.50	1,850.00	1,850.00
0332 Mgr, Applications Development				
Work Hours - Regular	1,725.20	1,742.50	1,800.00	1,800.00
0333 Technical Support Manager				
Work Hours - Regular	1,828.00	696.50	0.00	0.00
0337 Human Resources Supervisor				
Work Hours - Regular	1,804.00	1,840.00	1,850.00	1,850.00
0338 Internal Auditor				
Work Hours - Regular	0.00	0.00	1,475.00	1,475.00
0339 Senior Internal Auditor				
Work Hours - Regular	0.00	0.00	1,850.00	1,850.00
0340 Public Safety Captain II				
Work Hours - Regular	7,293.50	4,065.00	0.00	0.00
0341 Deputy Chief				
Work Hours - Regular	0.00	0.00	7,400.00	7,400.00
0345 Urban Landscape Supervisor				
Work Hours - Regular	3,591.80	3,477.50	3,483.00	3,483.00
0350 Public Works Supervisor				
Work Hours - Regular	2,409.50	1,792.00	3,469.00	3,484.00



**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>Achieved</b>	<b>Current</b>	<b>Budget</b>
0365 Finance Manager				
Work Hours - Regular	7,196.50	6,247.50	7,191.00	7,400.00
0375 Program Quality and Operations Manager				
Work Hours - Regular	2,882.00	1,595.00	3,700.00	3,700.00
0380 Fleet Manager				
Work Hours - Regular	1,733.00	1,692.00	1,850.00	1,850.00
0388 City Property Manager/Senior Administrator				
Work Hours - Regular	1,680.00	1,737.00	1,850.00	1,850.00
0390 WPCP Supervisor				
Work Hours - Regular	1,901.50	1,828.00	1,852.00	1,852.00
0395 WPCP Maintenance and Facility Manager				
Work Hours - Regular	1,640.00	1,685.00	1,800.00	1,800.00
0396 WPCP Operations Manager				
Work Hours - Regular	1,754.00	1,686.00	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	8,795.70	8,911.00	8,911.00
Work Hours - Overtime - Regular	23.50	0.00	40.00	40.00
Work Hours - Overtime - Comp Time Earned	76.60	9.80	0.00	0.00
1001 Accountant-Confidential				
Work Hours - Regular	2,562.30	525.00	0.00	0.00
Work Hours - Overtime - Regular	140.70	14.80	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	1,827.70	1,800.00	1,800.00
Work Hours - Overtime - Regular	14.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	0.00	3.30	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
1015 Sr Accountant-Confidential				
Work Hours - Regular	0.00	1,304.30	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	61.10	0.00	0.00
1060 Paralegal				
Work Hours - Regular	859.50	701.50	1,800.00	1,800.00
1100 Administrative Aide				
Work Hours - Regular	21,331.90	20,293.30	21,002.00	20,863.00
Work Hours - Contract Personnel	-67.20	0.00	0.00	0.00
Work Hours - Overtime - Regular	616.30	255.50	395.00	395.00
Work Hours - Overtime - Comp Time Earned	674.90	319.40	0.00	0.00
1101 Administrative Aide-Confidential				
Work Hours - Regular	9,067.00	10,091.20	14,400.00	14,400.00
Work Hours - Overtime - Regular	121.40	25.40	91.00	91.00
Work Hours - Overtime - Comp Time Earned	122.90	100.40	0.00	0.00
1130 Public Safety Records Coordinator				
Work Hours - Regular	1,722.70	1,508.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	2.50	9.00	35.00	35.00
Work Hours - Overtime - Comp Time Earned	11.60	8.00	0.00	0.00
1140 Senior Buyer				
Work Hours - Regular	1,895.50	1,727.20	1,800.00	1,800.00
1160 Employment Training Program Coordinator				
Work Hours - Regular	19,955.10	18,597.20	25,200.00	25,222.00
Work Hours - Overtime - Regular	78.00	78.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	241.30	202.10	0.00	0.00
1200 Associate Planner				
Work Hours - Regular	6,189.00	7,859.40	9,161.00	9,161.00
Work Hours - Overtime - Regular	327.60	212.60	154.00	154.00
Work Hours - Overtime - Comp Time Earned	190.90	207.90	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
1205 Automotive Shop Attendant				
Work Hours - Regular	48.00	1,865.00	1,800.00	1,800.00
Work Hours - Overtime - Comp Time Earned	0.00	2.50	0.00	0.00
1250 Administrative Analyst				
Work Hours - Regular	9,431.00	10,646.10	10,828.00	10,828.00
Work Hours - Overtime - Regular	357.40	584.50	180.00	180.00
Work Hours - Overtime - Comp Time Earned	155.50	96.00	20.00	20.00
1251 Assistant Planner				
Work Hours - Regular	3,889.00	3,589.00	1,754.00	1,754.00
Work Hours - Overtime - Regular	58.00	26.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	65.50	16.00	33.00	33.00
1260 Senior Planner				
Work Hours - Regular	0.00	929.50	1,705.00	1,705.00
Work Hours - Overtime - Regular	0.00	17.50	25.00	25.00
1300 Senior Environmental Chemist				
Work Hours - Regular	3,457.70	3,464.00	3,775.00	3,775.00
Work Hours - Overtime - Comp Time Earned	21.20	9.50	0.00	0.00
1345 Solid Waste Contract Administrator				
Work Hours - Regular	1,836.50	1,819.50	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	0.00	40.00	40.00
Work Hours - Overtime - Comp Time Earned	25.50	12.50	0.00	0.00
1349 Senior Industrial Waste Inspector				
Work Hours - Regular	1,722.80	1,754.00	1,850.00	1,850.00
1350 Industrial Waste Inspector				
Work Hours - Regular	7,321.40	6,341.30	6,985.00	6,985.00
Work Hours - Overtime - Regular	0.50	1.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	2.00	11.50	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
1351 Environmental Chemist II				
Work Hours - Regular	6,303.20	7,444.20	8,640.00	8,640.00
Work Hours - Overtime - Comp Time Earned	7.00	10.00	0.00	0.00
1400 Civil Engineer				
Work Hours - Regular	4,337.20	3,307.50	5,490.00	5,490.00
Work Hours - Overtime - Regular	6.00	0.00	75.00	75.00
Work Hours - Overtime - Comp Time Earned	2.00	1.00	0.00	0.00
1410 Engineering Assistant II				
Work Hours - Regular	2,412.50	1,864.50	1,930.00	1,930.00
Work Hours - Overtime - Regular	7.00	2.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	42.50	9.00	0.00	0.00
1426 Software Applications Leader				
Work Hours - Regular	1,827.70	1,717.50	1,850.00	1,850.00
Work Hours - Overtime - Regular	0.00	3.30	20.00	20.00
Work Hours - Overtime - Comp Time Earned	6.50	5.00	0.00	0.00
1450 Human Resources Analyst				
Work Hours - Regular	6,054.00	7,324.80	7,200.00	7,200.00
Work Hours - Overtime - Regular	36.80	39.50	0.00	0.00
Work Hours - Overtime - Comp Time Earned	83.00	96.70	0.00	0.00
1500 Engineering Assistant I				
Work Hours - Regular	0.00	0.00	100.00	100.00
1600 Librarian				
Work Hours - Regular	21,609.00	18,450.30	21,388.00	21,236.00
Work Hours - Overtime - Regular	6.70	3.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	175.30	127.60	0.00	0.00
1700 Principal Planner				
Work Hours - Regular	3,399.00	3,407.40	3,568.00	3,568.00
Work Hours - Overtime - Regular	107.00	37.00	282.00	282.00
Work Hours - Overtime - Comp Time Earned	63.00	54.50	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
1775 Human Resources Technician				
Work Hours - Regular	6,702.70	5,824.90	7,200.00	7,200.00
Work Hours - Overtime - Regular	306.40	94.80	0.00	0.00
Work Hours - Overtime - Comp Time Earned	62.40	112.00	0.00	0.00
1800 Senior Engineer				
Work Hours - Regular	3,682.00	2,692.50	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	10.00	0.00	0.00
1840 Environmental Engineering Coordinator				
Work Hours - Regular	1,841.50	1,888.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	0.00	20.00	20.00
Work Hours - Overtime - Comp Time Earned	9.50	5.00	0.00	0.00
1850 Senior Construction Inspector/Coordinator				
Work Hours - Regular	1,611.00	899.00	1,775.00	1,775.00
Work Hours - Overtime - Comp Time Earned	17.50	18.50	0.00	0.00
1860 Senior Traffic Engineer				
Work Hours - Regular	1,789.00	1,758.00	1,740.00	1,740.00
Work Hours - Overtime - Regular	99.00	60.50	100.00	100.00
Work Hours - Overtime - Comp Time Earned	19.00	15.50	0.00	0.00
1861 Transportation Planner				
Work Hours - Regular	1,753.00	962.00	0.00	0.00
Work Hours - Overtime - Regular	1.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	67.50	31.00	0.00	0.00
1875 Sr Transportation Planner				
Work Hours - Regular	0.00	0.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	0.00	125.00	125.00

**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>Achieved</b>	<b>Current</b>	<b>Budget</b>
1950 Traffic Engineer				
Work Hours - Regular	3,598.00	3,574.00	3,570.00	3,570.00
Work Hours - Overtime - Regular	385.70	272.50	210.00	210.00
Work Hours - Overtime - Comp Time Earned	63.80	20.50	0.00	0.00
2000 Buyer				
Work Hours - Regular	3,355.90	2,575.30	1,800.00	1,800.00
Work Hours - Overtime - Regular	2.50	0.00	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	7,154.30	7,185.00	7,185.00
Work Hours - Overtime - Regular	0.00	1.40	0.00	0.00
Work Hours - Overtime - Comp Time Earned	80.10	59.90	0.00	0.00
2115 Permit Technician				
Work Hours - Regular	1,765.00	1,703.50	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	14.00	0.00	0.00
2120 Technical Support Specialist				
Work Hours - Regular	1,379.80	3,008.10	3,600.00	3,600.00
Work Hours - Overtime - Regular	43.10	81.40	105.00	105.00
Work Hours - Overtime - Comp Time Earned	10.30	38.60	0.00	0.00
2145 Senior Community Services Officer				
Work Hours - Regular	1,643.20	1,734.00	5,260.00	5,260.00
Work Hours - Overtime - Comp Time Earned	66.90	46.30	0.00	0.00
2150 Community Services Officer				
Work Hours - Regular	10,136.30	9,299.50	5,560.00	5,560.00
Work Hours - Overtime - Regular	83.50	2.90	50.00	50.00
Work Hours - Overtime - Comp Time Earned	242.00	50.30	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
2200 Programmer Analyst				
Work Hours - Regular	1,052.50	0.00	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	8,902.90	8,806.00	8,806.00
Work Hours - Overtime - Regular	7.50	45.00	50.00	50.00
Work Hours - Overtime - Comp Time Earned	46.70	51.40	0.00	0.00
2202 Principal Programmer Analyst				
Work Hours - Regular	1,859.00	1,871.40	1,850.00	1,850.00
Work Hours - Overtime - Regular	104.60	103.00	60.00	60.00
2203 Senior Programmer Analyst-Confidential				
Work Hours - Regular	1,773.30	1,856.70	1,850.00	1,850.00
Work Hours - Overtime - Regular	62.70	7.90	60.00	60.00
Work Hours - Overtime - Comp Time Earned	33.60	36.10	0.00	0.00
2300 Leisure Services Coordinator II				
Work Hours - Regular	19,250.20	22,431.20	27,000.00	27,000.00
Work Hours - Overtime - Regular	123.40	76.90	138.00	138.00
Work Hours - Overtime - Comp Time Earned	160.30	54.10	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	0.00	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	2,025.00	3,518.00	3,518.00
Work Hours - Overtime - Regular	0.00	7.50	60.00	60.00
Work Hours - Overtime - Comp Time Earned	29.00	33.50	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
2349 Neighborhood Preservation Specialist				
Work Hours - Regular	4,521.50	3,221.90	3,525.00	3,525.00
Work Hours - Casual/Seasonal	40.00	0.00	0.00	0.00
Work Hours - Overtime - Regular	12.50	16.50	50.00	50.00
Work Hours - Overtime - Comp Time Earned	104.50	38.00	0.00	0.00
2351 Leisure Services Coordinator I				
Work Hours - Regular	3,447.40	4,556.00	1,803.00	1,803.00
Work Hours - Overtime - Regular	8.00	0.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	81.40	1.00	0.00	0.00
2400 Senior Library Assistant				
Work Hours - Regular	1,770.90	1,790.80	1,800.00	1,800.00
Work Hours - Overtime - Comp Time Earned	45.40	27.70	0.00	0.00
2450 Information Technology Coordinator				
Work Hours - Regular	11,954.10	11,193.00	10,800.00	10,800.00
Work Hours - Overtime - Regular	121.00	129.90	140.00	140.00
Work Hours - Overtime - Comp Time Earned	427.40	347.60	0.00	0.00
2460 Deputy City Clerk				
Work Hours - Regular	888.00	1,821.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	13.00	25.00	40.00	40.00
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	66,542.30	74,220.00	74,220.00
Work Hours - Overtime - Regular	4.80	17.50	0.00	0.00
Work Hours - Overtime - Comp Time Earned	153.80	70.00	0.00	0.00
2501 Business Liaison				
Work Hours - Regular	1,567.50	3,640.50	3,600.00	3,600.00
Work Hours - Overtime - Comp Time Earned	4.00	7.00	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
2503 Workforce Services Rep				
Work Hours - Regular	4,518.00	5,422.50	0.00	0.00
Work Hours - Overtime - Comp Time Earned	0.00	5.10	0.00	0.00
2504 Sr Workforce Services Rep				
Work Hours - Regular	9,879.60	11,087.40	19,800.00	19,800.00
Work Hours - Overtime - Regular	14.00	2.60	0.00	0.00
Work Hours - Overtime - Comp Time Earned	9.30	5.30	0.00	0.00
2505 Graphic Artist				
Work Hours - Regular	1,988.00	1,576.70	3,600.00	3,600.00
Work Hours - Overtime - Comp Time Earned	22.10	10.00	0.00	0.00
2550 Workforce Development Analyst				
Work Hours - Regular	6,587.50	4,226.30	0.00	0.00
Work Hours - Overtime - Regular	39.00	23.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	44.00	76.50	0.00	0.00
2650 Ed Information Systems Analyst				
Work Hours - Regular	3,455.60	3,371.50	5,400.00	5,400.00
Work Hours - Overtime - Regular	0.80	2.00	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	2,463.50	2,658.00	2,658.00
Work Hours - Overtime - Regular	196.50	310.50	80.00	0.00
Work Hours - Overtime - Comp Time Earned	0.00	24.50	0.00	0.00
3000 Public Safety Officer in Training				
Work Hours - Regular	34,246.50	26,259.90	13,740.00	0.00
Work Hours - Overtime - Regular	850.10	286.50	460.00	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
3001 Public Safety Officer II				
Work Hours - Regular	254,109.20	273,979.50	287,679.00	287,579.00
Work Hours - Light Duty	1,178.60	801.50	0.00	0.00
Work Hours - Overtime - Regular	64,423.60	40,130.05	32,126.00	30,500.00
Work Hours - Overtime - Comp Time Earned	2,334.70	729.80	0.00	0.00
3002 Public Safety Officer I				
Work Hours - Regular	29,735.70	17,310.80	9,948.00	0.00
Work Hours - Light Duty	772.40	622.50	0.00	0.00
Work Hours - Overtime - Regular	1,786.70	663.10	516.00	0.00
3011 Public Safety Officer II (budget only)				
Work Hours - Regular	0.00	0.00	0.00	3,300.00
4000 Building Inspector/Coordinator				
Work Hours - Regular	7,348.50	7,460.00	7,400.00	7,400.00
Work Hours - Overtime - Regular	4.00	31.50	0.00	0.00
Work Hours - Overtime - Comp Time Earned	40.00	71.00	0.00	0.00
4070 Computer Systems Specialist				
Work Hours - Regular	7,074.50	4,162.50	1,800.00	1,775.00
Work Hours - Overtime - Regular	162.00	104.30	175.00	175.00
Work Hours - Overtime - Comp Time Earned	45.80	36.10	0.00	0.00
4080 Plan Check Coordinator				
Work Hours - Regular	1,788.50	1,733.50	1,975.00	1,975.00
Work Hours - Overtime - Regular	49.00	7.50	0.00	0.00
Work Hours - Overtime - Comp Time Earned	5.50	8.00	0.00	0.00
4100 Water System Operator				
Work Hours - Regular	1,494.60	484.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	794.90	215.50	0.00	0.00
Work Hours - Overtime - Comp Time Earned	202.50	8.10	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
4150 Senior Crime Analyst				
Work Hours - Regular	1,570.00	1,998.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	2.00	30.00	30.00
4200 Traffic Engineering Assistant I				
Work Hours - Regular	3,672.00	3,859.00	0.00	0.00
Work Hours - Overtime - Regular	118.80	14.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	71.70	44.50	0.00	0.00
4201 Traffic Engineering Assistant II				
Work Hours - Regular	0.00	0.00	3,618.00	3,618.00
Work Hours - Overtime - Regular	0.00	0.00	230.00	230.00
4325 Senior Housing Rehabilitation Specialist				
Work Hours - Regular	1,695.50	1,699.00	1,550.00	1,550.00
Work Hours - Overtime - Regular	0.00	7.50	10.00	0.00
Work Hours - Overtime - Comp Time Earned	2.00	4.50	0.00	0.00
4420 Hazardous Materials Coordinator				
Work Hours - Regular	1,821.50	1,711.90	1,720.00	1,720.00
Work Hours - Overtime - Regular	46.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	0.00	5.00	0.00	0.00
4450 Hazardous Materials Inspector				
Work Hours - Regular	4,763.80	5,316.50	5,400.00	5,400.00
Work Hours - Overtime - Regular	124.00	43.50	210.00	210.00
Work Hours - Overtime - Comp Time Earned	97.50	11.00	0.00	0.00
4480 Fire Protection Engineer				
Work Hours - Regular	7,036.00	6,812.90	5,223.00	5,223.00
Work Hours - Overtime - Regular	16.50	18.50	0.00	0.00
Work Hours - Overtime - Comp Time Earned	40.00	44.30	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
4500 Public Safety Dispatcher				
Work Hours - Regular	21,927.80	24,784.00	21,336.00	21,336.00
Work Hours - Overtime - Regular	2,040.30	1,958.50	560.00	560.00
Work Hours - Overtime - Comp Time Earned	1,166.60	811.30	0.00	0.00
4550 Senior Public Safety Dispatcher				
Work Hours - Regular	9,972.10	8,993.30	11,601.00	11,601.00
Work Hours - Overtime - Regular	365.90	263.80	510.00	510.00
Work Hours - Overtime - Comp Time Earned	444.70	394.60	0.00	0.00
4601 Public Safety Lieutenant				
Work Hours - Regular	82,521.90	78,110.90	84,870.00	84,590.00
Work Hours - Light Duty	1,220.40	735.00	0.00	0.00
Work Hours - Overtime - Regular	17,881.60	12,073.10	8,696.00	7,770.00
Work Hours - Overtime - Comp Time Earned	651.40	337.60	0.00	0.00
4650 Public Works Construction Inspector				
Work Hours - Regular	2,102.50	1,726.50	7,110.00	7,110.00
Work Hours - Overtime - Regular	15.50	129.50	0.00	0.00
Work Hours - Overtime - Comp Time Earned	47.50	15.00	0.00	0.00
4700 Senior Building Inspector/Coordinator				
Work Hours - Regular	3,456.50	3,343.50	3,650.00	3,650.00
Work Hours - Overtime - Regular	18.50	10.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	0.00	8.00	0.00	0.00
4800 Solid Waste Specialist				
Work Hours - Regular	1,757.40	1,766.50	1,760.00	1,760.00
Work Hours - Overtime - Regular	0.00	0.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	28.50	21.00	0.00	0.00
4805 Plan Checker II				
Work Hours - Regular	1,686.00	1,857.50	2,000.00	2,000.00
Work Hours - Overtime - Regular	4.00	80.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	1.00	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
4825 Network Engineer				
Work Hours - Regular	4,284.50	5,425.20	5,380.00	5,380.00
Work Hours - Overtime - Regular	90.40	73.30	170.00	170.00
Work Hours - Overtime - Comp Time Earned	78.60	147.20	0.00	0.00
4855 Plan Checker I				
Work Hours - Regular	1,896.00	1,836.50	2,100.00	2,100.00
Work Hours - Overtime - Regular	188.50	193.00	0.00	0.00
4875 Plan Check Engineer				
Work Hours - Regular	1,765.00	1,673.00	2,050.00	2,050.00
Work Hours - Overtime - Regular	17.40	35.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	32.60	12.00	0.00	0.00
4900 Environmental Chemist I				
Work Hours - Regular	2,882.50	876.50	0.00	0.00
Work Hours - Overtime - Comp Time Earned	6.00	0.00	0.00	0.00
4950 Laboratory/Field Technician				
Work Hours - Regular	7,140.50	7,369.20	7,015.00	7,015.00
Work Hours - Overtime - Regular	35.30	22.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	23.00	18.80	0.00	0.00
4960 Landfill Technican				
Work Hours - Regular	40.00	1,827.50	1,800.00	1,800.00
Work Hours - Overtime - Comp Time Earned	0.00	4.50	0.00	0.00
5010 Golf Professional				
Work Hours - Regular	3,664.00	3,770.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	234.40	211.00	0.00	0.00
5015 Asst Golf Professional				
Work Hours - Regular	1,896.00	1,960.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	108.50	86.50	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
5025 Golf Course Equipment Mechanic				
Work Hours - Regular	1,763.00	1,884.20	1,800.00	1,800.00
Work Hours - Overtime - Regular	7.00	22.20	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	14,005.90	13,373.00	13,373.00
Work Hours - Overtime - Regular	508.80	178.30	0.00	0.00
Work Hours - Overtime - Comp Time Earned	451.00	181.00	0.00	0.00
5100 Equipment Operator				
Work Hours - Regular	14,436.30	13,150.00	16,604.00	16,604.00
Work Hours - Overtime - Regular	1,052.50	323.00	180.00	180.00
Work Hours - Overtime - Comp Time Earned	408.70	424.70	0.00	0.00
5150 Lead Equipment Mechanic				
Work Hours - Regular	3,295.50	3,378.00	3,396.00	3,396.00
Work Hours - Overtime - Regular	14.00	14.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	119.50	60.00	0.00	0.00
5200 Maintenance Craftsworker				
Work Hours - Regular	4,871.50	4,894.70	3,269.50	3,269.50
Work Hours - Overtime - Regular	334.40	163.70	160.00	160.00
Work Hours - Overtime - Comp Time Earned	111.00	44.00	0.00	0.00
5300 Facility Attendant I				
Work Hours - Regular	156.00	7,507.00	3,600.00	3,600.00
Work Hours - Regular Part-Time	-40.00	-60.00	0.00	0.00
Work Hours - Casual/Seasonal	40.00	0.00	0.00	0.00
Work Hours - Overtime - Regular	1.50	11.00	0.00	0.00
5301 Facility Attendant II				
Work Hours - Regular	64.00	1,814.00	1,902.00	1,902.00
Work Hours - Overtime - Regular	0.00	3.00	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
5350 Parks Leader				
Work Hours - Regular	14,863.50	14,363.50	14,476.00	14,476.00
Work Hours - Overtime - Regular	118.00	5.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	80.00	23.00	0.00	0.00
5400 Plant Mechanic				
Work Hours - Regular	10,235.50	10,826.50	11,217.00	11,217.00
Work Hours - Overtime - Regular	12.50	3.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	70.30	92.60	0.00	0.00
5425 Senior Plant Mechanic				
Work Hours - Regular	1,744.00	1,733.50	1,814.00	1,814.00
Work Hours - Overtime - Regular	36.30	25.60	0.00	0.00
Work Hours - Overtime - Comp Time Earned	178.20	96.40	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
5431 Recycled Water Coordinator				
Work Hours - Regular	1,841.00	1,701.00	0.00	0.00
Work Hours - Overtime - Regular	440.40	293.70	0.00	0.00
Work Hours - Overtime - Comp Time Earned	26.70	18.10	0.00	0.00
5500 Public Works Leader				
Work Hours - Regular	14,158.60	14,415.20	15,685.00	15,685.00
Work Hours - Overtime - Regular	1,392.70	1,070.50	1,122.00	1,122.00
Work Hours - Overtime - Comp Time Earned	428.70	338.00	0.00	0.00
5600 Senior Park Utility Worker				
Work Hours - Regular	23,131.20	19,810.00	14,404.85	14,404.85
Work Hours - Overtime - Regular	988.20	334.90	52.00	52.00
Work Hours - Overtime - Comp Time Earned	352.60	199.70	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
5610 Senior Building Utility Worker				
Work Hours - Regular	2,408.20	2,765.50	0.00	0.00
Work Hours - Light Duty	0.00	9.50	0.00	0.00
Work Hours - Overtime - Regular	1.50	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	85.80	45.60	0.00	0.00
5650 Senior Public Works Leader				
Work Hours - Regular	12,589.10	12,869.50	15,601.00	15,601.00
Work Hours - Overtime - Regular	1,652.10	741.40	75.00	75.00
Work Hours - Overtime - Comp Time Earned	331.00	285.20	0.00	0.00
5651 Senior Building Services Leader				
Work Hours - Regular	3,322.00	3,570.50	3,635.00	3,635.00
Work Hours - Overtime - Regular	267.40	277.40	10.00	10.00
Work Hours - Overtime - Comp Time Earned	239.40	218.40	0.00	0.00
5700 Senior Utility Worker				
Work Hours - Regular	17,143.50	13,931.50	19,950.00	19,950.00
Work Hours - Overtime - Regular	1,275.10	306.10	130.00	130.00
Work Hours - Overtime - Comp Time Earned	735.20	499.10	0.00	0.00
5750 Senior WPCP Operator				
Work Hours - Regular	8,890.80	8,737.30	0.00	0.00
Work Hours - Overtime - Regular	642.10	701.50	20.00	20.00
Work Hours - Overtime - Comp Time Earned	209.70	206.40	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
5880 Water Meter Repair Worker				
Work Hours - Regular	3,758.00	3,858.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	539.60	411.90	0.00	0.00
Work Hours - Overtime - Comp Time Earned	82.60	67.50	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
5885 Water Meter Shop Leader				
Work Hours - Regular	1,935.50	498.50	0.00	0.00
Work Hours - Overtime - Regular	486.50	123.40	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	32,219.60	0.00	400.00
Work Hours - Overtime - Regular	777.10	683.90	10.00	10.00
Work Hours - Overtime - Comp Time Earned	746.40	723.20	0.00	0.00
5901 WPCP Operator-Certified				
Work Hours - Regular	0.00	0.00	32,400.00	32,400.00
Work Hours - Overtime - Regular	0.00	0.00	960.00	960.00
6000 Administrative Secretary				
Work Hours - Regular	6,836.90	3,377.40	3,600.00	3,600.00
Work Hours - Casual/Seasonal	0.20	0.00	0.00	0.00
Work Hours - Overtime - Regular	87.80	0.00	20.00	20.00
Work Hours - Overtime - Comp Time Earned	96.90	43.60	0.00	0.00
6050 Public Safety Records Specialist I				
Work Hours - Regular	5,122.50	1,044.70	0.00	0.00
Work Hours - Overtime - Regular	379.50	91.60	0.00	0.00
Work Hours - Overtime - Comp Time Earned	70.10	8.00	0.00	0.00
6051 Public Safety Records Specialist II				
Work Hours - Regular	9,634.50	13,367.60	15,559.00	15,559.00
Work Hours - Overtime - Regular	1,285.50	554.10	405.00	405.00
Work Hours - Overtime - Comp Time Earned	302.20	98.40	0.00	0.00
6052 Public Safety Records Senior Specialist				
Work Hours - Regular	7,056.80	6,802.90	7,052.00	7,052.00
Work Hours - Overtime - Regular	1,058.30	408.70	265.00	265.00
Work Hours - Overtime - Comp Time Earned	18.30	9.00	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
6100 Legal Secretary				
Work Hours - Regular	0.00	0.00	1,800.00	1,800.00
6150 Meter Reader				
Work Hours - Regular	5,066.00	5,308.50	5,400.00	5,400.00
Work Hours - Overtime - Regular	346.00	282.00	260.00	260.00
Work Hours - Overtime - Comp Time Earned	0.00	0.50	0.00	0.00
6200 Office Assistant				
Work Hours - Regular	3,538.50	4,739.80	7,135.00	7,135.00
Work Hours - Overtime - Comp Time Earned	0.00	11.20	0.00	0.00
6210 Office Assistant-Confidential				
Work Hours - Regular	0.00	1,165.50	1,270.00	1,270.00
Work Hours - Overtime - Regular	0.00	0.50	0.00	0.00
6250 Office Clerk				
Work Hours - Regular	6,369.20	6,544.90	10,800.00	10,780.00
Work Hours - Overtime - Regular	0.00	13.00	40.00	40.00
Work Hours - Overtime - Comp Time Earned	85.00	88.00	0.00	0.00
6300 Principal Office Assistant				
Work Hours - Regular	11,873.90	10,151.70	12,836.00	12,836.00
Work Hours - Overtime - Regular	214.50	53.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	67.30	14.90	0.00	0.00
6301 Principal Office Assistant-Confidential				
Work Hours - Regular	1,967.00	1,296.50	1,800.00	1,800.00
Work Hours - Overtime - Regular	72.50	41.80	111.00	111.00
Work Hours - Overtime - Comp Time Earned	33.50	27.20	0.00	0.00
6350 Public Safety Property Clerk				
Work Hours - Regular	3,119.50	3,604.20	3,562.00	3,562.00
Work Hours - Overtime - Regular	7.50	6.00	160.00	160.00
Work Hours - Overtime - Comp Time Earned	66.00	25.70	0.00	0.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
6400 Secretary				
Work Hours - Regular	820.00	0.00	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	2,787.50	3,575.00	3,575.00
Work Hours - Overtime - Regular	22.30	1.00	30.00	30.00
Work Hours - Overtime - Comp Time Earned	20.30	1.00	6.00	6.00
6450 Senior Meter Reader				
Work Hours - Regular	1,625.80	22.00	0.00	0.00
6500 Senior Office Assistant				
Work Hours - Regular	47,262.90	46,848.70	56,972.00	56,972.00
Work Hours - Light Duty	0.00	-2.00	0.00	0.00
Work Hours - Overtime - Regular	766.40	323.20	263.00	263.00
Work Hours - Overtime - Comp Time Earned	522.40	285.10	29.50	29.50
6501 Senior Office Assistant-Confidential				
Work Hours - Regular	1,669.00	1,866.00	3,600.00	3,600.00
Work Hours - Overtime - Regular	11.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	35.50	1.50	0.00	0.00
6550 Senior Secretary				
Work Hours - Regular	694.50	0.00	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	1,941.20	1,800.00	1,800.00
Work Hours - Overtime - Regular	74.00	7.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	31.50	2.50	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
6650 Staff Office Assistant				
Work Hours - Regular	43,237.00	44,059.50	42,474.00	42,474.00
Work Hours - Overtime - Regular	506.00	61.90	186.00	186.00
Work Hours - Overtime - Comp Time Earned	319.30	151.50	0.00	0.00
6651 Staff Office Assistant-Confidential				
Work Hours - Regular	3,097.00	3,620.90	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.60	8.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	5.50	3.50	0.00	0.00
6675 Customer Service Representative				
Work Hours - Regular	6,931.20	7,274.70	7,200.00	7,200.00
Work Hours - Overtime - Regular	5.10	3.40	150.00	150.00
Work Hours - Overtime - Comp Time Earned	9.00	4.30	0.00	0.00
6700 Storekeeper				
Work Hours - Regular	3,692.00	3,769.50	3,600.00	3,600.00
Work Hours - Overtime - Regular	85.50	47.50	0.00	0.00
Work Hours - Overtime - Comp Time Earned	4.00	0.00	30.00	30.00
6701 Principal Storekeeper				
Work Hours - Regular	0.00	1,570.00	0.00	0.00
Work Hours - Overtime - Regular	0.00	21.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	0.00	4.00	0.00	0.00
6750 Assistant Buyer				
Work Hours - Regular	0.00	0.00	1,800.00	1,800.00
Work Hours - Overtime - Regular	0.00	0.00	20.00	20.00
6800 Accounting Technician				
Work Hours - Regular	12,060.80	12,345.80	12,669.50	12,298.00
Work Hours - Overtime - Regular	85.50	33.80	60.00	60.00
Work Hours - Overtime - Comp Time Earned	99.70	10.00	60.00	60.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
6850 Senior Accounting Technician				
Work Hours - Regular	4,246.20	5,272.70	5,400.00	5,400.00
Work Hours - Overtime - Regular	67.80	17.70	0.00	0.00
Work Hours - Overtime - Comp Time Earned	12.00	11.60	0.00	0.00
7200 Gardener				
Work Hours - Regular	3,353.00	3,122.50	0.00	0.00
7300 Greenskeeper				
Work Hours - Regular	1,839.00	1,770.50	1,800.00	1,800.00
Work Hours - Overtime - Regular	19.90	8.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	67.10	55.50	0.00	0.00
7301 Senior Greenskeeper				
Work Hours - Regular	1,739.00	1,704.50	1,800.00	1,800.00
Work Hours - Overtime - Regular	39.60	28.00	0.00	0.00
7320 Senior Parks Leader				
Work Hours - Regular	5,979.00	6,405.50	5,442.00	5,442.00
Work Hours - Overtime - Regular	30.00	8.00	5.00	5.00
Work Hours - Overtime - Comp Time Earned	45.50	19.00	0.00	0.00
7325 Groundswoker				
Work Hours - Regular	23,818.70	22,545.60	23,923.45	23,923.45
Work Hours - Overtime - Regular	1,422.20	529.00	100.00	100.00
Work Hours - Overtime - Comp Time Earned	211.40	135.20	0.00	0.00
7400 Maintenance Worker				
Work Hours - Regular	6,652.50	6,650.50	1,805.00	1,805.00
Work Hours - Overtime - Regular	157.30	105.50	150.00	150.00
Work Hours - Overtime - Comp Time Earned	107.70	55.50	0.00	0.00
7500 Press Operator				
Work Hours - Regular	1,854.00	1,649.50	1,800.00	1,700.00
Work Hours - Overtime - Regular	47.80	27.50	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
7600 Parks Worker I				
Work Hours - Regular	18,066.50	9,750.00	5,666.00	5,666.00
Work Hours - Overtime - Regular	213.00	25.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	256.50	8.00	0.00	0.00
7650 Parks Worker II				
Work Hours - Regular	11,770.00	8,053.50	38,812.00	38,812.00
Work Hours - Overtime - Regular	55.50	8.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	110.50	18.00	0.00	0.00
7675 Parks Worker III				
Work Hours - Regular	12,583.00	23,257.80	27,194.00	27,194.00
Work Hours - Overtime - Regular	75.00	13.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	132.50	16.00	0.00	0.00
7800 Utility Worker				
Work Hours - Regular	79,100.10	73,541.30	74,124.70	74,124.70
Work Hours - Overtime - Regular	4,698.70	2,718.20	604.00	604.00
Work Hours - Overtime - Comp Time Earned	2,298.40	1,290.90	5.00	5.00
7900 WPCP Operator In Training				
Work Hours - Regular	4,369.20	952.50	2,783.50	2,783.50
Work Hours - Overtime - Regular	160.50	14.50	75.00	75.00
Work Hours - Overtime - Comp Time Earned	160.00	2.00	0.00	0.00
8102 Part-Time Office Assistant				
Work Hours - Regular Part-Time	69.90	4,710.20	5,287.00	4,700.00
8103 Part-Time Staff Office Assistant				
Work Hours - Regular Part-Time	7,388.40	7,322.00	12,341.00	11,919.00
8104 Part-Time Senior Office Assistant				
Work Hours - Regular Part-Time	2,378.80	2,784.90	3,784.00	3,784.00
8105 Part-Time Principal Office Assistant				
Work Hours - Regular Part-Time	0.00	0.00	1,549.00	1,549.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
8150 Part-Time Facility Attendant I				
Work Hours - Regular Part-Time	0.00	2,827.80	3,200.00	3,200.00
Work Hours - Overtime - Part-Time	0.00	12.00	0.00	0.00
8200 Golf Service Assistant				
Work Hours - Regular Part-Time	2,045.00	3,011.60	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	1,169.80	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	0.00	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	1,402.50	959.00	959.00
8400 Part-Time Librarian				
Work Hours - Regular Part-Time	6,562.20	6,387.50	7,226.00	7,226.00
8402 Library Specialist I				
Work Hours - Regular Part-Time	7,261.70	7,161.00	10,265.00	8,015.00
8404 Library Specialist III				
Work Hours - Regular Part-Time	27,091.00	22,873.80	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	0.00	3,166.00	3,166.00
8600 Nuisance Vehicle Inspector				
Work Hours - Regular Part-Time	2,551.00	2,459.10	2,496.00	2,496.00
8601 Part-Time Admin Analyst				
Work Hours - Regular Part-Time	882.00	1,462.50	3,276.00	3,276.00

**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>Achieved</b>	<b>Current</b>	<b>Budget</b>
8700 Part-Time Business Liaison				
Work Hours - Regular Part-Time	1,448.00	1,615.50	2,188.00	2,184.00
8701 Part-Time Career Advisor				
Work Hours - Regular Part-Time	280.00	2,842.50	4,372.00	4,368.00
8702 Part-Time Comp Systems Spec				
Work Hours - Regular Part-Time	0.00	1,383.00	2,182.00	2,184.00
9009 Casual Crime Prevention Assistant				
Work Hours - Casual/Seasonal	1,975.50	1,431.80	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	15,335.10	15,590.00	15,590.00
9018 Intern 3				
Work Hours - Casual/Seasonal	0.00	210.70	300.00	300.00
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	3,733.20	0.00	0.00
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
9026 Special Project Assistant				
Work Hours - Casual/Seasonal	0.00	84.00	0.00	0.00
9250 Casual Public Safety Cadet				
Work Hours - Casual/Seasonal	2,857.40	4,786.70	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	0.00	9.50	0.00	0.00
9299 Nova Youth Worker				
Work Hours - Casual/Seasonal	3,276.90	11,670.40	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
9312 Intermittent Recreation				
Work Hours - Regular	0.00	7.50	0.00	0.00
Work Hours - Casual/Seasonal	17,822.40	11,807.80	17,942.00	17,942.00
Work Hours - Overtime - Regular	0.00	16.00	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	49.60	11.90	0.00	0.00
9401 Adult Sports Official				
Work Hours - Regular	0.00	3.00	0.00	0.00
Work Hours - Casual/Seasonal	2,153.50	1,760.00	2,440.00	2,440.00
9402 Facility Attendant				
Work Hours - Casual/Seasonal	6,513.60	4,155.40	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	72.90	1,210.00	1,210.00
9407 Program Assistant				
Work Hours - Casual/Seasonal	1,265.50	2,824.40	2,423.00	2,423.00
9408 Program Instructor I				
Work Hours - Casual/Seasonal	8,181.80	5,232.30	7,442.00	7,442.00
9409 Program Instructor II				
Work Hours - Casual/Seasonal	1,000.00	846.30	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	5,041.50	4,103.00	4,103.00
Work Hours - Overtime - Casual/Seasonal	0.00	3.00	0.00	0.00
9411 Recreation Maintenance I				
Work Hours - Casual/Seasonal	258.40	323.20	804.00	804.00
9412 Recreation Maintenance II				
Work Hours - Casual/Seasonal	452.20	76.70	2,548.00	2,548.00

**Summary of Budgeted Personnel Hours  
Citywide**

	<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
9413 Recreation Specialist				
Work Hours - Regular	0.00	16.30	0.00	0.00
Work Hours - Casual/Seasonal	20,410.80	19,142.80	20,959.00	20,959.00
Work Hours - Overtime - Casual/Seasonal	55.40	73.10	450.00	450.00
9416 Registration/Customer Serv II				
Work Hours - Casual/Seasonal	2,074.00	640.50	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	5,566.60	4,311.00	4,311.00
Work Hours - Overtime - Casual/Seasonal	44.50	38.70	0.00	0.00
9418 Sr Recreation Specialist II				
Work Hours - Casual/Seasonal	4,172.90	3,097.50	5,056.00	5,056.00
Work Hours - Overtime - Casual/Seasonal	7.50	16.80	0.00	0.00
9700 Casual Library Specialist III				
Work Hours - Casual/Seasonal	6,009.70	6,430.40	0.00	0.00
9800 Casual Library Specialist I				
Work Hours - Casual/Seasonal	12,364.10	11,887.90	14,178.00	13,086.00
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	648.50	0.00	0.00
9979 Casual Executive				
Work Hours - Casual/Seasonal	530.10	1,069.50	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	16.40	0.00	0.00	0.00
9980 Casual Management				
Work Hours - Casual/Seasonal	5,163.20	4,950.80	3,012.00	3,012.00
Work Hours - Overtime - Casual/Seasonal	184.00	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>Achieved</b>	<b>Current</b>	<b>Budget</b>
9981 Casual Professional				
Work Hours - Regular	2.00	0.00	0.00	0.00
Work Hours - Casual/Seasonal	16,101.00	15,227.30	1,228.00	1,228.00
Work Hours - Overtime - Casual/Seasonal	48.00	6.00	0.00	0.00
9982 Casual Paraprofessional				
Work Hours - Regular	0.00	7.00	0.00	0.00
Work Hours - Casual/Seasonal	2,341.90	3,495.50	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	0.00	4.30	0.00	0.00
9983 Casual Technical				
Work Hours - Regular	0.00	15.00	0.00	0.00
Work Hours - Casual/Seasonal	3,001.70	3,954.10	4,488.00	4,488.00
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	2,432.00	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	0.00	45.50	0.00	0.00
9986 Casual Clerical				
Work Hours - Casual/Seasonal	4,776.80	7,597.00	3.00	3.00
Work Hours - Overtime - Casual/Seasonal	1.00	8.00	0.00	0.00
9987 Casual Unskilled Laborer				
Work Hours - Casual/Seasonal	1,890.20	1,308.80	0.00	0.00
9988 Seasonal Clerical				
Work Hours - Casual/Seasonal	3,002.40	2,154.80	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**

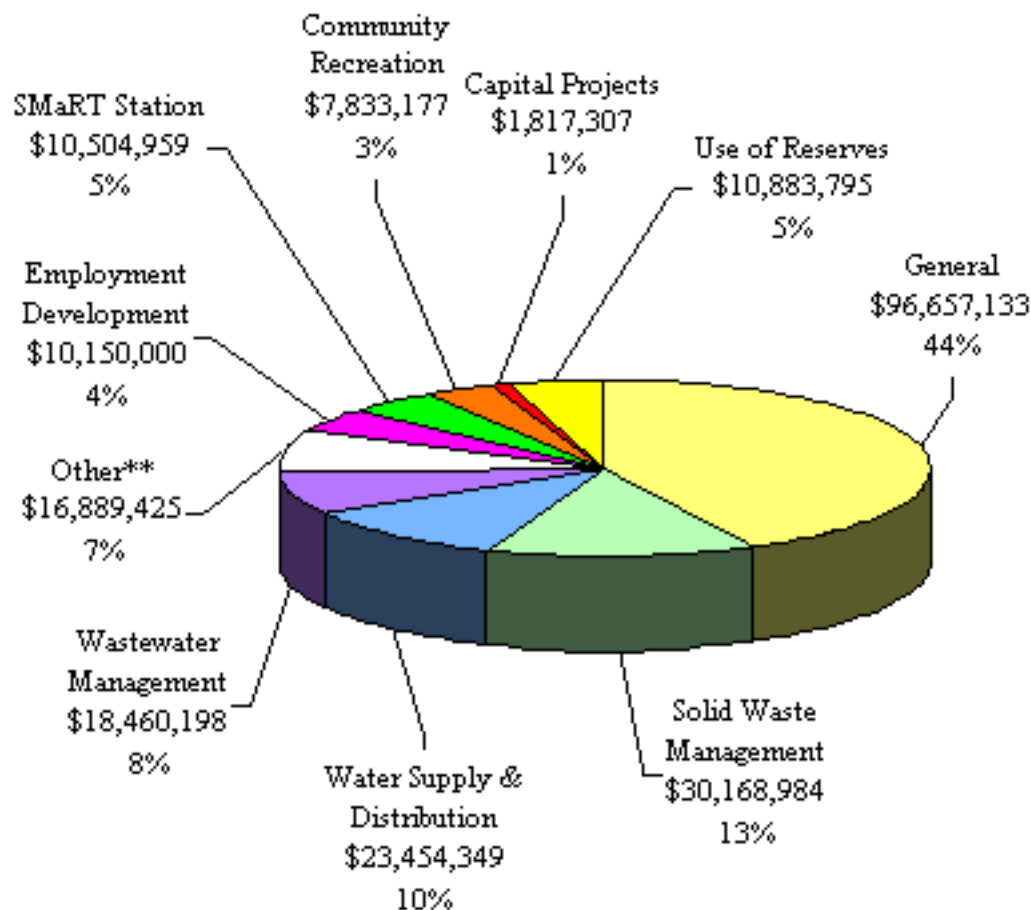
	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>
9992 Seasonal Service Maintenance				
Work Hours - Casual/Seasonal	1,016.50	584.00	0.00	0.00
Work Hours - Overtime - Casual/Seasonal	32.00	2.00	0.00	0.00
9994 Seasonal Technical				
Work Hours - Casual/Seasonal	235.50	0.00	0.00	0.00
9995 Seasonal Unskilled Laborer				
Work Hours - Regular	0.00	2.00	0.00	0.00
Work Hours - Casual/Seasonal	19,366.90	12,316.00	4,398.00	4,398.00
Work Hours - Overtime - Casual/Seasonal	490.00	122.50	0.00	0.00
10010 Transitional Employee/Fulltime				
Work Hours - Regular	19,950.20	22.50	0.00	0.00
Work Hours - Overtime - Regular	377.00	0.00	0.00	0.00
Work Hours - Overtime - Comp Time Earned	101.30	0.00	0.00	0.00
10080 Transitional Employee/Parttime				
Work Hours - Regular Part-Time	9,081.20	24.00	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>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Report Total</b>	<u><u>2,099,923.90</u></u>	<u><u>1,927,727.45</u></u>	<u><u>1,982,033.30</u></u>	<u><u>1,947,012.15</u></u>



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

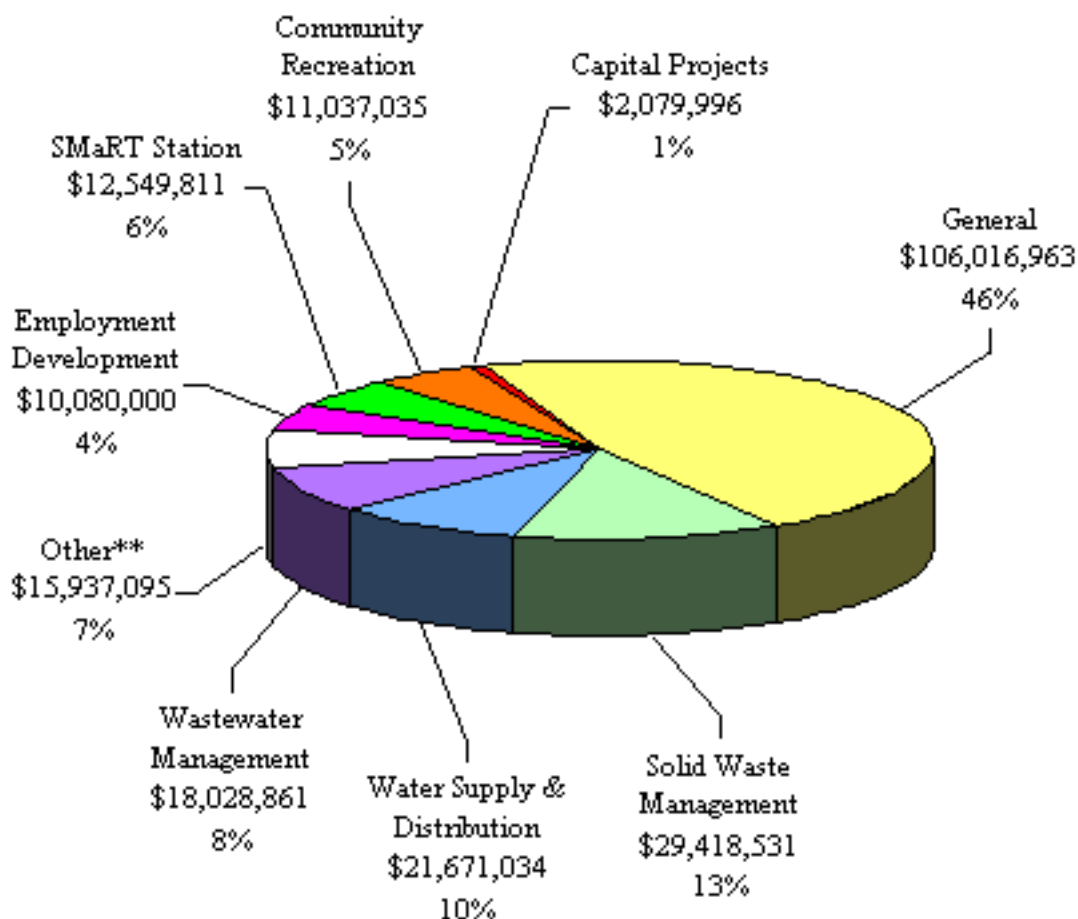


**Total Revenues**  
**\$226,819,326**

\*Excludes internal service fund charges and inter-fund transfers.

\*\*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 \*



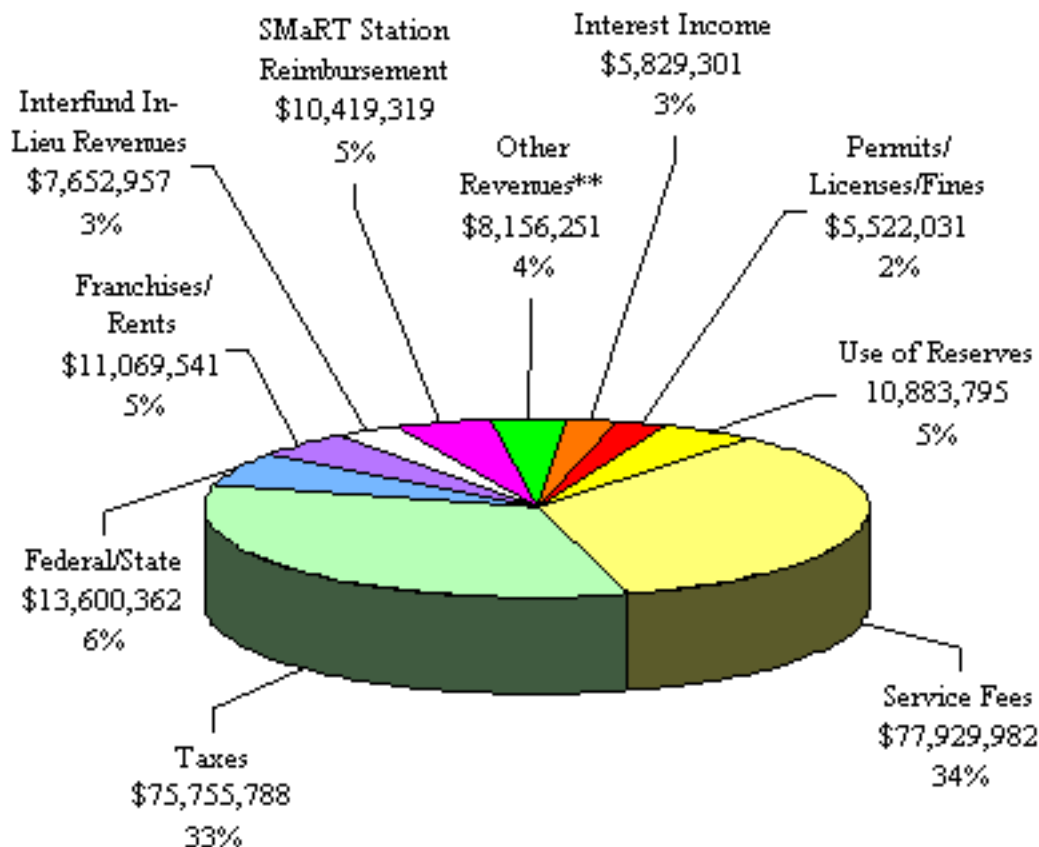
**Total Expenditures**  
**\$226,819,326**

\*Excludes internal service fund operating budgets and inter-fund transfers.

\*\*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 \*

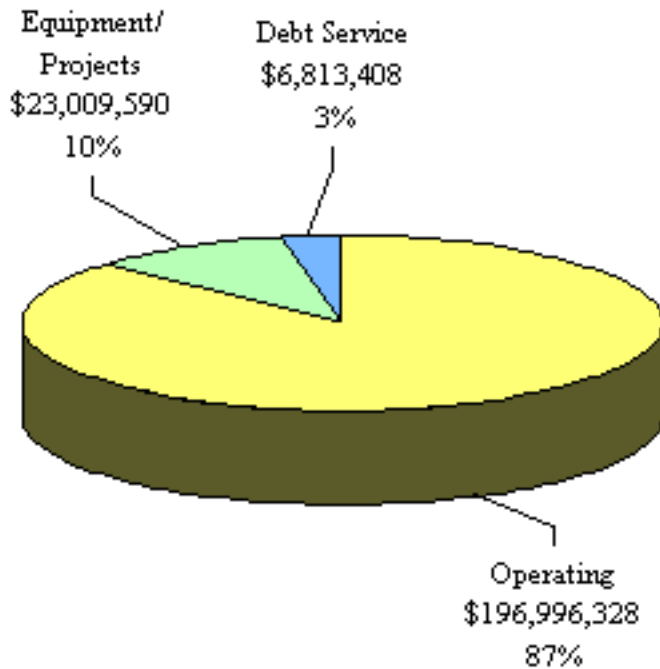


**Total Revenues**  
**\$226,819,326**

\*Excludes internal service fund charges and inter-fund transfers.

\*\*Other Revenues include Miscellaneous Revenues, Park Dedication Fees, and Contributions.

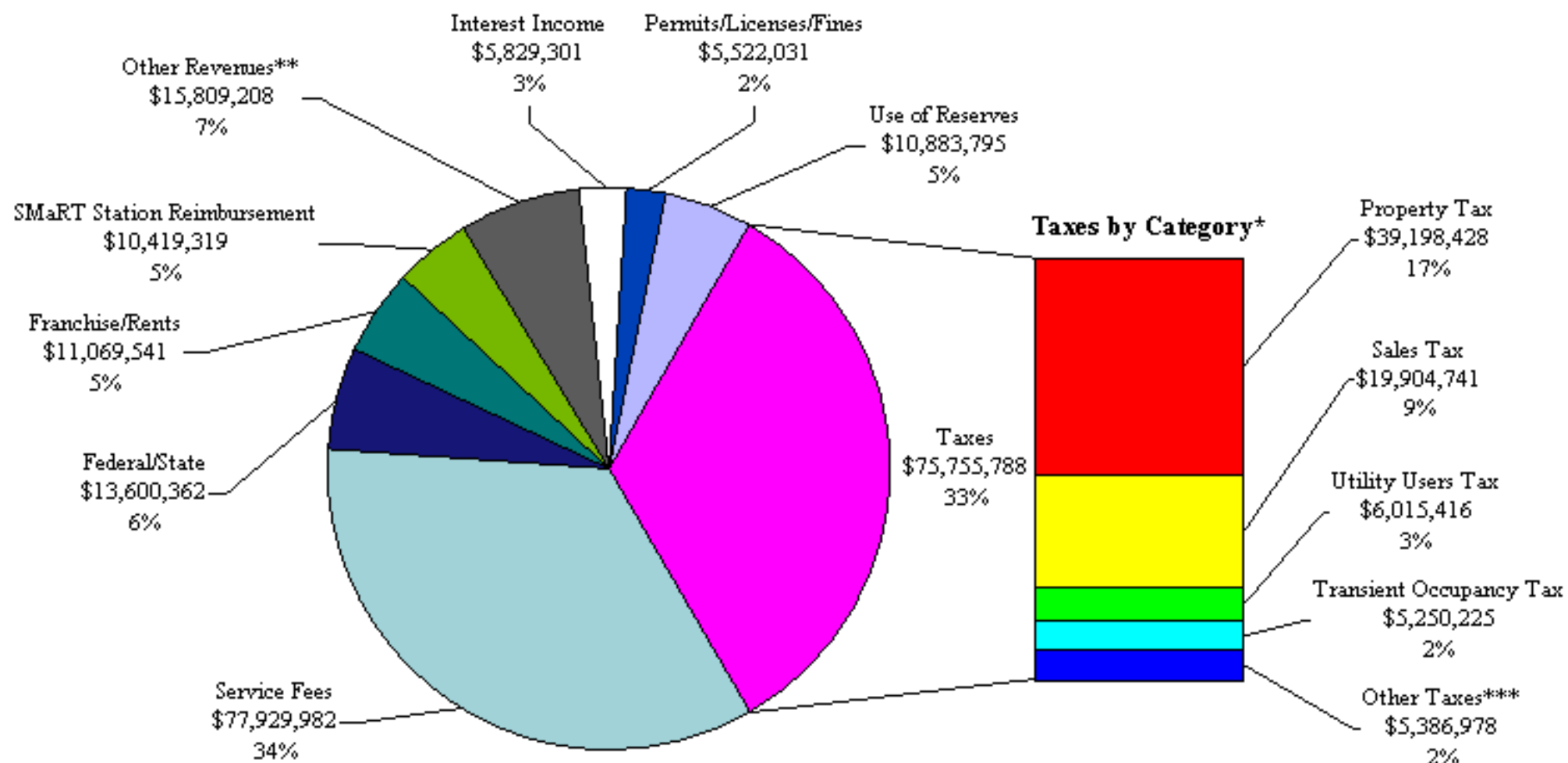
## Graph 1.4 Expenditures by Type - All Funds \*



**Total Expenditures**  
**\$226,819,326**

\*Excludes internal service fund operating budgets and inter-fund transfers.

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



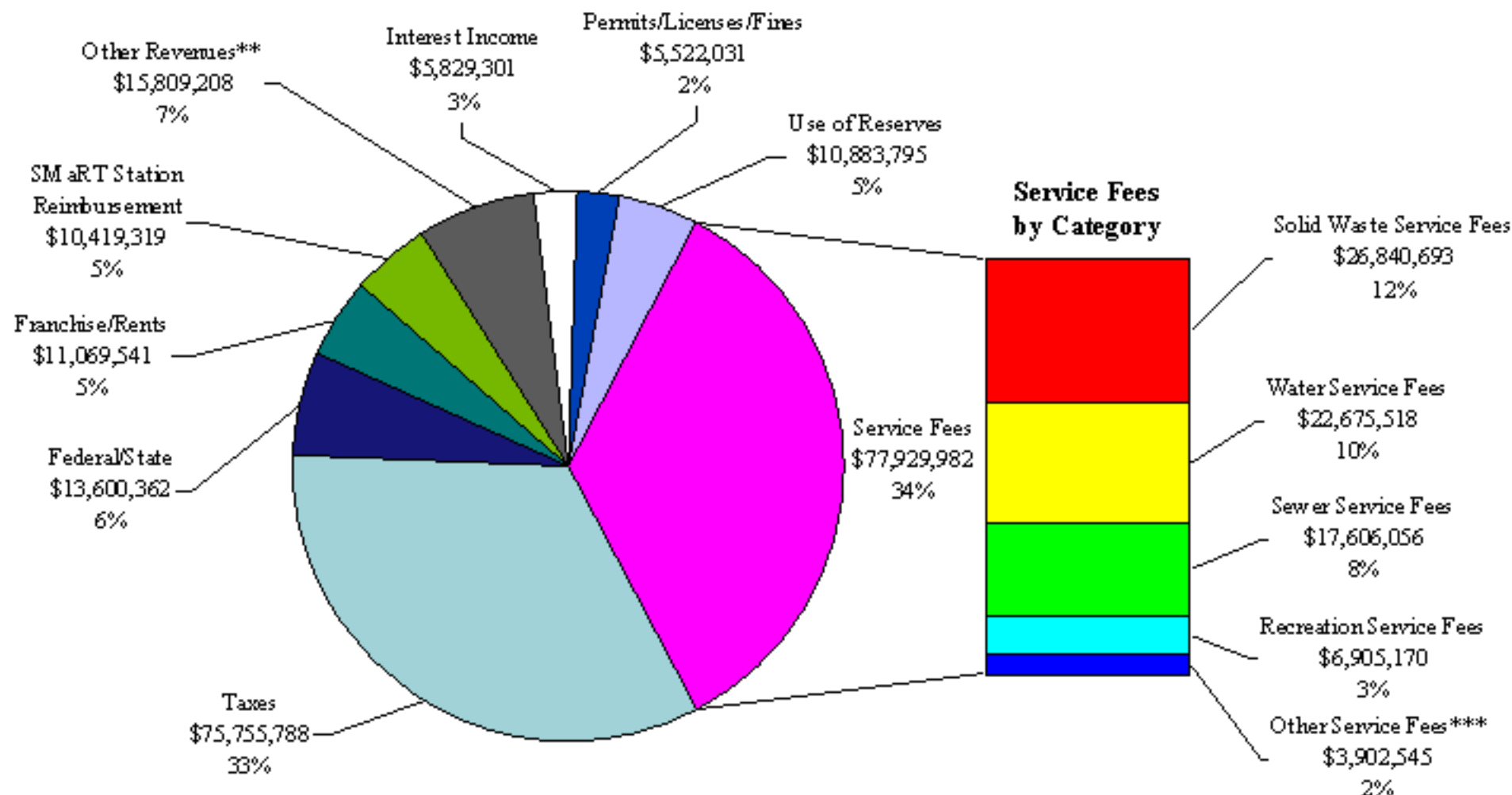
**Total Revenues**  
**\$226,819,326**

\*Excludes internal service fund charges and inter-fund transfers.

\*\*Other Revenues include Miscellaneous Revenues, Park Dedication Fees, Inter-Fund In-Lieu Charges and Contributions.

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

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



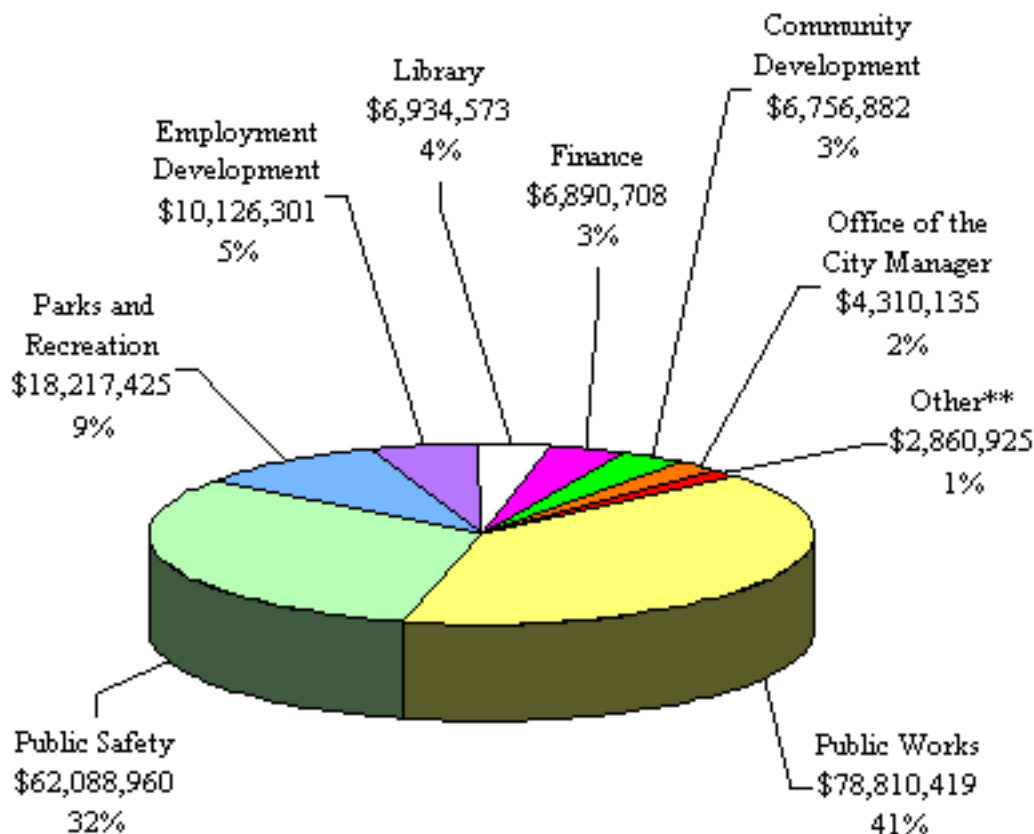
**Total Revenues**  
**\$226,819,326**

\*Excludes internal service fund charges and inter-fund transfers.

\*\*Other Revenues include Miscellaneous Revenues, Park Dedication Fees, Inter-Fund In-Lieu Charges, 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 \*

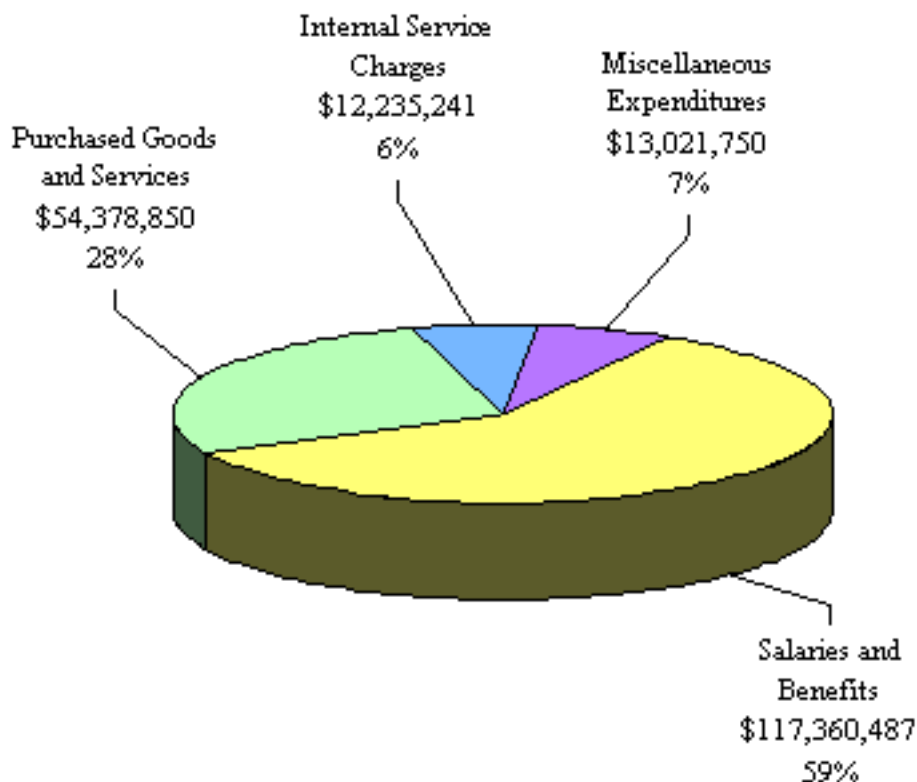


**Total Expenditures  
\$196,996,328**

\*Excludes internal service fund operating budgets and inter-fund transfers.

\*\*Other includes Office of the City Attorney and Human Resources Department.

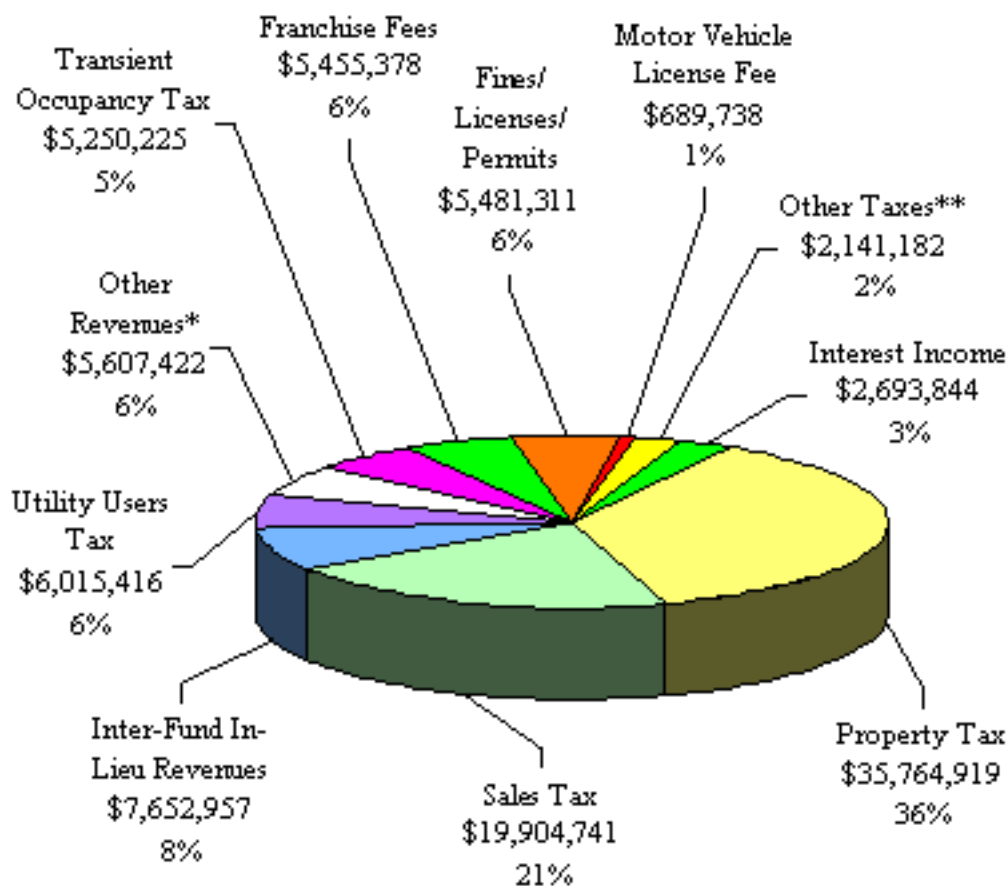
**Graph 1.8 Operating Expenditures by Character  
- All Funds\***



**Total Expenditures  
\$196,996,328**

\*Excludes internal service fund operating budgets and inter-fund transfers.

## Graph 2.1 Revenues by Source - General Fund

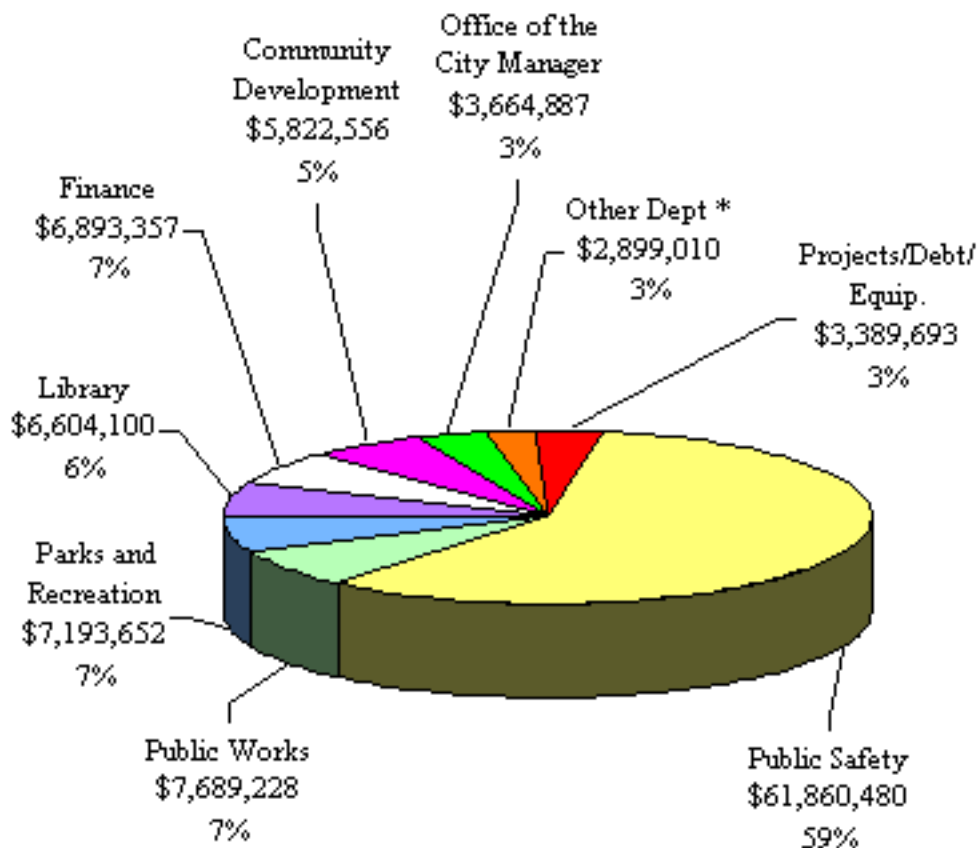


**Total Revenues**  
**\$96,657,133**

\*Other Revenues include Rents and Concessions, Miscellaneous Revenues, State Shared Revenues, and Service Fees.

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

## Graph 2.2 Operating Expenditures by Dept & Type - General Fund



**Total Expenditures**  
**\$106,016,963**

\*Other includes Office of the City Attorney and Human Resources Department.



**Individual  
Financial Plans**

**CITY OF SUNNYVALE  
035. GENERAL FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVES/FUND BALANCE, JULY 1	80,072,198	74,131,701	64,970,116	55,978,707	47,098,400	38,888,811	33,031,176	27,612,316	25,442,382	25,140,600	26,967,271	29,644,963	74,131,701
<b>CURRENT RESOURCES:</b>													
Property Tax	23,580,170	30,724,881	31,587,127	32,946,594	34,534,431	36,415,799	38,285,826	40,077,230	41,860,791	43,886,445	45,786,822	47,650,474	423,756,422
Triple Flip - Property Tax Increase	0	6,025,678	6,229,162	6,509,759	6,827,312	7,186,500	7,539,652	7,854,557	8,212,899	8,619,463	9,080,383	0	74,085,366
Sales Tax	23,451,665	24,102,713	24,916,650	26,039,037	27,309,249	28,745,999	30,158,609	31,418,228	32,851,596	34,477,852	36,321,530	38,132,267	334,473,730
Triple Flip - Sales Tax Reduction	0	(6,025,678)	(6,229,162)	(6,509,759)	(6,827,312)	(7,186,500)	(7,539,652)	(7,854,557)	(8,212,899)	(8,619,463)	(9,080,383)	0	(74,085,366)
Prop 172 Sales Tax	1,147,392	1,155,437	1,217,253	1,264,847	1,314,429	1,386,592	1,436,093	1,470,128	1,516,878	1,601,520	1,692,166	1,760,361	15,815,706
Other Taxes	1,868,826	1,963,680	2,141,182	2,191,730	1,922,945	1,894,177	1,830,748	1,814,305	1,846,613	1,913,818	1,963,174	2,005,559	21,487,931
Transient Occupancy Tax	4,751,669	5,005,500	5,250,225	5,365,839	6,143,219	6,760,034	7,098,468	7,239,539	7,529,120	8,284,949	9,116,091	9,663,057	77,456,043
Utility Users Taxes	5,876,966	5,833,746	6,015,416	6,202,802	6,396,087	6,595,459	6,801,111	7,013,244	7,232,065	7,457,788	7,690,633	7,930,828	75,169,179
Franchises	5,520,536	5,334,051	5,455,378	5,609,757	5,782,598	5,947,732	6,119,117	6,517,257	6,708,146	6,920,768	7,124,915	7,343,081	68,862,800
Rents and Concessions	977,993	1,325,897	1,765,065	1,846,884	1,922,370	1,999,837	2,012,043	2,107,133	2,180,837	2,256,169	2,334,727	2,416,110	22,167,073
Federal Grants	36,755	77,375	0	0	0	0	0	0	0	0	0	0	77,375
Motor Vehicle License Fees	5,970,492	3,492,757	689,738	731,122	774,989	821,489	870,778	923,025	978,406	1,037,111	1,099,337	1,165,297	12,584,049
State Shared Revenues	586,520	714,849	253,147	411,480	415,230	419,093	393,071	397,169	401,389	405,737	410,214	414,826	4,636,204
Permits and Licenses	4,251,724	4,509,759	4,753,198	4,695,325	4,610,951	4,483,955	4,227,115	4,138,004	4,246,775	4,483,656	4,652,253	4,792,372	49,593,364
Fines and Forfeitures	750,000	740,822	728,113	746,972	766,370	786,320	806,840	827,944	849,652	871,999	894,967	918,594	8,938,592
Service Fees	2,273,787	2,202,822	2,311,233	2,386,493	2,310,013	2,283,979	2,198,406	2,145,218	2,179,254	2,302,923	2,402,014	2,479,057	25,201,412
Interest Income	2,796,249	2,562,240	2,697,917	2,701,301	2,206,674	1,842,673	1,528,188	1,404,118	1,383,946	1,484,975	1,635,192	1,805,806	21,253,031
Inter-Fund Revenues	2,977,816	4,394,663	5,552,274	5,853,755	5,608,745	6,095,258	6,574,415	9,612,599	10,213,011	11,226,638	11,532,219	11,647,764	88,311,343
Miscellaneous Revenues	421,443	1,414,308	320,923	326,716	332,683	292,985	299,316	305,837	312,553	319,471	326,597	333,936	4,585,324
Modular Classroom Lease Revenue	401,950	407,055	407,054	407,055	184,144	184,144	184,144	184,144	184,144	92,072	0	0	2,233,956
Sale of Property	0	0	550,000	0	0	0	0	0	0	0	0	0	550,000
In-Lieu Charges	7,114,546	6,822,757	7,652,957	7,754,634	7,987,273	8,226,890	8,473,697	8,727,908	8,989,745	9,259,776	9,537,916	9,824,417	93,257,970
State Budget Reductions - ERAF	0	(2,051,370)	(2,051,370)	0	0	0	0	0	0	0	0	0	(4,102,740)
Transfers From Other Funds	1,501,814	168,366	222,563	129,933	135,587	141,499	147,680	154,143	160,902	167,971	175,363	183,461	1,787,467
<b>Fiscal Strategies:</b>													
Downtown Additional Sales Tax	0	0	0	0	500,000	1,000,000	1,040,000	1,081,600	1,124,864	1,169,859	1,216,653	1,265,319	8,398,294
<b>TOTAL CURRENT RESOURCES</b>	<b>96,258,311</b>	<b>100,902,307</b>	<b>102,436,042</b>	<b>107,612,279</b>	<b>111,157,990</b>	<b>116,323,916</b>	<b>120,485,664</b>	<b>127,558,773</b>	<b>132,750,690</b>	<b>139,621,496</b>	<b>145,912,784</b>	<b>151,732,586</b>	<b>1,356,494,525</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>176,330,509</b>	<b>175,034,007</b>	<b>167,406,158</b>	<b>163,590,986</b>	<b>158,256,390</b>	<b>155,212,726</b>	<b>153,516,841</b>	<b>155,171,088</b>	<b>158,193,072</b>	<b>164,762,096</b>	<b>172,880,055</b>	<b>181,377,549</b>	<b>1,430,626,226</b>
<b>CURRENT REQUIREMENTS:</b>													
Equipment	0	0	300,000	0	0	0	0	0	0	0	0	0	300,000
Debt Service	412,283	411,358	410,138	412,778	408,969	179,010	177,270	175,145	177,490	179,170	194,940	0	2,726,266
Operations	88,559,706	98,022,782	102,521,531	109,188,866	111,394,325	114,802,020	118,216,497	121,693,779	125,325,720	129,139,228	133,188,169	137,877,039	1,301,369,957
Capital Projects	140,416	313,263	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	860,749
Project Operating Costs	0	0	9,668	25,202	25,789	26,394	27,017	27,657	28,319	29,000	29,701	104,686	333,433
Outside Group Funding Projects	95,988	265,550	203,934	203,934	208,013	208,013	212,173	212,173	216,416	216,416	220,745	220,745	2,388,111
Special Projects	2,650,727	2,799,430	1,185,641	1,081,232	1,021,113	876,652	680,117	721,141	696,079	704,301	747,835	780,994	11,294,536
Infrastructure Fund Contribution	2,789,400	2,195,209	1,060,492	670,501	1,149,353	794,016	1,277,520	1,352,006	677,584	1,692,358	1,535,443	2,206,984	14,611,466
Capital Projects Fund Contribution	384,302	98,072	0	0	0	0	0	0	0	0	0	0	98,072
Project Administration Charges	517,985	136,075	88,675	51,044	0	0	0	0	0	0	0	0	275,794
Lease Payments	1,216,661	1,220,728	1,219,558	1,221,920	1,222,805	1,217,280	1,219,893	1,215,475	1,214,118	1,215,523	1,214,689	1,211,750	13,393,739
Service Level Set-Aside	0	0	0	0	0	0	0	0	0	0	0	0	0
Fiscal Strategies	0	0	0	(1,100,000)	(1,133,000)	(1,166,990)	(1,202,000)	(1,238,060)	(1,275,201)	(1,313,458)	0	0	(8,428,708)
<b>TOTAL EXPENDITURES</b>	<b>96,767,468</b>	<b>105,462,467</b>	<b>107,049,637</b>	<b>111,806,476</b>	<b>114,349,386</b>	<b>116,989,455</b>	<b>120,662,610</b>	<b>124,214,520</b>	<b>127,116,834</b>	<b>131,919,972</b>	<b>137,190,104</b>	<b>142,461,953</b>	<b>1,339,223,415</b>

**CITY OF SUNNYVALE  
035. GENERAL FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
<b>TRANSFERS TO OTHER FUNDS:</b>													
Police Services Augmentation Fund	85,237	2,889	0	0	0	0	0	0	0	0	0	0	2,889
Youth and Neighborhood Services Fund	0	93,811	403,725	439,575	447,189	462,066	477,398	493,199	509,483	526,266	543,563	563,903	4,960,178
Community Recreation Fund	3,187,371	3,207,294	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	4,253,163	39,917,425
SC[i]3 (Patent Library) Fund	0	19,651	53,000	0	0	0	0	0	0	0	0	0	72,651
General Services Fund	273,362	420,842	79,506	79,668	81,928	70,712	72,834	76,419	302,269	79,587	81,975	84,434	1,430,174
Employee Benefits Fund	760,482	165,916	0	0	0	0	0	0	0	0	0	0	165,916
Liability and Property Insurance Fund	1,124,888	691,022	598,745	1,032,680	1,127,457	1,161,593	1,196,760	1,220,695	1,245,109	1,270,011	1,295,411	1,321,319	12,160,802
<b>TOTAL TRANSFERS TO OTHER FUND:</b>	<b>5,431,340</b>	<b>4,601,425</b>	<b>4,377,814</b>	<b>4,686,109</b>	<b>5,018,193</b>	<b>5,192,095</b>	<b>5,241,915</b>	<b>5,514,186</b>	<b>5,935,639</b>	<b>5,874,852</b>	<b>6,044,988</b>	<b>6,222,819</b>	<b>58,710,035</b>
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>102,198,808</b>	<b>110,063,892</b>	<b>111,427,451</b>	<b>116,492,585</b>	<b>119,367,579</b>	<b>122,181,550</b>	<b>125,904,525</b>	<b>129,728,706</b>	<b>133,052,473</b>	<b>137,794,824</b>	<b>143,235,092</b>	<b>148,684,772</b>	<b>1,397,933,450</b>
<b>RESERVES:</b>													
<b>RESTRICTED:</b>													
Land Acquisition	3,000,000	0	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
<b>SUB-TOTAL RESTRICTED RESERVE:</b>	<b>3,000,000</b>	<b>0</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>
<b>DESIGNATED:</b>													
Contingencies (20%)	18,102,044	19,604,556	20,506,240	21,622,814	22,057,423	22,732,285	23,408,303	24,096,675	24,815,768	25,570,954	26,643,574	27,596,345	27,596,345
Service Level Stabilization (5%)	4,525,511	4,921,529	0	0	0	0	0	0	0	0	0	0	0
Non-Recurring Events	654,928	163,506	0	0	0	0	0	0	0	0	0	0	0
Set Aside for Historical Museum	0	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	47,849,218	40,260,524	34,902,467	24,905,587	16,261,388	9,728,892	3,634,013	775,707	(245,168)	826,317	2,431,389	4,526,431	4,526,431
<b>SUB-TOTAL DESIGNATED RESERVE</b>	<b>71,131,701</b>	<b>64,970,116</b>	<b>55,428,707</b>	<b>46,548,400</b>	<b>38,338,811</b>	<b>32,481,176</b>	<b>27,062,316</b>	<b>24,892,382</b>	<b>24,590,600</b>	<b>26,417,271</b>	<b>29,094,963</b>	<b>32,142,776</b>	<b>32,142,776</b>
<b>TOTAL RESERVES</b>	<b>74,131,701</b>	<b>64,970,116</b>	<b>55,978,707</b>	<b>47,098,400</b>	<b>38,888,811</b>	<b>33,031,176</b>	<b>27,612,316</b>	<b>25,442,382</b>	<b>25,140,600</b>	<b>26,967,271</b>	<b>29,644,963</b>	<b>32,692,776</b>	<b>32,692,776</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	96,258,311	100,902,307	101,886,042	107,612,279	111,157,990	116,323,916	120,485,664	127,558,773	132,750,690	139,621,496	145,912,784	151,732,586	
Total Current Requirements	102,198,808	110,063,892	111,427,451	117,592,585	120,500,579	123,348,540	127,106,525	130,966,766	134,327,674	139,108,282	143,235,092	148,684,772	
<b>DIFFERENCE</b>	<b>(5,940,497)</b>	<b>(9,161,585)</b>	<b>(9,541,409)</b>	<b>(9,980,307)</b>	<b>(9,342,589)</b>	<b>(7,024,624)</b>	<b>(6,620,860)</b>	<b>(3,407,993)</b>	<b>(1,576,984)</b>	<b>513,214</b>	<b>2,677,691</b>	<b>3,047,814</b>	
% Change Revenues			0.97%	5.62%	3.29%	4.65%	3.58%	5.87%	4.07%	5.18%	4.51%	3.99%	
% Change Expenditures			1.24%	5.53%	2.47%	2.36%	3.05%	3.04%	2.57%	3.56%	2.97%	3.80%	

**CITY OF SUNNYVALE  
035. GENERAL FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2015 TO JUNE 30, 2025**

	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	PLAN 2024/2025	FY 2015/2016 TO FY 2024/2025 TOTAL	FY 2004/2005 TO FY 2024/2025 TOTAL
RESERVES/FUND BALANCE, JULY 1	32,692,776	32,321,377	30,691,248	32,595,219	33,341,428	34,508,934	36,566,669	37,964,508	38,876,682	42,378,645	32,692,776	74,131,701
<b>CURRENT RESOURCES:</b>												
Property Tax	49,527,736	51,479,514	53,508,776	55,618,610	57,812,227	60,092,966	62,464,300	64,929,839	67,493,340	70,158,706	593,086,013	1,016,842,435
Triple Flip - Property Tax Increase	0	0	0	0	0	0	0	0	0	0	0	74,085,366
Sales Tax	39,848,219	41,641,389	43,515,252	45,473,438	47,519,743	49,658,131	51,892,747	54,227,921	56,668,177	59,218,245	489,663,262	824,136,992
Triple Flip - Sales Tax Reduction	0	0	0	0	0	0	0	0	0	0	0	(74,085,366)
Prop 172 Sales Tax	1,830,775	1,904,006	1,980,166	2,059,373	2,141,748	2,227,418	2,316,515	2,409,175	2,505,542	2,605,764	21,980,482	37,796,187
Other Taxes	2,110,757	2,223,906	2,345,677	2,476,798	2,618,062	2,770,334	2,934,552	3,111,738	3,303,006	3,509,568	27,404,398	48,892,330
Transient Occupancy Tax	10,242,840	11,267,124	11,830,480	12,067,090	12,549,774	13,804,751	15,185,226	16,096,340	17,062,120	18,768,332	138,874,077	216,330,120
Utility Users Taxes	8,248,061	8,577,983	8,921,103	9,277,947	9,649,065	10,035,027	10,436,429	10,853,886	11,288,041	11,739,563	99,027,104	174,196,284
Franchises	7,641,018	7,951,112	8,273,862	8,609,786	8,959,426	9,323,344	9,702,129	10,096,390	10,506,764	10,933,911	91,997,741	160,860,541
Rents and Concessions	2,510,208	2,581,309	2,684,046	2,790,879	2,901,969	3,017,485	3,137,606	3,262,514	3,392,400	3,527,465	29,805,880	51,972,952
Federal Grants	0	0	0	0	0	0	0	0	0	0	0	77,375
Motor Vehicle License Fees	1,216,571	1,270,100	1,325,984	1,384,327	1,445,238	1,508,828	1,575,217	1,644,526	1,716,885	1,792,428	14,880,104	27,464,152
State Shared Revenues	421,160	427,747	434,598	441,723	449,132	456,839	431,520	439,855	448,523	457,538	4,408,635	9,044,839
Permits and Licenses	4,984,045	5,183,385	5,390,698	5,606,304	5,830,534	6,063,734	6,306,261	6,558,489	6,820,807	7,093,617	59,837,875	109,431,239
Fines and Forfeitures	952,053	986,788	1,022,848	1,060,285	1,099,151	1,139,504	1,181,401	1,224,903	1,270,072	1,316,974	11,253,980	20,192,572
Service Fees	2,568,832	2,660,780	2,756,405	2,855,855	2,959,283	3,066,849	3,178,717	3,295,059	3,416,056	3,541,892	30,299,729	55,501,141
Interest Income	2,058,079	1,949,585	2,069,901	2,115,362	2,189,834	2,319,451	2,407,342	2,464,553	2,688,297	2,631,679	22,894,082	44,147,113
Inter-Fund Revenues	11,626,508	11,529,878	10,530,764	10,131,651	10,123,716	10,286,677	10,414,847	11,122,379	11,294,318	8,017,872	105,078,611	193,389,954
Miscellaneous Revenues	342,016	352,498	363,400	363,797	375,588	387,852	400,605	413,869	419,076	433,422	3,852,123	8,437,448
Modular Classroom Lease Revenue	0	0	0	0	0	0	0	0	0	0	0	2,233,956
Sale of Property	0	0	0	0	0	0	0	0	0	0	0	550,000
In-Lieu Charges	10,217,393	10,626,089	11,051,133	11,493,178	11,952,905	12,431,021	12,928,262	13,445,393	13,983,208	14,542,537	122,671,119	215,929,089
State Budget Reductions - ERAF	0	0	0	0	0	0	0	0	0	0	0	(4,102,740)
Transfers From Other Funds	55,886	58,121	60,446	62,864	65,378	67,993	70,713	73,287	75,924	78,600	507,852	2,295,318
Fiscal Strategies:												
Downtown Additional Sales Tax	1,315,932	1,368,569	1,423,312	1,480,244	1,539,454	1,601,032	1,665,074	1,731,676	1,800,944	1,872,981	15,799,218	24,197,512
<b>TOTAL CURRENT RESOURCES</b>	<b>157,718,090</b>	<b>164,039,885</b>	<b>169,488,850</b>	<b>175,369,510</b>	<b>182,182,228</b>	<b>190,259,236</b>	<b>198,629,461</b>	<b>207,349,792</b>	<b>216,099,715</b>	<b>222,185,517</b>	<b>1,883,322,284</b>	<b>3,239,816,810</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>190,410,866</b>	<b>196,361,262</b>	<b>200,180,099</b>	<b>207,964,729</b>	<b>215,523,656</b>	<b>224,768,170</b>	<b>235,196,130</b>	<b>245,314,300</b>	<b>254,976,397</b>	<b>264,564,163</b>	<b>1,916,015,061</b>	<b>3,313,948,510</b>
<b>CURRENT REQUIREMENTS:</b>												
Equipment	0	0	0	0	0	0	0	0	0	0	0	300,000
Debt Service	0	0	0	0	0	0	0	0	0	0	0	2,726,266
Operations	144,895,019	150,878,232	156,099,241	162,735,642	168,291,102	176,132,019	182,285,348	190,031,084	196,714,740	204,690,442	1,732,752,869	3,034,122,826
Capital Projects	61,547	63,394	65,295	67,254	69,272	71,350	73,491	75,695	77,966	80,305	705,569	1,566,318
Project Operating Costs	108,649	112,771	117,056	121,512	126,147	130,968	135,982	141,196	146,618	152,258	1,293,157	1,626,590
Outside Group Funding Projects	227,367	227,367	234,188	234,188	241,214	241,214	248,450	248,450	255,904	255,904	2,414,245	4,802,357
Special Projects	734,326	785,840	761,688	775,987	832,279	805,886	821,512	883,024	854,184	951,564	8,206,288	19,500,824
Infrastructure Fund Contribution	1,662,214	2,496,396	2,600,130	2,727,904	2,813,326	1,449,434	3,062,228	3,074,440	1,416,960	3,282,081	24,585,113	39,196,579
Capital Projects Fund Contribution	0	0	0	0	0	0	0	0	0	0	0	98,072
Project Administration Charges	0	0	0	0	0	0	0	0	0	0	0	275,794
Lease Payments	3,982,987	4,485,263	0	0	0	0	0	0	0	0	8,468,250	21,861,989
Service Level Set-Aside	0	0	1,000,000	1,040,000	1,500,000	2,000,000	3,000,000	4,000,000	4,900,000	5,070,308	22,510,308	22,510,308
Fiscal Strategies	0	0	0	0	0	0	0	0	0	0	0	(8,428,708)
<b>TOTAL EXPENDITURES</b>	<b>151,672,109</b>	<b>159,049,263</b>	<b>160,877,598</b>	<b>167,702,487</b>	<b>173,873,340</b>	<b>180,830,871</b>	<b>189,627,011</b>	<b>198,453,889</b>	<b>204,366,371</b>	<b>214,482,861</b>	<b>1,800,935,800</b>	<b>3,140,159,214</b>

**CITY OF SUNNYVALE  
035. GENERAL FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2015 TO JUNE 30, 2025**

	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	PLAN 2024/2025	FY 2015/2016 TO FY 2024/2025 TOTAL	FY 2004/2005 TO FY 2024/2025 TOTAL
<b>TRANSFERS TO OTHER FUNDS:</b>												
Police Services Augmentation Fund	0	0	0	0	0	0	0	0	0	0	0	2,889
Youth and Neighborhood Services Fund	580,710	603,444	627,071	651,627	677,147	703,672	731,241	759,893	789,675	820,628	6,945,108	11,905,286
Community Recreation Fund	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	5,821,408	49,936,670	89,854,095
SC[il]3 (Patent Library) Fund	0	0	0	0	0	0	0	0	0	0	0	72,651
General Services Fund	89,212	91,324	94,977	98,776	102,727	108,236	111,110	115,554	120,176	124,983	1,057,075	2,487,249
Employee Benefits Fund	0	0	0	0	0	0	0	0	0	0	0	165,916
Liability and Property Insurance Fund	1,360,959	1,401,788	1,443,841	1,487,156	1,531,771	1,577,724	1,625,056	1,673,808	1,724,022	1,775,743	15,601,868	27,762,670
<b>TOTAL TRANSFERS TO OTHER FUND:</b>	<b>6,417,381</b>	<b>6,620,750</b>	<b>6,707,282</b>	<b>6,920,813</b>	<b>7,141,382</b>	<b>7,370,630</b>	<b>7,604,611</b>	<b>7,983,729</b>	<b>8,231,381</b>	<b>8,542,762</b>	<b>73,540,721</b>	<b>132,250,756</b>
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>158,089,490</b>	<b>165,670,013</b>	<b>167,584,880</b>	<b>174,623,300</b>	<b>181,014,722</b>	<b>188,201,501</b>	<b>197,231,622</b>	<b>206,437,618</b>	<b>212,597,752</b>	<b>223,025,623</b>	<b>1,874,476,521</b>	<b>3,272,409,971</b>
<b>RESERVES:</b>												
<b>RESTRICTED:</b>												
Land Acquisition	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
<b>SUB-TOTAL RESTRICTED RESERVE:</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>
<b>DESIGNATED:</b>												
Contingencies (20%)	29,000,734	30,198,201	31,243,259	32,571,431	33,683,450	35,252,597	36,484,266	38,034,456	39,372,272	40,968,540	40,968,540	40,968,540
Service Level Stabilization (5%)	0	0	0	0	0	0	0	0	0	0	0	0
Non-Recurring Events	0	0	0	0	0	0	0	0	0	0	0	0
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	2,750,643	(76,952)	781,960	199,998	255,484	744,071	910,242	272,226	2,436,374	0	0	0
<b>SUB-TOTAL DESIGNATED RESERVE</b>	<b>31,771,377</b>	<b>30,141,248</b>	<b>32,045,219</b>	<b>32,791,428</b>	<b>33,958,934</b>	<b>36,016,669</b>	<b>37,414,508</b>	<b>38,326,682</b>	<b>41,828,645</b>	<b>40,988,540</b>	<b>40,988,540</b>	<b>40,988,540</b>
<b>TOTAL RESERVES</b>	<b>32,321,377</b>	<b>30,691,248</b>	<b>32,595,219</b>	<b>33,341,428</b>	<b>34,508,934</b>	<b>36,566,669</b>	<b>37,964,508</b>	<b>38,876,682</b>	<b>42,378,645</b>	<b>41,538,540</b>	<b>41,538,540</b>	<b>41,538,540</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	157,718,090	164,039,885	169,488,850	175,369,510	182,182,228	190,259,236	198,629,461	207,349,792	216,099,715	222,185,517		
Total Current Requirements	158,089,490	165,670,013	166,584,880	173,583,300	179,514,722	186,201,501	194,231,622	202,437,618	207,697,752	217,955,315		
<b>DIFFERENCE</b>	<b>(371,400)</b>	<b>(1,630,128)</b>	<b>2,903,971</b>	<b>1,786,209</b>	<b>2,667,506</b>	<b>4,057,735</b>	<b>4,397,839</b>	<b>4,912,174</b>	<b>8,401,963</b>	<b>4,230,202</b>		
% Change Revenues	3.94%	4.01%	3.32%	3.47%	3.88%	4.43%	4.40%	4.39%	4.22%	2.82%		
% Change Expenditures	6.33%	4.80%	0.55%	4.20%	3.42%	3.72%	4.31%	4.22%	2.60%	4.94%		

**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
0150	Secured Tax	19,771,820	19,751,739	20,461,348	21,341,485	22,382,331	23,567,275	24,815,086	26,055,840	27,251,936	28,503,568	29,643,710	30,829,459	274,603,777
0151	ERAF III	0	(2,051,370)	(2,051,370)	0	0	0	0	0	0	0	0	0	(4,102,740)
0152	Unitary Roll - AB454	354,834	337,974	344,733	351,628	358,661	365,834	373,151	380,614	388,226	395,990	403,910	411,988	4,112,709
0153	Property Tax in Lieu of VLF	0	7,355,550	7,619,808	7,947,571	8,335,183	8,776,456	9,241,141	9,703,198	10,148,624	10,614,732	11,039,321	11,480,894	102,262,478
0155	Tax Delinquencies	611,235	600,000	618,000	636,540	655,636	675,305	695,564	716,431	737,924	760,062	782,864	806,350	7,684,677
0156	Unsecured Tax	2,349,097	2,049,809	1,947,319	2,064,158	2,188,007	2,406,808	2,527,148	2,577,691	2,680,799	2,948,879	3,243,767	3,438,393	28,072,779
0157	Supplemental Roll	751,949	884,634	858,389	875,557	893,068	910,929	929,148	947,731	966,685	986,019	1,005,740	1,025,854	10,283,754
0159	Administrative Fees	(258,764)	(254,826)	(262,470)	(270,344)	(278,455)	(286,808)	(295,413)	(304,275)	(313,403)	(322,805)	(332,489)	(342,464)	(3,263,753)
<b>TOTAL PROPERTY TAXES</b>		<b>23,580,170</b>	<b>28,673,511</b>	<b>29,535,757</b>	<b>32,946,594</b>	<b>34,534,431</b>	<b>36,415,799</b>	<b>38,285,826</b>	<b>40,077,230</b>	<b>41,860,791</b>	<b>43,886,445</b>	<b>45,786,822</b>	<b>47,650,474</b>	<b>419,653,682</b>
0300	Sales and Use Tax	23,451,665	24,102,713	24,916,650	26,039,037	27,309,249	28,745,999	30,158,609	31,418,228	32,851,596	34,477,852	36,321,530	38,132,267	334,473,730
0301	Sales and Use Tax - Public Safety	1,147,392	1,155,437	1,217,253	1,264,847	1,314,429	1,386,592	1,436,093	1,470,128	1,516,878	1,601,520	1,692,166	1,760,361	15,815,706
0300	Additional Sales Tax - Downtown	0	0	0	0	500,000	1,000,000	1,040,000	1,081,600	1,124,864	1,169,859	1,216,653	1,265,319	8,398,294
<b>TOTAL SALES AND USE TAXES</b>		<b>24,599,057</b>	<b>25,258,150</b>	<b>26,133,903</b>	<b>27,303,884</b>	<b>29,123,679</b>	<b>31,132,591</b>	<b>32,634,702</b>	<b>33,969,956</b>	<b>35,493,339</b>	<b>37,249,230</b>	<b>39,230,349</b>	<b>41,157,947</b>	<b>358,687,730</b>
0450	Business License Tax	244,286	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	3,000,000
0451	Construction Tax	859,971	863,680	1,161,182	1,197,630	914,463	871,026	792,633	760,928	777,668	828,995	862,154	888,019	9,918,378
0452	Real Property Transfer Tax	764,570	850,000	705,000	719,100	733,482	748,152	763,115	778,377	793,945	809,823	826,020	842,540	8,569,553
<b>TOTAL OTHER TAXES</b>		<b>1,868,826</b>	<b>1,963,680</b>	<b>2,141,182</b>	<b>2,191,730</b>	<b>1,922,945</b>	<b>1,894,177</b>	<b>1,830,748</b>	<b>1,814,305</b>	<b>1,846,613</b>	<b>1,913,818</b>	<b>1,963,174</b>	<b>2,005,559</b>	<b>21,487,931</b>
0453-01	Transient Occupancy Tax	4,743,646	4,992,715	5,250,225	5,365,839	6,143,219	6,760,034	7,098,468	7,239,539	7,529,120	8,284,949	9,116,091	9,663,057	77,443,258
0453-02	Transient Occupancy Tax Penalties	8,023	12,785	0	0	0	0	0	0	0	0	0	0	12,785
<b>TOTAL TRANSIENT OCCUPANCY TAX</b>		<b>4,751,669</b>	<b>5,005,500</b>	<b>5,250,225</b>	<b>5,365,839</b>	<b>6,143,219</b>	<b>6,760,034</b>	<b>7,098,468</b>	<b>7,239,539</b>	<b>7,529,120</b>	<b>8,284,949</b>	<b>9,116,091</b>	<b>9,663,057</b>	<b>77,456,043</b>
0454-02	Utility User's Tax - Pacific Bell	459,851	433,700	446,711	460,112	473,916	488,133	502,777	517,860	533,396	549,398	565,880	582,857	5,554,741
0454-04	Utility User's Tax - Other Phone	433,782	487,810	502,444	517,518	533,043	549,034	565,505	582,471	599,945	617,943	636,481	655,576	6,247,771
0454-05	Utility User's Tax - MCI	45,211	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,005	58,715	60,476	62,291	593,641

**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
0454-06	Utility User's Tax - Sprint	158,337	163,847	168,762	173,825	179,040	184,411	189,944	195,642	201,511	207,556	213,783	220,197	2,098,519
0454-07	Utility User's Tax - AT&T	352,965	434,000	447,020	460,431	474,244	488,471	503,125	518,219	533,765	549,778	566,272	583,260	5,558,583
0454-09	Utility User's Tax - PG&E Electric	3,429,744	3,440,420	3,543,633	3,649,942	3,759,440	3,872,223	3,988,390	4,108,041	4,231,283	4,358,221	4,488,968	4,623,637	44,064,196
0454-08	Utility User's Tax - Other Electric	125,263	160,363	165,174	170,129	175,233	180,490	185,905	191,482	197,226	203,143	209,237	215,514	2,053,897
0454-10	Utility User's Tax - PG&E Gas	600,679	665,756	692,386	720,082	748,885	778,840	809,994	842,394	876,089	911,133	947,578	985,482	8,978,619
0454-03	Utility User's Tax - NSC	1,500	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016	19,212
0454-19	Utility User's Tax - Audit Findings	269,633	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL UTILITY USERS TAXES</b>		<b>5,876,966</b>	<b>5,833,746</b>	<b>6,015,416</b>	<b>6,202,802</b>	<b>6,396,087</b>	<b>6,595,459</b>	<b>6,801,111</b>	<b>7,013,244</b>	<b>7,232,065</b>	<b>7,457,788</b>	<b>7,690,633</b>	<b>7,930,828</b>	<b>75,169,179</b>
0600-01	Franchise - Air Products	30,364	26,083	24,650	23,788	22,926	22,064	22,505	22,955	23,414	23,883	24,360	24,848	261,477
0600-02	Franchise - Cal Water Service	13,476	15,819	16,135	16,458	16,787	17,123	17,465	17,815	18,171	18,534	18,905	19,283	192,497
0600-03	Franchise - Taxicab Service	31,539	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016	19,212
0602	Franchise - AT&T Cable	890,378	892,680	919,460	947,044	975,456	1,004,719	1,034,861	1,065,907	1,097,884	1,130,820	1,164,745	1,199,687	11,433,263
0603	Franchise - PG&E	2,274,465	2,220,996	2,287,626	2,356,255	2,426,942	2,499,750	2,574,743	2,651,985	2,731,545	2,813,491	2,897,896	2,984,833	28,446,062
0604	Franchise - Specialty Garbage	1,446,099	1,454,319	1,463,283	1,492,549	1,537,325	1,583,445	1,630,948	1,679,877	1,713,474	1,764,878	1,817,825	1,872,360	18,010,283
0606	Host Fees - Garbage	716,690	722,654	742,678	772,072	801,523	818,942	836,856	1,076,927	1,121,813	1,167,261	1,199,226	1,240,054	10,500,006
<b>TOTAL FRANCHISE FEES</b>		<b>5,520,536</b>	<b>5,334,051</b>	<b>5,455,378</b>	<b>5,609,757</b>	<b>5,782,598</b>	<b>5,947,732</b>	<b>6,119,117</b>	<b>6,517,257</b>	<b>6,708,146</b>	<b>6,920,768</b>	<b>7,124,915</b>	<b>7,343,081</b>	<b>68,862,800</b>
0751-01	Rental - Bus Station	8,452	5,909	0	0	0	0	0	0	0	0	0	0	5,909
0751-02	Rental - Chamber of Commerce	5,593	4,452	20,520	21,136	21,770	22,423	23,096	23,789	24,502	25,237	25,994	26,774	239,693
0751-04	Rental - American Medical Response	14,434	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	20,650	21,720	22,750	23,920	25,120	26,370	27,161	27,976	28,815	29,680	30,570	31,487	295,569
0751-08	Rental - 5th Matador	34,625	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	27,700	304,700
0751-17	Rental - Downtown Properties	77,577	55,860	58,140	73,530	75,736	78,008	0	0	0	0	0	0	341,274
0751-21	Rental - 239 Commercial Street	88,278	58,650	73,080	74,520	76,005	77,595	79,923	82,321	84,790	87,334	89,954	92,652	876,824





**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL	
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	TOTAL
1027	Miscellaneous State Grants	9,087	2,113	0	0	0	0	0	0	0	0	0	0	2,113
1034	Library Services and Tech Act	0	25,000	0	0	0	0	0	0	0	0	0	0	25,000
1036	Booking Fee Abatement	178,663	178,633	0	0	0	0	0	0	0	0	0	0	178,633
1041	State Tire Enforcement Grant	0	30,000	30,000	30,000	30,000	30,000	0	0	0	0	0	0	150,000
<b>TOTAL STATE SHARED REVENUE</b>		<b>6,557,012</b>	<b>4,207,605</b>	<b>942,885</b>	<b>1,142,602</b>	<b>1,190,219</b>	<b>1,240,581</b>	<b>1,263,849</b>	<b>1,320,193</b>	<b>1,379,795</b>	<b>1,442,847</b>	<b>1,509,551</b>	<b>1,580,124</b>	<b>17,220,253</b>
1107	Library - CLSA Inter-Library Loan	2,409	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	24,200
1110	Bus Shelter Advertising	13,008	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842	131,920
1111	County of Santa Clara Reimbursement	375	0	0	0	0	0	0	0	0	0	0	0	0
1119-01	PCJPB Reimbursement - Multimodal	69,526	93,000	95,790	98,664	101,624	104,672	107,812	111,047	114,378	117,810	121,344	124,984	1,191,125
<b>TOTAL INTER-GOVERNMENTAL</b>		<b>85,319</b>	<b>105,500</b>	<b>108,599</b>	<b>111,791</b>	<b>115,079</b>	<b>118,465</b>	<b>121,953</b>	<b>125,546</b>	<b>129,246</b>	<b>133,057</b>	<b>136,983</b>	<b>141,027</b>	<b>1,347,245</b>
1202	Contributions From Developer	20,000	9,950	0	0	0	0	0	0	0	0	0	0	9,950
1208	Restricted Cash Donations	73	1,500	0	0	0	0	0	0	0	0	0	0	1,500
4460-02	Repayments From Property Owners - Conwa	136,354	65,373	65,373	65,373	65,373	19,528	19,528	19,528	19,528	19,528	19,528	19,528	398,183
<b>TOTAL PRIVATE DONATIONS AND REPAYMENT</b>		<b>156,427</b>	<b>76,823</b>	<b>65,373</b>	<b>65,373</b>	<b>65,373</b>	<b>19,528</b>	<b>19,528</b>	<b>19,528</b>	<b>19,528</b>	<b>19,528</b>	<b>19,528</b>	<b>19,528</b>	<b>409,638</b>
1349	Certified Unified Program Agency	114,656	125,000	142,500	146,775	151,178	155,714	160,385	165,197	170,152	175,257	180,515	185,930	1,758,603
1350	Bicycle Licenses	182	550	0	0	0	0	0	0	0	0	0	0	550
1351	Major Permit Application Fees	87,570	102,543	96,599	99,497	102,481	105,556	108,723	111,984	115,344	118,804	122,368	126,039	1,209,937
1352	Minor Permit Application Fees	45,044	44,425	45,758	47,130	48,544	50,001	51,501	53,046	54,637	56,276	57,965	59,703	568,986
1353	Permit - Bingo	200	550	550	550	550	550	550	550	550	550	550	550	6,050
1354	Permit - Building	1,549,278	1,623,783	1,713,091	1,652,488	1,594,650	1,518,905	1,382,203	1,326,915	1,356,107	1,445,610	1,503,435	1,548,538	16,665,724
1355	Permit - Electrical	320,678	339,298	357,959	372,278	359,248	342,184	311,387	298,932	305,508	325,672	338,699	348,860	3,700,024
1356	Permit - Fire Prevention	793,003	850,401	897,173	825,555	796,661	758,819	690,525	662,904	677,488	722,203	751,091	773,623	8,406,444

**035. GENERAL FUND  
REVENUES BY SOURCE**

		ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
1358	Permit - Grading	9,305	11,262	11,881	12,357	11,924	11,358	10,336	9,922	10,140	10,810	11,242	11,579	122,811
1359	Permit - Hazardous Materials	568,678	625,545	713,121	734,515	756,550	779,247	802,624	826,703	851,504	877,049	903,361	930,462	8,800,682
1360	Permit - Mechanical	242,627	257,937	272,124	283,008	273,103	260,131	236,719	227,250	232,250	247,578	257,481	265,206	2,812,787
1361	Permit - Miscellaneous	9,247	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524	6,720	64,039
1362	Permit - Operations	93,350	91,483	94,227	97,054	99,966	102,965	106,054	109,235	112,513	115,888	119,365	122,946	1,171,696
1363	Permit - Plumbing and Gas	244,169	274,572	289,673	301,260	290,716	276,907	251,986	241,906	247,228	263,545	274,087	282,310	2,994,191
1364	Permit - Sign	17,455	14,375	15,166	15,772	15,220	14,497	13,193	12,665	12,943	13,798	14,350	14,780	156,759
1365	Permit - Street Cut	121,044	91,158	44,697	46,607	48,135	43,551	35,911	24,068	31,708	39,731	44,697	46,607	496,871
1366	Permit - Temporary Building	589	3,794	4,003	4,163	4,017	3,826	3,482	3,343	3,416	3,642	3,787	3,901	41,373
1368	Permit - Transportation	34,649	7,725	7,957	8,195	8,441	8,695	8,955	9,224	9,501	9,786	10,079	10,382	98,940
1370	Permit - Taxi Driver and Vehicle	0	36,758	37,861	38,997	40,166	41,371	42,613	43,891	45,208	46,564	47,961	49,400	470,789
1371	Permit - Misc. Public Safety	0	3,600	3,708	3,819	3,934	4,052	4,173	4,299	4,428	4,560	4,697	4,838	46,108
<b>TOTAL PERMITS AND LICENSES</b>		<b>4,251,724</b>	<b>4,509,759</b>	<b>4,753,198</b>	<b>4,695,325</b>	<b>4,610,951</b>	<b>4,483,955</b>	<b>4,227,115</b>	<b>4,138,004</b>	<b>4,246,775</b>	<b>4,483,656</b>	<b>4,652,253</b>	<b>4,792,372</b>	<b>49,593,364</b>
1502	Fines - Overdue Library Material	186,369	180,000	187,254	192,872	198,658	204,618	210,756	217,079	223,591	230,299	237,208	244,324	2,326,657
1503	Fines - Parking	133,924	143,212	144,644	146,091	147,551	149,027	150,517	152,022	153,543	155,078	156,629	158,195	1,656,510
1504	Fines - Traffic and Criminal	392,313	367,710	378,741	390,104	401,807	413,861	426,277	439,065	452,237	465,804	479,778	494,171	4,709,555
1505	Hazardous Material Recovery	1,727	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	1,386	2,070	0	0	0	0	0	0	0	0	0	0	2,070
1507	Late Payment Penalties	10,758	11,081	11,413	11,756	12,108	12,472	12,846	13,231	13,628	14,037	14,458	14,892	141,921
1509	Returned Check Charge	3,780	3,049	3,060	3,151	3,246	3,343	3,444	3,547	3,653	3,781	3,894	4,011	38,180
1512	Community Dev Code Violations	3,050	12,500	0	0	0	0	0	0	0	0	0	0	12,500
1514	CUPA Fines	16,694	18,200	0	0	0	0	0	0	0	0	0	0	18,200
<b>TOTAL FINES AND FORFEITURES</b>		<b>750,000</b>	<b>740,822</b>	<b>728,113</b>	<b>746,972</b>	<b>766,370</b>	<b>786,320</b>	<b>806,840</b>	<b>827,944</b>	<b>849,652</b>	<b>871,999</b>	<b>894,967</b>	<b>918,594</b>	<b>8,938,592</b>

**035. GENERAL FUND  
REVENUES BY SOURCE**

													FY 2004/2005 TO FY 2014/2015 TOTAL	
	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015		
1650	Administrative Request Fees	32,631	30,209	30,827	28,866	29,732	30,624	31,543	32,489	33,464	34,468	35,502	36,567	354,289
1652	Demolition Fees	17,650	18,858	19,895	20,691	19,967	19,018	17,307	16,614	16,980	18,101	18,825	19,389	205,645
1653	Energy Plan Check Fees	55,170	56,984	60,118	62,523	60,335	57,469	52,296	50,205	51,309	54,696	56,883	58,590	621,407
1654	Environmental Review Fees	32,328	27,209	22,608	23,286	23,985	24,704	25,446	26,209	26,995	27,805	28,639	29,498	286,384
1655	Legislative Actions	40,678	39,458	26,059	24,401	25,133	25,887	26,663	27,463	28,287	29,136	30,010	30,910	313,407
1667-01	Plan Maintenance Fees	43,953	85,282	102,373	117,394	122,411	126,425	114,384	94,317	63,212	83,280	104,350	117,394	1,130,822
1670	Plan Check Fees	738,070	840,068	886,272	921,723	889,462	847,213	770,964	740,125	756,408	806,331	838,584	863,742	9,160,891
1673	Subdivision Map Filing Fee	105,792	110,238	41,524	42,769	44,052	45,374	46,735	48,137	49,581	51,069	52,601	54,179	586,260
1674	Weed Abatement Fees	6,441	2,750	17,833	18,370	18,922	19,489	20,074	20,676	21,296	21,935	22,593	23,271	207,210
1676	Special Inspection Reimbursement	11,823	15,000	0	0	0	0	0	0	0	0	0	0	15,000
TOTAL COMMUNITY DEVELOPMENT		1,084,537	1,226,056	1,207,508	1,260,024	1,233,999	1,196,203	1,105,411	1,056,235	1,047,533	1,126,820	1,187,987	1,233,540	12,881,316
1801-01	Business License Processing Fee - New App	44,195	60,000	80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382	977,110
1801-02	Business License Processing Fee - Renewals	115,935	80,500	80,500	82,915	85,402	87,965	90,603	93,322	96,121	99,005	101,975	105,034	1,003,342
TOTAL FINANCE FEES		160,130	140,500	160,500	165,315	170,274	175,383	180,644	186,063	191,645	197,395	203,317	209,416	1,980,453
2102	Library- Lost/Damaged Materials	15,803	15,605	16,377	16,868	17,374	17,896	18,432	18,985	19,555	20,142	20,746	21,368	203,349
2105	Miscellaneous Library Charges	11,126	11,000	11,330	11,670	12,020	12,381	12,752	13,135	13,529	13,934	14,353	14,783	140,886
2114-01	Audio Visual Rental Fee	0	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987	126,677	130,477	134,392	1,280,780
TOTAL LIBRARY FEES		26,929	126,605	130,707	134,628	138,667	142,827	147,112	151,525	156,071	160,753	165,576	170,543	1,625,014
2750	Abandoned Vehicles	195,986	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	185,000	2,035,000
2751	Animal Control Fees	56,743	56,097	57,780	56,873	58,579	60,337	62,147	64,011	65,931	67,909	69,947	72,045	691,656
2752	Booking Fee Reimbursement	4,222	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	20,454	18,731	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	193,731
2756	False Burglar Alarm Fees	181,075	150,000	154,500	159,135	163,909	168,826	173,891	179,108	184,481	190,016	195,716	201,587	1,921,169

**035. GENERAL FUND  
REVENUES BY SOURCE**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
2757 Fingerprinting Fees	94	0	0	0	0	0	0	0	0	0	0	0	0
2758 Other Permits and Services	7,718	3,000	0	0	0	0	0	0	0	0	0	0	3,000
2759 Peddler/Solicitor Applications	2,042	0	0	0	0	0	0	0	0	0	0	0	0
2760 Police Contract Overtime	123,774	25,000	25,750	26,008	26,788	27,591	28,419	29,272	30,150	31,054	31,986	32,946	314,963
2763 Vehicle Release Fee	117,017	127,050	130,862	134,787	138,831	142,996	147,286	151,704	156,255	160,943	165,771	170,745	1,627,230
2766-01 False Alarm Fee - Fire Alarm	19,200	25,000	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619	311,597
2761-01 Fire Contract Re-imburement - ATF	1,356	4,750	0	0	0	0	0	0	0	0	0	0	4,750
2768 Criminal Justice Administration Fee	0	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619	33,598	320,195
2769 Civil Subponea Fees	21,737	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016	19,212
<b>TOTAL PUBLIC SAFETY FEES</b>	<b>751,418</b>	<b>626,128</b>	<b>628,686</b>	<b>638,167</b>	<b>651,087</b>	<b>664,394</b>	<b>678,101</b>	<b>692,219</b>	<b>706,761</b>	<b>721,739</b>	<b>737,166</b>	<b>753,056</b>	<b>7,497,503</b>
2900 Engineering Fees	194,601	45,900	124,670	128,075	85,799	77,628	64,009	42,899	56,518	70,818	79,670	83,075	859,062
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	49,750	30,267	43,012	43,782	19,398	17,550	14,471	9,699	12,778	16,011	18,012	18,782	243,764
2904 Street Tree Fees	1,296	5,150	13,918	14,256	8,527	7,715	6,361	4,264	5,617	7,038	7,918	8,256	89,021
2909 Temporary Traffic Controls	5,125	500	515	530	546	563	580	597	615	633	652	672	6,404
<b>TOTAL PUBLIC WORKS FEES</b>	<b>250,772</b>	<b>83,533</b>	<b>183,832</b>	<b>188,360</b>	<b>115,986</b>	<b>105,172</b>	<b>87,137</b>	<b>59,175</b>	<b>77,244</b>	<b>96,217</b>	<b>107,969</b>	<b>112,502</b>	<b>1,217,126</b>
3100-05 Internet & Phone Credit Card Fee	2,300	3,100	3,193	3,289	3,387	3,489	3,594	3,702	3,813	3,927	4,045	4,166	39,704
<b>TOTAL CITY-WIDE FEES</b>	<b>2,300</b>	<b>3,100</b>	<b>3,193</b>	<b>3,289</b>	<b>3,387</b>	<b>3,489</b>	<b>3,594</b>	<b>3,702</b>	<b>3,813</b>	<b>3,927</b>	<b>4,045</b>	<b>4,166</b>	<b>39,704</b>
<b>TOTAL SERVICE FEES</b>	<b>2,276,087</b>	<b>2,205,922</b>	<b>2,314,426</b>	<b>2,389,782</b>	<b>2,313,400</b>	<b>2,287,468</b>	<b>2,201,999</b>	<b>2,148,920</b>	<b>2,183,067</b>	<b>2,306,850</b>	<b>2,406,059</b>	<b>2,483,223</b>	<b>25,241,116</b>
3204 Modular Classroom Lease	401,950	407,055	407,054	407,055	184,144	184,144	184,144	184,144	184,144	92,072	0	0	2,233,956
<b>TOTAL LOAN REPAYMENT</b>	<b>401,950</b>	<b>407,055</b>	<b>407,054</b>	<b>407,055</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>0</b>	<b>2,233,956</b>



**035. GENERAL FUND  
REVENUES BY SOURCE**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
4123-03 Bankruptcy Recovery - Other	3,006	342,392	0	0	0	0	0	0	0	0	0	0	342,392
4126-01 Audit Recoveries - SVACA	0	254,414	0	0	0	0	0	0	0	0	0	0	254,414
TOTAL MISCELLANEOUS	155,507	1,207,668	121,903	123,754	125,659	127,622	129,644	131,727	133,872	136,081	138,357	140,701	2,516,989
4400 Transfers In	8,616,360	6,991,123	7,875,520	7,884,567	8,122,859	8,368,389	8,621,377	8,882,051	9,150,647	9,427,746	9,713,279	10,007,878	95,045,437
TOTAL TRANSFERS IN	8,616,360	6,991,123	7,875,520	7,884,567	8,122,859	8,368,389	8,621,377	8,882,051	9,150,647	9,427,746	9,713,279	10,007,878	95,045,437
FUND TOTAL	96,258,311	100,902,307	102,436,042	107,612,279	111,157,990	116,323,916	120,485,664	127,558,773	132,750,690	139,621,496	145,912,784	151,732,586	1,356,494,525

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

	<b>FY 2002/2003</b>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
	<b>Achieved</b>	<b>Achieved</b>	<b>Current</b>	<b>Budget</b>
<b>Fund 35 - City General Fund</b>				
4500 - 01 Salaries - Regular	37,487,062.97	39,325,803.27	42,526,728.38	42,328,112.43
4500 - 02 Salaries - Regular Part-Time	770,377.17	830,349.48	1,095,581.10	1,054,257.52
4500 - 03 Salaries - Casual/Seasonal	1,593,968.12	1,513,961.23	816,474.02	800,322.03
4500 - 05 Salaries - Contract Personnel	866,678.30	534,279.06	483,559.56	470,988.57
4500 - 06 Salaries - City Council	121,488.04	127,512.12	132,945.00	139,592.00
4500 - 17 Salaries - Light Duty	190.01	66.48	0.00	0.00
4502 - 03 Overtime - FLSA Overtime Premium	104,082.29	115,324.34	47,905.32	47,905.32
4503 - 01 Overtime - Regular-Overtime	6,159,054.56	4,096,708.37	3,328,412.79	3,200,244.63
4503 - 03 Overtime - Casual/Seasonal	21,299.56	3,596.57	0.00	0.00
4503 - 04 Overtime - Comp Time Earned	527,834.95	287,843.67	7,535.62	7,535.62
4503 - 05 Overtime - Contract	1,087.50	4,392.59	0.00	0.00
4505 - 01 Other Pay - Bookmobile	2,213.02	419.35	0.00	0.00
4505 - 04 Other Pay - Public Safety Specialist	446,334.81	461,148.63	360,739.46	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	4,689.00	0.00	0.00
4505 - 08 Other Pay - Aerial Tree Specialist Pay	16,801.11	815.63	0.00	0.00
4505 - 09 Other Pay - Class A and B Driver's License	0.00	0.00	0.00	29,907.69
4520 - 12 Other Benefits - Staff Medical Services	0.00	0.00	0.00	0.00
4520 - 17 Other Benefits - Service Awards	0.00	94.91	0.00	0.00
4521 - 05 Benefits - Tuition Reimbursement	16,358.63	25,625.63	1,400.00	1,400.00
4525 - 09 Leaves - Mgmt Admin	69,466.92	76,391.83	0.00	0.00
4525 - 11 Leaves - Other	124,460.27	86,627.30	0.00	0.00
4536 - 01 Regular Time Leave Additives - Regular	0.00	0.00	0.00	0.00
4536 - 02 Regular Time Leave Additives - Part-Time	0.00	0.00	0.00	0.00
4536 - 03 Regular Time Leave Additives - Casual/Seasonal	0.00	0.00	0.00	0.00
4537 - 01 Regular Time Leave Additives - Regular	6,061,068.77	6,501,334.41	7,464,589.18	7,469,811.08
4537 - 02 Regular Time Leave Additives - Part-Time	59,116.75	56,370.89	92,762.83	104,662.48
4537 - 03 Regular Time Leave Additives - Casual/Seasonal	416.12	8,158.79	2,016.68	2,016.83
4539 - 01 Regular Time Worker's Comp Add - Regular	3,037,152.95	3,004,606.90	2,960,936.94	3,718,743.75
4539 - 02 Regular Time Worker's Comp Add - Part-Time	7,113.88	7,118.35	8,294.71	10,938.35
4539 - 03 Regular Time Worker's Comp Add - Casual/Seasonal	28,998.80	24,662.97	12,925.58	17,085.93
4541 - 01 Regular Time Retire & Ins Add - Regular	0.00	0.00	0.00	0.00
4541 - 02 Regular Time Retire & Ins Add - Part-Time	0.00	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>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Fund 35 - City General Fund</b>					
4541 - 03	Regular Time Retire & Ins Add - Casual/Seasonal	0.00	0.00	0.00	0.00
4542 - 01	Overtime Worker's Compensation - Regular	887,566.78	580,519.77	383,891.72	460,137.51
4542 - 03	Overtime Worker's Compensation - Casual/Seasonal	57.80	124.38	0.00	0.00
4543 - 01	Overtime Retire & Ins Add - Regular	0.00	0.00	0.00	0.00
4544	PARS - Operating Contribution	0.00	56,538.24	0.00	0.00
4546 - 01	Regular Time Retirement Additi - Regular	4,568,318.18	7,869,469.47	14,040,431.80	16,328,856.86
4546 - 02	Regular Time Retirement Additi - Part-Time	0.00	65,266.05	142,718.09	186,248.31
4547 - 01	Regular Time Insurance & Other - Regular	7,021,109.37	7,376,550.80	8,733,756.84	9,502,492.28
4547 - 02	Regular Time Insurance & Other - Part-Time	67,904.95	62,605.00	72,994.17	71,354.24
4547 - 03	Regular Time Insurance & Other - Casual/Seasonal	121,432.95	105,983.67	52,849.56	51,431.11
4600	Personnel Cost Savings	0.00	0.00	-28,407.53	-156,467.78
<b>Salaries &amp; Benefits Subtotal</b>		<b>\$ 70,204,373.03</b>	<b>\$ 73,214,959.15</b>	<b>\$ 82,741,041.82</b>	<b>\$ 86,192,619.22</b>
5000	Audio Visual Products	3,838.40	2,559.66	2,385.43	2,408.29
5001 - 01	Miscellaneous Allocations - Public Safety	-1,425,504.00	-1,072,550.62	0.00	0.00
5002	Ammunition	56,603.31	53,122.42	40,804.00	38,748.29
5005 - 01	Auto Maint & Repair - Labor	2,177.13	245.50	0.00	0.00
5005 - 02	Auto Maint & Repair - Materials	6,399.43	21.74	0.00	0.00
5010	Supplies, Vehicles/Motor Equip	4,355.29	2,315.44	2,902.37	2,930.12
5011	Parts, Vehicles & Motor Equip	3,379.61	3,013.63	3,463.99	3,497.20
5012	Bldg Maint Matls & Supplies	51,844.20	45,557.15	42,217.98	42,622.92
5015	Books & Publications	65,235.59	58,069.02	49,707.92	49,262.79
5020	Chemicals	2,383.67	601.73	0.00	0.00
5025	Clothing, Uniforms & Access	469,474.92	282,734.27	239,572.87	241,812.25
5035 - 01	Comm Equip Maintain & Repair - Labor	843.95	1,565.66	0.00	0.00
5035 - 02	Comm Equip Maintain & Repair - Materials	2,470.66	248.90	5,443.90	5,496.12
5040	Advertising Services	75,322.88	54,970.96	83,741.52	84,545.19
5065	Construction Services	930,572.99	865,463.67	935,956.63	951,478.76
5070	Consultants	569,704.69	277,908.54	122,349.55	123,523.55
5072	Engineering Services	0.00	38,913.10	72,355.63	82,947.91
5073	Graphics Services	0.00	3,428.75	27,413.30	27,676.33
5080	Court & Litigation Costs	129,555.53	189,381.83	43,719.87	44,139.39
5082	Customized Products	47.14	524.81	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>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Fund 35 - City General Fund</b>					
5085	Software Licensing & Support	11,731.68	8,425.80	57,450.82	58,002.10
5090	Hardware Maintenance	31,103.33	20,214.32	0.00	0.00
5095	Electrical Parts & Supplies	73,591.31	42,910.46	61,097.22	61,683.36
5100 - 01	Misc Equip Maint & Repair - Labor	10,437.81	15,234.66	3,931.88	3,969.58
5100 - 02	Misc Equip Maint & Repair - Materials	13,668.84	16,188.44	13,687.13	12,696.66
5105	Equipment Rental/Lease	21,298.18	39,341.94	30,575.91	30,869.23
5110 - 01	Facilities Maint & Repair - Labor	2,098.50	3,126.08	15,549.79	15,698.97
5110 - 02	Facilities Maint & Repair - Materials	489.30	246.72	0.00	0.00
5120	Financial Services	126,805.41	170,933.26	320,962.84	324,042.71
5125	Supplies, Fire Protection	28,941.80	2,845.86	833.93	841.91
5130	Supplies, First Aid	40,958.91	27,907.12	27,834.68	28,101.62
5131	Supplies, Safety	78,512.75	29,550.85	43,114.23	43,527.52
5140	Food Products	12,473.84	7,952.68	11,334.22	11,442.93
5145	Fuel, Oil & Lubricants	7,463.78	4,106.54	7,508.91	7,580.83
5155	General Supplies	423,258.37	348,747.44	387,760.34	391,047.01
5165	Services Maintain Land Improv	590,495.31	557,214.19	589,902.67	607,760.89
5170	Hand Tools	34,935.64	24,947.87	37,872.62	38,235.77
5175	HazMat Disposal	43,645.40	33,938.60	38,828.50	39,201.07
5180	Medical Services	95,107.40	90,363.21	76,940.95	77,679.25
5195	Investigation Expense	22,005.33	7,966.43	42,839.53	22,058.23
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	35,433.20	43,968.90	44,390.79
5215	Legal Services	216,177.86	133,631.39	195,813.75	197,692.74
5220	Library Acquisitions, Books	468,090.14	473,655.08	450,312.87	429,394.15
5222	Library Acquis, Audio/Visual	96,936.48	93,251.11	86,871.21	87,704.81
5223	Library Acquis, Periodicals	122,926.65	122,955.81	122,412.00	123,586.66
5224	Library Acquis, Pamphlets	0.00	0.00	0.00	0.00
5225	Lib Database Services (OCLC)	21,295.44	18,757.25	23,030.84	23,251.83
5226	Library Technical Services	0.00	75.23	12,120.00	12,236.30
5230	Materials - Land Improve	1,038,589.68	971,365.52	892,486.01	945,194.93
5240	Miscellaneous Services	813,076.71	488,917.06	638,508.06	733,324.30
5255	Personnel Testing Services	61,038.33	62,450.12	30,300.00	30,590.74

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

		<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Fund 35 - City General Fund</b>					
5260	Photo Equip & Supplies	7,832.00	6,947.27	20,212.76	20,406.69
5265	Photo & Blueprinting Services	8,516.40	8,840.28	8,883.52	8,968.73
5275	Postage	192,195.74	176,159.62	211,933.62	213,967.01
5277	Mailing & Delivery Services	17,527.07	6,287.76	10,589.45	10,690.97
5280	Printing & Related Services	37,829.04	13,612.06	54,678.98	54,301.02
5285	Prisoner Meals	47.23	0.00	459.45	463.85
5290	Prisoner Transport	14,054.15	10,674.38	11,486.87	11,597.09
5300	Professional Services	119,871.13	350,849.70	171,876.06	344,150.36
5315	Real Property Rental/Lease	20,864.19	27,847.60	3,408.00	3,442.08
5325	Records Related Services	98,111.43	65,955.83	40,905.00	41,297.51
5327	Rec Instructors/Officials	5,391.79	0.00	0.00	0.00
5345	SMaRT Tipping Fees	0.00	58.46	0.00	0.00
5357	Supplies, Office	169,564.84	133,048.81	80,241.08	80,990.96
5360	Telecommunication Services	838.80	10.90	606.00	611.81
5375	Training Expenses	500,249.90	325,408.60	396,050.03	354,459.37
5380	Travel Related Services	288.60	668.56	606.00	0.00
5385	Utilities - Gas & Electric	995,008.28	896,670.43	902,990.37	902,990.37
5390	Util - Water, Sewer & Garbage	0.00	0.00	292,316.43	337,300.00
5390 - 01	Util - Water, Sewer & Garbage - Water	341,159.10	372,887.59	58,154.77	59,317.86
5390 - 02	Util - Water, Sewer & Garbage - Garbage	3,783.01	3,127.39	0.00	0.00
5390 - 03	Util - Water, Sewer & Garbage - Sewer	15,082.34	8,882.18	0.00	0.00
5400	Utilities - Telephone	24,007.81	11,899.24	4,824.11	4,870.34
5410	Vehicle Towing Services	2,930.00	7,745.00	5,943.46	6,000.48
5900	Goods and Serv Cost Savings	0.00	0.00	0.00	0.00
<b>Purchased Goods &amp; Services Subtotal</b>		<b>\$ 8,071,109.39</b>	<b>\$ 7,088,332.06</b>	<b>\$ 8,212,050.73</b>	<b>\$ 8,558,722.50</b>
5030	Communication Equipment	25,191.24	1,817.80	1,782.65	1,799.75
5050	Computer Hardware	23,988.19	20,292.63	2,727.00	8,871.30
5055	Computer Software	3,493.41	7,325.27	9,926.61	2,757.80
5115	Facilities Equipment	0.00	13,788.73	0.00	0.00
5135	Vehicles & Motorized Equip	1,181.66	0.00	0.00	0.00
5150	Furniture	26,485.38	2,600.14	6,120.60	0.00
5235	Miscellaneous Equipment	3,396.61	3,811.62	14,193.55	14,329.69

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

		<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Fund 35 - City General Fund</b>					
5245	Office Machines & Equip	3,646.48	1,662.40	1,798.90	1,816.14
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>\$ 51,298.59</b>	<b>\$ 36,549.31</b>	<b>\$ 29,574.68</b>
6003	Lease Expenditure - Interest	0.00	0.00	0.00	0.00
6005	Conferences and Meetings	96,797.86	74,551.81	68,283.34	68,938.36
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	3,820.39	5,314.11
6011 - 02	Council Travel Expenses - Seat #2	6,594.09	7,465.46	6,798.61	5,314.11
6011 - 03	Council Travel Expenses - Seat #3	2,662.23	5,891.05	4,934.06	5,314.11
6011 - 04	Council Travel Expenses - Seat #4	5,218.26	5,211.50	8,239.78	5,314.11
6011 - 05	Council Travel Expenses - Seat #5	4,101.23	4,099.45	4,975.61	5,314.11
6011 - 06	Council Travel Expenses - Seat #6	5,684.84	6,229.21	4,780.66	5,314.11
6011 - 07	Council Travel Expenses - Seat #7	2,301.25	2,854.54	6,602.61	5,314.11
6011 - 08	Council Travel Expenses - Mayor	3,207.68	1,927.00	1,946.27	1,964.94
6012 - 06	Council Miscellaneous Expendit - Seat #6	8.16	0.00	0.00	0.00
6030	Membership Fees	156,344.82	145,071.19	161,613.23	163,163.81
6035	Outside Group Funding	0.00	21,687.58	0.00	0.00
6040	Recruitment Travel Expenses	95,924.85	16,590.59	10,100.00	10,196.91
6045	Special Events	12,828.75	11,910.63	41,415.74	41,813.08
6055 - 01	Taxes & Licenses - Misc	6,283.08	301.96	6,578.66	6,641.75
6060	Travel Expenses	4,011.81	0.00	0.00	0.00
6060 - 01	Travel Expenses - Mileage	1,987.98	3,196.07	3,200.18	3,230.77
6060 - 02	Travel Expenses - Other	61,974.71	79,972.53	77,965.15	78,713.05
6065	Recreation Fee Waivers	-45.51	0.00	0.00	0.00
6450 - 01	Budgeted Project Costs - Budgeted Project Cost	0.00	5,000.00	12,000.00	0.00
6460	Budgeted Operating Costs	0.00	0.00	0.00	0.00
<b>Miscellaneous Expenditures Subtotal</b>		<b>\$ 472,542.00</b>	<b>\$ 397,172.07</b>	<b>\$ 423,254.29</b>	<b>\$ 411,861.44</b>
6503	Fleet Rental	2,867,847.82	2,406,667.03	2,481,955.26	2,528,155.00
6504	Misc Office Equip Rental	108,851.99	92,319.63	78,750.70	73,793.15
6505	Emergency Comm Equip Rental	608,290.54	558,332.14	621,278.68	612,437.32
6506	E - 911 Rental	4,343.17	4,157.01	4,305.55	3,976.49
6507	Computer Services Rental	3,636,879.09	3,498,163.50	1,961,756.80	2,015,102.72

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

		<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Fund 35 - City General Fund</b>					
6508	Facilities Rent	1,816,184.89	1,857,945.44	1,451,068.47	1,862,618.08
6510	Print Shop Charges	225,457.99	234,570.94	329,203.31	370,207.31
6511	Radio & Pagers Rental	80,044.64	69,978.09	72,721.21	67,971.08
6512	Phone Equip Rental	485,437.81	445,134.56	409,230.82	402,502.62
6513	Mail Services Rental	122,553.60	124,529.73	133,541.29	100,325.60
6518	Satellite Copier Rental	101,577.97	89,941.41	96,801.80	86,526.64
6520	IBM Copier Charges	14,378.99	15,969.33	22,131.27	13,105.31
6521	Records Storage Rental	0.00	0.00	0.00	0.00
6522	Parks Bldg Maint Rental	172,932.11	223,096.38	211,749.01	247,217.86
6523	Furniture Rental	266,051.89	279,836.31	211,846.80	38,265.52
6526	Misc Public Safety Equip	185,620.50	232,355.50	287,586.00	298,374.00
6530	Application Support Rental	0.00	0.00	1,833,644.00	1,574,335.66
<b>Internal Service Charges Subtotal</b>		<b>\$ 10,696,453.00</b>	<b>\$ 10,132,997.00</b>	<b>\$ 10,207,570.97</b>	<b>\$ 10,294,914.36</b>
6600 - 01	Sinking Fund Expenditures - Multi-Modal	0.00	0.00	10,500.00	10,500.00
<b>Miscellaneous Interfund Expens Subtotal</b>		<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 10,500.00</b>	<b>\$ 10,500.00</b>
7050	Interprogram Allocations	-37,320.59	-28,390.23	-43,981.80	-48,187.97
7500	Intraprogram Allocations	0.00	0.00	0.00	0.00
7503	SDP-Wide Allocations	-1,614.65	236,520.06	-1,939.17	-2,075.22
7504	Program-Wide Allocations	-1,448.22	-239,871.98	-1,770.33	-4,838.42
7505	Dept - Wide Allocations	0.00	0.00	0.00	0.00
<b>Indirect Cost Allocations Subtotal</b>		<b>\$ -40,383.46</b>	<b>\$ -31,742.15</b>	<b>\$ -47,691.30</b>	<b>\$ -55,101.61</b>
7900 - 28	Transfers Out - Gas Tax Fund	0.00	0.00	-2,000,000.00	-3,900,000.00
7900 - 39	Transfers Out - Multi-Modal Maintenance Sinkin	0.00	10,500.00	0.00	0.00
7900 - 81	Transfers Out - Infra Fund - General Assets	0.00	0.00	-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>\$ 10,500.00</b>	<b>\$ -2,727,473.00</b>	<b>\$ -4,280,381.00</b>
9500	Intrafund Transfers In	-1,089,182.75	-2,294,092.28	0.00	0.00
<b>Intrafund Transfers Subtotal</b>		<b>\$ -1,089,182.75</b>	<b>\$ -2,294,092.28</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>

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

	<u>FY 2002/2003</u> <u>Achieved</u>	<u>FY 2003/2004</u> <u>Achieved</u>	<u>FY 2004/2005</u> <u>Current</u>	<u>FY 2005/2006</u> <u>Budget</u>
<b>Fund 35 - City General Fund</b>				
<b>Report Total</b>	<u><u>\$ 88,406,459.38</u></u>	<u><u>\$ 88,569,424.44</u></u>	<u><u>\$ 98,855,802.82</u></u>	<u><u>\$ 101,162,709.59</u></u>

















**070. HOUSING FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL	
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	TOTAL
0904	HOME Grant	88,389	2,584,973	747,978	0	0	0	0	0	0	0	0	0	3,332,951
1112	Housing Monitoring Fees	16,864	9,601	1,920	0	0	0	0	0	0	0	0	0	11,521
1204	Housing Mitigation Fees	758,475	758,475	0	0	0	0	0	0	0	0	0	0	758,475
1668-02	BMR Processing Fee	0	44,100	40,600	40,600	58,100	17,500	17,500	0	0	0	0	0	218,400
3200	Direct Loan Repayment - RRP	10,624	350,936	936	936	936	936	25,640	59,752	98,568	117,384	136,200	136,200	928,424
3201	Short Term Loan Repayments	27,436	0	0	0	0	0	0	0	0	0	0	0	0
3355	Interest Income	459,613	403,911	340,335	401,151	455,752	422,355	469,972	484,066	501,163	520,237	541,402	563,648	5,103,992
4106-2	Real Property Sale (BMR)	477,403	504,238	0	0	0	0	637,601	0	0	0	0	0	1,141,839
4100	Miscellaneous Revenues	0	1,500	17,700	18,186	18,687	19,202	1,500	1,500	1,500	1,500	1,500	1,500	84,275
4106	BMR Code Violation Revenues	30,802	140,000	40,720	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	678,206
4121	Miscellaneous Reimbursement	1,000	0	0	0	0	0	0	0	0	0	0	0	0
4400	Transfer From Housing Mit. Sub-Fund	0	3,294,108	0	0	0	0	0	0	0	0	0	0	3,294,108
<b>FUND TOTAL</b>		<b>1,870,606</b>	<b>8,091,842</b>	<b>1,190,189</b>	<b>511,873</b>	<b>585,495</b>	<b>513,053</b>	<b>1,206,335</b>	<b>600,522</b>	<b>657,539</b>	<b>696,555</b>	<b>737,685</b>	<b>761,103</b>	<b>15,552,191</b>



**CITY OF SUNNYVALE**  
**110. COMBINED COMMUNITY DEVELOPMENT BLOCK GRANT FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2015 TO JUNE 30, 2025**

	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	PLAN 2024/2025	FY 2015/2016 TO FY 2024/2025 TOTAL	FY 2004/2005 TO FY 2024/2025 TOTAL
RESERVE/FUND BALANCE, JULY 1	784,192	784,192	784,192	784,903	904,866	1,026,115	1,148,350	1,271,252	1,394,486	1,515,622	784,192	1,136,480
<b>CURRENT RESOURCES:</b>												
Rents and Concessions	0	0	0	0	0	0	0	0	0	0	0	2,174
CDBG Grant Allocations:												
2003/2004 Grant	0	0	0	0	0	0	0	0	0	0	0	636,086
2004/2005 Grant	0	0	0	0	0	0	0	0	0	0	0	1,504,000
2005/2006 Grant	0	0	0	0	0	0	0	0	0	0	0	1,418,817
Rehabilitation Loan Repayments	154,078	543,146	239,421	487,787	328,961	222,235	222,902	362,926	329,469	220,740	3,111,664	8,189,089
<b>TOTAL CURRENT RESOURCES</b>	<b>154,078</b>	<b>543,146</b>	<b>239,421</b>	<b>487,787</b>	<b>328,961</b>	<b>222,235</b>	<b>222,902</b>	<b>362,926</b>	<b>329,469</b>	<b>220,740</b>	<b>3,111,664</b>	<b>11,750,166</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>938,270</b>	<b>1,327,338</b>	<b>1,023,613</b>	<b>1,272,690</b>	<b>1,233,827</b>	<b>1,248,350</b>	<b>1,371,252</b>	<b>1,634,178</b>	<b>1,723,955</b>	<b>1,736,362</b>	<b>3,895,857</b>	<b>12,886,646</b>
<b>CURRENT REQUIREMENTS:</b>												
Operations	0	0	0	0	0	0	0	0	0	0	0	1,039,494
Special Projects	154,078	543,146	238,710	367,824	207,712	100,000	100,000	239,692	208,333	100,000	2,259,494	9,035,607
Capital Projects	0	0	0	0	0	0	0	0	0	0	0	526,990
Outside Group Funding Projects	0	0	0	0	0	0	0	0	0	0	0	636,193
Interfund Transfers	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To General Fund	0	0	0	0	0	0	0	0	0	0	0	12,000
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>154,078</b>	<b>543,146</b>	<b>238,710</b>	<b>367,824</b>	<b>207,712</b>	<b>100,000</b>	<b>100,000</b>	<b>239,692</b>	<b>208,333</b>	<b>100,000</b>	<b>2,259,494</b>	<b>11,250,285</b>
<b>RESERVES:</b>												
20 Year RAP	784,192	784,192	784,903	904,866	1,026,115	1,148,350	1,271,252	1,394,486	1,515,622	1,636,362	1,636,362	1,636,361
<b>TOTAL RESERVES</b>	<b>784,192</b>	<b>784,192</b>	<b>784,903</b>	<b>904,866</b>	<b>1,026,115</b>	<b>1,148,350</b>	<b>1,271,252</b>	<b>1,394,486</b>	<b>1,515,622</b>	<b>1,636,362</b>	<b>1,636,362</b>	<b>1,636,361</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>1</b>	<b>0</b>











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

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
0751-11 CDBG Property Rental Revenue	17,330	2,174	0	0	0	0	0	0	0	0	0	0	2,174
3200 Housing Loan Repayments	434,978	1,031,819	600,000	523,886	387,478	300,082	436,712	431,252	434,850	256,839	326,816	347,691	5,077,424
4400-10 Transfer From CDBG Fund	89,553	0	0	0	0	0	0	0	0	0	0	0	0
<b>FUND TOTAL</b>	<b>541,861</b>	<b>1,033,993</b>	<b>600,000</b>	<b>523,886</b>	<b>387,478</b>	<b>300,082</b>	<b>436,712</b>	<b>431,252</b>	<b>434,850</b>	<b>256,839</b>	<b>326,816</b>	<b>347,691</b>	<b>5,079,598</b>





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

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
0751-09 Facilities Rent - City Property	89,382	98,610	92,910	95,760	98,610	101,460	104,504	107,639	110,868	114,194	117,620	121,149	1,163,324
1037 Proposition 12 Parks Funding	0	0	38,320	0	0	0	0	0	0	0	0	0	38,320
3355 Interest Income	98,058	78,699	223,118	418,468	600,913	579,325	579,030	584,268	542,980	526,031	373,878	419,023	4,925,734
1657-x Park Dedication Fees	2,107,108	1,255,152	3,478,810	3,448,182	3,164,362	0	0	0	0	0	300,000	500,000	12,146,506
<b>FUND TOTAL</b>	<b>2,294,548</b>	<b>1,432,461</b>	<b>3,833,158</b>	<b>3,962,410</b>	<b>3,863,885</b>	<b>680,785</b>	<b>683,534</b>	<b>691,907</b>	<b>653,848</b>	<b>640,225</b>	<b>791,498</b>	<b>1,040,172</b>	<b>18,273,884</b>





**175. ASSET FORFEITURE FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL	
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
1500	Asset Forfeitures	24,191	18,423	0	0	0	0	0	0	0	0	0	0	18,423
3355	Interest Income	84,531	62,277	46,592	51,839	56,592	50,921	44,551	37,426	29,483	17,997	8,054	0	405,733
<b>FUND TOTAL</b>		<b>108,721</b>	<b>80,700</b>	<b>46,592</b>	<b>51,839</b>	<b>56,592</b>	<b>50,921</b>	<b>44,551</b>	<b>37,426</b>	<b>29,483</b>	<b>17,997</b>	<b>8,054</b>	<b>0</b>	<b>424,156</b>

**CITY OF SUNNYVALE  
190. POLICE SERVICES AUGMENTATION FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVES/FUND BALANCE, JULY 1	2,753	16,643	3,078	494	0	0	0	0	0	0	0	0	16,643
-----													
CURRENT RESOURCES:													
SLES Fund (AB3229)	197,376	193,370	193,370	0	0	0	0	0	0	0	0	0	386,740
BJA Block Grant	25,997	11,528	14,113	0	0	0	0	0	0	0	0	0	25,641
Interest Income	919	118	19	0	0	0	0	0	0	0	0	0	137
Transfer From General Fund	85,237	2,889	0	0	0	0	0	0	0	0	0	0	2,889
TOTAL CURRENT RESOURCES	309,529	207,905	207,502	0	0	0	0	0	0	0	0	0	415,407
TOTAL AVAILABLE RESOURCES	312,282	224,548	210,580	494	0	0	0	0	0	0	0	0	432,050
-----													
CURRENT REQUIREMENTS:													
Operations	295,639	221,470	210,086	494	0	0	0	0	0	0	0	0	432,050
TOTAL CURRENT REQUIREMENTS	295,639	221,470	210,086	494	0	0	0	0	0	0	0	0	432,050
-----													
RESERVES:													
20 Year RAP	16,643	3,078	494	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	16,643	3,078	494	0	0	0	0	0	0	0	0	0	0
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
=====													



**CITY OF SUNNYVALE  
210. EMPLOYMENT DEVELOPMENT FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	610,991	236,714	236,714	236,714	0	0	0	0	0	0	0	0	236,714
-----													
CURRENT RESOURCES:													
Federal Grant	11,600,146	10,352,700	9,339,000	0	0	0	0	0	0	0	0	0	19,691,700
Other Grants and Contributions	442,806	1,080,094	811,000	0	0	0	0	0	0	0	0	0	1,891,094
-----													
TOTAL CURRENT RESOURCES	12,042,952	11,432,794	10,150,000	0	0	0	0	0	0	0	0	0	21,582,794
-----													
TOTAL AVAILABLE RESOURCES	12,653,943	11,669,508	10,386,714	236,714	0	0	0	0	0	0	0	0	21,819,508
-----													
CURRENT REQUIREMENTS:													
Operations	12,347,229	11,362,794	10,033,500	236,714	0	0	0	0	0	0	0	0	21,633,008
Equipment	0	0	46,500	0	0	0	0	0	0	0	0	0	46,500
In-Lieu Charges	70,000	70,000	70,000	0	0	0	0	0	0	0	0	0	140,000
-----													
TOTAL CURRENT REQUIREMENTS	12,417,230	11,432,794	10,150,000	236,714	0	0	0	0	0	0	0	0	21,819,508
-----													
RESERVES:													
20 Year RAP	236,714	236,714	236,714	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL RESERVES	236,714	236,714	236,714	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	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL	
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
0150	Property Taxes	4,356	0	0	0	0	0	0	0	0	0	0	0	0
2907	Special Assessment	116,401	174,024	153,263	170,763	160,763	170,763	160,763	170,763	160,763	170,763	160,763	170,763	1,824,154
3355	Interest Income	18,334	12,065	11,310	13,426	13,841	12,443	9,398	6,996	3,207	0	0	0	82,687
<b>FUND TOTAL</b>		<b>139,091</b>	<b>186,089</b>	<b>164,573</b>	<b>184,189</b>	<b>174,604</b>	<b>183,206</b>	<b>170,161</b>	<b>177,759</b>	<b>163,970</b>	<b>170,763</b>	<b>160,763</b>	<b>170,763</b>	<b>1,906,841</b>







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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL	
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
0938	ISTEA Federal Grant	0	246,631	0	0	0	0	0	0	0	0	0	0	246,631
1007	Gas Tax 2105	830,819	840,115	845,156	850,227	855,328	860,460	865,623	870,816	876,041	881,298	886,585	891,905	9,523,554
1008	Gas Tax 2106	561,637	570,077	573,497	576,938	580,400	583,882	587,385	590,910	594,455	598,022	601,610	605,220	6,462,394
1009	Gas Tax 2107	1,107,453	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	1,189,767	12,704,058
1010	Gas Tax 2107.5	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
1045	State Bicycle Transportation Acct	0	113,580	0	0	0	0	0	0	0	0	0	0	113,580
1111	County Grants	53,369	0	0	0	0	0	0	0	0	0	0	0	0
3355	Interest Income	195,504	150,000	87,263	67,946	81,479	81,842	82,222	83,910	84,300	84,229	85,081	85,387	973,659
4100	Miscellaneous	0	2,010	0	0	0	0	0	0	0	0	0	0	2,010
4400-13	Tmsfr From 1989 Mary V Improve B	0	190,817	0	0	0	0	0	0	0	0	0	0	190,817
4400-61	Transfer From Cap. Proj./Traffic Mit.	106,693	125,890	0	0	0	0	0	0	0	0	0	0	125,890
<b>FUND TOTAL</b>		<b>2,865,475</b>	<b>3,369,801</b>	<b>2,643,321</b>	<b>2,639,281</b>	<b>2,668,182</b>	<b>2,684,005</b>	<b>2,699,938</b>	<b>2,717,272</b>	<b>2,733,402</b>	<b>2,749,166</b>	<b>2,765,947</b>	<b>2,782,279</b>	<b>30,452,593</b>





**281. TRAFFIC CONGESTION RELIEF FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL	
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
xxxx	Prop. 42 Transportation Congestion	0	0	0	0	732,320	750,320	768,860	787,956	807,625	827,884	848,751	870,244	6,393,958
<b>FUND TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>732,320</b>	<b>750,320</b>	<b>768,860</b>	<b>787,956</b>	<b>807,625</b>	<b>827,884</b>	<b>848,751</b>	<b>870,244</b>	<b>6,393,958</b>



**CITY OF SUNNYVALE  
285. TRANSPORTATION DEVELOPMENT ACT (TDA) FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2015 TO JUNE 30, 2025**

	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	PLAN 2024/2025	FY 2015/2016 TO FY 2024/2025 TOTAL	FY 2004/2005 TO FY 2024/2025 TOTAL
RESERVE/FUND BALANCE, JULY 1	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	0
-----												
CURRENT RESOURCES:												
Transportation Development Act	110,728	115,157	119,764	124,554	129,536	134,718	140,107	145,711	151,539	157,601	1,329,415	3,014,772
TOTAL CURRENT RESOURCES	110,728	115,157	119,764	124,554	129,536	134,718	140,107	145,711	151,539	157,601	1,329,415	3,014,772
-----												
TOTAL AVAILABLE RESOURCES	136,548	140,977	145,584	150,374	155,356	160,538	165,927	171,531	177,359	183,421	1,355,235	3,014,772
-----												
CURRENT REQUIREMENTS:												
Transfer To Cap. Proj./Gas Tax Sub-Fund	0	0	0	0	0	0	0	0	0	0	0	723,284
Future TDA Projects	110,728	115,157	119,764	124,554	129,536	134,718	140,107	145,711	151,539	157,601	1,329,415	2,265,668
TOTAL CURRENT REQUIREMENTS	110,728	115,157	119,764	124,554	129,536	134,718	140,107	145,711	151,539	157,601	1,329,415	2,988,952
-----												
RESERVES:												
Transportation Development Act	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820
TOTAL RESERVES	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820	25,820
-----												
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 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
1023-02 TDA Article 3 - FY 2001/2002	5,797	0	0	0	0	0	0	0	0	0	0	0	0
1023-03 TDA Article 3 - FY 2002/2003	46,330	205,154	0	0	0	0	0	0	0	0	0	0	205,154
1023-04 TDA Article 3 - FY 2003/2004	0	50,152	0	0	0	0	0	0	0	0	0	0	50,152
1023-05 TDA Article 3 - FY 2004/2005	0	80,000	0	0	0	0	0	0	0	0	0	0	80,000
1023-x TDA Article 3	0	0	496,198	84,048	86,569	89,167	91,842	94,597	97,435	100,358	103,368	106,469	1,350,051
<b>FUND TOTAL</b>	<b>52,127</b>	<b>335,306</b>	<b>496,198</b>	<b>84,048</b>	<b>86,569</b>	<b>89,167</b>	<b>91,842</b>	<b>94,597</b>	<b>97,435</b>	<b>100,358</b>	<b>103,368</b>	<b>106,469</b>	<b>1,685,357</b>





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

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
0752-11 Facilities Rent-Classroom/Multipurpo	0	6,500	9,900	10,098	10,401	10,713	11,034	11,365	11,706	12,058	12,419	12,792	118,987
0752-12 Facilities Rent-Gymnasium	28,848	0	0	0	0	0	0	0	0	0	0	0	0
0752-13 Facilities Rent-Facility Attendant	160	0	0	0	0	0	0	0	0	0	0	0	0
1109 Sunnysvale School Dist Reimbursemer	79,198	80,000	93,445	94,498	97,383	100,357	103,422	106,581	109,837	113,192	116,651	120,216	1,135,581
xxxx Parks & Recreation Rev - Columbia	89,649	74,221	83,344	84,199	85,507	86,854	88,242	89,671	91,143	92,659	94,221	95,830	965,891
3355 Interest Income	19,583	20,266	20,266	25,333	30,399	30,399	30,399	30,399	30,399	30,399	30,399	30,399	309,061
4400-03 Transfers From General Fund	0	93,811	403,725	439,575	447,189	462,066	477,398	493,199	509,483	526,266	543,563	563,903	4,960,179
<b>FUND TOTAL</b>	<b>217,437</b>	<b>274,798</b>	<b>610,680</b>	<b>653,703</b>	<b>670,880</b>	<b>690,390</b>	<b>710,495</b>	<b>731,216</b>	<b>752,569</b>	<b>774,575</b>	<b>797,254</b>	<b>823,139</b>	<b>7,489,699</b>

**CITY OF SUNNYVALE  
315. REDEVELOPMENT AGENCY FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	3,183,633	3,441,076	3,300,337	3,202,416	1,997,416	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416	3,441,076
<b>CURRENT RESOURCES:</b>													
Property Tax	3,943,107	3,630,301	3,702,907	3,776,965	3,852,505	3,948,590	4,027,561	4,108,113	4,199,187	4,323,671	4,450,644	4,554,126	44,574,570
ERAF Cost	(160,591)	(264,116)	(269,398)	0	0	0	0	0	0	0	0	0	(533,514)
Tax Increment - Town Center	0	0	0	0	1,764,157	3,833,201	3,909,865	3,988,063	4,058,912	4,099,590	4,141,082	4,174,897	29,969,768
Rents and Concessions	1,216,678	1,220,728	1,219,558	1,221,920	1,222,805	1,217,280	1,219,893	1,215,475	1,214,118	1,215,523	1,214,689	1,211,750	13,393,736
Interest Income	94,902	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
2003 TAB Proceeds	7,960,000	0	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous Revenues	5,000	0	75,000	0	0	0	0	0	0	0	0	0	75,000
Transfer From RDA Capital Project	0	62,172	0	0	0	0	0	0	0	0	0	0	62,172
<b>TOTAL CURRENT RESOURCES</b>	<b>13,059,096</b>	<b>4,749,085</b>	<b>4,828,067</b>	<b>5,098,885</b>	<b>6,939,467</b>	<b>9,099,071</b>	<b>9,257,319</b>	<b>9,411,650</b>	<b>9,572,217</b>	<b>9,738,783</b>	<b>9,906,415</b>	<b>10,040,773</b>	<b>88,641,733</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>16,242,729</b>	<b>8,190,161</b>	<b>8,128,404</b>	<b>8,301,301</b>	<b>8,936,883</b>	<b>10,996,487</b>	<b>11,154,736</b>	<b>11,309,067</b>	<b>11,469,633</b>	<b>11,636,200</b>	<b>11,803,831</b>	<b>11,938,189</b>	<b>92,082,809</b>
<b>CURRENT REQUIREMENTS:</b>													
RDA Administration	658,970	200,636	214,654	220,854	71,166	56,924	58,563	60,249	61,985	63,771	65,610	68,117	1,142,529
Debt Service	1,669,793	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	1,827,626	20,091,615
Repayment To City	2,102,511	1,431,754	2,591,862	2,855,941	3,135,537	3,341,055	3,399,194	3,498,780	3,578,189	3,708,552	3,836,870	3,908,050	35,285,782
1992 TAB Principal Payoff	7,245,000	0	0	0	0	0	0	0	0	0	0	0	0
2003 TAB Issue Costs	772,031	0	0	0	0	0	0	0	0	0	0	0	0
Capital Projects	81,143	994,079	140,000	1,205,000	100,000	0	0	0	0	0	0	0	2,439,079
Special Projects	244,886	375,297	125,000	55,600	51,010	0	21,649	0	5,631	0	0	23,902	658,089
Tax Increment To Town Center Developer	0	0	0	0	1,764,157	3,833,201	3,909,865	3,988,063	4,058,912	4,099,590	4,141,082	4,174,897	29,969,768
Transfer To RDA Capital Project	0	62,172	0	0	0	0	0	0	0	0	0	0	62,172
Transfer To General Fund	0	0	32,921	0	0	0	0	0	0	0	0	0	32,921
Project Administration In-Lieu	0	0	3,516	96,472	42,699	0	0	0	0	0	0	0	142,687
General Fund In-Lieu	27,318	28,138	28,982	29,851	30,747	31,669	32,619	33,598	34,606	35,644	36,713	38,182	360,749
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>12,801,652</b>	<b>4,889,824</b>	<b>4,925,988</b>	<b>6,303,885</b>	<b>7,039,467</b>	<b>9,099,071</b>	<b>9,257,319</b>	<b>9,411,651</b>	<b>9,572,216</b>	<b>9,738,784</b>	<b>9,906,415</b>	<b>10,040,773</b>	<b>90,185,393</b>
<b>RESERVES:</b>													
Debt Service	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416	1,897,416
Capital Projects	1,543,660	1,402,921	1,305,000	100,000	0	0	0	0	0	0	0	0	0
20 Year RAP	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>3,441,076</b>	<b>3,300,337</b>	<b>3,202,416</b>	<b>1,997,416</b>	<b>1,897,416</b>	<b>1,897,416</b>	<b>1,897,416</b>	<b>1,897,416</b>	<b>1,897,416</b>	<b>1,897,416</b>	<b>1,897,416</b>	<b>1,897,416</b>	<b>1,897,416</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)	48,892,688	52,258,873	55,692,383	59,469,348	65,086,010	72,867,801	80,805,228	88,901,403	97,159,502	105,582,763	114,174,490	118,000,000	
Cumulative Deferred Housing Fund	5,492,253	6,218,313	6,958,895	7,714,288	8,837,620	10,393,978	11,981,464	13,600,699	15,252,319	16,936,971	18,655,316	19,420,418	

**CITY OF SUNNYVALE  
315. REDEVELOPMENT AGENCY FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2015 TO JUNE 30, 2025**

	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	PLAN 2024/2025	FY 2015/2016 TO FY 2024/2025 TOTAL	FY 2004/2005 TO FY 2024/2025 TOTAL
RESERVE/FUND BALANCE, JULY 1	1,897,416	1,347,998	607,163	607,163	607,163	607,163	607,163	607,163	0	0	1,897,416	3,441,076
<b>CURRENT RESOURCES:</b>												
Property Tax	4,685,708	4,230,907	3,751,860	3,826,897	3,903,435	3,981,504	4,061,134	4,142,357	4,251,070	4,376,591	41,211,463	85,786,033
ERAF Cost	0	0	0	0	0	0	0	0	0	0	0	(533,514)
Tax Increment - Town Center	4,217,895	4,069,277	3,642,221	3,715,065	3,789,366	3,865,154	3,942,457	4,021,306	4,075,866	4,116,883	39,455,491	69,425,259
Rents and Concessions	3,982,987	4,485,263	0	0	0	0	0	0	0	0	8,468,250	21,861,986
Interest Income	100,000	100,000	100,000	100,000	100,000	100,000	100,000	0	0	0	700,000	1,800,000
2003 TAB Proceeds	0	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	75,000
Transfer From RDA Capital Project	0	0	0	0	0	0	0	0	0	0	0	62,172
<b>TOTAL CURRENT RESOURCES</b>	<b>12,986,591</b>	<b>12,885,448</b>	<b>7,494,081</b>	<b>7,641,962</b>	<b>7,792,802</b>	<b>7,946,658</b>	<b>8,103,591</b>	<b>8,163,663</b>	<b>8,326,936</b>	<b>8,493,475</b>	<b>89,835,204</b>	<b>178,476,937</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>14,884,007</b>	<b>14,233,446</b>	<b>8,101,244</b>	<b>8,249,126</b>	<b>8,399,965</b>	<b>8,553,821</b>	<b>8,710,754</b>	<b>8,770,826</b>	<b>8,326,936</b>	<b>8,493,475</b>	<b>91,732,620</b>	<b>181,918,013</b>
<b>CURRENT REQUIREMENTS:</b>												
RDA Administration	70,764	73,514	76,372	79,342	82,429	85,635	88,968	92,432	96,031	99,770	845,256	1,987,785
Debt Service	4,600,929	5,110,305	612,045	611,729	610,138	607,296	607,926	607,163	0	0	13,367,531	33,459,146
Repayment To City	4,606,711	4,325,550	3,120,494	3,191,159	3,236,706	3,340,260	3,406,647	4,049,925	4,155,039	4,244,699	37,677,188	72,962,970
1992 TAB Principal Payoff	0	0	0	0	0	0	0	0	0	0	0	0
2003 TAB Issue Costs	0	0	0	0	0	0	0	0	0	0	0	0
Capital Projects	0	0	0	0	0	0	0	0	0	0	0	2,439,079
Special Projects	0	6,339	0	0	27,709	0	7,349	0	0	32,122	73,519	731,608
Tax Increment To Town Center Developer	4,217,895	4,069,277	3,642,221	3,715,065	3,789,366	3,865,154	3,942,457	4,021,306	4,075,866	4,116,883	39,455,491	69,425,259
Transfer To RDA Capital Project	0	0	0	0	0	0	0	0	0	0	0	62,172
Transfer To General Fund	0	0	0	0	0	0	0	0	0	0	0	32,921
Project Administration In-Lieu	0	0	0	0	0	0	0	0	0	0	0	142,687
General Fund In-Lieu	39,709	41,298	42,949	44,667	46,454	48,312	50,245	0	0	0	313,635	674,384
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>13,536,008</b>	<b>13,626,283</b>	<b>7,494,081</b>	<b>7,641,962</b>	<b>7,792,802</b>	<b>7,946,657</b>	<b>8,103,591</b>	<b>8,770,826</b>	<b>8,326,936</b>	<b>8,493,474</b>	<b>91,732,620</b>	<b>181,918,013</b>
<b>RESERVES:</b>												
Debt Service	1,347,998	607,163	607,163	607,163	607,163	607,163	607,163	0	0	0	0	0
Capital Projects	0	0	0	0	0	0	0	0	0	0	0	0
20 Year RAP	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>1,347,998</b>	<b>607,163</b>	<b>607,163</b>	<b>607,163</b>	<b>607,163</b>	<b>607,163</b>	<b>607,163</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>
Low & Moderate Income Housing Requirement	0	781,491	1,869,229	1,906,613	1,944,745	1,983,640	2,023,313	2,063,779	2,105,055	2,147,156	16,825,021	36,245,440

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
0150	Secured Property Tax	3,782,516	3,366,185	3,433,509	3,776,965	5,616,662	7,781,791	7,937,427	8,096,175	8,258,099	8,423,261	8,591,726	8,729,023	74,010,824
0753	Lease - Town Center Parking	1,216,678	1,220,728	1,219,558	1,221,920	1,222,805	1,217,280	1,219,893	1,215,475	1,214,118	1,215,523	1,214,689	1,211,750	13,393,736
3355	Interest Income	94,902	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
4490	2003 TAB Proceeds	7,960,000	0	0	0	0	0	0	0	0	0	0	0	0
4100	Miscellaneous Revenues	5,000	0	75,000	0	0	0	0	0	0	0	0	0	75,000
4400	Transfer From RDA Capital Project	0	62,172	0	0	0	0	0	0	0	0	0	0	62,172
<b>FUND TOTAL</b>		<b>13,059,096</b>	<b>4,749,085</b>	<b>4,828,067</b>	<b>5,098,885</b>	<b>6,939,467</b>	<b>9,099,071</b>	<b>9,257,319</b>	<b>9,411,650</b>	<b>9,572,217</b>	<b>9,738,783</b>	<b>9,906,415</b>	<b>10,040,773</b>	<b>88,641,733</b>









**CITY OF SUNNYVALE**  
**385/200. CAPITAL PROJECTS FUND/WASTEWATER MANAGEMENT SUB-FUND \***  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	2,453,332	2,515,962	0	0	0	0	0	0	0	0	0	0	2,515,962
-----													
CURRENT RESOURCES:													
Interest Income	87,763	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Wastewater Management Fund	16,811	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CURRENT RESOURCES	104,574	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL AVAILABLE RESOURCES	2,557,906	2,515,962	0	0	0	0	0	0	0	0	0	0	2,515,962
-----													
CURRENT REQUIREMENTS:													
Capital Projects	41,790	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To Wastewater Management Fund	0	2,514,524	0	0	0	0	0	0	0	0	0	0	2,514,524
CAFR Adjustment	154	1,438	0	0	0	0	0	0	0	0	0	0	1,438
TOTAL CURRENT REQUIREMENTS	41,944	2,515,962	0	0	0	0	0	0	0	0	0	0	2,515,962
-----													
RESERVES:													
Capital Reserve	2,515,962	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	2,515,962	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
=====													

\* This Sub-Fund has been closed out in FY 2004/05; all ongoing capital projects have been transferred into the Wastewater Management Fund.

**CITY OF SUNNYVALE**  
**385/300. CAPITAL PROJECTS FUND/WATER SUPPLY AND DISTRIBUTION SUB-FUND \***  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	1,434,009	1,479,746	0	0	0	0	0	0	0	0	0	0	1,479,746
-----													
CURRENT RESOURCES:													
Interest Income	45,737	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CURRENT RESOURCES	45,737	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL AVAILABLE RESOURCES	1,479,746	1,479,746	0	0	0	0	0	0	0	0	0	0	1,479,746
-----													
CURRENT REQUIREMENTS:													
Transfer To Water Supply and Dist. Fund	0	1,012,143	0	0	0	0	0	0	0	0	0	0	1,012,143
Transfer To Wastewater Management Fund	0	466,261	0	0	0	0	0	0	0	0	0	0	466,261
CAFR Adjustment	0	1,342	0	0	0	0	0	0	0	0	0	0	1,342
TOTAL CURRENT REQUIREMENTS	0	1,479,746	0	0	0	0	0	0	0	0	0	0	1,479,746
-----													
RESERVES:													
Capital Reserve	1,479,746	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	1,479,746	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
=====													

\* This Sub-Fund has been closed out in FY 2004/05; all ongoing capital projects have been transferred into the Water Supply and Distribution Fund.

**CITY OF SUNNYVALE**  
**385/400. CAPITAL PROJECTS FUND/SOLID WASTE MANAGEMENT SUB-FUND \***  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2004 TO JUNE 30, 2015**

	CURRENT 2003/2004	BUDGET 2004/2005	PLAN 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	41,617	41,617	0	0	0	0	0	0	0	0	0	0	41,617
-----													
CURRENT RESOURCES:													
Interest Income	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CURRENT RESOURCES	0	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL AVAILABLE RESOURCES	41,617	41,617	0	0	0	0	0	0	0	0	0	0	41,617
-----													
CURRENT REQUIREMENTS:													
CAFR Adjustment	0	41,617	0	0	0	0	0	0	0	0	0	0	41,617
TOTAL CURRENT REQUIREMENTS	0	41,617	0	0	0	0	0	0	0	0	0	0	41,617
-----													
RESERVES:													
Capital Reserve	41,617	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	41,617	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
=====													

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





**CITY OF SUNNYVALE**  
**385/800. CAPITAL PROJECTS FUND/MEASURE A/B SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	718,508	0	0	0	0	0	0	0	0	0	0	0	0
-----													
CURRENT RESOURCES:													
Measure A/B	2,361,110	0	0	0	0	0	0	0	0	0	0	0	0
Interest Income	66,562	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL CURRENT RESOURCES	2,427,672	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL AVAILABLE RESOURCES	3,146,180	0	0	0	0	0	0	0	0	0	0	0	0
-----													
CURRENT REQUIREMENTS:													
Capital Projects	3,054,100	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To Cap. Proj./Gen. Assets Sub-Fund	36,260	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To Cap. Proj./Gas Tax Sub-Fund	55,820	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL CURRENT REQUIREMENTS	3,146,180	0	0	0	0	0	0	0	0	0	0	0	0
-----													
RESERVES:													
Capital Reserve	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
=====													











**385/600. CAPITAL PROJECTS FUND/GAS TAX FUNDED SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL	
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
0938	ISTEA Grants	219,591	6,988,587	150,000	1,035,183	0	0	0	0	0	0	0	0	8,173,770
0939	Seismic Retrofit	0	7,200,000	0	0	0	0	0	0	0	0	0	0	7,200,000
1003	State CA Energy Commission	58,800	8,400	0	0	0	0	0	0	0	0	0	0	8,400
1035	Trans Fund for Clean Air	27,500	458,100	0	0	0	0	0	0	0	0	0	0	458,100
1039	State Surface Trans Program	0	1,500,000	0	0	0	0	0	0	0	0	0	0	1,500,000
1040	State Congestion Mit. & Air Quality	187,795	542,116	0	0	0	0	0	0	0	0	0	0	542,116
1114	Other Agency-Reimbursement	0	200,000	0	0	0	0	0	0	0	0	0	0	200,000
1117	Other Intergovernmental Revenues	0	2,200,000	500,000	0	0	0	0	0	0	0	0	0	2,700,000
3355	Interest Income	37,656	14,497	0	0	0	0	0	0	0	0	0	0	14,497
4400-27	Transfer From TDA	52,127	299,611	423,673	0	0	0	0	0	0	0	0	0	723,284
4400-78	Transfer From Measure B	55,820	0	0	0	0	0	0	0	0	0	0	0	0
4400-28	Transfer From Gas Tax Fund	110,932	4,002,672	170,956	388,695	171,571	280,022	110,306	2,322	2,260	2,430	2,325	232,371	5,365,930
4400-61	Transfer From Traffic Mit. Sub-Fund	0	92,300	1,605,000	168,300	171,666	175,099	178,601	182,173	185,817	189,533	193,324	0	3,141,814
<b>FUND TOTAL</b>		<b>750,221</b>	<b>23,506,283</b>	<b>2,849,629</b>	<b>1,592,178</b>	<b>343,237</b>	<b>455,122</b>	<b>288,907</b>	<b>184,495</b>	<b>188,077</b>	<b>191,963</b>	<b>195,649</b>	<b>232,371</b>	<b>30,027,911</b>

**385/950. CAPITAL PROJECTS FUND/TRAFFIC MITIGATION SUB-FUND  
REVENUES BY SOURCE**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
1035 Transportation Fund For Clean Air	0	429,000	0	0	0	0	0	0	0	0	0	0	429,000
1117-03 Santa Clara VTA FTA	0	414,002	0	0	0	0	0	0	0	0	0	0	414,002
1675-01 Traffic Mitigation Fees	368,895	821,981	661,174	346,604	0	0	0	0	0	0	0	0	1,829,759
3355 Interest Income	159,897	132,794	109,968	106,358	123,711	94,039	88,965	56,305	48,534	11,894	1,008	0	773,577
<b>FUND TOTAL</b>	<b>528,792</b>	<b>1,797,777</b>	<b>771,142</b>	<b>452,962</b>	<b>123,711</b>	<b>94,039</b>	<b>88,965</b>	<b>56,305</b>	<b>48,534</b>	<b>11,894</b>	<b>1,008</b>	<b>0</b>	<b>3,446,338</b>

**385/960. CAPITAL PROJECTS FUND/TRAFFIC IMPACT FEES SUB-FUND  
REVENUES BY SOURCE**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
1649-01 Traffic Impact Fees - North	1,108	0	119,335	188,130	293,639	279,545	254,386	244,210	249,583	266,055	276,698	286,382	2,457,963
1649-02 Traffic Impact Fees - South	28,112	226,080	253,586	399,774	451,454	429,784	391,104	375,460	383,720	409,045	425,407	440,296	4,185,711
3355 Interest Income	117	2,788	23,245	59,012	118,324	167,224	215,205	229,184	243,645	260,905	279,850	300,874	1,900,257
<b>FUND TOTAL</b>	<b>29,337</b>	<b>228,868</b>	<b>396,165</b>	<b>646,916</b>	<b>863,418</b>	<b>876,553</b>	<b>860,695</b>	<b>848,854</b>	<b>876,948</b>	<b>936,006</b>	<b>981,955</b>	<b>1,027,552</b>	<b>8,543,931</b>





**CITY OF SUNNYVALE**  
**610. COMBINED INFRASTRUCTURE RENOVATION & REPLACEMENT FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2015 TO JUNE 30, 2025**

	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2015/2016 TO FY 2024/2025	FY 2004/2005 TO FY 2024/2025
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	TOTAL	TOTAL
RESERVE/FUND BALANCE, JULY 1	5,957,629	5,528,991	6,063,043	7,492,588	8,776,204	9,521,059	9,711,767	11,134,541	12,174,736	11,603,794	5,957,629	22,377,219
<b>CURRENT RESOURCES:</b>												
Proposition 12 - 2000 State Bond Act	0	0	0	0	0	0	0	0	0	0	0	750,424
Interest Income	492,550	527,488	555,590	574,144	688,293	700,770	728,428	796,478	759,126	824,075	6,646,942	12,147,766
Miscellaneous Revenues	0	0	0	0	0	0	0	0	0	0	0	9,952
Intrafund Transfers	0	0	0	0	0	0	210,991	0	335,020	0	546,011	2,534,757
Transfer From General Fund	1,662,214	2,496,396	2,600,130	2,727,904	2,813,326	1,449,434	3,062,228	3,074,440	1,416,960	3,282,081	24,585,113	39,196,579
Transfer From Capital Projects Fund	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Water Supply & Dist. Fund	71,212	42,208	42,474	42,749	43,031	265,934	67,874	43,930	82,756	246,792	948,960	1,432,454
Transfer From Solid Waste Mgmt Fund	18,833	0	0	0	0	308,233	0	0	0	279,992	607,058	963,730
Transfer From Wastewater Mgmt Fund	53,173	35,996	36,075	36,158	36,242	241,818	43,696	36,512	48,161	223,367	791,198	1,199,341
Transfer From General Services Fund	0	0	0	0	0	0	0	0	0	0	0	18,014
Transfer From Asset Forfeiture Fund	0	0	0	0	0	0	0	0	0	0	0	45,565
Transfer From Park Dedication Fund	1,061,225	282,608	310,677	1,217,706	377,171	3,746,770	1,007,030	775,927	2,415,671	765,813	11,960,598	20,071,639
Transfer From Community Rec. Fund	0	0	0	0	0	0	0	0	0	0	0	233,398
<b>TOTAL CURRENT RESOURCES</b>	<b>3,359,207</b>	<b>3,384,697</b>	<b>3,544,945</b>	<b>4,598,661</b>	<b>3,958,063</b>	<b>6,712,959</b>	<b>5,120,247</b>	<b>4,727,287</b>	<b>5,057,694</b>	<b>5,622,121</b>	<b>46,085,880</b>	<b>78,603,619</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>9,316,836</b>	<b>8,913,687</b>	<b>9,607,988</b>	<b>12,091,248</b>	<b>12,734,267</b>	<b>16,234,017</b>	<b>14,832,013</b>	<b>15,861,828</b>	<b>17,232,430</b>	<b>17,225,915</b>	<b>52,043,509</b>	<b>100,980,837</b>
<b>CURRENT REQUIREMENTS:</b>												
Operations	664,181	699,579	761,031	679,269	810,127	692,023	692,023	692,023	692,023	980,766	7,363,045	13,470,421
Infrastructure Projects	2,729,039	1,836,158	1,313,653	2,375,806	2,063,743	5,459,819	2,463,630	2,784,648	4,082,681	3,361,291	28,470,467	60,794,712
Project Admin. In Lieu Charges	392,026	314,907	40,716	259,970	339,339	367,808	330,829	210,422	518,913	287,280	3,062,209	5,798,071
Intrafund Transfers	0	0	0	0	0	0	210,991	0	335,020	0	546,011	2,623,720
Transfer To Gen Svcs/Project Admin	2,600	0	0	0	0	2,600	0	0	0	0	5,200	10,400
Transfer To Water Supply & Dist. Fund	0	0	0	0	0	0	0	0	0	0	0	1,965,847
Transfer To Wastewater Mgmt Fund	0	0	0	0	0	0	0	0	0	0	0	3,441,878
Transfer To Solid Waste Mgmt Fund	0	0	0	0	0	0	0	0	0	0	0	279,213
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>3,787,845</b>	<b>2,850,644</b>	<b>2,115,400</b>	<b>3,315,044</b>	<b>3,213,208</b>	<b>6,522,250</b>	<b>3,697,472</b>	<b>3,687,092</b>	<b>5,628,636</b>	<b>4,629,337</b>	<b>39,446,931</b>	<b>88,384,262</b>
<b>RESERVES:</b>												
Infrastructure Reserve	5,528,991	6,063,043	7,492,588	8,776,204	9,521,059	9,711,767	11,134,541	12,174,736	11,603,794	12,596,578	12,596,578	12,596,578
<b>TOTAL RESERVES</b>	<b>5,528,991</b>	<b>6,063,043</b>	<b>7,492,588</b>	<b>8,776,204</b>	<b>9,521,059</b>	<b>9,711,767</b>	<b>11,134,541</b>	<b>12,174,736</b>	<b>11,603,794</b>	<b>12,596,578</b>	<b>12,596,578</b>	<b>12,596,578</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>(1)</b>	<b>(2)</b>





**CITY OF SUNNYVALE**  
**610/200. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/WASTEWATER SUB-FUND \***  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN FY 2014/2015	FY 2004/2005 TO TOTAL
RESERVE/FUND BALANCE, JULY 1	3,473,902	3,717,840	0	0	0	0	0	0	0	0	0	0	3,717,840
<b>CURRENT RESOURCES:</b>													
Interest Income	230,788	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Cap. Proj./Wastewater	154	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Wastewater Mgmt Fund	559,262	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT RESOURCES</b>	<b>790,204</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>TOTAL AVAILABLE RESOURCES</b>	<b>4,264,106</b>	<b>3,717,840</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>3,717,840</b>
<b>CURRENT REQUIREMENTS:</b>													
Infrastructure Projects	545,195	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To Wastewater Mgmt Fund	0	3,441,878	0	0	0	0	0	0	0	0	0	0	3,441,878
Transfer To Infrs./General Assets	0	275,962	0	0	0	0	0	0	0	0	0	0	275,962
Transfer To Infrs./Multi-Funded Assets	1,071	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>546,266</b>	<b>3,717,840</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>3,717,840</b>
<b>RESERVES:</b>													
Infrastructure Reserve	3,717,840	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>3,717,840</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>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 has been closed out. All fund balances and ongoing projects have been transferred to the corresponding Wastewater Management Fund.

**CITY OF SUNNYVALE**  
**610/300. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/WATER SUB-FUND \***  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO TOTAL FY 2014/2015
RESERVE/FUND BALANCE, JULY 1	2,455,867	2,279,658	0	0	0	0	0	0	0	0	0	0	2,279,658
<b>CURRENT RESOURCES:</b>													
Interest Income	95,751	0	0	0	0	0	0	0	0	0	0	0	0
Transfer From Water Supply & Dist. Fund	538,900	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT RESOURCES</b>	<b>634,651</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>TOTAL AVAILABLE RESOURCES</b>	<b>3,090,518</b>	<b>2,279,658</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>2,279,658</b>
<b>CURRENT REQUIREMENTS:</b>													
Infrastructure Projects	538,900	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To Water Supply & Dist. Fund	0	1,965,847	0	0	0	0	0	0	0	0	0	0	1,965,847
Transfer To Infras./General Assets	0	313,811	0	0	0	0	0	0	0	0	0	0	313,811
Transfer To Project Administration	268,390	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To Multi-Funded Assets	3,570	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>810,860</b>	<b>2,279,658</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>2,279,658</b>
<b>RESERVES:</b>													
Infrastructure Reserve	2,279,658	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL RESERVES</b>	<b>2,279,658</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>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 has been closed out. All fund balances and ongoing projects have been transferred to the corresponding Water Supply and Distribution Fund.

**CITY OF SUNNYVALE**  
**610/400. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/SOLID WASTE SUB-FUND \***  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	644,227	661,359	0	0	0	0	0	0	0	0	0	0	661,359
-----													
CURRENT RESOURCES:													
Interest Income	17,132	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CURRENT RESOURCES	17,132	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL AVAILABLE RESOURCES	661,359	661,359	0	0	0	0	0	0	0	0	0	0	661,359
-----													
CURRENT REQUIREMENTS:													
Transfer To Solid Waste Mgmt Fund	0	279,213	0	0	0	0	0	0	0	0	0	0	279,213
Transfer To Infrac./General Assets	0	382,145	0	0	0	0	0	0	0	0	0	0	382,145
TOTAL CURRENT REQUIREMENTS	0	661,359	0	0	0	0	0	0	0	0	0	0	661,359
-----													
RESERVES:													
Infrastructure Reserve	661,359	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	661,359	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
=====													

\* This Sub-Fund has been closed out. All fund balances and ongoing projects have been transferred to the corresponding Solid Waste Management Fund.







**CITY OF SUNNYVALE**  
**610/600. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/GENERAL SERVICES SUB-FUND \***  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	758,685	745,833	0	0	0	0	0	0	0	0	0	0	745,833
-----													
CURRENT RESOURCES:													
Interest Income	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CURRENT RESOURCES	0	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL AVAILABLE RESOURCES	758,685	745,833	0	0	0	0	0	0	0	0	0	0	745,833
-----													
CURRENT REQUIREMENTS:													
Transfer To Multi-Funded Assets	12,852	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To Infrs./General Assets	0	745,833	0	0	0	0	0	0	0	0	0	0	745,833
TOTAL CURRENT REQUIREMENTS	12,852	745,833	0	0	0	0	0	0	0	0	0	0	745,833
-----													
RESERVES:													
Infrastructure Reserve	745,833	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL RESERVES	745,833	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
=====													

\* This Sub-Fund has been closed out. All remaining fund balance have been transferred to the Infrastructure/General Sub-Fund.





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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
1037	Proposition 12 - Parks Funding	238,454	382,163	312,161	56,100	0	0	0	0	0	0	0	0	750,424
3355	Interest Income	1,067,373	587,295	568,631	644,648	677,129	557,134	499,678	469,692	432,997	387,886	338,511	337,224	5,500,824
4460	Miscellaneous Revenues	0	452	9,500	0	0	0	0	0	0	0	0	0	9,952
4400	Intrafund Transfer	35,700	1,628,788	16,122	114,975	0	228,861	0	0	0	0	0	0	1,988,746
4400-03	Transfer From General Fund	2,789,400	2,195,209	1,060,492	670,501	1,149,353	794,016	1,277,520	1,352,006	677,584	1,692,358	1,535,443	2,206,984	14,611,466
4400-14	Transfer From Park Dedication	0	0	504,468	960,369	948,564	1,046,250	672,520	581,694	1,365,258	720,266	1,088,169	223,483	8,111,041
4400-15	Transfer From Asset Forfeiture	0	0	45,565	0	0	0	0	0	0	0	0	0	45,565
4400-41	Transfer From Water Fund	538,900	8,709	80,146	28,648	15,616	41,968	15,910	136,028	102,425	18,570	18,775	16,699	483,494
4400-42	Transfer From Solid Waste Fund	0	0	71,199	0	0	0	0	166,107	119,366	0	0	0	356,672
4400-43	Transfer From Wastewater Fund	559,262	17,441	91,348	14,427	10,518	18,424	10,606	121,390	90,276	11,404	11,466	10,843	408,143
4400-53	Transfer From Comm Rec Fund	339,182	233,398	0	0	0	0	0	0	0	0	0	0	233,398
4400-73	Transfer From Capital Proj Fund	154	0	0	0	0	0	0	0	0	0	0	0	0
4400-90	Transfer From Gen. Svs/Tech	0	0	11,656	0	0	0	0	0	0	0	0	0	11,656
4400-91	Transfer From Gen. Svs/Fleet	0	0	6,358	0	0	0	0	0	0	0	0	0	6,358
<b>FUND TOTAL</b>		<b>5,568,425</b>	<b>5,053,455</b>	<b>2,777,646</b>	<b>2,489,668</b>	<b>2,801,180</b>	<b>2,686,653</b>	<b>2,476,234</b>	<b>2,826,917</b>	<b>2,787,906</b>	<b>2,830,484</b>	<b>2,992,364</b>	<b>2,795,233</b>	<b>32,517,739</b>

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	TOTAL
1037	Proposition 12 - Parks Funding	238,454	382,163	312,161	56,100	0	0	0	0	0	0	0	0	750,424
3355	Interest Income	702,312	561,655	529,497	613,766	638,218	522,848	466,809	434,851	396,066	348,739	297,015	304,246	5,113,712
4460	Miscellaneous Revenues	0	452	9,500	0	0	0	0	0	0	0	0	0	9,952
4400-03	Transfer From General Fund	2,789,400	2,195,209	1,060,492	670,501	1,149,353	794,016	1,277,520	1,352,006	677,584	1,692,358	1,535,443	2,206,984	14,611,466
4400-14	Transfer From Park Dedication	0	0	504,468	960,369	549,425	974,725	563,303	563,082	1,314,018	378,073	724,017	169,106	6,700,586
4400-15	Transfer From Asset Forfeiture	0	0	45,565	0	0	0	0	0	0	0	0	0	45,565
4400-41	Transfer From Water Fund	0	8,709	78,146	15,473	15,616	15,761	15,910	136,028	102,425	18,570	18,775	16,699	442,112
4400-42	Transfer From Solid Waste Fund	0	0	71,199	0	0	0	0	166,107	119,366	0	0	0	356,672
4400-43	Transfer From Wastewater Fund	0	17,441	90,748	10,475	10,518	10,562	10,606	121,390	90,276	11,404	11,466	10,843	395,729
4400-82	Transfer From Infra/Wastewater	0	275,962	0	0	0	0	0	0	0	0	0	0	275,962
4400-83	Transfer From Infra/Water	0	313,811	0	0	0	0	0	0	0	0	0	0	313,811
4400-84	Transfer From Infra/Solid Waste	0	382,145	0	0	0	0	0	0	0	0	0	0	382,145
4400-86	Transfer From Infra/Gen. Svcs	0	656,870	0	0	0	0	0	0	0	0	0	0	656,870
4400-90	Transfer From Gen. Svcs/Tech	0	0	11,656	0	0	0	0	0	0	0	0	0	11,656
4400-91	Transfer From Gen. Svcs/Fleet	0	0	6,358	0	0	0	0	0	0	0	0	0	6,358
<b>FUND TOTAL</b>		<b>3,730,166</b>	<b>4,794,417</b>	<b>2,719,791</b>	<b>2,326,685</b>	<b>2,363,130</b>	<b>2,317,912</b>	<b>2,334,148</b>	<b>2,773,464</b>	<b>2,699,735</b>	<b>2,449,144</b>	<b>2,586,716</b>	<b>2,707,878</b>	<b>30,073,019</b>









**610/500. INFRASTRUCTURE RENOVATION & REPLACEMENT FUND/COMMUNITY REC SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	TOTAL
3355	Interest Income	20,905	24,847	39,133	30,881	38,911	34,286	32,868	34,841	36,931	39,147	41,496	32,979	386,319
4400-14	Transfer From Park Dedication	0	0	0	0	399,139	71,525	109,217	18,612	51,240	342,193	364,152	54,377	1,410,455
4400-53	Transfer From Community Rec	339,182	233,398	0	0	0	0	0	0	0	0	0	0	233,398
<b>FUND TOTAL</b>		<b>360,087</b>	<b>258,245</b>	<b>39,133</b>	<b>30,881</b>	<b>438,050</b>	<b>105,811</b>	<b>142,085</b>	<b>53,453</b>	<b>88,171</b>	<b>381,340</b>	<b>405,648</b>	<b>87,356</b>	<b>2,030,172</b>



**CITY OF SUNNYVALE  
455/100. WATER SUPPLY AND DISTRIBUTION FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	5,934,632	6,338,737	8,344,410	7,662,646	6,535,794	7,210,887	9,993,083	9,890,179	11,189,048	12,043,494	12,028,523	10,575,993	6,338,737
<b>CURRENT RESOURCES:</b>													
Service Fees	18,537,792	20,673,621	21,759,284	23,156,596	24,712,957	26,318,888	27,981,518	29,457,739	31,000,750	32,777,296	34,655,483	36,642,279	309,136,410
Recycled Water	602,913	688,382	723,724	756,327	794,514	834,629	876,770	921,038	967,541	1,020,803	1,076,998	1,136,285	9,797,013
Miscellaneous Revenues	15,475	443,287	445,619	469,253	487,744	506,826	523,145	539,403	552,747	577,148	607,129	630,538	5,782,840
SCVWD Recycled Water Rebate	211,994	191,360	192,510	192,510	192,510	192,510	192,510	0	0	0	0	0	1,153,910
Interest Income	183,578	255,259	332,598	425,660	412,869	569,545	598,256	638,336	685,844	685,080	603,940	468,070	5,675,457
Intrafund Loan Repayments	167,512	1,236,054	0	0	0	0	0	0	0	0	0	0	1,236,054
Transfer From Capital Projects Fund	0	720,390	0	0	0	0	0	0	0	0	0	0	720,390
Transfer From Infrastructure Fund	0	1,589,769	0	0	0	0	0	0	0	0	0	0	1,589,769
<b>TOTAL CURRENT RESOURCES</b>	<b>19,719,264</b>	<b>25,798,121</b>	<b>23,453,735</b>	<b>25,000,346</b>	<b>26,600,594</b>	<b>28,422,399</b>	<b>30,172,199</b>	<b>31,556,516</b>	<b>33,206,882</b>	<b>35,060,327</b>	<b>36,943,550</b>	<b>38,877,173</b>	<b>335,091,842</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>25,653,896</b>	<b>32,136,858</b>	<b>31,798,145</b>	<b>32,662,992</b>	<b>33,136,388</b>	<b>35,633,286</b>	<b>40,165,282</b>	<b>41,446,695</b>	<b>44,395,930</b>	<b>47,103,821</b>	<b>48,972,072</b>	<b>49,453,165</b>	<b>341,430,579</b>
<b>CURRENT REQUIREMENTS:</b>													
Interfund Loan Repayment	0	0	0	0	351,700	351,700	351,700	351,700	351,700	351,700	351,700	351,700	2,813,600
Debt Service	1,150,104	1,150,202	1,150,100	1,152,508	1,152,613	1,154,113	1,154,879	1,155,759	1,150,768	1,157,254	1,157,456	1,157,701	12,693,354
Operations	4,606,766	4,882,440	5,278,177	5,415,429	5,588,511	5,802,766	5,979,230	6,177,201	6,335,144	6,497,316	6,661,960	6,831,000	65,449,174
Purchased Water	10,694,710	12,171,786	11,834,112	12,365,997	13,366,146	14,172,906	15,216,306	17,624,795	20,015,603	22,534,370	25,022,328	27,792,221	192,116,570
Project Operating Costs	0	0	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000
In-Lieu Charges	2,099,388	1,870,022	2,368,971	2,398,511	2,472,331	2,671,469	2,847,831	2,711,904	2,783,130	2,860,747	2,941,937	3,025,384	28,952,236
Capital Projects	122,793	1,012,491	1,969,800	1,968,396	135,044	137,745	1,331,175	143,310	146,176	149,099	152,081	155,123	7,300,440
Special Projects	12,468	192,456	0	0	31,212	0	26,859	33,122	0	0	35,150	29,942	348,741
Infrastructure Projects	0	2,354,205	1,055,500	2,350,590	2,428,814	1,117,983	2,769,403	1,696,420	1,295,650	1,321,563	1,825,785	1,633,094	19,849,006
Project Administration	90,029	141,997	398,693	446,120	382,514	188,554	580,810	226,407	170,840	183,679	227,907	282,596	3,230,117
Transfer To Infrastructure Fund	538,900	16,849	80,146	28,648	15,616	41,968	15,910	136,028	102,425	18,570	18,775	16,699	491,634
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>19,315,159</b>	<b>23,792,448</b>	<b>24,135,499</b>	<b>26,127,199</b>	<b>25,925,501</b>	<b>25,640,203</b>	<b>30,275,103</b>	<b>30,257,646</b>	<b>32,352,437</b>	<b>35,075,299</b>	<b>38,396,079</b>	<b>41,276,460</b>	<b>333,253,873</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	3,825,369	4,263,557	4,278,072	4,445,356	4,738,664	4,993,918	5,298,884	5,950,499	6,587,687	7,257,922	7,921,072	8,655,805	8,655,805
Rate Stabilization Reserve	1,385,943	2,953,428	2,257,149	963,012	1,344,797	3,871,739	3,463,869	4,111,124	4,328,382	3,643,176	1,527,495	(1,606,525)	(1,606,525)
<b>TOTAL RESERVES</b>	<b>6,338,737</b>	<b>8,344,410</b>	<b>7,662,646</b>	<b>6,535,794</b>	<b>7,210,887</b>	<b>9,993,083</b>	<b>9,890,179</b>	<b>11,189,048</b>	<b>12,043,494</b>	<b>12,028,523</b>	<b>10,575,993</b>	<b>8,176,706</b>	<b>8,176,706</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>													
Projected Water Rate Increase			4.5%	4.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.5%	5.5%	5.5%	
Percent Change in Purchased Water Cost			-2.8%	4.5%	8.1%	6.0%	7.4%	15.8%	13.6%	12.6%	11.0%	11.1%	

**CITY OF SUNNYVALE  
455/100. WATER SUPPLY AND DISTRIBUTION FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2015 TO JUNE 30, 2025**

	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	PLAN 2024/2025	FY 2014/2015 TO FY 2024/2025 TOTAL	FY 2004/2005 TO FY 2024/2025 TOTAL
RESERVE/FUND BALANCE, JULY 1	8,176,706	7,539,282	7,181,297	7,026,400	8,932,887	11,477,342	14,421,933	16,894,839	18,748,951	19,889,089	8,176,706	6,338,737
<b>CURRENT RESOURCES:</b>												
Service Fees	38,940,931	41,157,405	43,530,072	46,023,308	48,658,390	51,234,619	52,923,800	54,668,206	56,467,836	58,161,872	491,766,439	800,902,848
Recycled Water	1,205,019	1,274,273	1,344,420	1,418,429	1,496,443	1,571,265	1,618,403	1,666,955	1,716,964	1,768,473	15,080,645	24,877,657
Miscellaneous Revenues	658,899	687,695	717,926	749,465	782,438	816,086	847,122	879,350	912,811	946,842	7,998,635	13,781,474
SCWWD Recycled Water Rebate	0	0	0	0	0	0	0	0	0	0	0	1,153,910
Interest Income	498,450	480,164	482,302	590,105	759,206	949,550	1,111,510	1,234,480	1,307,776	1,295,286	8,708,829	14,384,286
Intrafund Loan Repayments	0	0	0	0	0	0	0	0	0	0	0	1,236,054
Transfer From Capital Projects Fund	0	0	0	0	0	0	0	0	0	0	0	720,390
Transfer From Infrastructure Fund	0	0	0	0	0	0	0	0	0	0	0	1,589,769
<b>TOTAL CURRENT RESOURCES</b>	<b>41,303,299</b>	<b>43,599,537</b>	<b>46,074,720</b>	<b>48,781,308</b>	<b>51,696,477</b>	<b>54,571,520</b>	<b>56,500,835</b>	<b>58,448,991</b>	<b>60,405,387</b>	<b>62,172,473</b>	<b>523,554,547</b>	<b>858,646,389</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>49,480,005</b>	<b>51,138,820</b>	<b>53,256,017</b>	<b>55,807,708</b>	<b>60,629,363</b>	<b>66,048,862</b>	<b>70,922,768</b>	<b>75,343,830</b>	<b>79,154,337</b>	<b>82,061,561</b>	<b>531,731,253</b>	<b>864,985,126</b>
<b>CURRENT REQUIREMENTS:</b>												
Interfund Loan Repayment	0	0	0	0	0	0	0	0	0	0	0	2,813,600
Debt Service	1,159,933	1,159,819	1,089,817	59,900	61,149	62,375	63,577	63,577	63,577	63,577	3,847,301	16,540,655
Operations	7,044,667	7,271,392	7,499,443	7,735,099	7,978,652	8,236,402	8,502,660	8,771,754	9,056,019	9,349,808	81,445,895	146,895,069
Purchased Water	29,338,690	30,828,452	32,399,997	34,229,201	36,020,856	37,908,572	39,994,349	42,053,991	44,293,055	46,653,695	373,720,859	565,837,429
Project Operating Costs	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	19,000
In-Lieu Charges	3,148,766	3,271,359	3,401,754	3,537,352	3,678,358	3,827,791	3,977,473	4,136,040	4,300,933	4,472,406	37,752,232	66,704,469
Capital Projects	159,777	278,679	691,871	174,592	179,830	185,225	190,782	196,505	202,400	208,472	2,468,133	9,768,574
Special Projects	0	38,036	0	0	75,498	0	0	45,417	0	39,340	198,292	547,033
Infrastructure Projects	881,972	908,432	927,849	961,684	984,355	1,013,886	1,044,302	1,075,631	1,107,900	1,141,137	10,047,149	29,896,155
Project Administration	134,706	158,147	175,412	133,243	129,292	125,744	185,912	207,034	157,608	209,870	1,616,968	4,847,085
Transfer To Infrastructure Fund	71,212	42,208	42,474	42,749	43,031	265,934	67,874	43,930	82,756	246,792	948,960	1,440,594
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>41,940,722</b>	<b>43,957,523</b>	<b>46,229,617</b>	<b>46,874,821</b>	<b>49,152,022</b>	<b>51,626,929</b>	<b>54,027,929</b>	<b>56,594,879</b>	<b>59,265,249</b>	<b>62,386,097</b>	<b>512,055,789</b>	<b>845,309,662</b>
<b>RESERVES:</b>												
Debt Service	1,127,425	1,127,425	63,577	63,577	63,577	63,577	63,577	63,577	63,577	63,577	63,577	63,577
Contingencies	9,095,839	9,524,961	9,974,860	10,491,075	10,999,877	11,536,243	12,124,252	12,706,436	13,337,268	14,000,876	14,000,876	14,000,876
Rate Stabilization Reserve	(2,683,982)	(3,471,090)	(3,012,037)	(1,621,766)	413,888	2,822,113	4,707,009	5,978,937	6,488,243	5,611,011	5,611,011	5,611,011
<b>TOTAL RESERVES</b>	<b>7,539,282</b>	<b>7,181,297</b>	<b>7,026,400</b>	<b>8,932,887</b>	<b>11,477,342</b>	<b>14,421,933</b>	<b>16,894,839</b>	<b>18,748,951</b>	<b>19,889,089</b>	<b>19,675,464</b>	<b>19,675,464</b>	<b>19,675,464</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>												
Projected Water Rate Increase	6.0%	5.5%	5.5%	5.5%	5.5%	5.0%	3.0%	3.0%	3.0%	3.0%		
Percent Change in Purchased Water Cost	5.6%	5.1%	5.1%	5.6%	5.2%	5.2%	5.5%	5.1%	5.3%	5.3%		

**CITY OF SUNNYVALE  
455/200. SOLID WASTE MANAGEMENT FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	10,479,151	8,649,189	6,480,148	4,907,968	3,809,938	3,262,485	3,268,356	3,466,021	3,892,399	4,388,150	5,067,981	6,194,665	8,649,189
<b>CURRENT RESOURCES:</b>													
Franchise Fee - Collection	1,446,099	1,454,319	1,463,283	1,492,549	1,537,325	1,583,445	1,630,948	1,679,877	1,713,474	1,764,878	1,817,825	1,872,360	18,010,282
Rental Income	142,672	143,189	147,229	150,093	154,474	158,987	163,636	168,424	173,355	178,435	183,666	189,055	1,810,544
Service Fees	24,431,299	25,441,415	26,840,693	28,318,246	29,748,034	31,088,154	32,487,120	33,786,605	34,800,203	35,844,210	36,919,536	38,027,122	353,301,338
Miscellaneous Revenues	436,934	403,330	415,243	424,589	433,753	442,551	451,636	460,312	467,758	475,367	483,145	491,094	4,948,778
Accrued Franchise Depreciation Savings	0	907,389	0	0	0	0	0	0	0	0	0	0	907,389
State TFCA Grant	0	247,217	0	0	0	0	0	0	0	0	0	0	247,217
SMaRT Station Revenues	618,825	599,399	568,665	580,853	708,413	711,022	713,759	688,112	702,701	716,551	718,316	726,371	7,434,160
County Wide AB939 Fee	147,754	131,653	137,258	139,902	124,712	122,676	120,690	120,047	122,363	124,350	122,297	122,289	1,388,239
Landfill Gas Revenue	30,152	30,036	30,200	30,200	18,673	0	0	0	0	0	0	0	109,109
Interest Income	442,859	613,428	566,383	566,411	577,874	591,091	614,463	651,145	692,131	748,362	830,596	903,722	7,355,607
Transfer From Infrastructure Fund	0	62,334	0	0	0	0	0	0	0	0	0	0	62,334
<b>TOTAL CURRENT RESOURCES</b>	<b>27,696,594</b>	<b>30,033,709</b>	<b>30,168,953</b>	<b>31,702,843</b>	<b>33,303,259</b>	<b>34,697,925</b>	<b>36,182,252</b>	<b>37,554,522</b>	<b>38,671,986</b>	<b>39,852,152</b>	<b>41,075,381</b>	<b>42,332,014</b>	<b>395,574,998</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>38,175,745</b>	<b>38,682,898</b>	<b>36,649,102</b>	<b>36,610,811</b>	<b>37,113,197</b>	<b>37,960,410</b>	<b>39,450,608</b>	<b>41,020,543</b>	<b>42,564,385</b>	<b>44,240,302</b>	<b>46,143,362</b>	<b>48,526,679</b>	<b>404,224,188</b>
<b>CURRENT REQUIREMENTS:</b>													
Interfund Loan Repayment	0	900,000	0	750,000	750,000	976,440	1,367,016	3,124,259	3,124,259	3,124,259	3,124,259	3,124,259	20,364,751
Intrafund Loan Repayment	167,512	1,236,054	0	0	0	0	0	0	0	0	0	0	1,236,054
Debt Service	45,975	50,422	51,179	51,921	52,650	53,364	54,441	55,122	55,789	56,819	57,829	58,821	598,357
SMaRT Station Debt Service	1,005,333	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	1,031,084	11,342,964
Operations	1,884,115	1,911,051	2,029,120	2,053,128	2,115,272	2,179,301	2,245,273	2,313,246	2,372,517	2,444,355	2,518,373	2,594,638	24,776,273
Solid Waste Collection Contract	14,828,120	14,581,395	15,890,569	15,970,022	16,449,123	16,942,596	17,450,874	17,974,401	18,513,633	19,069,042	19,641,113	20,230,346	192,713,114
Franchise Fee	1,446,099	1,454,319	1,463,283	1,492,549	1,537,325	1,583,445	1,630,948	1,679,877	1,713,474	1,764,878	1,817,825	1,872,360	18,010,282
Capital Projects	48,313	574,402	0	0	33,534	0	223,560	0	0	0	0	0	831,496
Special Projects	69,842	92,917	110,765	40,800	0	37,142	45,995	0	84,462	70,694	0	92,610	575,385
Infrastructure Projects	0	0	0	0	0	0	0	0	0	0	0	0	0
Project Administration	18,910	48,613	31,796	62,077	93,822	87,605	71,438	34,345	32,780	34,552	32,410	43,958	573,396
SMaRT Capital Replacement	252,820	259,950	608,080	552,800	552,800	552,800	359,320	359,320	359,320	359,320	359,320	359,320	4,682,350
In-Lieu Charges	2,129,082	2,053,449	2,250,666	2,306,526	2,376,046	2,447,339	2,520,770	2,596,333	2,674,161	2,750,558	2,829,095	2,909,831	27,714,774
SMaRT Expense Share (Sunnyvale)	7,631,657	7,657,827	7,827,488	8,090,918	8,447,755	8,378,734	8,547,601	7,344,542	7,633,788	7,989,923	8,046,035	8,545,802	88,510,413
Long Term Rent - 301 Carl Rd (SMaRT)	0	333,602	333,602	340,274	350,482	360,997	371,827	382,981	394,471	406,305	418,494	431,049	4,124,084
Transfer To Infrastructure Fund	0	0	71,199	0	0	0	0	166,107	119,366	0	0	0	356,672
Transfer To Employee Benefits Fund	0	16,668	41,500	58,821	60,585	62,403	64,275	66,203	68,189	70,235	72,342	85,220	666,441
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>29,527,778</b>	<b>32,202,750</b>	<b>31,741,134</b>	<b>32,800,873</b>	<b>33,850,712</b>	<b>34,692,054</b>	<b>35,984,587</b>	<b>37,128,145</b>	<b>38,176,235</b>	<b>39,172,321</b>	<b>39,948,698</b>	<b>41,379,298</b>	<b>397,076,807</b>
<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	2,434,389	2,415,027	2,574,718	2,611,407	2,701,215	2,750,063	2,824,375	2,763,219	2,851,994	2,950,332	3,020,552	3,137,079	3,137,079
20 Year Resource Allocation Plan	6,151,886	4,002,207	2,270,336	1,135,617	498,356	455,379	578,733	1,066,266	1,473,242	2,054,735	3,111,199	3,947,388	3,947,388
<b>TOTAL RESERVES</b>	<b>8,649,189</b>	<b>6,480,148</b>	<b>4,907,968</b>	<b>3,809,938</b>	<b>3,262,485</b>	<b>3,268,356</b>	<b>3,466,021</b>	<b>3,892,399</b>	<b>4,388,150</b>	<b>5,067,981</b>	<b>6,194,665</b>	<b>7,147,381</b>	<b>7,147,381</b>
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>STATISTICS:</b>													
Refuse Rate Increase			5.5%	5.5%	5.0%	4.5%	4.5%	4.0%	3.0%	3.0%	3.0%	3.0%	



**CITY OF SUNNYVALE  
455/300. WASTEWATER MANAGEMENT FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	21,249,616	21,087,619	17,439,218	13,850,144	10,623,085	8,028,823	6,239,165	4,533,330	5,155,776	5,000,164	5,206,635	5,085,718	21,087,619
<b>CURRENT RESOURCES:</b>													
Service Fees	15,411,060	16,024,697	16,906,056	18,174,838	19,720,590	21,505,106	23,334,094	24,851,954	26,220,029	27,405,073	28,238,434	29,085,587	251,466,459
Connection Fees	685,044	816,474	700,000	770,000	784,000	798,000	784,000	700,000	665,000	700,000	770,000	784,000	8,271,474
Miscellaneous Revenues	332,115	323,613	365,771	379,455	394,540	410,872	427,647	437,033	458,764	473,643	487,306	504,504	4,663,148
Interest Income	182,185	260,294	534,948	632,648	509,269	412,977	348,800	320,129	543,161	359,139	365,098	406,035	4,692,498
Transfer From Capital Projects Fund	0	2,011,523	0	0	0	0	0	0	0	0	0	0	2,011,523
Transfer From Infrastructure Fund	0	3,552,309	0	0	0	0	0	0	0	0	0	0	3,552,309
Transfer From General Services Fund	0	3,359,828	0	0	0	0	0	0	0	0	0	0	3,359,828
<b>TOTAL CURRENT RESOURCES</b>	<b>16,610,405</b>	<b>26,348,739</b>	<b>18,506,775</b>	<b>19,956,941</b>	<b>21,408,399</b>	<b>23,126,955</b>	<b>24,894,541</b>	<b>26,309,116</b>	<b>27,886,954</b>	<b>28,937,855</b>	<b>29,860,839</b>	<b>30,780,127</b>	<b>278,017,240</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>37,860,021</b>	<b>47,436,358</b>	<b>35,945,992</b>	<b>33,807,085</b>	<b>32,031,484</b>	<b>31,155,778</b>	<b>31,133,705</b>	<b>30,842,446</b>	<b>33,042,730</b>	<b>33,938,019</b>	<b>35,067,474</b>	<b>35,865,845</b>	<b>299,104,859</b>
<b>CURRENT REQUIREMENTS:</b>													
Interfund Loan Repayment	0	1,161,345	1,161,345	1,161,345	311,345	311,345	311,345	1,511,345	2,050,053	2,050,053	2,050,053	2,050,053	14,129,628
Debt Service	1,543,625	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	1,551,557	17,043,186
Operations	10,909,477	12,566,851	13,083,399	13,161,566	13,556,954	13,964,294	14,383,948	14,816,292	15,261,711	15,720,603	16,193,378	16,668,754	159,377,752
In-Lieu Charges	1,781,466	1,746,740	2,334,299	2,507,863	2,589,062	2,666,442	2,746,137	2,827,065	2,910,391	2,992,844	3,077,605	3,164,740	29,563,189
Capital Projects	411,707	2,103,150	486,000	735,420	120,686	282,281	168,859	128,073	130,635	248,116	897,491	1,202,263	6,502,976
Special Projects	679,206	1,120,737	47,527	48,478	49,447	50,436	103,367	52,474	53,523	54,594	55,685	114,602	1,750,869
Infrastructure Projects	0	8,532,063	1,715,000	2,622,420	4,123,472	4,198,555	5,408,663	3,093,180	4,298,098	4,320,882	4,290,134	2,845,515	45,447,983
Project Administration	195,541	509,181	584,717	342,793	620,615	645,547	779,714	384,876	494,097	538,060	574,240	549,632	6,023,472
Water Pollution Control Plant Rent	0	0	296,748	302,683	311,763	321,116	330,750	340,672	350,893	361,419	372,262	383,430	3,371,736
Transfer To General Fund (Pwr Gen. Facility)	675,305	695,564	716,431	737,924	760,062	782,864	806,350	830,541	855,457	881,120	907,554	943,856	8,917,723
Transfer To Capital Projects Fund	16,811	0	0	0	0	0	0	0	0	0	0	0	0
Transfer To General Services Fund	0	3,750	32,752	0	0	125,000	0	29,380	3,332	0	0	0	194,214
Transfer To Infrastructure Fund	559,262	10,830	91,348	14,427	10,518	18,424	10,606	121,390	90,276	11,404	11,466	10,843	401,532
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>16,772,401</b>	<b>29,997,141</b>	<b>22,095,848</b>	<b>23,184,000</b>	<b>24,002,661</b>	<b>24,916,613</b>	<b>26,600,375</b>	<b>25,686,670</b>	<b>28,042,566</b>	<b>28,731,384</b>	<b>29,981,756</b>	<b>29,485,245</b>	<b>292,724,260</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	9,075,831	0	0	0	0	0	0	0	0	0	0	0	0
Contingencies	2,727,369	3,141,713	3,270,850	3,290,392	3,389,239	3,491,073	3,595,987	3,704,073	3,815,428	3,930,151	4,048,345	4,167,188	4,167,188
Rate Stabilization Reserve	7,758,515	12,771,600	9,053,389	5,806,789	3,113,680	1,222,187	(588,561)	(74,202)	(341,168)	(249,420)	(488,531)	687,507	687,507
<b>TOTAL RESERVES</b>	<b>21,087,619</b>	<b>17,439,218</b>	<b>13,850,144</b>	<b>10,623,085</b>	<b>8,028,823</b>	<b>6,239,165</b>	<b>4,533,330</b>	<b>5,155,776</b>	<b>5,000,164</b>	<b>5,206,635</b>	<b>5,085,718</b>	<b>6,380,599</b>	<b>6,380,599</b>
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>STATISTICS:</b>													
Sewer Rate Increase	7.0%	5.0%	5.5%	7.5%	8.5%	9.0%	8.5%	6.5%	5.5%	5.0%	4.5%	3.0%	





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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
1103	SCVWD Reclaimed Water Rebate	211,994	191,360	192,510	192,510	192,510	192,510	192,510	0	0	0	0	0	1,153,910
1507	Late Payment Penalties	70,662	82,238	86,616	92,336	98,687	105,231	111,999	117,931	123,843	130,965	138,496	146,464	1,234,807
3050	Water Connection Fees	80,467	82,881	85,000	93,500	95,200	96,900	95,200	93,847	89,155	93,847	103,232	105,108	1,033,870
3052	Water Hydrant Fees	29,736	23,077	23,308	23,774	24,487	25,222	25,978	26,758	27,560	28,387	29,239	30,116	287,907
3053	Water Frontage Fees	77,952	52,048	43,034	43,895	45,212	46,568	47,965	49,404	50,886	52,413	53,985	55,604	541,013
3054	Water Meter Sales	113,743	97,850	100,786	104,817	109,010	113,370	117,905	122,621	127,526	132,627	137,932	143,449	1,307,892
3055	Water Meter Use Fees	1,758,921	1,811,689	1,893,215	1,978,502	2,078,397	2,183,335	2,293,572	2,409,374	2,531,024	2,670,354	2,817,354	2,972,447	25,639,263
3056	Water Sales - Metered	16,293,101	18,861,932	19,866,069	21,178,093	22,634,560	24,135,553	25,687,946	27,048,365	28,469,726	30,106,942	31,838,129	33,669,832	283,497,147
3057	Water Tapping Fees	17,637	6,752	5,482	5,482	5,482	5,482	5,482	5,482	5,482	5,482	5,482	5,482	61,572
3058	Water Turn On Fees	95,573	98,440	101,393	105,449	109,667	114,054	118,616	123,361	128,295	133,427	138,764	144,314	1,315,780
3060	Water Recycled	602,913	688,382	723,724	756,327	794,514	834,629	876,770	921,038	967,541	1,020,803	1,076,998	1,136,285	9,797,013
3355	Interest Income	183,578	255,259	332,598	425,660	412,869	569,545	598,256	638,336	685,844	685,080	603,940	468,070	5,675,457
3601	Interfund Loan Payment	167,512	1,236,054	0	0	0	0	0	0	0	0	0	0	1,236,054
4100	Miscellaneous Revenues	15,475	0	0	0	0	0	0	0	0	0	0	0	0
4400	Transfer From Capital Projects Fund	0	720,390	0	0	0	0	0	0	0	0	0	0	720,390
4400	Transfer From Infrastructure Fund	0	1,589,769	0	0	0	0	0	0	0	0	0	0	1,589,769
<b>FUND TOTAL</b>		<b>19,719,264</b>	<b>25,798,121</b>	<b>23,453,735</b>	<b>25,000,346</b>	<b>26,600,594</b>	<b>28,422,399</b>	<b>30,172,199</b>	<b>31,556,516</b>	<b>33,206,882</b>	<b>35,060,327</b>	<b>36,943,550</b>	<b>38,877,173</b>	<b>335,091,842</b>

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
0751	Long Term Rent	142,672	143,189	147,229	150,093	154,474	158,987	163,636	168,424	173,355	178,435	183,666	189,055	1,810,544
1004	County Wide AB939 Fee	147,754	131,653	137,258	139,902	124,712	122,676	120,690	120,047	122,363	124,350	122,297	122,289	1,388,239
1035	TFCA State Grant	0	247,217	0	0	0	0	0	0	0	0	0	0	247,217
1507	Late Payment Penalties	99,530	112,161	118,330	124,844	131,148	137,056	143,223	148,952	153,421	158,023	162,764	167,647	1,557,568
1508	Liquidated Damages	4,920	0	0	0	0	0	0	0	0	0	0	0	0
2906	Battery/Oil/Paint Drop Off Fee	15,078	10,736	13,676	13,676	13,676	13,676	13,676	13,676	13,676	13,676	13,676	13,676	147,496
3061	Refuse Service Fees - City	23,837,286	24,924,733	26,295,593	27,743,139	29,143,891	30,456,794	31,827,349	33,100,443	34,093,457	35,116,260	36,169,748	37,254,841	346,126,248
3062	Refuse Service Fees - Specialty	594,013	516,682	545,100	575,107	604,144	631,360	659,771	686,162	706,747	727,949	749,788	772,281	7,175,090
3063	Refuse Franchise Fees	1,446,099	1,454,319	1,463,283	1,492,549	1,537,325	1,583,445	1,630,948	1,679,877	1,713,474	1,764,878	1,817,825	1,872,360	18,010,282
3071	MRF Revenues - SMaRT	190,228	187,168	152,266	156,752	277,392	275,591	273,841	275,106	283,218	290,694	288,756	291,624	2,752,410
3080	Kirby Canyon SMaRT Operator	148,480	145,769	147,273	152,284	156,486	158,150	159,864	130,152	133,801	137,317	138,136	140,408	1,599,640
3083	Curbside	345,895	332,179	335,501	338,856	342,244	345,667	349,123	352,614	356,141	359,702	363,299	366,932	3,842,257
3084	Curbside Sales - General	277,656	280,432	283,237	286,069	288,930	291,819	294,737	297,685	300,661	303,668	306,705	309,772	3,243,714
3086	Yardwaste Sales - SMaRT	(65,778)	(65,718)	(66,375)	(67,039)	(67,709)	(68,386)	(69,070)	(69,761)	(70,458)	(71,163)	(71,875)	(72,593)	(760,147)
1003-01	CEC Subsidy	26,237	26,000	26,000	26,000	14,473	0	0	0	0	0	0	0	92,473
3091	Green Ticket Revenue	3,915	4,036	4,200	4,200	4,200	0	0	0	0	0	0	0	16,636
3355	Interest Income	442,859	613,428	566,383	566,411	577,874	591,091	614,463	651,145	692,131	748,362	830,596	903,722	7,355,607
4100	Miscellaneous Revenues	39,750	0	0	0	0	0	0	0	0	0	0	0	0
xxxx	Accrued Franchise Depreciation Savings	0	907,389	0	0	0	0	0	0	0	0	0	0	907,389
4400-84	Transfer From Infrastructure Fund	0	62,334	0	0	0	0	0	0	0	0	0	0	62,334
<b>FUND TOTAL</b>		<b>27,696,594</b>	<b>30,033,709</b>	<b>30,168,953</b>	<b>31,702,843</b>	<b>33,303,259</b>	<b>34,697,925</b>	<b>36,182,252</b>	<b>37,554,522</b>	<b>38,671,986</b>	<b>39,852,152</b>	<b>41,075,381</b>	<b>42,332,014</b>	<b>395,574,998</b>

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2003/2004 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
1114	Other Agencies - Reimbursement	0	0	47,527	48,478	49,447	50,436	51,445	52,474	53,523	54,594	55,685	56,799	520,407
1367	Permit - Waste Discharge	17,889	18,000	18,180	18,725	19,287	19,866	20,462	21,076	21,708	22,359	23,030	23,951	226,644
1507	Late Payment Penalties	61,507	67,043	70,730	76,038	82,505	89,971	97,623	97,623	109,697	114,639	118,078	121,620	1,045,569
2902	Storm Drain Fees	181,922	182,654	188,134	193,778	199,591	205,579	211,746	218,098	224,641	231,381	238,322	247,855	2,341,778
3066	Sewer Fees - City	14,998,346	15,591,347	16,448,871	17,683,342	19,187,293	20,923,551	22,703,078	24,179,891	25,510,970	26,660,213	27,460,020	28,283,820	244,632,396
3067	Sewer Fees - Non-City	412,715	433,350	457,185	491,496	533,297	581,555	631,016	672,063	709,059	744,860	778,415	801,767	6,834,063
3068	Sewer Connection Fees	685,044	816,474	700,000	770,000	784,000	798,000	784,000	700,000	665,000	700,000	770,000	784,000	8,271,474
3069	Sewer Frontage Fees	3,671	0	0	0	0	0	0	0	0	0	0	0	0
3355	Interest Income	182,185	260,294	534,948	632,648	509,269	412,977	348,800	320,129	543,161	359,139	365,098	406,035	4,692,498
3090	Sales from PGF Electricity	66,949	55,916	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191	54,279	528,750
4400	Transfer From Infrastructure Fund	0	3,552,309	0	0	0	0	0	0	0	0	0	0	3,552,309
4400	Transfer From Captial Projects Fund	0	2,011,523	0	0	0	0	0	0	0	0	0	0	2,011,523
4400	Transfer From General Services Fund	0	3,359,828	0	0	0	0	0	0	0	0	0	0	3,359,828
<b>FUND TOTAL</b>		<b>16,610,405</b>	<b>26,348,739</b>	<b>18,506,775</b>	<b>19,956,941</b>	<b>21,408,399</b>	<b>23,126,955</b>	<b>24,894,541</b>	<b>26,309,116</b>	<b>27,886,954</b>	<b>28,937,855</b>	<b>29,860,839</b>	<b>30,780,127</b>	<b>278,017,240</b>









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

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
3065 Curbside Revenue	625,492	615,404	621,558	627,774	634,051	640,392	646,796	653,264	659,796	666,394	673,058	679,789	7,118,277
3065-03 Yardwaste Revenue	(90,830)	(92,298)	(93,221)	(94,153)	(95,094)	(96,045)	(97,006)	(172,352)	(174,076)	(175,816)	(177,575)	(179,350)	(1,446,986)
3070 Host Fees - SMaRT Station	716,690	722,654	742,678	772,072	801,523	818,942	836,856	1,076,927	1,121,813	1,167,261	1,199,226	1,240,054	10,500,007
3071 MRF Revenues - SMaRT Station	387,589	386,232	315,668	321,747	564,651	565,785	566,999	713,425	728,636	743,348	748,896	759,323	6,414,709
3072-01 SMaRT Oper Cost Reimb - Mt. View	4,337,571	4,364,831	4,597,950	4,668,065	4,350,055	4,324,192	4,430,499	4,539,300	4,643,406	4,790,142	4,868,095	5,043,190	50,619,723
3072-02 SMaRT Oper Cost Reimb - Palo Alto	3,537,516	3,655,334	3,926,808	3,986,690	3,740,439	3,732,198	3,838,231	7,960,020	8,222,418	8,566,136	8,796,521	9,215,063	65,639,859
3072-03 SMaRT Oper Cost Reimb - Sunnyvale	7,631,657	7,657,827	7,827,488	8,090,918	8,447,755	8,378,734	8,547,601	7,344,542	7,633,788	7,989,923	8,046,035	8,545,802	88,510,413
3077-01 SMaRT Debt - Mountain View	447,602	437,813	437,730	437,370	437,489	436,883	437,460	437,528	436,942	437,516	437,610	437,390	4,811,731
3077-02 SMaRT Debt - Palo Alto	405,991	397,112	397,037	396,711	396,818	396,269	396,792	396,854	396,322	396,843	396,928	396,729	4,364,415
3077-03 SMaRT Debt - Sunnyvale	1,055,158	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	1,031,084	11,342,964
3080 Kirby Canyon Operation Reimbursement	304,512	300,802	305,317	312,577	318,539	324,680	331,004	337,519	344,229	351,140	358,259	365,591	3,649,657
4100 Miscellaneous Revenues	2,297	0	0	0	0	0	0	0	0	0	0	0	0
<b>FUND TOTAL</b>	<b>19,361,245</b>	<b>19,477,792</b>	<b>20,110,901</b>	<b>20,550,808</b>	<b>20,627,544</b>	<b>20,551,918</b>	<b>20,966,483</b>	<b>24,318,436</b>	<b>25,043,300</b>	<b>25,964,268</b>	<b>26,378,655</b>	<b>27,534,664</b>	<b>251,524,769</b>



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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
3074	Capital Replacement Contrib - Mt. View	107,247	110,272	257,950	234,500	234,500	234,500	152,425	152,425	152,425	152,425	152,425	152,425	1,986,272
3075	Capital Replacement Contrib - Palo Alto	97,277	100,021	233,970	212,700	212,700	212,700	138,255	138,255	138,255	138,255	138,255	138,255	1,801,621
3076	Capital Replacement Contrib - Sunnyvale	252,820	259,950	608,080	552,800	552,800	552,800	359,320	359,320	359,320	359,320	359,320	359,320	4,682,350
3355	Interest Income	104,717	134,273	73,648	38,247	65,704	33,124	71,951	65,356	62,515	74,297	50,797	49,415	719,327
<b>FUND TOTAL</b>		<b>562,061</b>	<b>604,516</b>	<b>1,173,648</b>	<b>1,038,247</b>	<b>1,065,704</b>	<b>1,033,124</b>	<b>721,951</b>	<b>715,356</b>	<b>712,515</b>	<b>724,297</b>	<b>700,797</b>	<b>699,415</b>	<b>9,189,570</b>





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

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
2352 Catering	0	4,506	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376	51,737
<b>TOTAL CATERING AND RESTAURANT</b>	<b>0</b>	<b>4,506</b>	<b>4,120</b>	<b>4,244</b>	<b>4,371</b>	<b>4,502</b>	<b>4,637</b>	<b>4,776</b>	<b>4,919</b>	<b>5,067</b>	<b>5,219</b>	<b>5,376</b>	<b>51,737</b>
0750-01 License Fee Tennis Center	76,622	72,075	81,885	84,342	86,872	89,478	92,162	94,927	97,775	100,708	103,729	106,841	1,010,794
0750-02 Concessions - Tennis Center	12,313	14,415	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,069	13,461	132,536
0750-04 Lookout Rental	64,120	59,148	63,600	63,600	63,600	63,600	66,780	66,780	66,780	66,780	66,780	66,780	714,228
0750-05 Percent Over Gross Lookout	27,633	22,692	22,500	23,175	23,870	24,600	25,338	26,098	26,881	27,800	28,634	29,493	281,081
0751-13 Rental - Raynor Artists	19,682	18,700	20,711	21,332	0	0	0	0	0	0	0	0	60,743
0751-14 Rental - Raynor Child Care	92,866	88,234	98,692	101,652	104,704	71,184	0	0	0	0	0	0	464,466
0752-01 Rental - Indoor Sports Ctr	19,987	18,991	27,000	27,810	28,644	29,503	30,388	31,300	32,239	33,206	34,202	35,228	328,512
0752-03 Rental - Park Buildings	95,777	88,350	100,000	103,000	106,090	109,273	112,551	115,928	119,406	122,988	126,678	130,478	1,234,741
0752-04 Rental - Picnic Areas	80,654	76,632	80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	104,382	993,743
0752-05 Rental - Performing Arts Ctr	93,458	86,211	99,000	28,840	29,705	30,596	31,514	32,460	33,433	34,436	35,470	36,534	478,200
0752-06 Rental - Recreation Ctr	120,982	119,505	165,000	169,950	175,049	180,300	185,709	191,280	197,018	202,929	209,017	215,288	2,011,045
0752-07 Rental - Athletic Fields	35,286	53,010	57,000	57,000	58,710	58,710	58,710	58,710	58,710	60,471	60,471	60,471	641,973
0752-09 Rental - Equipment	6,050	5,580	530	546	562	579	546	562	579	597	615	633	11,330
0752-10 Rental - Senior Center	35,286	74,400	90,000	100,000	103,000	106,090	109,273	112,551	115,928	119,406	122,988	126,678	1,180,313
<b>TOTAL RENTS AND CONCESSIONS</b>	<b>780,716</b>	<b>797,943</b>	<b>916,218</b>	<b>874,256</b>	<b>876,606</b>	<b>862,587</b>	<b>814,605</b>	<b>835,279</b>	<b>856,573</b>	<b>880,379</b>	<b>902,994</b>	<b>926,267</b>	<b>9,543,706</b>
1369 Art Permits	1,600	4,800	5,376	5,537	5,703	5,875	6,051	6,232	6,419	6,612	6,810	7,014	66,430
<b>TOTAL ART IN PRIVATE DEVELOPMENT</b>	<b>1,600</b>	<b>4,800</b>	<b>5,376</b>	<b>5,537</b>	<b>5,703</b>	<b>5,875</b>	<b>6,051</b>	<b>6,232</b>	<b>6,419</b>	<b>6,612</b>	<b>6,810</b>	<b>7,014</b>	<b>66,430</b>

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
2355	Baylands Picnic Reservation	54,721	47,139	58,000	59,740	61,501	63,346	65,246	67,203	69,219	71,296	73,435	75,638	711,764
2356	Baylands Vehicle Entry Fee	61,797	74,040	74,000	76,220	78,507	80,862	83,288	85,787	88,361	91,012	93,742	96,554	922,372
<b>TOTAL BAYLANDS</b>		<b>116,518</b>	<b>121,179</b>	<b>132,000</b>	<b>135,960</b>	<b>140,008</b>	<b>144,208</b>	<b>148,534</b>	<b>152,990</b>	<b>157,580</b>	<b>162,307</b>	<b>167,177</b>	<b>172,192</b>	<b>1,634,136</b>
2357	Youth Basketball Leauge	90,404	69,273	61,600	63,448	65,351	67,312	69,331	71,411	73,553	75,760	78,033	80,374	775,446
2358	Adult Leagues - Softball	48,803	50,192	54,106	55,729	57,401	59,123	60,897	62,724	64,606	66,544	68,540	70,596	670,458
2359	Adult Leagues - Basketball	68,369	54,129	56,650	58,350	60,101	61,904	63,798	65,712	67,683	69,713	71,804	73,958	703,803
2360	Adult Leagues - Volleyball	49,670	59,050	43,260	44,558	45,895	47,272	48,690	50,151	51,656	53,206	54,802	56,446	554,985
2361	Open Gym - Adult	42,920	42,000	38,000	39,140	40,314	41,523	42,769	44,052	45,374	46,707	48,108	49,551	477,539
2362	Martial Arts - Youth	4,601	14,332	17,000	17,510	18,035	18,576	19,133	19,707	20,298	20,907	21,534	22,180	209,213
2364	Fitness/Sports Youth	152,148	134,063	178,000	183,340	188,840	194,505	200,340	206,350	212,541	218,917	225,485	232,250	2,174,630
2365	Fitness/Sports Adult	97,961	95,861	84,000	86,520	89,116	91,789	94,543	97,379	100,300	103,309	106,408	109,600	1,058,826
2366	Jazzercise	54,850	63,517	0	0	0	0	0	0	0	0	0	0	63,517
2367	Sports Camps Youth	103,921	101,369	125,000	128,750	132,613	136,591	140,689	144,910	149,257	153,735	158,347	163,097	1,534,358
2370	Special Events HOTS	5,029	5,733	6,000	6,000	6,000	7,200	7,200	7,200	7,200	8,400	8,400	8,400	77,733
2371	Special Events July 4th	5,719	0	0	0	0	0	0	0	0	0	0	0	0
2374	Gymnastics Preschool	44,451	41,184	90,000	100,000	103,000	106,090	109,273	112,551	115,928	119,406	122,988	126,678	1,147,097
2375	Gymnastics Youth	38,067	49,208	70,000	80,000	82,400	84,872	87,418	90,041	92,742	95,524	98,390	101,342	931,937
2377	Swim Classes Youth	184,246	206,674	200,000	206,000	212,180	218,545	225,101	231,854	238,810	245,974	253,353	260,954	2,499,446
2378	Aquatics Classes Preschool	20,718	19,683	20,600	21,218	21,855	22,511	23,186	23,882	24,598	25,336	26,096	26,879	255,843
2379	Rec Swim Youth	20,579	25,059	22,000	22,660	22,660	22,660	23,340	23,340	23,340	24,040	24,040	24,040	257,179
2380	Rec Swim Teens	2,766	2,661	2,869	2,955	3,044	3,135	3,229	3,326	3,426	3,529	3,635	3,744	35,553
2381	Pool Rental Youth	2,084	2,039	2,198	2,264	2,332	2,402	2,474	2,548	2,624	2,703	2,784	2,868	27,236
2382	Pool Rental Adult	2,678	2,621	0	0	0	0	0	0	0	0	0	0	2,621
2383	Aquatics Classes Adult	17,218	32,477	22,000	22,660	23,340	24,040	24,761	25,504	26,269	27,057	27,869	28,705	284,682

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
2385	Special Interest Child	44,543	44,779	45,500	46,865	48,271	49,719	51,211	52,747	54,329	55,959	57,638	59,367	566,386
2387	Cultural Arts Express	4,386	23,487	42,497	43,772	45,085	46,437	47,830	49,265	50,743	52,266	53,834	55,449	510,665
2388	Visual Arts Child	37,292	34,398	36,000	37,080	38,192	39,338	40,518	41,734	42,986	44,275	45,604	46,972	447,098
2391	Visual Arts Adult	88,981	110,838	90,600	93,318	96,118	99,001	101,971	105,030	108,181	111,427	114,769	118,212	1,149,465
2392	Dance Classes Child	108,656	95,550	104,030	107,151	110,365	113,676	117,087	120,599	124,217	127,944	131,782	135,736	1,288,137
2393	Dance Classes Adult	77,566	81,217	77,250	79,568	81,955	84,413	86,946	89,554	92,241	95,008	97,858	100,794	966,802
2394	Performing Arts Child	127,512	107,971	120,500	124,115	127,838	131,674	135,624	139,693	143,883	148,200	152,646	157,225	1,489,368
2395	Performing Arts Adult	10,345	11,466	12,746	13,129	13,522	13,928	14,346	14,776	15,220	15,676	16,147	16,631	157,587
2396	Cultural Arts Theater Tickets	15,689	21,785	19,300	19,879	20,475	21,090	21,722	22,374	23,045	23,737	24,449	25,182	243,038
2397	Preschool Programs	126,505	128,992	98,000	100,940	103,968	107,087	110,300	113,609	117,017	120,528	124,144	127,868	1,252,453
2401	Neighborhood Rec Summer	120,687	114,660	123,789	127,503	131,328	135,268	139,326	143,505	147,811	152,245	156,812	161,517	1,533,762
2403	Summer Activities	45,487	49,686	43,500	44,805	46,149	47,534	48,960	50,428	51,941	53,500	55,104	56,758	548,365
2404	Non Academic Summer School	56,051	72,618	72,722	74,904	77,151	79,465	81,849	84,305	86,834	89,439	92,122	94,886	906,296
2406	Senior Adults Dances	14,007	19,110	7,000	7,210	7,426	7,649	7,878	8,114	8,357	8,608	8,866	9,132	99,351
2407	Senior Adult Programs	15,997	24,604	45,000	46,350	47,741	49,173	50,648	52,167	53,732	55,344	57,004	58,714	540,478
2408	Senior Adult Trips	105,472	100,384	112,000	115,360	118,821	122,386	126,058	129,840	133,735	137,747	141,879	146,135	1,384,345
2409	Senior Adult Special Events	2,221	11,466	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	28,661
2410	Theraputic Services Programs	26,711	26,677	25,000	25,750	26,523	27,319	28,139	28,983	29,852	30,748	31,670	32,620	313,281
2411	Senior Center Membership	48,124	31,323	67,000	69,010	71,080	73,212	75,408	77,670	80,000	82,400	84,872	87,418	799,394
2412	Senior Adult Lunch Program	70,563	0	0	0	0	0	0	0	0	0	0	0	0
2413	Teen Programs Co-Op	33,075	25,416	27,644	27,644	27,644	27,644	27,644	27,644	27,644	27,644	27,644	27,644	301,856
2414	Teen Programs Summer	15,322	12,421	22,000	22,660	23,340	24,040	24,761	25,504	26,269	27,057	27,869	28,705	264,626
2415	Teen Programs Middle School	2,743	2,952	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914	4,032	38,375
2416	Teen Programs High School	38,760	41,086	40,169	41,374	42,615	43,894	45,211	46,567	47,964	49,403	50,885	52,411	501,579

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
2417	Registration Service Fees	4,648	5,733	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829	74,516
2455	SMS After School Progs	2,766	2,867	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914	37,259
2460	High School Special Activities	1,282	2,867	1,500	1,500	1,500	1,800	1,800	1,800	2,100	2,100	2,100	2,100	21,167
<b>TOTAL RECREATION FEES</b>		<b>2,302,593</b>	<b>2,275,479</b>	<b>2,340,620</b>	<b>2,424,984</b>	<b>2,496,000</b>	<b>2,570,648</b>	<b>2,646,704</b>	<b>2,724,305</b>	<b>2,804,535</b>	<b>2,888,734</b>	<b>2,973,531</b>	<b>3,060,869</b>	<b>29,206,411</b>
1950-11	Sunnyvale Weekday	771,536	773,799	802,316	850,932	900,977	947,221	975,638	1,004,907	1,035,054	1,066,106	1,098,089	1,131,076	10,586,114
1950-12	Sunnyvale Weekday Twilight	282,866	287,968	292,182	313,484	335,507	355,274	365,932	376,910	388,217	399,864	411,860	424,215	3,951,413
1950-13	Sunnyvale Weekend/Holiday	776,842	787,990	829,298	873,302	918,433	961,151	989,985	1,019,685	1,050,275	1,081,784	1,114,237	1,147,664	10,773,804
1950-14	Sunnyvale W/E Holiday Twilight	165,201	148,910	155,532	166,087	176,982	186,867	192,473	198,247	204,194	210,320	216,630	223,129	2,079,370
1950-15	Sunnyvale S.A.C.	29,950	44,207	47,595	50,634	53,767	56,526	58,222	59,969	61,768	63,621	65,530	67,495	629,334
1950-16	Sunnyvale Golf Discount	237,296	229,084	239,620	256,654	274,255	290,197	298,903	307,870	317,106	326,620	336,418	346,511	3,223,239
1950-17	Sunnyvale 10-Play Card	23,975	36,835	43,587	46,228	48,947	51,263	52,801	54,385	56,017	57,697	59,428	61,211	568,399
1950-18	Smart Card Fee Sunnyvale	2,660	2,708	1,335	1,370	1,405	1,447	1,491	1,535	1,581	1,629	1,678	1,728	17,907
1952	School Group Play	1,538	1,105	1,350	1,350	1,350	1,350	1,350	1,500	1,500	1,500	1,500	1,500	15,355
1963-11	Sunken Garden Weekday	438,223	416,213	406,434	431,087	456,452	480,814	495,239	510,096	525,399	541,161	557,396	574,117	5,394,407
1963-12	Sunken Garden Wkday Replay	5,804	5,740	6,014	6,472	6,946	7,382	7,603	7,832	8,067	8,309	8,558	8,815	81,736
1963-13	Sunken Garden Wkend/Holiday	344,227	317,764	339,674	357,984	376,774	395,273	407,131	419,345	431,925	444,883	458,230	471,976	4,420,959
1963-14	Sunken Garden Wkend Replay	16,324	16,144	16,804	17,975	19,182	20,313	20,922	21,550	22,196	22,862	23,548	24,254	225,750
1963-15	Sunken Garden Syvale Advant	11,060	17,825	23,463	24,886	26,350	27,884	28,721	29,582	30,470	31,384	32,325	33,295	306,185
1963-16	Sunken Garden Golf Discount	103,161	109,178	129,316	142,181	155,522	167,475	172,499	177,674	183,004	188,494	194,149	199,974	1,819,467
1963-17	Sunken Garden 10-Play	11,060	14,268	22,184	24,281	26,454	28,370	29,221	30,098	31,001	31,931	32,889	33,876	304,574
1963-18	Sunken Garden Smart Card Fee	3,407	3,468	1,345	1,380	1,415	1,457	1,501	1,546	1,593	1,640	1,690	1,740	18,776
<b>TOTAL GOLF FEES</b>		<b>3,225,130</b>	<b>3,213,206</b>	<b>3,358,049</b>	<b>3,566,287</b>	<b>3,780,718</b>	<b>3,980,265</b>	<b>4,099,632</b>	<b>4,222,731</b>	<b>4,349,368</b>	<b>4,479,804</b>	<b>4,614,153</b>	<b>4,752,577</b>	<b>44,416,789</b>

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
1955	Golf Cart Rental	320,705	317,515	318,860	328,106	337,622	347,751	347,751	347,751	358,184	358,184	358,184	368,930	3,788,837
1956	Driving Range Fees	378,993	363,024	353,388	358,335	374,253	374,253	374,253	374,253	374,253	385,481	385,481	385,481	4,102,454
1957	Golf Miscellaneous Rentals	39,776	36,862	38,193	39,300	41,612	41,612	41,612	41,612	41,612	42,860	42,860	42,860	450,995
4175	Golf Merchandise Sales	281,507	284,594	260,698	268,519	276,575	284,872	293,418	302,221	311,287	320,626	330,245	340,152	3,273,206
4180	Golf Instruction	34,964	45,953	45,866	47,242	48,659	50,119	51,622	53,171	54,766	56,409	58,102	59,845	571,754
<b>TOTAL GOLF SHOP REVENUE</b>		<b>1,055,945</b>	<b>1,047,948</b>	<b>1,017,005</b>	<b>1,041,502</b>	<b>1,078,720</b>	<b>1,098,606</b>	<b>1,108,657</b>	<b>1,119,008</b>	<b>1,140,102</b>	<b>1,163,560</b>	<b>1,174,871</b>	<b>1,197,267</b>	<b>12,187,247</b>
4100	Miscellaneous Revenue	20,717	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL MISCELLANEOUS REVENUE</b>		<b>20,717</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>
3355	Interest Income	26,338	42,540	11,789	2,103	4,636	13,266	8,974	9,467	1,969	4,491	4,525	2,381	106,141
<b>TOTAL INTEREST INCOME</b>		<b>26,338</b>	<b>42,540</b>	<b>11,789</b>	<b>2,103</b>	<b>4,636</b>	<b>13,266</b>	<b>8,974</b>	<b>9,467</b>	<b>1,969</b>	<b>4,491</b>	<b>4,525</b>	<b>2,381</b>	<b>106,141</b>
xxxx	Fremont Pool Endowment	30,842	32,402	32,541	40,677	48,812	48,812	48,812	48,812	48,812	48,812	48,812	48,812	496,116
3418	Fremont Pool Revenue	36,951	42,000	48,000	48,000	48,000	49,440	50,923	50,923	50,923	54,511	56,146	56,146	555,012
<b>TOTAL FREMONT POOL REVENUES</b>		<b>67,793</b>	<b>74,402</b>	<b>80,541</b>	<b>88,677</b>	<b>96,812</b>	<b>98,252</b>	<b>99,735</b>	<b>99,735</b>	<b>99,735</b>	<b>103,323</b>	<b>104,958</b>	<b>104,958</b>	<b>1,051,128</b>
4400-03	Transfer From General Fund	3,187,371	3,207,294	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	4,253,163	39,917,425
4400-14	Transfer From Park Dedication Fund	0	0	8,500	0	31,004	0	0	0	0	0	0	0	39,504
4400-36	Transfer From Dorolou Swirsky Fund	0	7,963	11,333	14,195	17,980	21,936	22,374	22,822	23,278	23,744	24,219	24,703	214,546
<b>TOTAL TRANSFERS IN</b>		<b>3,187,371</b>	<b>3,215,257</b>	<b>3,262,671</b>	<b>3,148,381</b>	<b>3,410,603</b>	<b>3,519,660</b>	<b>3,517,297</b>	<b>3,746,695</b>	<b>3,902,056</b>	<b>4,022,732</b>	<b>4,148,258</b>	<b>4,277,866</b>	<b>40,171,475</b>
<b>FUND TOTAL</b>		<b>10,784,720</b>	<b>10,797,259</b>	<b>11,128,390</b>	<b>11,291,930</b>	<b>11,894,178</b>	<b>12,297,869</b>	<b>12,454,826</b>	<b>12,921,217</b>	<b>13,323,256</b>	<b>13,717,007</b>	<b>14,102,496</b>	<b>14,506,768</b>	<b>138,435,198</b>



**CITY OF SUNNYVALE  
560. PATENT LIBRARY FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	155,056	43,414	0	0	0	0	0	0	0	0	0	0	43,414
-----													
CURRENT RESOURCES:													
Patent Library Fees	265,160	257,659	280,011	0	0	0	0	0	0	0	0	0	537,670
Interest	4,300	2,435	0	0	0	0	0	0	0	0	0	0	2,435
Transfer From General Fund	0	19,651	53,000	0	0	0	0	0	0	0	0	0	72,651
-----													
TOTAL CURRENT RESOURCES	269,461	279,745	333,011	0	0	0	0	0	0	0	0	0	612,756
-----													
TOTAL AVAILABLE RESOURCES	424,517	323,159	333,011	0	0	0	0	0	0	0	0	0	656,170
-----													
CURRENT REQUIREMENTS:													
Operations	299,234	323,159	333,011	0	0	0	0	0	0	0	0	0	656,170
Transfer To General Fund	81,868	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL CURRENT REQUIREMENTS	381,102	323,159	333,011	0	0	0	0	0	0	0	0	0	656,170
-----													
RESERVES:													
20 Year RAP	43,414	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL RESERVES	43,414	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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**CITY OF SUNNYVALE**  
**595. COMBINED GENERAL SERVICES FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2015 TO JUNE 30, 2025**

	FY 2015/2016										FY 2004/2005	
											TO	TO
	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2024/2025	FY 2024/2025
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	TOTAL	TOTAL
RESERVES/FUND BALANCE, JULY 1	15,474,193	17,211,833	18,843,504	19,631,173	19,254,426	20,141,222	17,924,987	18,646,040	17,733,652	18,307,942	15,474,193	27,759,576
<b>CURRENT RESOURCES:</b>												
Intergovernmental Revenues	0	0	0	0	0	0	0	0	0	0	0	152,486
Equipment Rental	16,941,376	17,289,382	17,682,517	18,075,526	18,455,048	18,845,678	19,247,640	19,661,170	20,086,519	20,523,943	186,808,798	337,787,604
Facilities Rental	5,198,162	5,314,860	5,434,179	5,556,176	5,680,912	5,808,449	5,938,848	6,072,176	6,208,496	6,347,877	57,560,135	103,739,944
Long-Term Rent - 505 W. Olive	659,058	685,421	712,837	741,351	771,005	801,845	833,919	867,276	901,967	938,045	7,912,724	14,068,559
Utility Fees	19,722	20,314	20,923	21,551	22,198	22,864	23,550	24,257	24,985	25,735	226,099	408,585
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	2,184,592
Miscellaneous Revenues	20,336	20,946	21,574	22,221	22,888	23,575	24,282	25,010	25,761	26,534	233,127	421,387
Interest Income	1,157,091	1,257,646	1,325,839	1,314,058	1,356,890	1,256,001	1,255,464	1,221,755	1,234,264	1,160,693	12,539,697	22,161,057
Intrafund Loan Repayment	335,095	335,095	335,095	0	0	0	0	0	0	0	1,005,285	3,555,411
Transfers From Other Funds	1,386,298	1,420,950	1,076,430	1,119,487	1,164,266	1,230,837	1,259,270	1,309,641	1,362,027	1,416,508	12,745,712	31,271,720
<b>TOTAL CURRENT RESOURCES</b>	<b>25,818,887</b>	<b>26,450,433</b>	<b>26,719,447</b>	<b>26,964,826</b>	<b>27,592,241</b>	<b>28,113,043</b>	<b>28,711,720</b>	<b>29,315,182</b>	<b>29,983,270</b>	<b>30,584,157</b>	<b>280,253,206</b>	<b>515,751,344</b>
<b>TOTAL AVAILABLE RESOURCES</b>	<b>41,293,080</b>	<b>43,662,266</b>	<b>45,562,951</b>	<b>46,595,999</b>	<b>46,846,667</b>	<b>48,254,265</b>	<b>46,636,707</b>	<b>47,961,221</b>	<b>47,716,922</b>	<b>48,892,099</b>	<b>295,727,399</b>	<b>543,510,920</b>
<b>CURRENT REQUIREMENTS:</b>												
Equipment	4,971,015	4,888,359	5,962,556	7,593,020	6,403,102	9,247,226	6,284,096	7,780,440	6,194,807	8,044,340	67,368,962	126,583,624
Operations	16,685,459	17,294,772	17,494,975	18,102,731	18,735,295	19,392,432	20,074,326	20,781,430	21,514,386	22,273,961	192,349,767	353,178,730
Capital Projects	209,999	341,355	0	0	0	0	0	0	0	0	551,354	3,372,360
Special Projects	80,593	0	0	0	0	90,244	0	0	0	0	170,837	555,721
Project Operating Costs	62,931	64,179	65,476	66,823	68,227	69,686	71,205	72,782	74,422	76,130	691,861	1,176,054
Transfer To SV Office Ctr Sub-Fund	108,231	112,560	117,062	121,745	126,615	131,679	136,946	142,424	148,121	154,046	1,299,429	2,326,619
Intrafund Loan Repayment	335,095	335,095	335,095	0	0	0	0	0	0	0	1,005,285	3,555,411
General Fund Loan Repayment	348,428	482,177	635,307	110,604	0	0	0	0	0	0	1,576,516	5,737,972
Transfer To Other Funds	470,217	489,025	508,586	528,930	550,087	572,090	594,974	618,773	643,524	669,265	5,645,471	13,467,194
Debt Service	809,280	811,240	812,720	817,720	822,120	825,920	829,120	831,720	833,720	839,120	8,232,680	16,722,000
<b>TOTAL CURRENT REQUIREMENTS</b>	<b>24,081,247</b>	<b>24,818,762</b>	<b>25,931,778</b>	<b>27,341,573</b>	<b>26,705,445</b>	<b>30,329,278</b>	<b>27,990,667</b>	<b>30,227,570</b>	<b>29,408,980</b>	<b>32,056,862</b>	<b>278,892,162</b>	<b>526,675,684</b>
<b>RESERVES:</b>												
Capital Projects	9,828,484	9,539,833	9,622,684	9,716,524	9,829,842	9,963,297	10,118,316	10,296,893	10,501,457	10,730,535	10,730,535	10,730,535
Equipment Replacement	5,566,934	7,550,577	8,300,429	7,877,276	8,700,833	6,404,428	7,026,687	5,995,150	6,427,747	4,794,095	4,794,095	4,794,095
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	585,878	522,558	477,524	430,090	380,012	326,726	270,500	211,073	148,202	80,070	80,070	80,070
<b>TOTAL RESERVES</b>	<b>17,211,833</b>	<b>18,843,504</b>	<b>19,631,173</b>	<b>19,254,426</b>	<b>20,141,222</b>	<b>17,924,987</b>	<b>18,646,040</b>	<b>17,733,652</b>	<b>18,307,942</b>	<b>16,835,236</b>	<b>16,835,236</b>	<b>16,835,236</b>
FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0
Annual Rental Rate Increase	2.4%	2.1%	2.3%	2.2%	2.1%	2.1%	2.2%	2.2%	2.2%	2.2%		













**CITY OF SUNNYVALE**  
**595/210. GENERAL SERVICES FUND/SUNNYVALE OFFICE CENTER SUB-FUND**  
**LONG TERM FINANCIAL PLAN**  
**JULY 1, 2014 TO JUNE 30, 2024**

	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2015/2016	FY 2004/2005
	2015/2016	2016/217	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	TO	TO
											FY 2024/2025	FY 2024/2025
											TOTAL	TOTAL
RESERVES/FUND BALANCE, JULY 1	11,218,550	11,059,020	10,770,369	10,853,220	10,947,060	11,060,378	11,193,833	11,348,852	11,527,429	11,731,993	11,218,550	12,367,220
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CURRENT RESOURCES:												
Facilities Rental	659,058	685,421	712,837	741,351	771,005	801,845	833,919	867,276	901,967	938,045	7,912,724	14,068,559
Interest Income	681,943	656,738	665,595	662,802	670,215	678,946	689,087	700,770	714,152	729,139	6,849,383	13,109,049
Transfer From General/Facilities Mgmt.	108,231	112,560	117,062	121,745	126,615	131,679	136,946	142,424	148,121	154,046	1,299,429	2,326,619
Transfer From Capital Projects Fund	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CURRENT RESOURCES	1,449,232	1,454,718	1,495,494	1,525,897	1,567,834	1,612,470	1,659,952	1,710,470	1,764,240	1,821,230	16,061,537	29,504,226
TOTAL AVAILABLE RESOURCES	12,667,781	12,513,739	12,265,864	12,379,118	12,514,894	12,672,848	12,853,785	13,059,322	13,291,668	13,553,224	27,280,086	41,871,447
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CURRENT REQUIREMENTS:												
Operations	301,561	291,337	288,509	290,466	295,570	302,795	311,501	321,289	331,916	343,231	3,078,175	5,977,749
Capital Projects	209,999	341,355	0	0	0	0	0	0	0	0	551,354	1,115,414
Debt Service	809,280	811,240	812,720	817,720	822,120	825,920	829,120	831,720	833,720	839,120	8,232,680	16,722,000
Transfer To General Fund	287,921	299,437	311,415	323,872	336,826	350,299	364,311	378,884	394,039	409,801	3,456,806	6,095,212
TOTAL CURRENT REQUIREMENTS	1,608,761	1,743,369	1,412,643	1,432,057	1,454,517	1,479,015	1,504,933	1,531,893	1,559,675	1,592,152	15,319,015	29,910,375
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RESERVES:												
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
Capital Projects	9,828,484	9,539,833	9,622,684	9,716,524	9,829,842	9,963,297	10,118,316	10,296,893	10,501,457	10,730,535	10,730,535	10,730,535
TOTAL RESERVES	11,059,020	10,770,369	10,853,220	10,947,060	11,060,378	11,193,833	11,348,852	11,527,429	11,731,993	11,961,071	11,961,071	11,961,071
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FUND BALANCE, JUNE 30	0	0	0	0	0	0	0	0	0	0	0	0
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**595/100. GENERAL SERVICES FUND/FLEET SERVICES SUB-FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	TOTAL
1201	Bay Area Air Quality Management Dist.	13,607	152,486	0	0	0	0	0	0	0	0	0	0	152,486
3355	Interest Income	168,813	127,368	163,500	170,189	137,072	123,428	126,691	140,329	148,618	138,087	165,871	163,348	1,604,501
3509	Fleet Equipment Rental	3,035,442	3,191,815	3,305,092	3,405,699	3,509,369	3,614,650	3,723,089	3,834,782	3,949,825	4,068,320	4,190,370	4,316,081	41,109,090
3529	Intrafund Loan Repayment	0	0	874,652	0	0	0	0	335,095	335,095	335,095	335,095	335,095	2,550,127
3801	Personal Property Sale	196,214	74,984	77,234	79,551	81,937	84,395	86,927	89,535	92,221	94,987	97,837	100,772	960,380
4100	Miscellaneous Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
4400-03	Transfer From General Fund	0	47,500	0	0	0	0	0	0	225,000	0	0	0	272,500
4400-41	Transfer From Water Supply & Dist. Fund	0	3,750	0	0	0	125,000	225,000	0	0	0	0	0	353,750
4400-43	Transfer From Wastewater Mgmt Fund	0	3,750	0	0	0	125,000	0	0	0	0	0	0	128,750
4400-52	Transfer From Community Rec Fund	0	0	0	0	0	0	0	150,000	0	0	0	0	150,000
<b>FUND TOTAL</b>		<b>3,414,076</b>	<b>3,601,652</b>	<b>4,420,478</b>	<b>3,655,439</b>	<b>3,728,378</b>	<b>4,072,473</b>	<b>4,161,707</b>	<b>4,549,740</b>	<b>4,750,759</b>	<b>4,636,489</b>	<b>4,789,173</b>	<b>4,915,296</b>	<b>47,281,583</b>

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	TOTAL
3511	Facility Rental	3,416,439	3,310,242	3,541,959	3,717,706	3,866,043	4,020,298	4,180,708	4,347,518	4,520,984	4,701,371	4,888,956	5,084,025	46,179,809
3517	Furniture Rental	413,516	339,820	74,760	77,003	79,313	81,693	84,143	86,668	89,268	91,946	94,704	97,545	1,196,864
3355	Interest Income	19,316	44,066	3,203	4,394	13,423	20,267	24,021	19,782	20,852	29,729	32,573	49,562	261,872
3801	Personal Property Sale	9	0	0	0	0	0	0	0	0	0	0	0	0
4108	Utilities Raynor Reimbursement	1,474	14,249	14,676	15,116	15,569	16,036	16,517	17,013	17,523	18,049	18,590	19,148	182,486
<b>FUND TOTAL</b>		<b>3,850,753</b>	<b>3,708,377</b>	<b>3,634,598</b>	<b>3,814,219</b>	<b>3,974,348</b>	<b>4,138,293</b>	<b>4,305,389</b>	<b>4,470,981</b>	<b>4,648,627</b>	<b>4,841,095</b>	<b>5,034,823</b>	<b>5,250,281</b>	<b>47,821,031</b>

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
3511	Facility Rental	501,925	480,000	507,630	467,765	504,617	553,830	563,043	579,934	597,332	615,252	633,710	652,721	6,155,835
3355	Interest Income	490,174	457,602	442,451	533,312	613,311	606,058	606,334	604,069	602,435	600,830	599,299	593,968	6,259,665
4400-71	Transfers From Capital Proj. Fund	996,290	0	0	0	0	0	0	0	0	0	0	0	0
4400-92	Transfer From Gen. Svs/Facilities Mgmt	310,365	83,779	83,779	84,617	87,155	89,770	92,463	95,237	98,094	101,037	104,068	107,190	1,027,189
<b>FUND TOTAL</b>		<b>2,298,754</b>	<b>1,021,381</b>	<b>1,033,860</b>	<b>1,085,693</b>	<b>1,205,083</b>	<b>1,249,658</b>	<b>1,261,840</b>	<b>1,279,240</b>	<b>1,297,861</b>	<b>1,317,119</b>	<b>1,337,076</b>	<b>1,353,879</b>	<b>13,442,690</b>

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

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
3501 IBM Copier Charges	27,305	31,851	25,265	26,336	27,495	28,705	29,997	31,346	32,757	34,231	35,771	37,381	341,136
3506 E-911 Rental	4,157	4,306	3,976	4,145	4,327	4,517	4,721	4,933	5,155	5,387	5,629	5,883	52,978
3510 Misc Electronic Equipment Rental	143,324	132,844	124,657	129,942	135,660	141,629	148,002	154,662	161,622	168,895	176,495	184,438	1,658,848
3512 Public Safety Communications Equip	558,332	621,279	612,437	638,404	666,494	695,820	727,132	759,853	794,046	829,778	867,118	906,138	8,118,499
3513 Computer Service Charges	4,163,193	2,307,911	2,379,865	2,480,771	2,589,925	2,703,882	2,825,556	2,952,707	3,086,759	3,225,664	3,370,818	3,522,505	31,446,364
3514 Print Shop Charges	455,511	388,623	718,533	814,505	847,826	882,877	921,716	967,787	1,016,025	1,066,528	1,119,397	1,174,736	9,918,553
3515 Tele-Com Equipment Rental	828,000	794,807	761,249	793,526	828,441	864,893	903,813	944,484	986,986	1,031,400	1,077,813	1,126,315	10,113,728
3516 Non-Emergency Comm Equip Rental	125,511	142,975	134,961	140,683	146,873	153,336	160,236	167,447	174,982	182,856	191,084	199,683	1,795,116
3518 Mail Service Charges	157,140	168,523	141,760	147,771	154,273	161,061	168,308	175,882	183,797	192,068	200,711	209,743	1,903,895
3526 Satellite Copier Charges	154,183	182,848	179,201	186,799	195,018	203,599	212,761	222,335	232,340	242,796	253,722	265,139	2,376,558
3537 Application Support Rental	0	2,124,432	2,138,905	2,229,595	2,327,697	2,430,115	2,539,471	2,653,747	2,774,227	2,899,067	3,029,525	3,165,854	28,312,635
3355 Interest Income	176,501	175,287	81,699	51,588	48,454	50,408	48,869	46,116	26,888	18,466	20,993	13,931	582,699
3801 Personal Property Sale	265	2,584	0	0	0	0	0	0	0	0	0	0	2,584
4100 Miscellaneous Revenues	13,290	14,691	15,132	15,586	16,053	16,535	17,031	17,542	18,068	18,610	19,168	19,743	188,159
4400-03 Transfer From General Fund	273,362	353,063	65,346	66,653	68,653	70,712	72,834	75,019	77,269	79,587	81,975	84,434	1,095,547
4400-15 Transfer From Asset Forfeiture	23,602	56,398	24,648	0	0	0	0	0	0	0	0	0	81,046
4400-41 Transfer From Water Supply & Dist Fund	0	0	9,368	0	0	0	0	7,980	1,372	0	0	0	18,720
4400-42 Transfer From Solid Waste Fund	0	0	3,012	0	0	0	0	2,565	441	0	0	0	6,018
4400-43 Transfer From Wastewater Mgmt Fund	0	0	22,752	0	0	0	0	19,380	3,332	0	0	0	45,464
4400-91 Transfer From Gen. Svs/Fleet Sub-Fund	0	0	4,016	0	0	0	0	3,420	588	0	0	0	8,024
4400-92 Transfer From Gen. Svs/Facilities Mgmt	0	0	4,016	0	0	0	0	3,420	588	0	0	0	8,024
4400-63 Transfer From Employee Benefits Fund	108,745	0	0	0	0	0	0	0	0	0	0	0	0
<b>FUND TOTAL</b>	<b>7,212,423</b>	<b>7,502,422</b>	<b>7,450,798</b>	<b>7,726,304</b>	<b>8,057,189</b>	<b>8,408,088</b>	<b>8,780,446</b>	<b>9,210,625</b>	<b>9,577,243</b>	<b>9,995,333</b>	<b>10,450,222</b>	<b>10,915,924</b>	<b>98,074,594</b>



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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL	
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	TOTAL
3506	Sewer Equipment Rental	668,497	675,336	663,050	682,942	703,430	724,533	746,269	768,657	791,716	815,468	839,932	865,130	8,276,461
3355	Interest Income	175,440	144,732	48,083	75,456	80,170	58,865	58,969	66,838	41,331	31,054	37,501	59,403	702,402
<b>FUND TOTAL</b>		<b>843,938</b>	<b>820,067</b>	<b>711,133</b>	<b>758,398</b>	<b>783,600</b>	<b>783,398</b>	<b>805,238</b>	<b>835,495</b>	<b>833,047</b>	<b>846,522</b>	<b>877,433</b>	<b>924,533</b>	<b>8,978,862</b>

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	TOTAL
3355	Interest Income	20,617	15,756	9,768	5,920	3,762	5,791	9,615	15,437	13,420	8,043	9,894	8,334	105,740
3528	Miscellaneous Equipment Rental	232,356	287,589	298,374	309,576	321,198	333,258	345,769	358,751	372,220	386,194	400,694	415,737	3,829,360
4100	Miscellaneous Revenue	4,619	101	0	0	0	0	0	0	0	0	0	0	101
4400-03	Transfer From General Fund	0	29,197	12,760	13,015	13,275	0	0	0	0	0	0	0	68,247
<b>FUND TOTAL</b>		<b>257,592</b>	<b>332,643</b>	<b>320,902</b>	<b>328,511</b>	<b>338,235</b>	<b>339,049</b>	<b>355,384</b>	<b>374,188</b>	<b>385,640</b>	<b>394,237</b>	<b>410,588</b>	<b>424,071</b>	<b>4,003,448</b>

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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL	
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	TOTAL
3355	Interest Income	5,660	5,467	5,085	6,804	8,557	10,517	10,295	10,849	12,730	12,825	11,599	9,752	104,480
3528	Miscellaneous Equipment Rental	41,685	42,350	43,408	44,494	45,606	46,746	47,915	49,113	50,341	51,599	52,889	54,211	528,671
<b>FUND TOTAL</b>		<b>47,345</b>	<b>47,817</b>	<b>48,493</b>	<b>51,298</b>	<b>54,163</b>	<b>57,263</b>	<b>58,210</b>	<b>59,962</b>	<b>63,071</b>	<b>64,424</b>	<b>64,488</b>	<b>63,963</b>	<b>633,151</b>

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

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
4400-03 Transfer From General Fund	517,985	136,075	90,075	51,044	0	0	0	1,400	0	0	0	0	278,594
4400-28 Transfer From Gas Tax Fund	217,776	488,970	194,360	302,538	194,967	318,207	125,348	5,838	2,568	2,761	2,642	70,361	1,708,560
4400-31 Transfer From RDA	0	0	3,516	96,472	42,699	0	0	0	0	0	0	0	142,687
4400-xx Transfer From Traffic Mitigation	0	0	73,232	38,007	0	55,804	0	48,149	0	50,397	0	0	265,589
4400-xx Transfer From Trans. Impact Fees	0	0	0	0	0	0	0	63,715	62,028	66,689	63,806	88,271	344,509
4400-41 Transfer From Water Supply & Dist. Fund	90,029	141,997	401,493	446,120	382,514	188,554	580,810	229,207	170,840	183,679	227,907	282,596	3,235,717
4400-42 Transfer From Solid Waste Fund	18,910	48,613	31,796	62,077	93,822	87,605	71,438	34,345	32,780	34,552	32,410	43,958	573,397
4400-43 Transfer From Wastewater Mgmt Fund	195,540	509,181	594,717	342,793	620,615	645,547	779,714	394,876	494,097	538,060	574,240	549,632	6,043,472
4400-91 Transfer From Gen. Svs/Fleet Sub-Fund	0	0	2,813	0	0	36,017	31,454	17,922	25,658	0	0	0	113,864
4400-81 Transfer From Infrastructure Fund	268,390	350,127	203,017	276,623	298,946	350,836	144,284	224,312	241,788	184,513	191,466	90,426	2,556,338
<b>FUND TOTAL</b>	<b>1,308,630</b>	<b>1,674,963</b>	<b>1,595,020</b>	<b>1,615,673</b>	<b>1,633,563</b>	<b>1,682,570</b>	<b>1,733,047</b>	<b>1,019,766</b>	<b>1,029,759</b>	<b>1,060,652</b>	<b>1,092,471</b>	<b>1,125,245</b>	<b>15,262,729</b>





**CITY OF SUNNYVALE  
640/100. EMPLOYEE BENEFITS FUND/LEAVES BENEFIT SUB-FUND  
LONG TERM FINANCIAL PLAN  
JULY 1, 2004 TO JUNE 30, 2015**

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
RESERVE/FUND BALANCE, JULY 1	1,407,190	0	0	0	0	0	0	0	0	0	0	0	0
-----													
CURRENT RESOURCES:													
Employee Leaves	9,999,149	11,394,970	11,835,200	11,962,852	12,270,240	12,652,281	13,045,782	13,437,156	13,840,270	14,255,478	14,683,143	15,123,637	144,501,009
Transfer From General Fund	150,465	9,791	0	0	0	0	0	0	0	0	0	0	9,791
Interest Income	370,927	350,000	293,674	376,952	464,440	464,440	464,440	478,373	492,724	507,506	522,731	538,413	4,953,694
-----													
TOTAL CURRENT RESOURCES	10,520,541	11,754,761	12,128,875	12,339,804	12,734,680	13,116,720	13,510,222	13,915,529	14,332,995	14,762,984	15,205,874	15,662,050	149,464,493
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TOTAL AVAILABLE RESOURCES	11,927,731	11,754,761	12,128,875	12,339,804	12,734,680	13,116,720	13,510,222	13,915,529	14,332,995	14,762,984	15,205,874	15,662,050	149,464,494
-----													
CURRENT REQUIREMENTS:													
Employee Leave Benefits	11,896,860	11,754,761	12,128,875	12,339,804	12,734,680	13,116,720	13,510,222	13,915,529	14,332,995	14,762,984	15,205,874	15,662,050	149,464,494
Transfers Out	30,871	0	0	0	0	0	0	0	0	0	0	0	0
-----													
TOTAL CURRENT REQUIREMENTS	11,927,731	11,754,761	12,128,875	12,339,804	12,734,680	13,116,720	13,510,222	13,915,529	14,332,995	14,762,984	15,205,874	15,662,050	149,464,494
-----													
RESERVES:													
20 Year RAP	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
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**640. COMBINED EMPLOYEE BENEFITS FUND  
REVENUES BY SOURCE**

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
3523	Employee Leaves	9,999,149	11,394,970	11,835,200	11,962,852	12,270,240	12,652,281	13,045,782	13,437,156	13,840,270	14,255,478	14,683,143	15,123,637	144,501,009
3524	Miscellaneous PERS	3,370,907	7,068,539	9,803,668	9,856,575	9,408,193	9,550,406	9,681,927	9,808,413	9,934,471	10,062,707	10,195,079	10,333,082	105,703,058
3524	Public Safety PERS	6,913,868	10,983,346	12,233,322	12,497,074	12,692,034	12,831,740	12,962,859	13,091,335	13,222,375	13,358,477	13,501,570	13,653,165	141,027,298
3534	Insurance and Incentives	11,611,519	13,598,372	14,813,408	15,776,280	16,722,856	17,726,228	18,789,801	19,917,189	21,112,221	22,378,954	23,721,691	25,144,993	209,701,993
4100	Miscellaneous Revenues	170,238	2,323	0	0	0	0	0	0	0	0	0	0	2,323
3533	Workers' Compensation	4,176,375	4,139,662	3,601,506	3,709,551	3,820,838	3,935,463	4,053,527	4,175,132	4,300,386	4,429,398	4,562,280	4,699,148	45,426,891
3355	Interest Income	1,304,103	1,114,529	1,291,558	1,704,731	2,121,604	2,103,115	2,074,220	2,048,486	2,009,643	1,946,691	1,881,288	1,814,516	20,110,380
4400	Transfers In	158,141	1,306,785	2,989,836	4,249,673	4,377,163	4,508,477	4,643,732	4,783,044	4,926,535	5,074,331	5,226,561	5,383,358	47,469,495
<b>FUND TOTAL</b>		<b>37,704,300</b>	<b>49,608,526</b>	<b>56,568,498</b>	<b>59,756,735</b>	<b>61,412,928</b>	<b>63,307,708</b>	<b>65,251,849</b>	<b>67,260,755</b>	<b>69,345,902</b>	<b>71,506,036</b>	<b>73,771,612</b>	<b>76,151,899</b>	<b>713,942,448</b>







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

		ACTUAL	CURRENT	BUDGET	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	PLAN	FY 2004/2005 TO FY 2014/2015 TOTAL	
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	
3355	Interest Income	46,123	23,992	44,188	34,516	29,970	29,920	30,472	31,692	32,822	33,847	34,753	41,446	367,619
4400	Transfers In	1,154,916	709,468	709,468	1,200,000	1,308,000	1,347,240	1,387,657	1,415,410	1,443,719	1,472,593	1,502,045	1,532,086	14,027,685
<b>FUND TOTAL</b>		<b>1,201,039</b>	<b>733,460</b>	<b>753,656</b>	<b>1,234,516</b>	<b>1,337,970</b>	<b>1,377,160</b>	<b>1,418,129</b>	<b>1,447,103</b>	<b>1,476,540</b>	<b>1,506,440</b>	<b>1,536,798</b>	<b>1,573,532</b>	<b>14,395,304</b>











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

	ACTUAL 2003/2004	CURRENT 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	PLAN 2014/2015	FY 2004/2005 TO FY 2014/2015 TOTAL
0751-09 Rental - City Owned Housing	2,566	0	0	0	0	0	0	0	0	0	0	0	0
3800 Sale of Property	555,000	0	0	0	0	0	0	0	0	0	0	0	0
3802 Gain on Sale of Assets	41,488	0	0	0	0	0	0	0	0	0	0	0	0
3355 Interest Income	11,945	17,000	21,292	26,970	32,903	33,561	34,233	34,917	35,616	36,328	37,054	37,796	347,670
<b>FUND TOTAL</b>	<b>611,000</b>	<b>17,000</b>	<b>21,292</b>	<b>26,970</b>	<b>32,903</b>	<b>33,561</b>	<b>34,233</b>	<b>34,917</b>	<b>35,616</b>	<b>36,328</b>	<b>37,054</b>	<b>37,796</b>	<b>347,670</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 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 City began restructuring programs from Performance Budgeting to Outcome Management in fiscal year 1995/1996. The City continues to review its budget structure, and is currently evaluating the Outcome Management structure for improvements.

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

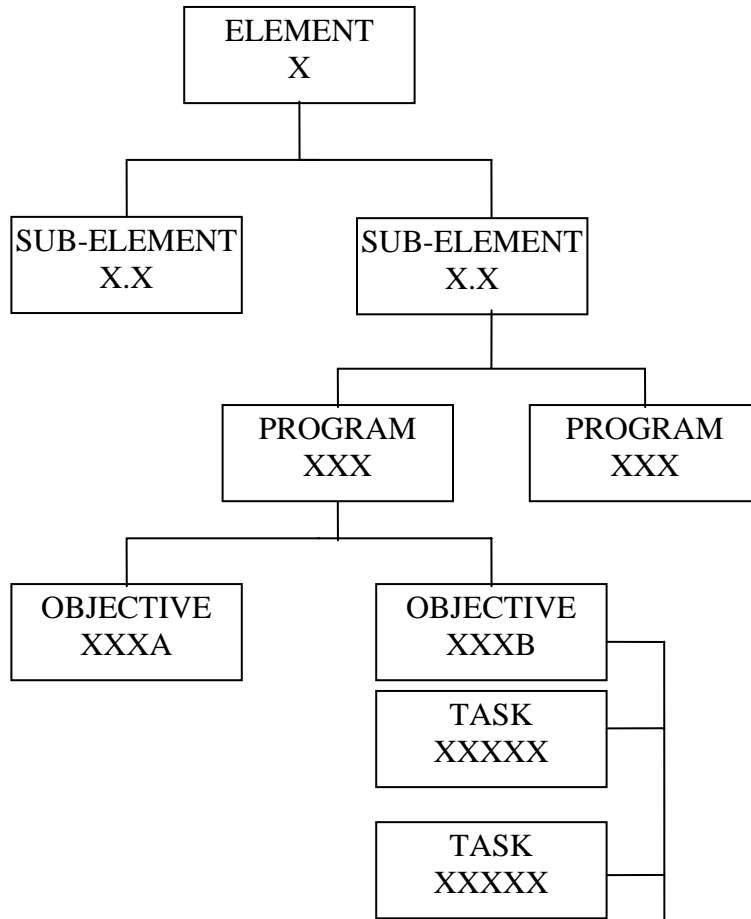
Service Objectives explicit within each Program so that information on the efficiency and effectiveness of its operations can be provided to Program Managers on a frequent basis.

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.

<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 Proposed</u></b>	<b><u>2005/2006 Proposed</u></b>
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>					
Costs:	108,271.92	136,776.69	116,208.28	107,949.98	113,152.46	
Work Hours:	800.00	877.70	800.00	810.00	810.00	

## **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>	2002/2003 Budget	2002/2003 Achieved	2003/2004 Current	2004/2005 Proposed	2005/2006 Proposed
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

F

**SDP Notes**

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						
(G)	Costs:	488,658.19	529,297.93	474,348.07	393,887.86	409,989.23
	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						
	Costs:	1,033,940.56	1,066,079.04	992,780.36	818,793.87	851,001.95
	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						
	Costs:	401,371.07	378,002.94	318,189.71	341,736.85	349,102.57
	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.

**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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ The Vehicle Collision Rate (collisions per million vehicle miles of travel) is at the base year of FY 1999/2000.					
- Number	4	2.50	2.43	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%
♦ All major transportation studies are completed as scheduled 90% of the time.					
- Percent	3	90.00%	100.00%	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%
♦ Streetlight outages are repaired within 24 hours, 90% of the time.					
- Percent	3	90.00%	76.84%	90.00%	90.00%
♦ A customer satisfaction rating of 90% is achieved for the safety and reliability of traffic operations.					
- Rating	3	90.00%	89.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.					
- Ratio	4	1.00	1.04	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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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	2.43	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%
♦ 90% of approved roadway modifications are designed within 45 days in conformance to specifications. - Percent	75.00%	100.00%	90.00%	90.00%
♦ 90% of traffic signal lighting modifications are completed within established deadlines and in conformance to specifications. - Percent	90.00%	100.00%	90.00%	90.00%

**SDP Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11501 - Traffic Design**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 115000, 115001, 115002 - Design of Traffic Control Elements</b>				
Product: A Service Request Completed				
Costs:	92,132.76	65,943.33	109,486.87	139,427.91
Products:	500.00	355.00	475.00	475.00
Work Hours:	1,461.96	946.69	1,625.50	1,625.50
Product Cost:	184.27	185.76	230.50	293.53
<b>Activity 115010, 115011, 115012, 115013 - Warrant Studies</b>				
Product: A Warrant Study Completed				
Costs:	31,224.24	23,694.76	37,112.28	38,616.06
Products:	14.00	5.00	16.00	16.00
Work Hours:	479.03	352.90	533.75	533.75
Product Cost:	2,230.30	4,738.95	2,319.52	2,413.50
<b>Activity 115020, 115021, 115022, 115023, 115024 - Prepare Data/Analyses</b>				
Product: An Action Completed				
Costs:	43,757.53	54,570.06	86,005.43	89,922.05
Products:	600.00	1,062.00	3,425.00	3,425.00
Work Hours:	654.88	898.97	1,207.00	1,207.00
Product Cost:	72.93	51.38	25.11	26.25

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

**Service Delivery Plan 11501 - Traffic Design**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 115030, 115031, 115032 - Permits and Internal Requests</b>				
Product: An Action Completed				
Costs:	75,704.01	80,102.34	92,436.91	96,942.98
Products:	550.00	280.00	250.00	250.00
Work Hours:	1,212.74	1,233.91	1,382.89	1,382.89
Product Cost:	137.64	286.08	369.75	387.77
<b>Activity 115040, 115041, 115042, 115043 - Planning Studies</b>				
Product: A Study Completed				
Costs:	255,757.43	238,303.52	235,762.62	246,369.89
Products:	30.00	15.00	16.00	16.00
Work Hours:	2,698.34	2,609.93	2,870.11	2,870.11
Product Cost:	8,525.25	15,886.90	14,735.16	15,398.12
<b>Activity 115050, 115051, 115052 - Citizen Inquiries</b>				
Product: An Inquiry Answered				
Costs:	96,737.06	72,788.65	37,286.25	39,127.04
Products:	1,091.00	565.00	42.00	42.00
Work Hours:	1,473.48	1,103.52	521.62	521.62
Product Cost:	88.67	128.83	887.77	931.60
<b>Totals for Service Delivery Plan 11501 - Traffic Design</b>				
<b>Costs:</b>	<b>595,313.03</b>	<b>535,402.66</b>	<b>598,090.36</b>	<b>650,405.93</b>
<b>Work Hours:</b>	<b>7,980.43</b>	<b>7,145.92</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ All major transportation studies are completed as scheduled 95% of the time. - Percent	90.00%	100.00%	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%
♦ 90% of regularly scheduled citizen group and outside agency meetings are attended by City staff. - Percent	90.00%	100.00%	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%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

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

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 115220, 115221, 115222, 115223, 115224, 115225, 115226 - Intergovernmental Coordination</b>				
Product: An Action Completed				
Costs:	167,412.35	122,856.02	178,111.70	186,676.77
Products:	215.00	139.00	135.00	135.00
Work Hours:	2,043.46	1,695.06	2,050.08	2,050.08
Product Cost:	778.66	883.86	1,319.35	1,382.79
<b>Totals for Service Delivery Plan 11502 - Major Transportation Studies and Intergovernmental Coordination</b>				
<b>Costs:</b>	<b>167,412.35</b>	<b>122,856.02</b>	<b>178,111.70</b>	<b>186,676.77</b>
<b>Work Hours:</b>	<b>2,043.46</b>	<b>1,695.06</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Preventive maintenance is performed as scheduled 95% of the time. - Percent	95.00%	100.00%	95.00%	95.00%
♦ Emergency repairs are completed within one hour of notification 90% of the time. - Percent	90.00%	92.00%	90.00%	90.00%
♦ 85% of all traffic signals and interconnect systems are optimized annually. - Percent	50.00%	77.00%	85.00%	85.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

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

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 115450, 115451, 115452, 115453 - Operate and Maintain Signals</b>				
Product: A Maintenance Action				
Costs:	657,729.33	736,507.50	691,600.66	704,241.41
Products:	1,800.00	371.00	515.00	515.00
Work Hours:	2,734.72	4,821.40	2,911.35	2,911.35
Product Cost:	365.41	1,985.20	1,342.91	1,367.46
<b>Activity 115460, 115461 - Optimize Traffic Signals</b>				
Product: A Signal Optimized				
Costs:	71,354.80	45,303.68	63,271.67	65,174.55
Products:	110.00	79.00	100.00	100.00
Work Hours:	1,036.89	834.42	863.70	863.70
Product Cost:	648.68	573.46	632.72	651.75
<b>Totals for Service Delivery Plan 11503 - Traffic Signal Operations and Maintenance</b>				
<b>Costs:</b>	<b>729,084.13</b>	<b>783,546.43</b>	<b>754,872.33</b>	<b>769,415.96</b>
<b>Work Hours:</b>	<b>3,771.61</b>	<b>5,655.82</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Streetlight outages are repaired within 24 hours, 90% of the time. - Percent	90.00%	76.84%	90.00%	90.00%
♦ 85% of City streetlights are functioning on survey nights.* - Percent	85.00%	96.00%	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%

**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 115700 - Provide Electrical Power for Streetlight System</b>				
Product: A Streetlight Powered				
Costs:	532,876.66	664,169.82	594,466.26	594,469.69
Products:	8,000.00	8,865.00	8,861.00	8,861.00
Work Hours:	1.00	2.50	1.00	1.00
Product Cost:	66.61	74.92	67.09	67.09
<b>Activity 115701 - Provide Streetlight Construction</b>				
Product: An Occasion				
Costs:	22,530.30	0.00	425.76	450.70
Products:	10.00	0.00	1.00	1.00
Work Hours:	150.00	0.00	8.00	8.00
Product Cost:	2,253.03	0.00	425.76	450.70
<b>Activity 115702 - Repair Streetlights - Electrical</b>				
Product: An Occasion				
Costs:	36,322.35	74,465.81	52,163.15	54,408.16
Products:	530.00	757.00	530.00	530.00
Work Hours:	502.00	925.40	669.00	669.00
Product Cost:	68.53	98.37	98.42	102.66



**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

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

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 115703 - Repair Streetlights - Conduit</b>				
Product: A Lineal Foot				
Costs:	3,470.09	409.24	5,921.81	6,216.55
Products:	50.00	5.00	10.00	10.00
Work Hours:	50.00	8.00	100.50	100.50
Product Cost:	69.40	81.85	592.18	621.66
<b>Activity 115704 - Repair/Replace Streetlight Lamps</b>				
Product: A Lamp Repaired/Replaced				
Costs:	61,990.44	33,606.13	67,264.07	69,707.19
Products:	1,400.00	752.00	930.00	930.00
Work Hours:	975.00	560.90	766.00	766.00
Product Cost:	44.28	44.69	72.33	74.95
<b>Activity 115705 - Repair/Replace Signal Light Lamps</b>				
Product: A Lamp Repaired/Replaced				
Costs:	3,962.12	362.70	5,848.30	5,943.53
Products:	25.00	1.00	20.00	20.00
Work Hours:	60.00	2.00	15.00	15.00
Product Cost:	158.48	362.70	292.42	297.18

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

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

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 115706 - Repair/Replace Sign Lamps</b>				
Product: A Lamp Repaired/Replaced				
Costs:	3,962.12	1,557.05	3,052.57	3,180.93
Products:	35.00	9.00	60.00	60.00
Work Hours:	60.00	29.00	38.00	38.00
Product Cost:	113.20	173.01	50.88	53.02
<b>Activity 115707 - Repair Streetlight Knockdowns</b>				
Product: A Knockdown Repaired				
Costs:	42,685.58	14,355.85	23,770.44	24,816.79
Products:	19.00	16.00	19.00	19.00
Work Hours:	300.00	266.70	350.00	350.00
Product Cost:	2,246.61	897.24	1,251.08	1,306.15
<b>Activity 115708 - Complete Corrective Repairs-PG &amp; E Problem</b>				
Product: An Occasion				
Costs:	3,880.16	4,057.01	8,249.11	8,732.44
Products:	90.00	49.00	120.00	120.00
Work Hours:	80.00	71.90	155.00	155.00
Product Cost:	43.11	82.80	68.74	72.77

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

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

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 115709 - Complete Corrective Repairs - Contractor</b>				
Product: An Occasion				
Costs:	1,968.08	3,166.98	4,257.61	4,507.07
Products:	35.00	15.00	10.00	10.00
Work Hours:	40.00	64.00	80.00	80.00
Product Cost:	56.23	211.13	425.76	450.71
<b>Activity 115710 - Complete Miscellaneous Service Requests</b>				
Product: An Occasion				
Costs:	3,457.12	691.02	2,984.77	3,134.67
Products:	30.00	2.00	5.00	5.00
Work Hours:	60.00	9.40	46.50	46.50
Product Cost:	115.24	345.51	596.95	626.93
<b>Activity 115711 - Survey Streetlights (Replaced by 115719)</b>				
Product: A Streetlight Surveyed				
Costs:	2,598.05	2,225.67	0.00	0.00
Products:	900.00	3.00	0.00	0.00
Work Hours:	47.00	47.00	0.00	0.00
Product Cost:	2.89	741.89	0.00	0.00

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

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

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 115712 - Renumber Streetlight Poles</b>				
Product: A Pole Renumbered				
Costs:	8,725.08	35.36	5,359.25	5,578.92
Products:	1,200.00	0.00	600.00	600.00
Work Hours:	158.00	2.00	79.00	79.00
Product Cost:	7.27	0.00	8.93	9.30
<b>Activity 115713 - Provide Graffiti Removal</b>				
Product: An Occasion				
Costs:	6,117.14	12,332.53	5,609.48	5,923.14
Products:	110.00	570.00	200.00	200.00
Work Hours:	140.00	311.00	122.00	122.00
Product Cost:	55.61	21.64	28.05	29.62
<b>Activity 115714 - Coordinate Utility Locates</b>				
Product: A Utility Located				
Costs:	13,383.54	12,347.20	14,663.66	15,484.56
Products:	300.00	215.00	325.00	325.00
Work Hours:	300.00	277.50	300.00	300.00
Product Cost:	44.61	57.43	45.12	47.64

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

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

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 115715 - Provide Fabrication/Equipment Repair</b>				
Product: A Work Hour				
Costs:	0.00	2,082.62	2,138.90	2,263.72
Products:	0.00	40.00	40.00	40.00
Work Hours:	0.00	40.00	40.00	40.00
Product Cost:	0.00	52.07	53.47	56.59
<b>Activity 115716 - Provide Maintenance/Repair for Facilities/Storage</b>				
Product: A Work Hour				
Costs:	1,476.06	578.73	3,182.30	3,291.05
Products:	30.00	12.00	30.00	30.00
Work Hours:	30.00	12.00	30.00	30.00
Product Cost:	49.20	48.23	106.08	109.70
<b>Activity 115717 - Provide Administration</b>				
Product: A Work Hour				
Costs:	12,416.97	10,316.95	19,964.23	21,019.87
Products:	233.00	136.50	308.00	308.00
Work Hours:	233.00	136.50	308.00	308.00
Product Cost:	53.29	75.58	64.82	68.25

**City of Sunnyvale  
Program Performance Budget**

**Program 115 - Transportation Operations**

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

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 115718 - Provide Training</b>				
Product: A Work Hour				
Costs:	3,988.08	3,100.45	3,725.41	3,943.68
Products:	40.00	59.00	70.00	70.00
Work Hours:	40.00	59.00	70.00	70.00
Product Cost:	99.70	52.55	53.22	56.34
<b>Activity 115719 - Survey Streetlights (Replaces 115711)</b>				
Product: A Streetlight Survey Completed				
Costs:	0.00	0.00	1,618.97	1,713.83
Products:	0.00	0.00	10.00	10.00
Work Hours:	0.00	0.00	35.00	35.00
Product Cost:	0.00	0.00	161.90	171.38
<b>Totals for Service Delivery Plan 11506 - City Streetlight System</b>				
<b>Costs:</b>	<b>765,809.94</b>	<b>839,861.12</b>	<b>824,666.05</b>	<b>834,786.49</b>
<b>Work Hours:</b>	<b>3,226.00</b>	<b>2,824.80</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>2,257,619.45</b>	<b>2,281,666.23</b>	<b>2,355,740.44</b>	<b>2,441,285.15</b>
<b>Work Hours:</b>	<b>17,021.50</b>	<b>17,321.60</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
♦ 95% of hazardous pavement conditions are corrected within 3 hours of notification.					
- Percent	5	95.00%	100.00%	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%
♦ 90% of City streets are rated "good" based on regional standards.					
- Number	4	90.00%	95.00%	90.00%	90.00%
♦ 90% of all scheduled arterial striping is completed by established deadlines.					
- Percent	3	90.00%	80.00%	90.00%	90.00%
♦ 93% of preventive maintenance scheduled for the fiscal year is completed.*					
- Percent	3	93.00%	93.00%	93.00%	93.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is 1.0.					
- Ratio	4	1.00	1.07	1.00	1.00
♦ A customer satisfaction rating of 90% is achieved for safety of City roadways.					
- Percent	3	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%	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, and
- 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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 90% of City streets have an average PCI ratings of 80, and are rated "good" based on regional standards. - Percent	90.00%	95.00%	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%	98.00%	90.00%	90.00%
♦ 80% of arterial streets have a PCI rating higher than 69 to maximize life of existing pavements. - Percent	80.00%	92.00%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116000 - Reconstruct Streets</b>				
Product: A 1,000 Square Feet				
Costs:	1,636.64	5,522.03	56,421.31	102,002.69
Products:	0.00	11.00	21.00	21.00
Work Hours:	20.00	31.00	215.00	215.00
Product Cost:	0.00	502.00	2,686.73	4,857.27
<b>Activity 116001 - Asphalt Overlay Streets</b>				
Product: A 1,000 Square Feet				
Costs:	308,084.10	322,107.48	247,963.46	208,930.47
Products:	255.00	156.00	179.00	179.00
Work Hours:	450.00	440.01	146.00	146.00
Product Cost:	1,208.17	2,064.79	1,385.27	1,167.21
<b>Activity 116002 - Pavement Management System Administration</b>				
Product: A Work Hour				
Costs:	63,564.10	22,672.44	100,355.52	104,579.47
Products:	1,112.00	240.00	1,506.00	1,506.00
Work Hours:	1,112.00	240.00	1,506.00	1,506.00
Product Cost:	57.16	94.47	66.64	69.44
<b>Totals for Service Delivery Plan 11601 - Major Pavement Corrective Repairs</b>				
<b>Costs:</b>	<b>373,284.84</b>	<b>350,301.95</b>	<b>404,740.29</b>	<b>415,512.63</b>
<b>Work Hours:</b>	<b>1,582.00</b>	<b>711.01</b>	<b>1,867.00</b>	<b>1,867.00</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 95% of hazardous pavement conditions are corrected within 3 hours of notification. - Percent	95.00%	100.00%	95.00%	95.00%
♦ 92% of minor corrective maintenance scheduled for the fiscal year is completed. - Percent	92.00%	61.00%	92.00%	92.00%
♦ 85% of all nonplanned safety related repairs that are requested, are completed in 30 days. - Percent	85.00%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116003 - Temporary Patch</b>				
Product: A Square Foot				
Costs:	17,744.13	11,805.14	20,430.63	21,241.87
Products:	6,000.00	2,499.00	4,575.00	4,575.00
Work Hours:	295.00	127.60	305.00	305.00
Product Cost:	2.96	4.72	4.47	4.64
<b>Activity 116005 - Remove Pavement by Grinding</b>				
Product: A Square Foot				
Costs:	38,655.99	89,005.83	83,569.74	86,992.10
Products:	19,020.00	44,629.00	38,643.00	38,643.00
Work Hours:	630.00	1,533.52	1,280.00	1,280.00
Product Cost:	2.03	1.99	2.16	2.25
<b>Activity 116006 - Deep Lift Patching</b>				
Product: A Square Foot				
Costs:	64,300.06	141,430.15	145,172.69	149,840.63
Products:	15,000.00	54,523.00	56,000.00	56,000.00
Work Hours:	640.00	1,575.02	1,600.00	1,600.00
Product Cost:	4.29	2.59	2.59	2.68

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11602 - Minor Pavement Corrective Repairs**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116007 - Unscheduled Repairs</b>				
Product: A Repair				
Costs:	3,798.69	7,192.60	5,933.08	6,147.53
Products:	71.00	29.00	16.00	16.00
Work Hours:	27.00	98.00	76.00	76.00
Product Cost:	53.50	248.02	370.82	384.22
<b>Totals for Service Delivery Plan 11602 - Minor Pavement Corrective Repairs</b>				
<b>Costs:</b>	<b>124,498.87</b>	<b>249,433.72</b>	<b>255,106.14</b>	<b>264,222.13</b>
<b>Work Hours:</b>	<b>1,592.00</b>	<b>3,334.14</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 93% of preventive maintenance scheduled for the fiscal year is completed. - Percent	93.00%	93.00%	93.00%	93.00%
♦ 92% of streets receiving resurfacing treatments have first completed all crack seal, petromat, and permanent patching required. - Percent	92.00%	90.00%	92.00%	92.00%
♦ 95% of streets receiving resurfacing treatments are correctly notified and posted. - Percent	95.00%	99.00%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116009 - Crack Seal</b>				
Product: A Lineal Foot				
Costs:	138,504.94	75,133.58	114,558.04	119,009.93
Products:	532,133.00	495,100.00	682,800.00	682,800.00
Work Hours:	2,275.00	1,287.52	1,707.00	1,707.00
Product Cost:	0.26	0.15	0.17	0.17
<b>Activity 116010 - Apply Petromat</b>				
Product: A 1,000 Square Feet				
Costs:	91,294.06	79,294.32	47,046.57	48,312.45
Products:	684.00	424.00	214.00	214.00
Work Hours:	665.00	422.01	388.00	388.00
Product Cost:	133.47	187.01	219.84	225.76
<b>Activity 116011 - Permanent Patching</b>				
Product: A Square Foot				
Costs:	1,006,423.37	974,219.70	987,008.65	1,020,204.19
Products:	347,140.00	446,005.00	351,990.00	351,990.00
Work Hours:	13,700.00	10,891.05	11,706.00	11,706.00
Product Cost:	2.90	2.18	2.80	2.90

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11603 - Pavement Preventative Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116012 - Slurry Seal</b>				
Product: A 1,000 Square Feet				
Costs:	330,403.40	249,253.54	293,356.73	300,971.23
Products:	5,200.00	3,945.00	3,452.00	3,452.00
Work Hours:	1,725.00	1,135.02	1,250.00	1,250.00
Product Cost:	63.54	63.18	84.98	87.19
<b>Activity 116013 - Chip Seal</b>				
Product: A 1,000 Square Feet				
Costs:	394,657.46	394,776.92	458,270.06	472,032.92
Products:	2,502.00	1,822.00	2,257.00	2,257.00
Work Hours:	4,340.00	3,748.05	4,641.00	4,641.00
Product Cost:	157.74	216.67	203.04	209.14
<b>Activity 116014 - Provide Advance Notices</b>				
Product: A Project Location				
Costs:	26,726.62	41,810.79	49,401.71	51,476.52
Products:	266.00	376.00	415.00	415.00
Work Hours:	550.00	761.01	828.00	828.00
Product Cost:	100.48	111.20	119.04	124.04

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11603 - Pavement Preventative Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116015 - Maintenance and Repair for Facilities and Equipment</b>				
Product: A Work Hour				
Costs:	17,553.21	22,031.98	38,352.27	39,866.19
Products:	280.00	319.50	570.00	570.00
Work Hours:	280.00	319.50	570.00	570.00
Product Cost:	62.69	68.96	67.28	69.94
<b>Totals for Service Delivery Plan 11603 - Pavement Preventative Maintenance</b>				
<b>Costs:</b>	<b>2,005,563.06</b>	<b>1,836,520.83</b>	<b>1,987,994.03</b>	<b>2,051,873.43</b>
<b>Work Hours:</b>	<b>23,535.00</b>	<b>18,564.16</b>	<b>21,090.00</b>	<b>21,090.00</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 95% of hazardous sign conditions are corrected within 3 hours of notification. - Percent	95.00%	100.00%	95.00%	95.00%
♦ 100% of all potential liabilities identified during a semi-annual inspection are repaired within 60 days. - Percent	90.00%	90.00%	100.00%	100.00%
♦ 90% of all residential areas receive scheduled sign maintenance each fiscal year. - Percent	90.00%	98.00%	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 & 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 11604 - Traffic Signs**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116016 - Silk Screen Fabrication</b>				
Product: A Sign				
Costs:	6,093.43	982.29	4,062.54	4,229.75
Products:	548.00	111.00	360.00	360.00
Work Hours:	95.00	13.50	60.00	60.00
Product Cost:	11.12	8.85	11.28	11.75
<b>Activity 116017 - Hand Fabrication</b>				
Product: A Sign				
Costs:	48,202.52	31,701.32	52,421.54	54,185.07
Products:	1,590.00	976.00	1,767.00	1,767.00
Work Hours:	505.00	326.50	570.00	570.00
Product Cost:	30.32	32.48	29.67	30.67
<b>Activity 116018 - Sign/Pole Installation</b>				
Product: A Sign/Pole Installed				
Costs:	14,395.03	25,415.96	21,456.45	22,319.31
Products:	378.00	758.00	576.00	576.00
Work Hours:	208.00	344.50	320.00	320.00
Product Cost:	38.08	33.53	37.25	38.75

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11604 - Traffic Signs**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116019 - Repair Traffic Sign/Pole</b>				
Product: A Sign/Pole Repaired				
Costs:	31,091.36	35,544.13	47,967.02	49,934.37
Products:	1,360.00	1,591.00	1,887.00	1,887.00
Work Hours:	540.00	602.31	755.00	755.00
Product Cost:	22.86	22.34	25.42	26.46
<b>Activity 116020 - Replace Traffic Sign/Pole</b>				
Product: A Sign/Pole Replaced				
Costs:	48,060.87	27,409.93	43,964.61	45,521.30
Products:	1,576.00	1,263.00	1,356.00	1,356.00
Work Hours:	655.00	456.81	565.00	565.00
Product Cost:	30.50	21.70	32.42	33.57
<b>Activity 116021 - Remove Traffic Sign/Pole</b>				
Product: A Sign/Pole Removed				
Costs:	5,976.75	3,567.03	7,172.51	7,480.10
Products:	167.00	126.00	174.00	174.00
Work Hours:	110.00	62.50	116.00	116.00
Product Cost:	35.79	28.31	41.22	42.99

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11604 - Traffic Signs**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116022, 116023, 116024, 116025 - Temporary Traffic Controls</b>				
Product: An Occasion				
Costs:	30,752.22	12,536.40	46,415.75	48,411.83
Products:	299.00	297.00	408.00	408.00
Work Hours:	535.00	345.10	730.00	730.00
Product Cost:	102.85	42.21	113.76	118.66
<b>Totals for Service Delivery Plan 11604 - Traffic Signs</b>				
<b>Costs:</b>	<b>184,572.18</b>	<b>137,157.06</b>	<b>223,460.42</b>	<b>232,081.73</b>
<b>Work Hours:</b>	<b>2,648.00</b>	<b>2,151.22</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 90% of all scheduled arterial striping is completed. - Percent	90.00%	80.00%	90.00%	90.00%
♦ 90% of all scheduled residential crosswalks, limit bars, and legend maintenance is completed each fiscal year. - Percent	90.00%	87.00%	90.00%	90.00%
♦ 90% of all scheduled maintenance within City owned parking lots is completed each fiscal year. - Percent	90.00%	86.00%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116026 - Traffic Line Striping</b>				
Product: A Lineal Foot				
Costs:	98,592.22	76,869.81	97,970.09	101,581.19
Products:	928,000.00	748,159.00	970,900.00	970,900.00
Work Hours:	1,265.00	993.01	1,330.00	1,330.00
Product Cost:	0.11	0.10	0.10	0.10
<b>Activity 116027 - Premarking/Cat Tracking</b>				
Product: A Project Location				
Costs:	42,613.70	34,436.50	27,302.49	28,445.34
Products:	580.00	438.00	339.00	339.00
Work Hours:	740.00	574.51	432.00	432.00
Product Cost:	73.47	78.62	80.54	83.91
<b>Activity 116028 - Maintain Thermoplastic Crosswalks and Limit Bars</b>				
Product: A Lineal Foot				
Costs:	19,892.61	8,430.82	28,631.53	29,725.57
Products:	12,818.00	6,013.00	18,540.00	18,540.00
Work Hours:	274.00	108.50	412.00	412.00
Product Cost:	1.55	1.40	1.54	1.60

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11605 - Traffic Markings**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116029 - Maintain Thermoplastic Legends</b>				
Product: A Legend Maintained				
Costs:	32,068.88	13,971.51	34,684.14	36,011.65
Products:	215.00	117.00	251.00	251.00
Work Hours:	500.00	197.50	502.00	502.00
Product Cost:	149.16	119.41	138.18	143.47
<b>Activity 116030 - Maintain Paint Crosswalks and Limit Bars</b>				
Product: A Lineal Foot				
Costs:	35,405.16	22,233.23	40,320.86	41,855.18
Products:	43,875.00	29,710.00	46,560.00	46,560.00
Work Hours:	580.00	342.00	582.00	582.00
Product Cost:	0.81	0.75	0.87	0.90
<b>Activity 116031 - Maintain Paint Legends</b>				
Product: A Legend Maintained				
Costs:	47,684.30	29,216.27	43,173.51	44,815.48
Products:	1,800.00	1,171.00	1,400.00	1,400.00
Work Hours:	800.00	468.01	622.00	622.00
Product Cost:	26.49	24.95	30.84	32.01

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11605 - Traffic Markings**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116032 - Curb Painting</b>				
Product: A Lineal Foot				
Costs:	2,835.30	3,124.20	26,136.30	27,236.18
Products:	2,797.00	5,266.00	17,825.00	17,825.00
Work Hours:	40.00	51.00	406.00	406.00
Product Cost:	1.01	0.59	1.47	1.53
<b>Activity 116033 - Install Transportation Reflectors</b>				
Product: A Reflector Placed				
Costs:	35,387.65	32,493.46	35,850.98	36,935.95
Products:	12,000.00	8,635.00	8,832.00	8,832.00
Work Hours:	495.00	356.01	368.00	368.00
Product Cost:	2.95	3.76	4.06	4.18
<b>Activity 116034 - Remove Traffic Markings</b>				
Product: A Lineal Foot				
Costs:	24,015.60	12,124.69	10,638.85	11,091.10
Products:	30,706.00	22,635.00	12,212.00	12,212.00
Work Hours:	435.00	224.00	173.00	173.00
Product Cost:	0.78	0.54	0.87	0.91

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11605 - Traffic Markings**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116035 - City Owned Parking Lot Maintenance</b>				
Product: A Parking Lot Maintained				
Costs:	6,158.25	1,804.49	3,764.65	3,914.21
Products:	14.00	6.00	24.00	24.00
Work Hours:	113.00	31.50	56.00	56.00
Product Cost:	439.88	300.75	156.86	163.09
<b>Activity 116036 - Maintenance and Repair for Facilities and Equipment</b>				
Product: A Work Hour				
Costs:	15,669.61	13,418.20	26,607.74	27,747.76
Products:	285.00	226.00	425.00	425.00
Work Hours:	285.00	226.00	425.00	425.00
Product Cost:	54.98	59.37	62.61	65.29
<b>Totals for Service Delivery Plan 11605 - Traffic Markings</b>				
<b>Costs:</b>	<b>360,323.28</b>	<b>248,123.18</b>	<b>375,081.14</b>	<b>389,359.61</b>
<b>Work Hours:</b>	<b>5,527.00</b>	<b>3,572.04</b>	<b>5,308.00</b>	<b>5,308.00</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116037 - Provide Supervision</b>				
Product: A Work Hour				
Costs:	329,500.33	349,884.03	423,016.75	441,464.87
Products:	4,719.00	4,851.07	5,531.00	5,531.00
Work Hours:	4,719.00	4,851.07	5,531.00	5,531.00
Product Cost:	69.82	72.13	76.48	79.82
<b>Activity 116038, 116044 - Provide Support</b>				
Product: A Work Hour				
Costs:	58,197.73	81,587.36	69,978.68	72,164.54
Products:	1,087.00	1,199.32	937.00	937.00
Work Hours:	1,087.00	1,199.32	937.00	937.00
Product Cost:	53.54	68.03	74.68	77.02
<b>Activity 116039 - Provide Safety and Equipment Training</b>				
Product: A Work Hour				
Costs:	127,941.42	84,493.40	133,469.41	159,649.17
Products:	2,241.00	1,435.02	2,110.00	2,110.00
Work Hours:	2,241.00	1,435.02	2,110.00	2,110.00
Product Cost:	57.09	58.88	63.26	75.66

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11606 - Program Administration and Support**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116040 - Plan Review and Field Inspections</b>				
Product: A Work Hour				
Costs:	23,740.08	10,878.07	27,399.29	28,606.43
Products:	395.00	174.42	410.00	410.00
Work Hours:	395.00	174.42	410.00	410.00
Product Cost:	60.10	62.37	66.83	69.77
<b>Totals for Service Delivery Plan 11606 - Program Administration and Support</b>				
<b>Costs:</b>	<b>539,379.56</b>	<b>526,842.86</b>	<b>653,864.13</b>	<b>701,885.01</b>
<b>Work Hours:</b>	<b>8,442.00</b>	<b>7,659.83</b>	<b>8,988.00</b>	<b>8,988.00</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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 80% of all street sweeping requests/complaints are responded to within two working days of notification - Percent	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%	95.00%	95.00%
♦ 95% of all graffiti obscenities are removed within one working day of notification. - Percent	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116700 - Sweep Curb Miles</b>				
Product: A Mile Swept				
Costs:	0.00	0.00	249,333.44	260,130.28
Products:	0.00	0.00	10,148.00	10,148.00
Work Hours:	0.00	0.00	3,907.00	3,907.00
Product Cost:	0.00	0.00	24.57	25.63
<b>Activity 116710 - Provide Temporary No Parking for Route Sweeping</b>				
Product: A Location Posted				
Costs:	0.00	0.00	5,808.31	6,051.51
Products:	0.00	0.00	25.00	25.00
Work Hours:	0.00	0.00	100.00	100.00
Product Cost:	0.00	0.00	232.33	242.06
<b>Activity 116720 - Sweep City Parking Lots</b>				
Product: A Lot Swept				
Costs:	0.00	0.00	21,600.29	22,533.18
Products:	0.00	0.00	940.00	940.00
Work Hours:	0.00	0.00	340.00	340.00
Product Cost:	0.00	0.00	22.98	23.97

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11607 - Street and Public Right-of-Way**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116730 - Pick Up Leaves</b>				
Product: A Cubic Yard				
Costs:	0.00	0.00	24,300.28	25,335.60
Products:	0.00	0.00	1,800.00	1,800.00
Work Hours:	0.00	0.00	400.00	400.00
Product Cost:	0.00	0.00	13.50	14.08
<b>Activity 116740 - Haul Sweepings</b>				
Product: A Cubic Yard				
Costs:	0.00	0.00	8,730.00	9,105.52
Products:	0.00	0.00	10,000.00	10,000.00
Work Hours:	0.00	0.00	140.00	140.00
Product Cost:	0.00	0.00	0.87	0.91
<b>Activity 116750 - Remove Debris from Streets</b>				
Product: An Occasion				
Costs:	0.00	0.00	33,054.81	34,208.92
Products:	0.00	0.00	250.00	250.00
Work Hours:	0.00	0.00	550.00	550.00
Product Cost:	0.00	0.00	132.22	136.84

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11607 - Street and Public Right-of-Way**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116760 - Remove Abandoned Shopping Carts</b>				
Product: A Cart Picked Up				
Costs:	0.00	0.00	4,496.75	4,688.36
Products:	0.00	0.00	150.00	150.00
Work Hours:	0.00	0.00	74.00	74.00
Product Cost:	0.00	0.00	29.98	31.26
<b>Activity 116770 - Clean Walkways</b>				
Product: A Location				
Costs:	0.00	0.00	14,087.67	14,679.99
Products:	0.00	0.00	203.00	203.00
Work Hours:	0.00	0.00	240.00	240.00
Product Cost:	0.00	0.00	69.40	72.32
<b>Activity 116780 - Clean and Maintain City Roadsides and Easements</b>				
Product: An Occasion				
Costs:	0.00	0.00	19,445.93	19,964.13
Products:	0.00	0.00	77.00	77.00
Work Hours:	0.00	0.00	171.00	171.00
Product Cost:	0.00	0.00	252.54	259.27

**City of Sunnyvale  
Program Performance Budget**

**Program 116 - Pavement Operations**

**Service Delivery Plan 11607 - Street and Public Right-of-Way**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 116790 - Repair Walkways, Guardrails, Barricades and Fences</b>				
Product: A Location				
Costs:	0.00	0.00	26,646.61	27,329.69
Products:	0.00	0.00	33.00	33.00
Work Hours:	0.00	0.00	215.00	215.00
Product Cost:	0.00	0.00	807.47	828.17
<b>Activity 116800 - Maintenance and Repair for Facilities and Equipment</b>				
Product: A Work Hour				
Costs:	0.00	0.00	26,457.40	27,589.93
Products:	0.00	0.00	430.00	430.00
Work Hours:	0.00	0.00	430.00	430.00
Product Cost:	0.00	0.00	61.53	64.16
<b>Activity 116810 - Graffiti Abatement</b>				
Product: A Location				
Costs:	0.00	0.00	62,133.34	67,136.73
Products:	0.00	0.00	1,400.00	1,400.00
Work Hours:	0.00	0.00	890.00	890.00
Product Cost:	0.00	0.00	44.38	47.95
<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>496,094.83</b>	<b>518,753.84</b>
<b>Work Hours:</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>3,587,621.79</b>	<b>3,348,379.60</b>	<b>4,396,340.98</b>	<b>4,573,688.38</b>
<b>Work Hours:</b>	<b>43,326.00</b>	<b>35,992.40</b>	<b>51,087.00</b>	<b>51,087.00</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.

**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:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 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	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%	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%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%	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%	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%	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%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 216000 - Streetscape Route Inspection</b>				
Product: A Route Inspection Performed				
Costs:	0.00	0.00	13,454.70	14,120.33
Products:	0.00	0.00	180.00	180.00
Work Hours:	0.00	0.00	249.50	249.50
Product Cost:	0.00	0.00	74.75	78.45
<b>Activity 216010 - Provide Electric Power for Irrigation Controllers</b>				
Product: A Kilowatt of Power Consumed				
Costs:	0.00	0.00	2,900.76	2,904.32
Products:	0.00	0.00	2,071.00	2,071.00
Work Hours:	0.00	0.00	1.00	1.00
Product Cost:	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	45,096.09	46,000.10
Products:	0.00	0.00	43,964.00	43,964.00
Work Hours:	0.00	0.00	1.00	1.00
Product Cost:	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 216030 - Irrigation Controller/Head Adjustments</b>				
Product: A Work Hour				
Costs:	0.00	0.00	20,275.31	21,218.53
Products:	0.00	0.00	475.00	475.00
Work Hours:	0.00	0.00	475.00	475.00
Product Cost:	0.00	0.00	42.68	44.67
<b>Activity 216040 - Central Irrigation System Maintenance</b>				
Product: A Work Hour				
Costs:	0.00	0.00	26,454.97	27,631.64
Products:	0.00	0.00	422.00	422.00
Work Hours:	0.00	0.00	422.00	422.00
Product Cost:	0.00	0.00	62.69	65.48
<b>Activity 216050 - Irrigation System Repairs</b>				
Product: An Irrigation Repair				
Costs:	0.00	0.00	37,436.79	39,118.62
Products:	0.00	0.00	1,149.00	1,149.00
Work Hours:	0.00	0.00	826.00	826.00
Product Cost:	0.00	0.00	32.58	34.05

**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 216080 - Tree Pruning</b>				
Product: A Tree Pruned				
Costs:	0.00	0.00	55,910.44	58,598.70
Products:	0.00	0.00	865.00	865.00
Work Hours:	0.00	0.00	1,213.00	1,213.00
Product Cost:	0.00	0.00	64.64	67.74
<b>Activity 216090 - Tree Replacement</b>				
Product: A Tree Replaced				
Costs:	0.00	0.00	5,313.57	5,486.77
Products:	0.00	0.00	23.00	23.00
Work Hours:	0.00	0.00	76.00	76.00
Product Cost:	0.00	0.00	231.02	238.56
<b>Activity 216100 - Miscellaneous Tree Service</b>				
Product: A Work Hour				
Costs:	0.00	0.00	6,433.60	6,721.04
Products:	0.00	0.00	148.00	148.00
Work Hours:	0.00	0.00	148.00	148.00
Product Cost:	0.00	0.00	43.47	45.41

**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 216110 - Shrub Pruning and Trimming</b>				
Product: A Shrub Pruned				
Costs:	0.00	0.00	125,786.14	131,471.32
Products:	0.00	0.00	13,872.00	13,872.00
Work Hours:	0.00	0.00	3,166.50	3,166.50
Product Cost:	0.00	0.00	9.07	9.48
<b>Activity 216120 - Shrub Replacement</b>				
Product: A Shrub Replaced				
Costs:	0.00	0.00	17,556.99	18,180.78
Products:	0.00	0.00	830.00	830.00
Work Hours:	0.00	0.00	291.00	291.00
Product Cost:	0.00	0.00	21.15	21.90
<b>Activity 216130 - Miscellaneous Shrub Service</b>				
Product: A Work Hour				
Costs:	0.00	0.00	8,283.08	8,653.64
Products:	0.00	0.00	188.00	188.00
Work Hours:	0.00	0.00	188.00	188.00
Product Cost:	0.00	0.00	44.06	46.03



**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 216140 - Streetscape Weed Control</b>				
Product: A Square Yard of Streetscape Area Serviced				
Costs:	0.00	0.00	138,124.71	144,722.87
Products:	0.00	0.00	4,246,099.00	4,246,099.00
Work Hours:	0.00	0.00	3,424.00	3,424.00
Product Cost:	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	33,861.46	35,225.03
Products:	0.00	0.00	704,847.00	704,847.00
Work Hours:	0.00	0.00	808.00	808.00
Product Cost:	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	140,785.71	147,456.00
Products:	0.00	0.00	4,246,099.00	4,246,099.00
Work Hours:	0.00	0.00	3,578.00	3,578.00
Product Cost:	0.00	0.00	0.03	0.03

**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 216170 - Edging/Trimming Groundcover</b>				
Product: A Square Yard of Streetscape Area Serviced				
Costs:	0.00	0.00	79,654.35	83,222.95
Products:	0.00	0.00	350,349.00	350,349.00
Work Hours:	0.00	0.00	2,110.50	2,110.50
Product Cost:	0.00	0.00	0.23	0.24
<b>Activity 216180 - Groundcover Replacement</b>				
Product: A Square Yard Serviced				
Costs:	0.00	0.00	19,006.11	19,765.34
Products:	0.00	0.00	2,561.00	2,561.00
Work Hours:	0.00	0.00	400.00	400.00
Product Cost:	0.00	0.00	7.42	7.72
<b>Activity 216190 - Miscellaneous Groundcover Services</b>				
Product: A Work Hour				
Costs:	0.00	0.00	5,449.51	5,682.36
Products:	0.00	0.00	145.00	145.00
Work Hours:	0.00	0.00	145.00	145.00
Product Cost:	0.00	0.00	37.58	39.19

**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 216200 - Lawn Maintenance</b>				
Product: A Square Yard of Turf Mowed or Edged				
Costs:	0.00	0.00	6,698.68	6,957.00
Products:	0.00	0.00	36,348.00	36,348.00
Work Hours:	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	0.18	0.19
<b>Activity 216210 - Service Median Hardscape</b>				
Product: A Square Yard of Hardscape Serviced				
Costs:	0.00	0.00	21,182.32	22,200.04
Products:	0.00	0.00	378,316.00	378,316.00
Work Hours:	0.00	0.00	445.50	445.50
Product Cost:	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	6,890.08	7,213.14
Products:	0.00	0.00	472.00	472.00
Work Hours:	0.00	0.00	159.00	159.00
Product Cost:	0.00	0.00	14.60	15.28

**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 216230 - Service Sidewalk Areas</b>				
Product: A Square Yard of Sidewalk Area Serviced				
Costs:	0.00	0.00	12,040.61	12,514.88
Products:	0.00	0.00	110,240.00	110,240.00
Work Hours:	0.00	0.00	324.00	324.00
Product Cost:	0.00	0.00	0.11	0.11
<b>Activity 216240 - Service Bikelanes</b>				
Product: A Mile of Bikelane Serviced				
Costs:	0.00	0.00	3,111.57	3,210.50
Products:	0.00	0.00	64.00	64.00
Work Hours:	0.00	0.00	42.00	42.00
Product Cost:	0.00	0.00	48.62	50.16
<b>Activity 216250 - Miscellaneous Streetscape Median Services</b>				
Product: A Work Hour				
Costs:	0.00	0.00	31,382.77	32,471.25
Products:	0.00	0.00	609.00	609.00
Work Hours:	0.00	0.00	609.00	609.00
Product Cost:	0.00	0.00	51.53	53.32

**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</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	39,600.70	41,383.14
Products:	0.00	0.00	1,000.00	1,000.00
Work Hours:	0.00	0.00	1,000.00	1,000.00
Product Cost:	0.00	0.00	39.60	41.38
<b>Activity 216270 - Training</b>				
Product: A Work Hour				
Costs:	0.00	0.00	27,532.65	29,270.42
Products:	0.00	0.00	582.00	582.00
Work Hours:	0.00	0.00	582.00	582.00
Product Cost:	0.00	0.00	47.31	50.29
<b>Activity 216280 - Provide Clerical Support</b>				
Product: A Work Hour				
Costs:	0.00	0.00	18,074.89	18,822.25
Products:	0.00	0.00	344.00	344.00
Work Hours:	0.00	0.00	344.00	344.00
Product Cost:	0.00	0.00	52.54	54.72

**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 216290 - Provide Program Operations Support</b>				
Product: A Work Hour				
Costs:	0.00	0.00	46,869.80	49,293.62
Products:	0.00	0.00	751.00	751.00
Work Hours:	0.00	0.00	751.00	751.00
Product Cost:	0.00	0.00	62.41	65.64
<b>Activity 216300 - Program Management</b>				
Product: A Work Hour				
Costs:	0.00	0.00	130,687.16	136,986.57
Products:	0.00	0.00	1,735.00	1,735.00
Work Hours:	0.00	0.00	1,735.00	1,735.00
Product Cost:	0.00	0.00	75.32	78.95
<b>Activity 216310 - Monitor Central Expressway Landscape Contract</b>				
Product: A Work Hour				
Costs:	0.00	0.00	4,128.51	4,094.37
Products:	0.00	0.00	2.00	2.00
Work Hours:	0.00	0.00	2.00	2.00
Product Cost:	0.00	0.00	2,064.26	2,047.19
<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>1,129,984.03</b>	<b>1,180,597.52</b>
<b>Work Hours:</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%	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%	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%	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%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</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	103,400.68	105,083.94
Products:	0.00	0.00	354.50	354.50
Work Hours:	0.00	0.00	354.50	354.50
Product Cost:	0.00	0.00	291.68	296.43
<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>103,400.68</b>	<b>105,083.94</b>
<b>Work Hours:</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>1,233,384.71</b>	<b>1,285,681.46</b>
<b>Work Hours:</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:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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	5	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%	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%	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%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%	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%	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%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 217100 - Make Temporary A/C Repair to Sidewalks</b>				
Product: A Lineal Foot of Sidewalk Ramped				
Costs:	0.00	0.00	46,244.87	47,748.71
Products:	0.00	0.00	4,000.00	4,000.00
Work Hours:	0.00	0.00	1,176.00	1,176.00
Product Cost:	0.00	0.00	11.56	11.94
<b>Activity 217110 - Grind Sidewalk Displacements</b>				
Product: A Lineal Foot of Sidewalk Ground				
Costs:	0.00	0.00	146,153.84	150,540.00
Products:	0.00	0.00	29,550.00	29,550.00
Work Hours:	0.00	0.00	3,310.00	3,310.00
Product Cost:	0.00	0.00	4.95	5.09
<b>Activity 217120 - Remove Parkway Concrete</b>				
Product: A Square Foot of Concrete Removed				
Costs:	0.00	0.00	27,544.65	28,107.91
Products:	0.00	0.00	20,000.00	20,000.00
Work Hours:	0.00	0.00	600.00	600.00
Product Cost:	0.00	0.00	1.38	1.41
<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>219,943.36</b>	<b>226,396.62</b>
<b>Work Hours:</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%	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%	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%	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 21702 - Mitigation of Tree Root/Concrete Conflicts**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 217200 - Root Prune at Sidewalk Sites</b>				
Product: A Lineal Foot of Sidewalk Root Pruned				
Costs:	0.00	0.00	59,689.11	61,140.27
Products:	0.00	0.00	13,250.00	13,250.00
Work Hours:	0.00	0.00	1,337.00	1,337.00
Product Cost:	0.00	0.00	4.50	4.61
<b>Activity 217210 - Install Root Control Materials At Sidewalk Sites</b>				
Product: A Lineal Foot of Sidewalk Barrier Installed				
Costs:	0.00	0.00	23,556.38	24,298.85
Products:	0.00	0.00	8,750.00	8,750.00
Work Hours:	0.00	0.00	646.00	646.00
Product Cost:	0.00	0.00	2.69	2.78
<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	14,231.46	14,038.17
Products:	0.00	0.00	4,000.00	4,000.00
Work Hours:	0.00	0.00	250.00	250.00
Product Cost:	0.00	0.00	3.56	3.51

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21702 - Mitigation of Tree Root/Concrete Conflicts**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</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	9,157.14	9,342.16
Products:	0.00	0.00	2,000.00	2,000.00
Work Hours:	0.00	0.00	120.00	120.00
Product Cost:	0.00	0.00	4.58	4.67
<b>Activity 217240 - Alternative Sidewalk Installation</b>				
Product: A Square Foot of Sidewalk Installed				
Costs:	0.00	0.00	10,796.13	11,210.61
Products:	0.00	0.00	900.00	900.00
Work Hours:	0.00	0.00	240.00	240.00
Product Cost:	0.00	0.00	12.00	12.46
<b>Activity 217250 - Survey Root Mitigation Sites</b>				
Product: A Survey Completed				
Costs:	0.00	0.00	6,187.92	6,473.03
Products:	0.00	0.00	12.00	12.00
Work Hours:	0.00	0.00	100.00	100.00
Product Cost:	0.00	0.00	515.66	539.42
<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>123,618.14</b>	<b>126,503.09</b>
<b>Work Hours:</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%	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%	90.00%	90.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21703 - Concrete Reconstruction**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 217300 - Sidewalk Replacement (by Contract)</b>				
Product: A Square Foot of Sidewalk Replaced				
Costs:	0.00	0.00	327,131.18	334,313.49
Products:	0.00	0.00	39,400.00	39,400.00
Work Hours:	0.00	0.00	410.00	410.00
Product Cost:	0.00	0.00	8.30	8.49
<b>Activity 217310 - Curb and Gutter Replacement (by Contract)</b>				
Product: A Lineal Foot of Curb and Gutter Replaced				
Costs:	0.00	0.00	149,678.40	153,319.86
Products:	0.00	0.00	4,100.00	4,100.00
Work Hours:	0.00	0.00	415.00	415.00
Product Cost:	0.00	0.00	36.51	37.40
<b>Totals for Service Delivery Plan 21703 - Concrete Reconstruction</b>				
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>476,809.58</b>	<b>487,633.35</b>
<b>Work Hours:</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%	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%	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%	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%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 217400 - Investigate Requests for Service</b>				
Product: A Service Request Completed				
Costs:	0.00	0.00	37,256.54	38,883.29
Products:	0.00	0.00	665.00	665.00
Work Hours:	0.00	0.00	718.00	718.00
Product Cost:	0.00	0.00	56.02	58.47
<b>Activity 217410 - Investigate Claims from Risk and Insurance</b>				
Product: A Claim Investigated				
Costs:	0.00	0.00	1,546.98	1,618.26
Products:	0.00	0.00	10.00	10.00
Work Hours:	0.00	0.00	25.00	25.00
Product Cost:	0.00	0.00	154.70	161.83
<b>Activity 217420 - Root Removal - Private Property</b>				
Product: A Lineal Foot of Root Pruned				
Costs:	0.00	0.00	5,128.17	5,319.11
Products:	0.00	0.00	1,300.00	1,300.00
Work Hours:	0.00	0.00	135.00	135.00
Product Cost:	0.00	0.00	3.94	4.09

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21704 - Customer Service and Program Coordination**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 217430 - Root Barrier Installed - Private Concrete</b>				
Product: A Lineal Foot of Barrier Installed				
Costs:	0.00	0.00	3,336.03	3,455.76
Products:	0.00	0.00	1,150.00	1,150.00
Work Hours:	0.00	0.00	85.00	85.00
Product Cost:	0.00	0.00	2.90	3.01
<b>Activity 217440 - Clerical Support</b>				
Product: A Work Hour				
Costs:	0.00	0.00	23,360.06	24,187.63
Products:	0.00	0.00	500.00	500.00
Work Hours:	0.00	0.00	500.00	500.00
Product Cost:	0.00	0.00	46.72	48.38
<b>Activity 217450 - Program Coordination: Non-Management</b>				
Product: A Work Hour				
Costs:	0.00	0.00	52,216.89	56,377.19
Products:	0.00	0.00	865.00	865.00
Work Hours:	0.00	0.00	865.00	865.00
Product Cost:	0.00	0.00	60.37	65.18

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21704 - Customer Service and Program Coordination**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 217460 - Equipment Maintenance/Miscellaneous Activities</b>				
Product: A Work Hour				
Costs:	0.00	0.00	4,897.54	5,089.23
Products:	0.00	0.00	123.00	123.00
Work Hours:	0.00	0.00	123.00	123.00
Product Cost:	0.00	0.00	39.82	41.38
<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>127,742.21</b>	<b>134,930.47</b>
<b>Work Hours:</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	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	100.00	100.00

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 217 - Concrete Maintenance**

**Service Delivery Plan 21705 - Program Management**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 217500 - Management Administration</b>				
Product: A Work Hour				
Costs:	0.00	0.00	96,012.88	106,483.59
Products:	0.00	0.00	1,294.00	1,294.00
Work Hours:	0.00	0.00	1,294.00	1,294.00
Product Cost:	0.00	0.00	74.20	82.29
<b>Activity 217510 - Staff Training: Safety and Development</b>				
Product: A Work Hour				
Costs:	0.00	0.00	15,480.18	16,143.11
Products:	0.00	0.00	315.00	315.00
Work Hours:	0.00	0.00	315.00	315.00
Product Cost:	0.00	0.00	49.14	51.25
<b>Totals for Service Delivery Plan 21705 - Program Management</b>				
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>111,493.06</b>	<b>122,626.70</b>
<b>Work Hours:</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>1,059,606.35</b>	<b>1,098,090.23</b>
<b>Work Hours:</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</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	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%	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%	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%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	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 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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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	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%	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%	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%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 218100, 218101, 218102, 218103, 218104 - Scheduled Structural Pruning</b>				
Product: An Inventory Tree Pruned				
Costs:	0.00	0.00	625,589.91	632,402.65
Products:	0.00	0.00	6,454.00	6,454.00
Work Hours:	0.00	0.00	11,745.00	11,745.00
Product Cost:	0.00	0.00	96.93	97.99
<b>Activity 218110, 218111 - Service Request (Single) Pruning</b>				
Product: A Tree Pruned				
Costs:	0.00	0.00	19,264.33	19,478.40
Products:	0.00	0.00	120.00	120.00
Work Hours:	0.00	0.00	360.00	360.00
Product Cost:	0.00	0.00	160.54	162.32
<b>Activity 218120 - Priority Pruning (On Hours)</b>				
Product: An Inventory Tree Pruned				
Costs:	0.00	0.00	35,112.17	35,517.92
Products:	0.00	0.00	675.00	675.00
Work Hours:	0.00	0.00	650.00	650.00
Product Cost:	0.00	0.00	52.02	52.62

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21801 - Structural Pruning**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 218130 - Emergency Pruning (Off Hours)</b>				
Product: An Inventory Tree Pruned				
Costs:	0.00	0.00	10,193.04	10,282.10
Products:	0.00	0.00	100.00	100.00
Work Hours:	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	101.93	102.82
 <b>Totals for Service Delivery Plan 21801 - Structural Pruning</b>				
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>690,159.45</b>	<b>697,681.07</b>
<b>Work Hours:</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:

**SDP Outcome Measures**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
♦ 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%	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%	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	1,200.00	1,200.00
- Percent	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 218200, 218201, 218202 - Replacement Tree Planting (by Contract)</b>				
Product: A Tree Planted				
Costs:	0.00	0.00	47,625.50	35,652.73
Products:	0.00	0.00	300.00	300.00
Work Hours:	0.00	0.00	30.00	30.00
Product Cost:	0.00	0.00	158.75	118.84
<b>Activity 218210, 218211, 218212 - New Tree Planting</b>				
Product: A Tree Planted				
Costs:	0.00	0.00	16,367.91	14,572.88
Products:	0.00	0.00	100.00	100.00
Work Hours:	0.00	0.00	145.00	145.00
Product Cost:	0.00	0.00	163.68	145.73
<b>Activity 218220 - Tree Removal</b>				
Product: A Tree Felled				
Costs:	0.00	0.00	82,459.57	65,804.05
Products:	0.00	0.00	350.00	350.00
Work Hours:	0.00	0.00	1,225.00	1,225.00
Product Cost:	0.00	0.00	235.60	188.01

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21802 - Tree Inventory Management**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 218230 - Tree Stump Removal (by Contract)</b>				
Product: A Tree Stump Removed				
Costs:	0.00	0.00	41,542.00	41,347.06
Products:	0.00	0.00	350.00	350.00
Work Hours:	0.00	0.00	0.00	0.00
Product Cost:	0.00	0.00	118.69	118.13
<b>Activity 218240 - Tree Watering</b>				
Product: A Tree Watered				
Costs:	0.00	0.00	28,793.06	29,311.41
Products:	0.00	0.00	4,500.00	4,500.00
Work Hours:	0.00	0.00	480.00	480.00
Product Cost:	0.00	0.00	6.40	6.51
<b>Activity 218250 - Young Tree Training Pruning</b>				
Product: A Tree Trained				
Costs:	0.00	0.00	21,246.63	21,534.20
Products:	0.00	0.00	1,200.00	1,200.00
Work Hours:	0.00	0.00	400.00	400.00
Product Cost:	0.00	0.00	17.71	17.95

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21802 - Tree Inventory Management**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 218260 - Maintain Tree Nursery</b>				
Product: A Work Hour				
Costs:	0.00	0.00	4,780.50	4,845.19
Products:	0.00	0.00	90.00	90.00
Work Hours:	0.00	0.00	90.00	90.00
Product Cost:	0.00	0.00	53.12	53.84
 <b>Totals for Service Delivery Plan 21802 - Tree Inventory Management</b>				
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>242,815.17</b>	<b>213,067.52</b>
<b>Work Hours:</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 95% of all service requests are investigated within nine (9) working days of request. - Percent	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%	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	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%	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%	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%	80.00%	80.00%

**SDP Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21803 - Customer Service and Program Coordination**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 218300 - Respond to Service Requests</b>				
Product: A Service Request Completed				
Costs:	0.00	0.00	72,274.38	74,109.24
Products:	0.00	0.00	2,010.00	2,010.00
Work Hours:	0.00	0.00	1,160.00	1,160.00
Product Cost:	0.00	0.00	35.96	36.87
<b>Activity 218310 - Structural Integrity Survey</b>				
Product: A Survey Conducted				
Costs:	0.00	0.00	3,133.63	3,213.78
Products:	0.00	0.00	4.00	4.00
Work Hours:	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	783.41	803.45
<b>Activity 218320 - Pruning Standards Survey</b>				
Product: A Survey Conducted				
Costs:	0.00	0.00	3,133.63	3,213.78
Products:	0.00	0.00	4.00	4.00
Work Hours:	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	783.41	803.45

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21803 - Customer Service and Program Coordination**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 218330 - Claims Investigation</b>				
Product: A Claim Investigated				
Costs:	0.00	0.00	1,880.18	1,928.26
Products:	0.00	0.00	15.00	15.00
Work Hours:	0.00	0.00	30.00	30.00
Product Cost:	0.00	0.00	125.35	128.55
<b>Activity 218340 - Equipment Maintenance/Miscellaneous Activities</b>				
Product: A Work Hour				
Costs:	0.00	0.00	14,942.62	15,063.04
Products:	0.00	0.00	365.00	365.00
Work Hours:	0.00	0.00	365.00	365.00
Product Cost:	0.00	0.00	40.94	41.27
<b>Activity 218350 - Program Coordination: Non-Management</b>				
Product: A Work Hour				
Costs:	0.00	0.00	101,730.46	111,599.03
Products:	0.00	0.00	1,630.00	1,630.00
Work Hours:	0.00	0.00	1,630.00	1,630.00
Product Cost:	0.00	0.00	62.41	68.47

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21803 - Customer Service and Program Coordination**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 218360 - Clerical Support</b>				
Product: A Work Hour				
Costs:	0.00	0.00	35,159.95	35,461.39
Products:	0.00	0.00	740.00	740.00
Work Hours:	0.00	0.00	740.00	740.00
Product Cost:	0.00	0.00	47.51	47.92
<b>Activity 218370 - Tree Removal Permit Investigations</b>				
Product: A Work Hour				
Costs:	0.00	0.00	18,801.74	19,282.74
Products:	0.00	0.00	300.00	300.00
Work Hours:	0.00	0.00	300.00	300.00
Product Cost:	0.00	0.00	62.67	64.28
<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>251,056.59</b>	<b>263,871.26</b>
<b>Work Hours:</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	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	100.00	100.00

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 218 - Street Tree Services**

**Service Delivery Plan 21804 - Program Management**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 218400 - Management Administration</b>				
Product: A Work Hour				
Costs:	0.00	0.00	105,249.43	117,799.72
Products:	0.00	0.00	1,406.00	1,406.00
Work Hours:	0.00	0.00	1,406.00	1,406.00
Product Cost:	0.00	0.00	74.86	83.78
<b>Activity 218410 - Staff Training: Safety and Development</b>				
Product: A Work Hour				
Costs:	0.00	0.00	40,551.87	41,195.64
Products:	0.00	0.00	840.00	840.00
Work Hours:	0.00	0.00	840.00	840.00
Product Cost:	0.00	0.00	48.28	49.04
<b>Totals for Service Delivery Plan 21804 - Program Management</b>				
<b>Costs:</b>	<b>0.00</b>	<b>0.00</b>	<b>145,801.30</b>	<b>158,995.36</b>
<b>Work Hours:</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>1,329,832.51</b>	<b>1,333,615.21</b>
<b>Work Hours:</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
♦ 85% of the goals for the number of improved units are achieved. - Percent	4	85.00%	85.40%	85.00%	85.00%
♦ An overall customer satisfaction rating of 90% is achieved. [DELETED] - Percent	4	85.00%	97.00%	0.00%	0.00%
♦ At least 12.5% of new housing units are affordable. - Percent	3	10.00%	20.00%	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	0.59	1.50	1.50
♦ 85% of outside group contracts comply with their identified service levels. - Percent	3	85.00%	87.00%	85.00%	85.00%
♦ 96% of Below Market Rate (BMR) units are in compliance with the BMR program objectives. - Percent	4	98.00%	84.00%	96.00%	96.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	2	1.00	1.14	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%	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%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 230100 - Provide General CDBG Grant Management</b>				
Product: A Work Hour				
Costs:	286,874.57	250,105.34	188,033.14	164,149.76
Products:	3,372.00	3,181.20	1,690.00	1,365.00
Work Hours:	3,372.00	3,181.20	1,690.00	1,365.00
Product Cost:	85.08	78.62	111.26	120.26
<b>Activity 230110 - Provide CDBG Housing Acquisiton Management</b>				
Product: An Affordable Housing Unit Built or Acquired				
Costs:	29,972.30	9,661.78	30,808.35	26,651.12
Products:	30.00	0.00	40.00	40.00
Work Hours:	562.00	141.50	538.00	467.00
Product Cost:	999.08	0.00	770.21	666.28
<b>Activity 230120 - Provide CDBG Housing Improvement - Substantial Rehabilitation Program</b>				
Product: A Unit Improved				
Costs:	167,932.62	130,073.48	156,470.46	157,141.50
Products:	15.00	17.00	15.00	15.00
Work Hours:	2,180.00	1,898.60	1,930.00	1,850.00
Product Cost:	11,195.51	7,651.38	10,431.36	10,476.10

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Service Delivery Plan 23001 - Community Development Block Grant Administration**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 230130 - Provide CDBG Housing Improvement - Minor Improvement Program</b>				
Product: A Unit Improved				
Costs:	37,456.87	16,843.47	30,098.26	27,807.12
Products:	50.00	30.00	30.00	30.00
Work Hours:	470.00	311.00	373.00	350.00
Product Cost:	749.14	561.45	1,003.28	926.90
<b>Activity 230140 - Support CDBG Funded Agencies</b>				
Product: An Agency Supported				
Costs:	22,715.60	29,964.35	11,366.26	11,951.62
Products:	14.00	17.00	15.00	15.00
Work Hours:	562.00	151.50	262.00	262.00
Product Cost:	1,622.54	1,762.61	757.75	796.77
<b>Activity 230150 - Audit CDBG Funded Agencies</b>				
Product: An Agency Audited				
Costs:	12,419.69	12,965.15	8,676.55	9,123.38
Products:	14.00	14.00	15.00	15.00
Work Hours:	340.00	306.50	200.00	200.00
Product Cost:	887.12	926.08	578.44	608.23

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Service Delivery Plan 23001 - Community Development Block Grant Administration**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 230160 - Support the Housing and Human Services Commission</b>				
Product: A Meeting Supported				
Costs:	10,943.18	10,247.99	16,953.88	15,917.17
Products:	11.00	13.00	12.00	12.00
Work Hours:	240.00	205.80	378.00	278.00
Product Cost:	994.83	788.31	1,412.82	1,326.43
<b>Activity 230170 - Provide Financial Grant Management</b>				
Product: A Work Hour				
Costs:	0.00	0.00	41,522.74	40,296.32
Products:	0.00	0.00	830.00	630.00
Work Hours:	0.00	0.00	830.00	630.00
Product Cost:	0.00	0.00	50.03	63.96
<b>Activity 230180 - Provide Regulatory Reports and Compliance</b>				
Product: A Work Hour				
Costs:	0.00	0.00	42,986.62	35,688.26
Products:	0.00	0.00	880.00	500.00
Work Hours:	0.00	0.00	880.00	500.00
Product Cost:	0.00	0.00	48.85	71.38
<b>Totals for Service Delivery Plan 23001 - Community Development Block Grant Administration</b>				
<b>Costs:</b>	<b>568,314.83</b>	<b>459,861.56</b>	<b>526,916.26</b>	<b>488,726.25</b>
<b>Work Hours:</b>	<b>7,726.00</b>	<b>6,196.10</b>	<b>7,081.00</b>	<b>5,902.00</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 230200 - Provide General HOME Program Grant Management</b>				
Product: A Work Hour				
Costs:	51,558.97	26,588.73	27,191.52	20,675.84
Products:	150.00	314.30	150.00	150.00
Work Hours:	150.00	314.30	150.00	150.00
Product Cost:	343.73	84.60	181.28	137.84
<b>Activity 230210 - Invest HOME Program Funds in Affordable Housing</b>				
Product: An Affordable Housing Unit Funded				
Costs:	23,961.34	19,561.77	36,270.96	38,138.88
Products:	10.00	0.00	22.00	22.00
Work Hours:	450.00	273.00	648.00	648.00
Product Cost:	2,396.13	0.00	1,648.68	1,733.59
<b>Activity 230220 - Monitor HOME Program Funded Housing Unit</b>				
Product: A Unit Inspected				
Costs:	46,077.39	23,743.43	12,963.43	13,368.27
Products:	36.00	36.00	36.00	60.00
Work Hours:	975.00	319.00	200.00	50.00
Product Cost:	1,279.93	659.54	360.10	222.80
<b>Totals for Service Delivery Plan 23002 - HOME Program Grant Administration</b>				
<b>Costs:</b>	<b>121,597.70</b>	<b>69,893.93</b>	<b>76,425.91</b>	<b>72,182.99</b>
<b>Work Hours:</b>	<b>1,575.00</b>	<b>906.30</b>	<b>998.00</b>	<b>848.00</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 230300 - Provide General Housing Mitigation Management</b>				
Product: A Work Hour				
Costs:	2,866.66	3,468.07	1,538.75	1,617.98
Products:	40.00	46.00	20.00	20.00
Work Hours:	40.00	46.00	20.00	20.00
Product Cost:	71.67	75.39	76.94	80.90
<b>Activity 230310 - Administer City Funded Outside Group Contracts</b>				
Product: An Agency Supported				
Costs:	21,090.07	23,593.87	13,130.74	13,806.97
Products:	3.00	8.00	8.00	8.00
Work Hours:	471.00	459.00	264.00	264.00
Product Cost:	7,030.02	2,949.23	1,641.34	1,725.87
<b>Activity 230320 - Develop Strategies, Projects and Funding Resources</b>				
Product: A Work Hour				
Costs:	7,166.64	903.81	7,539.81	7,928.10
Products:	100.00	12.00	98.00	98.00
Work Hours:	100.00	12.00	98.00	98.00
Product Cost:	71.67	75.32	76.94	80.90

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Service Delivery Plan 23003 - City Funded Housing Opportunities and Human Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 230330 - Provide Management of BMR Program for Compliance</b>				
Product: A BMR Unit Audited				
Costs:	41,253.23	92,686.22	44,070.20	46,339.79
Products:	737.00	530.00	619.00	521.00
Work Hours:	619.00	1,790.60	868.00	868.00
Product Cost:	55.97	174.88	71.20	88.94
<b>Activity 230340 - BMR Program Implementation</b>				
Product: A BMR Unit Purchased or Resold				
Costs:	9,735.32	27,779.72	56,793.03	53,946.72
Products:	3.00	6.00	10.00	10.00
Work Hours:	206.00	352.50	778.00	778.00
Product Cost:	3,245.11	4,629.95	5,679.30	5,394.67
<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	8,676.55	9,123.38
Products:	0.00	0.00	8.00	8.00
Work Hours:	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	1,084.57	1,140.42
<b>Totals for Service Delivery Plan 23003 - City Funded Housing Opportunities and Human Services</b>				
<b>Costs:</b>	<b>82,111.92</b>	<b>148,431.69</b>	<b>131,749.08</b>	<b>132,762.94</b>
<b>Work Hours:</b>	<b>1,436.00</b>	<b>2,660.10</b>	<b>2,228.00</b>	<b>2,228.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 230 - Housing and Human Services**

**Totals for Program 230**

<b>Costs:</b>	<b>772,024.45</b>	<b>678,187.18</b>	<b>735,091.25</b>	<b>693,672.18</b>
<b>Work Hours:</b>	<b>10,737.00</b>	<b>9,762.50</b>	<b>10,307.00</b>	<b>8,978.00</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%	86.00%	91.00%	91.00%
♦ An overall customer satisfaction rating of 85% is achieved. - Rating	3	85.00%	98.00%	85.00%	85.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	2	1.00	1.31	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% of non-routine items are completed on schedule. - Percent	3	85.00%	67.00%	85.00%	85.00%
♦ 88% of information requests are completed within 48 hours. - Percent	3	85.00%	92.00%	88.00%	88.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Program Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Service Delivery Plan 24201 - Policy Development**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 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%	86.00%	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%	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%	86.00%	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%
♦ 98% of community condition indicators are reviewed annually to assure General Plan is relevant. - Percent	95.00%	95.00%	98.00%	98.00%
♦ 85% of non-routine items are completed on schedule. - Percent	85.00%	67.00%	85.00%	85.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Service Delivery Plan 24201 - Policy Development**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 242001, 242002, 242110, 242111, 242112, 242113, 242114, 242115, 242116, 242117, 242118, 242119 - Community Planning Policy Studies</b>				
Product: A Document Prepared				
Costs:	366,280.98	300,111.30	381,077.34	396,978.36
Products:	25.00	28.00	38.00	38.00
Work Hours:	4,781.05	3,817.90	4,722.19	4,722.72
Product Cost:	14,651.24	10,718.26	10,028.35	10,446.80
<b>Activity 242120 - Analyze Intergovernmental Policy</b>				
Product: City Position Communicated				
Costs:	91,956.07	53,051.25	70,740.94	72,850.84
Products:	20.00	20.00	15.00	15.00
Work Hours:	924.28	412.01	602.46	602.12
Product Cost:	4,597.80	2,652.56	4,716.06	4,856.72
<b>Activity 242190, 242191, 242192 - Provide Policy Development Administration</b>				
Product: Work Hours				
Costs:	63,096.60	126,382.79	79,100.83	84,086.44
Products:	698.77	1,443.67	783.01	784.00
Work Hours:	698.77	1,443.67	783.01	784.00
Product Cost:	90.30	87.54	101.02	107.25

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Service Delivery Plan 24201 - Policy Development**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 242130 - Support Heritage Preservation Activities</b>				
Product: A Work Item Completed				
Costs:	16,058.93	13,173.35	18,217.85	18,825.48
Products:	10.00	11.00	10.00	10.00
Work Hours:	231.23	179.91	254.90	254.85
Product Cost:	1,605.89	1,197.58	1,821.79	1,882.55
<b>Totals for Service Delivery Plan 24201 - Policy Development</b>				
<b>Costs:</b>	<b>537,392.58</b>	<b>492,718.69</b>	<b>549,136.96</b>	<b>572,741.12</b>
<b>Work Hours:</b>	<b>6,635.33</b>	<b>5,853.49</b>	<b>6,362.56</b>	<b>6,363.69</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Service Delivery Plan 24202 - Information Management**

**SDP Outcome Statement**

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:

<b><u>SDP Outcome Measures</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 85% of the users of the information reports find them to be up-to-date and useful. - Percent	85.00%	100.00%	85.00%	85.00%
♦ 98% of audited data is determined to be accurate. - Percent	98.00%	98.10%	98.00%	98.00%
♦ 88% of information requests are completed within 48 hours. - Percent	85.00%	92.00%	88.00%	88.00%

**SDP Notes**

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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 242210 - Update Community Condition Indicators</b>				
Product: An Indicator Updated				
Costs:	12,183.90	12,174.07	7,624.79	7,962.00
Products:	370.00	350.00	370.00	370.00
Work Hours:	188.52	171.11	114.15	114.17
Product Cost:	32.93	34.78	20.61	21.52
<b>Activity 242220, 242223 - Update Demographic and Economic Data</b>				
Product: A Profile Updated				
Costs:	55,554.52	14,160.32	46,341.03	48,390.58
Products:	24.00	24.00	24.00	24.00
Work Hours:	788.84	251.01	635.19	635.32
Product Cost:	2,314.77	590.01	1,930.88	2,016.27
<b>Activity 242230 - Manage GIS</b>				
Product: A Map or Report Produced				
Costs:	108,376.46	32,694.15	51,250.08	53,535.34
Products:	100.00	78.00	100.00	100.00
Work Hours:	1,525.76	436.62	657.86	658.01
Product Cost:	1,083.76	419.16	512.50	535.35

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Service Delivery Plan 24202 - Information Management**

	<b>2003/2004 Budget</b>	<b>2003/2004 Achieved</b>	<b>2004/2005 Current</b>	<b>2005/2006 Adopted</b>
<b>Activity 242290, 242291, 242292 - Provide Information Management Administration</b>				
Product: Work Hours				
Costs:	20,817.40	7,573.17	15,163.07	13,015.92
Products:	254.55	50.87	133.24	131.81
Work Hours:	254.55	50.87	133.24	131.81
Product Cost:	81.78	148.87	113.80	98.75
 <b>Totals for Service Delivery Plan 24202 - Information Management</b>				
<b>Costs:</b>	<b>196,932.28</b>	<b>66,601.71</b>	<b>120,378.97</b>	<b>122,903.84</b>
<b>Work Hours:</b>	<b>2,757.67</b>	<b>909.61</b>	<b>1,540.44</b>	<b>1,539.31</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 242 - Community Planning**

**Totals for Program 242**

<b>Costs:</b>	<b>734,324.86</b>	<b>559,320.40</b>	<b>669,515.93</b>	<b>695,644.96</b>
<b>Work Hours:</b>	<b>9,393.00</b>	<b>6,763.10</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
♦ 85% of the members of City Council and Commissions supported by Community Development rate the quality of development review process as meeting expectations.* - Percent	4	78.00%	86.00%	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%	78.00%	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%	92.00%	90.00%	90.00%
♦ 93% of requested inspections are completed within 24 hours of the request.* - Percent	3	91.00%	99.00%	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%	97.00%	95.00%	95.00%
♦ An overall customer satisfaction rating of 90% is achieved. - Percent	5	85.00%	93.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	2	1.00	0.98	1.00	1.00
♦ 90% of total building permits (on a three-year average) are closed. - Percent	2	90.00%	101.00%	90.00%	90.00%
♦ 90% of regular building plan checks are reviewed within 21 days.* - Percent	3	88.00%	96.00%	90.00%	90.00%
♦ 95% of land use permit applications are reviewed within 10 days. - Percent	2	95.00%	89.00%	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, by:

- 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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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	78.00%	86.00%	85.00%	85.00%
♦ 95% of the public notices are accurate and published in accordance with City standards. - Percent	95.00%	97.00%	95.00%	95.00%
♦ 95% of land use permit reviews are completed within 10 days. - Percent	95.00%	89.00%	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%	98.00%	95.00%	95.00%
♦ A overall applicant satisfaction rating of 90% is achieved. - Rating	85.00%	92.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	1.00	0.94	1.00	1.00



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

**Program 243 - Development Services**

**SDP Notes**

1. The program 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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</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:	610,844.79	745,587.80	647,117.92	678,605.12
Products:	800.00	1,016.00	970.00	970.00
Work Hours:	10,174.85	12,283.28	10,146.70	10,146.98
Product Cost:	763.56	733.85	667.13	699.59
<b>Activity 243120 - Review Land Use Permit Applications by Building</b>				
Product: A Land Use Permit Application Reviewed				
Costs:	16,796.34	3,763.20	13,890.68	14,632.05
Products:	120.00	143.00	140.00	140.00
Work Hours:	254.40	59.06	207.06	207.09
Product Cost:	139.97	26.32	99.22	104.51
<b>Activity 243130, 243131, 243132 - Provide Land Use and Zoning Information</b>				
Product: A Customer Served				
Costs:	276,432.18	263,097.71	295,830.61	310,836.96
Products:	16,200.00	16,886.00	16,450.00	16,450.00
Work Hours:	4,342.34	4,180.09	4,410.28	4,410.69
Product Cost:	17.06	15.58	17.98	18.90

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24301 - Land Use Permitting**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 243190, 243191, 243192, 243193 - Provide Land Use Permit Administration</b>				
Product: Work Hours				
Costs:	151,385.17	139,805.10	163,225.56	169,175.40
Products:	1,706.96	1,801.47	1,653.92	1,653.01
Work Hours:	1,706.96	1,801.47	1,653.92	1,653.01
Product Cost:	88.69	77.61	98.69	102.34
<b>Activity 243610 - Review Land Use Permit Applications by Engineering</b>				
Product: A Land Use Permit Application Reviewed				
Costs:	44,456.87	51,209.08	40,356.16	42,225.66
Products:	120.00	143.00	140.00	140.00
Work Hours:	611.63	748.58	520.50	520.47
Product Cost:	370.47	358.11	288.26	301.61
<b>Activity 243620 - Review Land Use Permit Applications by Traffic</b>				
Product: A Land Use Permit Application Reviewed				
Costs:	68,536.07	47,078.55	63,517.00	66,576.64
Products:	125.00	149.00	140.00	140.00
Work Hours:	872.93	663.82	765.27	765.28
Product Cost:	548.29	315.96	453.69	475.55

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24301 - Land Use Permitting**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 243630 - Review Land Use Permit Applications by Trees and Landscaping</b>				
Product: A Land Use Permit Application Reviewed				
Costs:	13,773.39	9,225.65	10,969.84	11,498.55
Products:	120.00	143.00	140.00	140.00
Work Hours:	203.60	139.56	155.57	155.57
Product Cost:	114.78	64.52	78.36	82.13
<b>Activity 243640 - Review Land Use Permit Applications by WPCP</b>				
Product: A Land Use Permit Application Reviewed				
Costs:	2,918.42	2,547.04	4,549.51	4,792.32
Products:	100.00	150.00	140.00	140.00
Work Hours:	50.00	38.40	67.31	67.32
Product Cost:	29.18	16.98	32.50	34.23
<b>Totals for Service Delivery Plan 24301 - Land Use Permitting</b>				
<b>Costs:</b>	<b>1,185,143.23</b>	<b>1,262,314.13</b>	<b>1,239,457.28</b>	<b>1,298,342.70</b>
<b>Work Hours:</b>	<b>18,216.71</b>	<b>19,914.26</b>	<b>17,926.61</b>	<b>17,926.41</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 90% of all building permits with plans and minor permits are ready for issuance within one business day. - Percent	90.00%	92.00%	90.00%	90.00%
♦ 93% of requested inspections are completed within 24 hours of scheduled date.* - Percent	91.00%	99.00%	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%
♦ 90% of total building permits (on a three year rolling average) are closed. - Percent	90.00%	101.00%	90.00%	90.00%
♦ 90% of regular building plan checks are reviewed within 21 days.* - Percent	88.00%	96.00%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	1.00	0.99	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 243210 - Review Regular Building Plans by Building</b>				
Product: A Regular Building Plan Reviewed				
Costs:	336,845.11	279,439.97	325,306.54	339,041.01
Products:	200.00	468.00	200.00	200.00
Work Hours:	4,712.17	3,845.87	4,388.43	4,387.40
Product Cost:	1,684.23	597.09	1,626.53	1,695.21
<b>Activity 243220 - Review Express/Minor Building Permit Applications by Building</b>				
Product: An Express/Minor Building Permit Application Reviewed				
Costs:	248,918.01	253,240.30	285,310.51	299,355.68
Products:	4,000.00	3,818.00	4,000.00	4,000.00
Work Hours:	3,555.42	3,597.36	3,943.33	3,943.39
Product Cost:	62.23	66.33	71.33	74.84
<b>Activity 243230 - Review Regular Building Plans by Planning</b>				
Product: A Regular Building Plan Reviewed				
Costs:	85,828.53	42,737.19	47,952.49	50,431.05
Products:	192.00	469.00	175.00	175.00
Work Hours:	1,267.21	656.14	674.09	674.16
Product Cost:	447.02	91.12	274.01	288.18

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24302 - Construction Permitting**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 243240 - Review Express/Minor Building Permit Applications by Planning</b>				
Product: An Express/Minor Building Permit Application Reviewed				
Costs:	22,054.56	27,636.49	18,759.05	19,728.68
Products:	1,015.00	1,039.00	1,000.00	1,000.00
Work Hours:	326.71	450.47	259.42	259.45
Product Cost:	21.73	26.60	18.76	19.73
<b>Activity 243290, 243291, 243292, 243293 - Provide Construction Permitting Administration</b>				
Product: Work Hours				
Costs:	286,205.65	310,389.95	295,302.66	308,319.55
Products:	3,556.22	3,673.21	3,445.35	3,444.69
Work Hours:	3,556.22	3,673.21	3,445.35	3,444.69
Product Cost:	80.48	84.50	85.71	89.51
<b>Activity 243550 - Review Regular Building Plans by WPCP</b>				
Product: A Regular Building Plan Reviewed				
Costs:	15,487.25	21,638.07	19,399.41	20,453.42
Products:	138.00	456.00	130.00	130.00
Work Hours:	300.00	365.37	309.75	309.80
Product Cost:	112.23	47.45	149.23	157.33



**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24302 - Construction Permitting**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 243530 - Review Express/Minor Building Permit Applications by WPCP</b>				
Product: An Express/Minor Building Permit Application Reviewed				
Costs:	2,513.77	562.66	3,148.75	3,319.83
Products:	26.00	36.00	35.00	35.00
Work Hours:	50.00	9.30	51.58	51.59
Product Cost:	96.68	15.63	89.96	94.85
<b>Activity 243540 - Review Regular Building Plans by Engineering</b>				
Product: A Regular Building Plan Reviewed				
Costs:	24,812.40	32,990.63	24,421.70	25,748.57
Products:	100.00	460.00	90.00	90.00
Work Hours:	361.42	477.63	337.27	337.33
Product Cost:	248.12	71.72	271.35	286.10
<b>Activity 243560 - Review Express/Minor Building Permit Applications by Engineering</b>				
Product: An Express/Minor Building Permit Application Reviewed				
Costs:	2,808.65	7,668.33	11,147.55	11,753.20
Products:	17.00	35.00	30.00	30.00
Work Hours:	40.73	112.10	155.60	155.63
Product Cost:	165.21	219.10	371.59	391.77

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24302 - Construction Permitting**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 243510 - Review Regular Building Plans by Fire Prevention</b>				
Product: A Regular Building Plan Reviewed				
Costs:	80,269.51	50,402.99	86,185.86	90,868.52
Products:	148.00	462.00	125.00	125.00
Work Hours:	1,020.77	625.94	1,043.30	1,043.53
Product Cost:	542.36	109.10	689.49	726.95
<b>Activity 243520 - Review Express/Minor Building Permit Applications by Fire Prevention</b>				
Product: An Express/Minor Building Permit Application Reviewed				
Costs:	32,107.81	46,862.23	34,474.34	36,347.42
Products:	504.00	528.00	475.00	475.00
Work Hours:	408.31	582.05	417.32	417.41
Product Cost:	63.71	88.75	72.58	76.52
<b>Activity 243250, 243251, 243252 - Close Building Permits</b>				
Product: A Permit Closed				
Costs:	592,173.66	619,374.41	640,862.23	673,020.28
Products:	3,820.00	4,031.00	3,800.00	3,800.00
Work Hours:	9,103.25	8,820.56	9,446.96	9,447.38
Product Cost:	155.02	153.65	168.65	177.11

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Service Delivery Plan 24302 - Construction Permitting**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 243260, 243261 - Provide Building Information</b>				
Product: A Customer Served				
Costs:	212,668.40	254,708.78	265,914.35	280,074.61
Products:	11,000.00	35,512.00	20,000.00	20,000.00
Work Hours:	3,105.04	3,487.45	3,783.59	3,784.16
Product Cost:	19.33	7.17	13.30	14.00
<b>Totals for Service Delivery Plan 24302 - Construction Permitting</b>				
<b>Costs:</b>	<b>1,942,693.31</b>	<b>1,947,652.00</b>	<b>2,058,185.44</b>	<b>2,158,461.82</b>
<b>Work Hours:</b>	<b>27,807.25</b>	<b>26,703.45</b>	<b>28,255.99</b>	<b>28,255.92</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Initial contact with telephone customers is made within 50 seconds 70% of the time.* - Percent	70.00%	0.00%	70.00%	70.00%
♦ 95% of customers are connected to the appropriate development service staff. - Percent	95.00%	0.00%	95.00%	95.00%
♦ 85% of counter customers are seen within 15 minutes.* - Percent	70.00%	0.00%	85.00%	85.00%
♦ Cashier balances within \$5.00 95% of the time. - Percent	95.00%	0.00%	95.00%	95.00%
♦ An overall customer satisfaction rating of 80% is achieved for the One-Stop Counter.* - Percent	80.00%	0.00%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	1.00	0.00	1.00	1.00

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

**Program 243 - Development Services**

**SDP Notes**

1. The service delivery 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. 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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 243800 - Answer Phones</b>				
Product: A Customer Served				
Costs:	84,235.38	82,273.77	100,481.84	105,589.27
Products:	32,100.00	37,872.00	27,000.00	27,000.00
Work Hours:	2,208.85	2,192.49	2,359.51	2,359.65
Product Cost:	2.62	2.17	3.72	3.91
<b>Activity 243801 - Reception/Cashier Station</b>				
Product: A Customer Served				
Costs:	86,497.70	86,833.16	92,757.44	97,471.50
Products:	15,000.00	17,747.00	13,000.00	13,000.00
Work Hours:	2,099.49	2,343.55	2,255.32	2,255.45
Product Cost:	5.77	4.89	7.14	7.50
<b>Activity 243802 - Provide One-Stop Permit Administration</b>				
Product: A Work Hour				
Costs:	34,273.62	36,762.79	37,916.97	39,735.92
Products:	659.70	584.95	595.57	595.57
Work Hours:	659.70	584.95	595.57	595.57
Product Cost:	51.95	62.85	63.67	66.72
<b>Totals for Service Delivery Plan 24305 - One-Stop Counter</b>				
<b>Costs:</b>	<b>205,006.70</b>	<b>205,869.72</b>	<b>231,156.25</b>	<b>242,796.69</b>
<b>Work Hours:</b>	<b>4,968.04</b>	<b>5,120.99</b>	<b>5,210.40</b>	<b>5,210.67</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 243 - Development Services**

**Totals for Program 243**

<b>Costs:</b>	<b>3,332,843.24</b>	<b>3,415,835.85</b>	<b>3,528,798.97</b>	<b>3,699,601.21</b>
<b>Work Hours:</b>	<b>50,992.00</b>	<b>51,738.70</b>	<b>51,393.00</b>	<b>51,393.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Program Outcome Statement**

Foster a prosperous community, a vibrant business environment, a diversified and broad tax base and a downtown with vitality, by:

- Developing strategies and supporting policies and practices to achieve economic diversity,
- Communicating the benefits of doing business in Sunnyvale and the importance of businesses to the community,
- Incorporating regional perspectives into local strategies so that decisions and programs add value to the business community,
- Undertaking redevelopment activities to meet objectives of the general plan and other policy documents, and
- Strategically retaining and attracting targeted business clusters to achieve economic diversity.

So that:

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.					
- Ratio	2	1.00	1.11	1.00	1.00
♦ Percentage of businesses requesting information City wide rank the support as "good" or better.*					
- Percent	4	70.00%	80.00%	70.00%	70.00%
♦ Percentage of businesses concerned about or involved in issues at a regional level rate the City's efforts in addressing regional issues as "good" or better.					
- Percent	4	85.00%	90.00%	80.00%	80.00%
♦ The ratio of business/residential General Fund tax base meets or exceeds the ratio for the previous year.					
- Ratio	3	1.01	0.99	1.01	1.01
♦ Percentage of businesses surveyed rate the City as a good place to do business.*					
- Percent	4	70.00%	89.00%	80.00%	80.00%
♦ Percentage of Sunnyvale residents perceive the downtown area as an attractive shopping and/or entertainment destination.*					
- Percent	3	30.00%	35.00%	30.00%	30.00%
♦ City tax increment revenues generated in the Redevelopment Project area increase by a minimum of 2% per year on a rolling five-year average.					
- Percent	1	2.00%	7.25%	3.00%	3.00%



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

**Program 244 - Economic Prosperity**

**Program Notes**

1. The program outcome measures marked with an \* were adjusted downward in FY 2003/04 to reflect the budget cuts implemented. The percentage of businesses surveyed rate the City as a good place to do business was revised to 80% in FY 2004/05 to better reflect the anticipated performance results based on results achieved in FY 2003/04.
2. The Economic Prosperity Program budget has been adjusted to reflect Council direction on service delivery focus at the Feb. 10, 2004 Council Meeting (RTC 04-056). Starting in FY 2004/05, the primary focus of each service delivery plan (SDP) is highlighted below:
  - Retail and Hospitality focus is on El Camino Real, specifically the auto dealers.
  - Office and Industrial focus is on targeted marketing for emerging technologies with an emphasis on bioscience.
  - Business Partnerships focus is to provide outreach to all businesses through web-based communication.
  - Redevelopment SDP supports the anticipated level of assistance for redevelopment of the downtown and mitigation to businesses during the construction process.
3. SDPs 24401 thru 24403 are located under the Community Development Element tab in Volume I. SDP 24404 is located under the Redevelopment Agency tab in Volume II.
4. The FY 2004/05 budget has been reduced to reflect phase two of the FY 2003/04 citywide budget reduction for this program.

**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Service Delivery Plan 24401 - Retail and Hospitality**

**SDP Outcome Statement**

Positively influence the Sunnyvale business climate to enhance economic activity in retail and hospitality businesses, by:

- Promoting communications and information sharing with retail and hospitality businesses, the City, visitors and residents,
- Supporting the Chamber of Commerce, businesses interests, special events sponsors and City departments on various retail and hospitality-based activities, and
- Employing strategies to encourage development and increased economic activity in the central business district and commercial areas, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Percentage of the retail and hospitality businesses surveyed perceive Sunnyvale as a good place to do business. - Percent	85.00%	89.00%	75.00%	75.00%
♦ Percentage of Sunnyvale residents perceive the downtown area as an attractive shopping and/or entertainment destination. - Percent	30.00%	35.00%	30.00%	30.00%
♦ Percentage of requests for information or assistance are responded to within 24 hours. - Percent	85.00%	96.00%	80.00%	80.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Service Delivery Plan 24401 - Retail and Hospitality**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 244120 - Support Businesses [DELETED]</b>				
Product: An Activity or Project Supported				
Costs:	89,344.23	83,586.39	0.00	0.00
Products:	25.00	26.00	0.00	0.00
Work Hours:	1,094.77	1,136.98	0.00	0.00
Product Cost:	3,573.77	3,214.86	0.00	0.00
<b>Activity 244130, 244131, 244132, 244133, 244134 - Marketing the City [DELETED]</b>				
Product: A Promotional Activity Completed				
Costs:	38,822.21	33,135.83	0.00	0.00
Products:	50.00	46.00	0.00	0.00
Work Hours:	309.84	294.06	0.00	0.00
Product Cost:	776.44	720.34	0.00	0.00
<b>Activity 244150 - Support Businesses</b>				
Product: An Activity or Project Supported				
Costs:	0.00	0.00	84,970.38	89,240.79
Products:	0.00	0.00	35.00	35.00
Work Hours:	0.00	0.00	1,092.94	1,092.94
Product Cost:	0.00	0.00	2,427.73	2,549.74

**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Service Delivery Plan 24401 - Retail and Hospitality**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 244160 - Marketing the City</b>				
Product: A Promotional Activity Completed				
Costs:	0.00	0.00	26,307.64	27,430.91
Products:	0.00	0.00	28.00	28.00
Work Hours:	0.00	0.00	329.31	329.31
Product Cost:	0.00	0.00	939.56	979.68
<b>Totals for Service Delivery Plan 24401 - Retail and Hospitality</b>				
<b>Costs:</b>	<b>128,166.44</b>	<b>116,722.22</b>	<b>111,278.02</b>	<b>116,671.70</b>
<b>Work Hours:</b>	<b>1,404.61</b>	<b>1,431.04</b>	<b>1,422.25</b>	<b>1,422.25</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Service Delivery Plan 24402 - Office and Industrial**

**SDP Outcome Statement**

Positively influence the Sunnyvale business climate to enhance economic vitality in office, research and development (R&D) and industrial businesses, by:

- Employing strategies that support industries strategically targeted for retention or attraction,
- Developing business support programs based on industry groups and size of business, and
- Coordinating activities with businesses, the Chamber of Commerce and other business associations and City departments to support mutually advantageous economic development programs, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Percentage of office and industrial businesses surveyed perceive the City to be a good place to do business. - Percent	85.00%	89.00%	85.00%	85.00%
♦ Percentage of companies receiving economic development ombudsman assistance rate the Economic Prosperity Program as "good" or better. - Percent	85.00%	90.00%	90.00%	90.00%
♦ Percentage of requests for information or assistance are responded to within 24 hours. - Percent	85.00%	96.00%	95.00%	95.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Service Delivery Plan 24402 - Office and Industrial**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 244220 - Support Businesses [DELETED]</b>				
Product: An Activity or Project Supported				
Costs:	89,849.22	87,415.02	0.00	0.00
Products:	25.00	26.00	0.00	0.00
Work Hours:	1,094.77	1,167.47	0.00	0.00
Product Cost:	3,593.97	3,362.12	0.00	0.00
<b>Activity 244230, 244231, 244232, 244233, 244234 - Marketing the City [DELETED]</b>				
Product: A Promotional Activity Completed				
Costs:	45,463.21	39,846.12	0.00	0.00
Products:	25.00	27.00	0.00	0.00
Work Hours:	309.84	220.68	0.00	0.00
Product Cost:	1,818.53	1,475.78	0.00	0.00
<b>Activity 244250 - Support Businesses</b>				
Product: An Activity or Project Supported				
Costs:	0.00	0.00	84,250.17	88,339.96
Products:	0.00	0.00	30.00	30.00
Work Hours:	0.00	0.00	992.23	992.23
Product Cost:	0.00	0.00	2,808.34	2,944.67

**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Service Delivery Plan 24402 - Office and Industrial**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 244260 - Marketing the City</b>				
Product: A Promotional Activity Completed				
Costs:	0.00	0.00	44,852.58	46,597.91
Products:	0.00	0.00	25.00	25.00
Work Hours:	0.00	0.00	433.57	433.57
Product Cost:	0.00	0.00	1,794.10	1,863.92
 <b>Totals for Service Delivery Plan 24402 - Office and Industrial</b>				
<b>Costs:</b>	<b>135,312.43</b>	<b>127,261.14</b>	<b>129,102.75</b>	<b>134,937.87</b>
<b>Work Hours:</b>	<b>1,404.61</b>	<b>1,388.15</b>	<b>1,425.80</b>	<b>1,425.80</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Service Delivery Plan 24403 - Business Partnerships**

**SDP Outcome Statement**

Establish and maintain effective working relationships with the business community, by:

- Identifying and communicating the City's competitive advantage,
- Working in partnership with our businesses in promoting the City as a good place to do business,
- Seeking input and feedback on City programs that are relevant to the business community, and
- Serving as ombudsman for businesses regarding City policies, programs, resources, facilities and/or requirements, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Percentage of businesses surveyed perceive the City to be a good place to do business. - Percent	70.00%	89.00%	75.00%	75.00%
♦ Percentage of the businesses indicate they are well informed about City services.* - Percent of Businesses	57.00%	68.00%	57.00%	57.00%
♦ Percentage of annual work plan items are completed. - Percent	85.00%	90.00%	95.00%	95.00%

**SDP Notes**

1. \* The percentage of businesses that indicate they are well informed about City services was adjusted down to 57% in FY 2003/04 to reflect the budget cuts made in the marketing and outreach areas within this SDP.



**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Service Delivery Plan 24403 - Business Partnerships**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 244330, 244331, 244332, 244333 - Marketing the City [DELETED]</b>				
Product: A Promotional Activity Completed				
Costs:	86,718.38	77,783.12	0.00	0.00
Products:	25.00	25.00	0.00	0.00
Work Hours:	619.68	416.86	0.00	0.00
Product Cost:	3,468.74	3,111.32	0.00	0.00
<b>Activity 244340 - Business Assistance [DELETED]</b>				
Product: A Business Assisted				
Costs:	43,220.02	40,312.77	0.00	0.00
Products:	350.00	330.00	0.00	0.00
Work Hours:	578.37	560.74	0.00	0.00
Product Cost:	123.49	122.16	0.00	0.00
<b>Activity 244360 - Project Development [DELETED]</b>				
Product: A New Economic Development Initiative				
Costs:	61,076.71	49,727.47	0.00	0.00
Products:	10.00	8.00	0.00	0.00
Work Hours:	826.24	600.01	0.00	0.00
Product Cost:	6,107.67	6,215.93	0.00	0.00

**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Service Delivery Plan 24403 - Business Partnerships**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 244370 - Provide Program Management [DELETED]</b>				
Product: A Work Hour				
Costs:	76,978.17	55,912.22	0.00	0.00
Products:	568.04	765.39	0.00	0.00
Work Hours:	568.04	765.39	0.00	0.00
Product Cost:	135.52	73.05	0.00	0.00
<b>Activity 244380 - Marketing the City</b>				
Product: A Promotional Activity Completed				
Costs:	0.00	0.00	102,282.68	106,791.99
Products:	0.00	0.00	30.00	30.00
Work Hours:	0.00	0.00	461.13	461.13
Product Cost:	0.00	0.00	3,409.42	3,559.73
<b>Activity 244500 - Provide Business Assistance</b>				
Product: A Business Assisted				
Costs:	0.00	0.00	42,087.60	44,206.66
Products:	0.00	0.00	345.00	345.00
Work Hours:	0.00	0.00	501.42	501.42
Product Cost:	0.00	0.00	121.99	128.14

**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Service Delivery Plan 24403 - Business Partnerships**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 244510 - Project Development</b>				
Product: A New Economic Development Initiative				
Costs:	0.00	0.00	55,535.68	58,328.89
Products:	0.00	0.00	8.00	8.00
Work Hours:	0.00	0.00	692.23	692.23
Product Cost:	0.00	0.00	6,941.96	7,291.11
<b>Activity 244520 - Provide Program Management</b>				
Product: A Work Hour				
Costs:	0.00	0.00	68,745.80	71,910.27
Products:	0.00	0.00	790.82	790.82
Work Hours:	0.00	0.00	790.82	790.82
Product Cost:	0.00	0.00	86.93	90.93
<b>Totals for Service Delivery Plan 24403 - Business Partnerships</b>				
<b>Costs:</b>	<b>267,993.28</b>	<b>223,735.58</b>	<b>268,651.76</b>	<b>281,237.81</b>
<b>Work Hours:</b>	<b>2,592.33</b>	<b>2,343.00</b>	<b>2,445.60</b>	<b>2,445.60</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 244 - Economic Prosperity**

**Totals for Program 244**

<b>Costs:</b>	<b>531,472.15</b>	<b>467,719.39</b>	<b>509,032.53</b>	<b>532,847.38</b>
<b>Work Hours:</b>	<b>5,401.55</b>	<b>5,162.19</b>	<b>5,293.65</b>	<b>5,293.65</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. [DELETED] - Ratio	2	1.00	1.12	0.00	0.00
♦ 88% of active neighborhood associations rate the neighborhood partnership's services as "good" or better. [DELETED] - Percent	4	88.00%	0.00%	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%	97.00%	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%	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%	92.00%	92.00%
♦ 85% of all code enforcement cases are in compliance within 30 days. - Percent	4	85.00%	81.00%	85.00%	85.00%
- Number of Cases Closed	4	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%	80.00%	80.00%
- Number of Cases Closed	4	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%	80.00%	80.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

<u>Program Outcome Measures</u>	<u>Weight</u>	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</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%	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%	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%	20.00%	20.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	3	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 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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 85% of all code enforcement cases are in compliance within 30 days.				
- Percent	85.00%	81.00%	85.00%	85.00%
- Number of Cases Closed	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%	97.00%	0.00%	0.00%
♦ 80% of all remaining code enforcement cases are resolved within ten months.				
- Percent	0.00%	0.00%	80.00%	80.00%
- Number of Cases Closed	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%	76.00%	0.00%	0.00%
♦ Windshield survey results indicate that 92% of residential properties meet community standards for property maintenance.				
- Percent	90.00%	92.00%	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%	80.00%	80.00%



**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

<u>SDP Outcome Measures</u>	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</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%	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%	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%	20.00%	20.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 245310, 245311 - Achieve Code Compliance</b>				
Product: A Case Closed				
Costs:	283,376.37	326,173.05	372,127.98	394,777.05
Products:	1,800.00	2,936.00	2,688.00	2,688.00
Work Hours:	5,119.57	6,028.41	6,313.37	6,313.52
Product Cost:	157.43	111.09	138.44	146.87
<b>Activity 245350 - Evaluate Compliance with Land Use</b>				
Product: A Permit Reviewed				
Costs:	11,153.52	5,473.77	4,933.38	5,229.33
Products:	100.00	63.00	50.00	50.00
Work Hours:	204.71	89.33	86.62	86.62
Product Cost:	111.54	86.89	98.67	104.59
<b>Activity 245360 - Respond to Neighborhood Preservation Information Requests</b>				
Product: A Request Answered				
Costs:	43,899.69	46,979.21	56,454.91	59,767.97
Products:	936.00	1,235.00	1,410.00	1,410.00
Work Hours:	868.52	960.95	1,029.95	1,029.90
Product Cost:	46.90	38.04	40.04	42.39

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

**Program 245 - Neighborhood Preservation**

**Service Delivery Plan 24503 - Code Enforcement**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 245390, 245391, 245392 - Provide Neighborhood Preservation Administration</b>				
Product: Work Hours				
Costs:	71,752.93	69,050.25	93,273.14	99,268.41
Products:	730.28	825.30	1,074.48	1,074.67
Work Hours:	730.28	825.30	1,074.48	1,074.67
Product Cost:	98.25	83.67	86.81	92.37
<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:	96,241.85	75,017.25	87,447.52	92,599.66
Products:	25.00	46.00	60.00	60.00
Work Hours:	1,690.61	1,248.96	1,439.39	1,439.33
Product Cost:	3,849.67	1,630.81	1,457.46	1,543.33
<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	30,361.86	31,951.45
Products:	0.00	0.00	22.00	22.00
Work Hours:	0.00	0.00	519.11	518.99
Product Cost:	0.00	0.00	1,380.08	1,452.34

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Service Delivery Plan 24503 - Code Enforcement**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 245400 - Implement the Neighborhood Enhancement Program</b>				
Product: A Property within the Neighborhood Enhancement Program Improved				
Costs:	0.00	0.00	117,028.45	123,866.57
Products:	0.00	0.00	112.00	112.00
Work Hours:	0.00	0.00	1,884.08	1,883.97
Product Cost:	0.00	0.00	1,044.90	1,105.95
<b>Totals for Service Delivery Plan 24503 - Code Enforcement</b>				
<b>Costs:</b>	<b>506,424.36</b>	<b>522,693.53</b>	<b>761,627.24</b>	<b>807,460.44</b>
<b>Work Hours:</b>	<b>8,613.69</b>	<b>9,152.95</b>	<b>12,347.00</b>	<b>12,347.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 245 - Neighborhood Preservation**

**Totals for Program 245**

<b>Costs:</b>	<b>506,424.36</b>	<b>522,693.53</b>	<b>761,627.24</b>	<b>807,460.44</b>
<b>Work Hours:</b>	<b>8,613.69</b>	<b>9,152.95</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%	91.00%	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%
♦ Percent of pavement striping and legends maintained at a level of "satisfactory" or better. - Percent	90.00%	100.00%	90.00%	90.00%

**SDP Notes**

1. 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.

2. 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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 250000 - Maintain Pavement in Parking Lot</b>				
Unit: Square Feet				
Costs:	6,553.85	6,655.73	7,003.84	7,247.60
Units:	1,476.00	1,560.00	1,476.00	1,476.00
Work Hours:	63.00	90.00	63.00	63.00
Unit Cost:	4.44	4.27	4.75	4.91
<b>Task 250010 - Sweep Parking Lot</b>				
Unit: Swept Parking Lot				
Costs:	35,181.29	37,231.51	38,740.79	39,645.12
Units:	715.00	843.00	641.00	641.00
Work Hours:	350.00	378.00	350.00	350.00
Unit Cost:	49.20	44.17	60.44	61.85
<b>Task 250020 - Stripe Parking Lot</b>				
Unit: Lineal Feet				
Costs:	1,707.25	2,727.29	1,630.95	1,698.71
Units:	3,388.00	8,789.00	3,388.00	3,388.00
Work Hours:	15.00	47.50	15.00	15.00
Unit Cost:	0.50	0.31	0.48	0.50



**City of Sunnyvale  
Program Performance Budget**

**Program 250 - Public Parking Lot Maintenance**

**Objective 25001 - Operate and Maintain Parking Lots**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 250030 - Provide Signs for Parking Lot</b>				
Unit: Signs Changed				
Costs:	1,967.43	397.64	1,898.78	1,962.98
Units:	50.00	2.00	50.00	50.00
Work Hours:	25.00	2.00	25.00	25.00
Unit Cost:	39.35	198.82	37.98	39.26
<b>Task 250040 - Other Objective Tasks</b>				
Unit: Work Hours				
Costs:	6,215.45	3,863.86	6,621.69	6,915.69
Units:	103.00	72.50	103.00	103.00
Work Hours:	103.00	72.50	103.00	103.00
Unit Cost:	60.34	53.29	64.29	67.14
<b>Totals for Objective 25001 - Operate and Maintain Parking Lots</b>				
<b>Costs:</b>	<b>51,625.27</b>	<b>50,876.03</b>	<b>55,896.05</b>	<b>57,470.10</b>
<b>Work Hours:</b>	<b>556.00</b>	<b>590.00</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Percent of lights burning in parking lots on test nights. - Percent	95.00%	95.00%	97.00%	97.00%
♦ Percent of refractors cleaned within 24 hours after notification. - Percent	100.00%	98.00%	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
- Percent	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 250050 - Survey Parking Lot Lights</b>				
Unit: Number of Surveys				
Costs:	2,314.89	744.37	2,396.31	2,432.56
Units:	12.00	9.00	12.00	12.00
Work Hours:	50.00	15.00	50.00	50.00
Unit Cost:	192.91	82.71	199.69	202.71
<b>Task 250060 - Maintain Lighting</b>				
Unit: Lamps Changed				
Costs:	19,489.49	21,568.22	18,707.51	18,918.94
Units:	62.00	159.00	65.00	65.00
Work Hours:	78.00	195.00	78.00	78.00
Unit Cost:	314.35	135.65	287.81	291.06
<b>Task 250070 - Other Objective Tasks</b>				
Unit: Work Hours				
Costs:	492.02	0.00	532.21	563.39
Units:	10.00	0.00	10.00	10.00
Work Hours:	10.00	0.00	10.00	10.00
Unit Cost:	49.20	0.00	53.22	56.34
<b>Totals for Objective 25002 - Maintain Parking Lot Lights</b>				
<b>Costs:</b>	<b>22,296.40</b>	<b>22,312.59</b>	<b>21,636.03</b>	<b>21,914.89</b>
<b>Work Hours:</b>	<b>138.00</b>	<b>210.00</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 250080 - Provide Administration</b>				
Unit: Work Hours				
Costs:	3,027.45	3,152.59	3,261.56	3,440.29
Units:	52.00	49.00	52.00	52.00
Work Hours:	52.00	49.00	52.00	52.00
Unit Cost:	58.22	64.34	62.72	66.16
<b>Task 250090 - Provide Support Services</b>				
Unit: Work Hours				
Costs:	425.35	346.99	456.96	480.49
Units:	9.00	9.90	9.00	9.00
Work Hours:	9.00	9.90	9.00	9.00
Unit Cost:	47.26	35.05	50.77	53.39
<b>Totals for Objective 25003 - Perform Administrative and Support Services</b>				
Costs:	<b>3,452.80</b>	<b>3,499.58</b>	<b>3,718.52</b>	<b>3,920.78</b>
Work Hours:	<b>61.00</b>	<b>58.90</b>	<b>61.00</b>	<b>61.00</b>
<b>Totals for Program 250</b>				
Costs:	<b>77,374.47</b>	<b>76,688.20</b>	<b>81,250.60</b>	<b>83,305.77</b>
Work Hours:	<b>755.00</b>	<b>858.90</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%
♦ Percent of downtown parking lots that are maintained to provide a surface unobstructed by weeds determined by quarterly divisional quality survey. - Percent	81.00%	81.00%	81.00%	81.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25101 - Downtown Parking District Hardscape Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 251010 - Hardscape Maintenance</b>				
Unit: A Square Yard				
Costs:	1,317.55	1,352.71	943.77	976.67
Units:	20,865.00	19,216.00	13,535.00	13,535.00
Work Hours:	30.00	30.00	20.00	20.00
Unit Cost:	0.06	0.07	0.07	0.07
<b>Task 251020 - Parking Lot Maintenance</b>				
Unit: A Square Yard				
Costs:	1,608.92	1,599.10	1,038.16	1,074.34
Units:	139,676.00	135,285.00	81,168.00	81,168.00
Work Hours:	37.00	36.00	22.00	22.00
Unit Cost:	0.01	0.01	0.01	0.01
<b>Totals for Objective 25101 - Downtown Parking District Hardscape Maintenance</b>				
<b>Costs:</b>	<b>2,926.47</b>	<b>2,951.81</b>	<b>1,981.93</b>	<b>2,051.01</b>
<b>Work Hours:</b>	<b>67.00</b>	<b>66.00</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.

**SDP Outcome Measures**

	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%
♦ 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
- Percent	100.00%	0.00%	100.00%	100.00%
♦ Percent of irrigation water consumed, compared to allowable allocations. - Percent	92.00%	100.00%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 251030 - Other Objective Tasks</b>				
Unit: Work Hours				
Costs:	5,665.52	3,082.61	4,718.90	4,883.36
Units:	129.00	68.00	100.00	100.00
Work Hours:	129.00	68.00	100.00	100.00
Unit Cost:	43.92	45.33	47.19	48.83
<b>Task 251040 - Irrigation Repairs</b>				
Unit: A Repair				
Costs:	5,964.92	2,237.15	4,530.78	4,690.96
Units:	219.00	73.00	150.00	150.00
Work Hours:	134.00	48.00	94.00	94.00
Unit Cost:	27.24	30.65	30.21	31.27
<b>Task 251050 - Provide Irrigation Water</b>				
Unit: 100 Cubic Feet of Water Used				
Costs:	4,130.12	3,357.89	3,165.56	3,230.53
Units:	2,698.00	2,375.00	2,698.00	2,698.00
Work Hours:	1.00	1.00	1.00	1.00
Unit Cost:	1.53	1.41	1.17	1.20

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25102 - Irrigation System Maintenance / Provide Utility Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 251060 - Provide Controller Electricity</b>				
Unit: Kilowatts Used				
Costs:	265.71	404.74	327.51	330.77
Units:	125.00	132.00	154.00	154.00
Work Hours:	1.00	1.00	1.00	1.00
Unit Cost:	2.13	3.07	2.13	2.15
<b>Totals for Objective 25102 - Irrigation System Maintenance / Provide Utility Services</b>				
<b>Costs:</b>	<b>16,026.27</b>	<b>9,082.39</b>	<b>12,742.75</b>	<b>13,135.62</b>
<b>Work Hours:</b>	<b>265.00</b>	<b>118.00</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Number and percent of downtown parking district trees pruned each fiscal year.				
- Number	68.00	67.00	23.00	23.00
- Percent	28.00%	39.00%	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%
♦ 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%	0.00%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 251070 - Tree Pruning</b>				
Unit: A Tree Pruned				
Costs:	4,264.37	1,693.69	1,699.43	1,760.92
Units:	68.00	67.00	23.00	23.00
Work Hours:	94.00	38.50	34.00	34.00
Unit Cost:	62.71	25.28	73.89	76.56
<b>Task 251080 - Tree Removal and Replacement</b>				
Unit: A Tree Replaced				
Costs:	0.00	103.68	377.51	390.65
Units:	0.00	0.00	4.00	4.00
Work Hours:	0.00	2.00	8.00	8.00
Unit Cost:	0.00	0.00	94.38	97.66
<b>Task 251090 - Other Objective Tasks</b>				
Unit: Work Hours				
Costs:	875.51	996.98	1,078.55	1,115.41
Units:	23.50	23.00	23.50	23.50
Work Hours:	23.50	23.00	23.50	23.50
Unit Cost:	37.26	43.35	45.90	47.46
<b>Totals for Objective 25103 - Maintain Downtown Parking District Trees</b>				
<b>Costs:</b>	<b>5,139.88</b>	<b>2,794.35</b>	<b>3,155.49</b>	<b>3,266.98</b>
<b>Work Hours:</b>	<b>117.50</b>	<b>63.50</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Number and percent of downtown parking district shrubs pruned and shaped each fiscal year.				
- Number	967.00	0.00	806.00	806.00
- Percent	96.00%	0.00%	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%	0.00%	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%	0.00%	99.00%	99.00%

**SDP Notes**

**City of Sunnyvale  
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**Program 251 - Parking District Landscaping**

**Objective 25104 - Downtown Parking District Shrub Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 251100 - Shrub Pruning</b>				
Unit: A Shrub Serviced				
Costs:	7,592.69	4,607.65	7,005.75	7,251.53
Units:	967.00	913.00	806.00	806.00
Work Hours:	176.00	105.50	147.00	147.00
Unit Cost:	7.85	5.05	8.69	9.00
<b>Task 251110 - Shrub Removal and Replacement</b>				
Unit: A Shrub Replaced				
Costs:	0.00	0.00	1,237.49	1,280.31
Units:	0.00	0.00	71.00	71.00
Work Hours:	0.00	0.00	26.50	26.50
Unit Cost:	0.00	0.00	17.43	18.03
<b>Task 251120 - Other Objective Tasks</b>				
Unit: Work Hours				
Costs:	506.69	157.58	543.97	561.28
Units:	13.00	3.50	13.00	13.00
Work Hours:	13.00	3.50	13.00	13.00
Unit Cost:	38.98	45.02	41.84	43.18
<b>Totals for Objective 25104 - Downtown Parking District Shrub Maintenance</b>				
<b>Costs:</b>	<b>8,099.38</b>	<b>4,765.23</b>	<b>8,787.21</b>	<b>9,093.12</b>
<b>Work Hours:</b>	<b>189.00</b>	<b>109.00</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%
♦ 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%	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%	80.00%	80.00%	80.00%
♦ Percent of downtown parking district ground cover areas edged physically and chemically. - Percent	100.00%	104.00%	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%	0.00%	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%

**SDP Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25105 - Maintain Ground Cover**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 251130 - Ground Cover Litter Removal</b>				
Unit: A Square Yard				
Costs:	12,165.46	7,117.00	8,116.52	8,399.39
Units:	477,890.00	407,829.00	293,556.00	293,556.00
Work Hours:	277.00	169.00	172.00	172.00
Unit Cost:	0.03	0.02	0.03	0.03
<b>Task 251140 - Ground Cover Weed Eradication</b>				
Unit: A Square Yard				
Costs:	6,236.45	4,841.72	4,247.01	4,395.03
Units:	265,015.00	211,029.00	153,085.00	153,085.00
Work Hours:	142.00	101.20	90.00	90.00
Unit Cost:	0.02	0.02	0.03	0.03
<b>Task 251150 - Ground Cover Edging and Trimming</b>				
Unit: A Square Yard				
Costs:	10,145.22	9,959.88	3,303.23	3,418.36
Units:	36,850.00	31,726.00	12,507.00	12,507.00
Work Hours:	231.00	223.50	70.00	70.00
Unit Cost:	0.28	0.31	0.26	0.27

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25105 - Maintain Ground Cover**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 251160 - Ground Cover Removal and Replacement</b>				
Unit: A Square Yard				
Costs:	0.00	114.95	2,189.95	2,266.17
Units:	0.00	0.00	445.00	445.00
Work Hours:	0.00	3.50	46.50	46.50
Unit Cost:	0.00	0.00	4.92	5.09
<b>Task 251180 - Herbicide Maintenance</b>				
Unit: A Square Yard				
Costs:	1,361.47	1,345.58	471.88	488.33
Units:	39,753.00	31,627.00	9,381.00	9,381.00
Work Hours:	31.00	30.50	10.00	10.00
Unit Cost:	0.03	0.04	0.05	0.05
<b>Task 251190 - Other Objective Tasks</b>				
Unit: Work Hours				
Costs:	2,275.17	613.94	2,788.64	2,882.01
Units:	62.50	11.00	62.50	62.50
Work Hours:	62.50	11.00	62.50	62.50
Unit Cost:	36.40	55.81	44.62	46.11
<b>Totals for Objective 25105 - Maintain Ground Cover</b>				
<b>Costs:</b>	<b>32,183.77</b>	<b>23,993.07</b>	<b>21,117.23</b>	<b>21,849.29</b>
<b>Work Hours:</b>	<b>743.50</b>	<b>538.70</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ The number and percentage of occupational injuries compared to the previous three year average.				
- Number	3.00	0.00	1.00	1.00
- Percent	95.00%	0.00%	95.00%	95.00%
♦ The number and percent of hours lost compared to the number of program hours.				
- Number	205.00	0.00	100.00	100.00
- Percent	8.80%	0.00%	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%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25106 - Perform Administrative and Support Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 251200 - Provide Administration</b>				
Unit: Work Hours				
Costs:	16,824.00	15,080.55	18,141.52	19,849.80
Units:	204.00	184.00	208.00	208.00
Work Hours:	204.00	184.00	208.00	208.00
Unit Cost:	82.47	81.96	87.22	95.43
<b>Task 251210 - Provide Support Services</b>				
Unit: Work Hours				
Costs:	5,513.14	5,157.62	5,969.14	6,166.08
Units:	107.00	89.00	107.00	107.00
Work Hours:	107.00	89.00	107.00	107.00
Unit Cost:	51.52	57.95	55.79	57.63
<b>Task 251220 - Provide Training</b>				
Unit: Work Hours				
Costs:	3,256.55	4,413.87	3,775.12	3,906.69
Units:	80.00	92.00	80.00	80.00
Work Hours:	80.00	92.00	80.00	80.00
Unit Cost:	40.71	47.98	47.19	48.83

**City of Sunnyvale  
Program Performance Budget**

**Program 251 - Parking District Landscaping**

**Objective 25106 - Perform Administrative and Support Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Task 251230 - Provide Program Coordination</b>				
Unit: Work Hours				
Costs:	6,361.18	6,371.41	6,627.15	7,035.95
Units:	84.00	81.00	84.00	84.00
Work Hours:	84.00	81.00	84.00	84.00
Unit Cost:	75.73	78.66	78.89	83.76
<b>Totals for Objective 25106 - Perform Administrative and Support Services</b>				
Costs:	<b>31,954.87</b>	<b>31,023.45</b>	<b>34,512.93</b>	<b>36,958.52</b>
Work Hours:	<b>475.00</b>	<b>446.00</b>	<b>479.00</b>	<b>479.00</b>
<b>Totals for Program 251</b>				
Costs:	<b>96,330.64</b>	<b>74,610.30</b>	<b>82,297.54</b>	<b>86,354.54</b>
Work Hours:	<b>1,857.00</b>	<b>1,341.20</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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	1.00	0.00	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	75.00%	0.00%	75.00%	75.00%
♦ Staff survey results indicate parks and open spaces meet 80% of Parks Division standards for usability.* - Percentage of Standards	4	80.00%	0.00%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual) is at 1.0. - Ratio	4	1.00	0.00	1.00	1.00
♦ Customer satisfaction with park safety, attractiveness and usability is at 80%.* - Rating	2	80.00%	0.00%	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%	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, the first program measure 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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Landscapes are hazard-free, with accidents attributable to unsafe landscaping conditions (trees, turf, ground covers) limited to the prior three year average. [DELETED] - Number of Accidents	1.00	0.00	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	75.00%	0.00%	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	80.00%	0.00%	80.00%	80.00%
♦ Customer satisfaction with park safety, attractiveness and usability is at 80%.* - Rating	80.00%	0.00%	80.00%	80.00%



**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

<u>SDP Outcome Measures</u>	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</u>
♦ Parks and open spaces landscapes are free from hazardous conditions, with reported hazardous conditions abated within 24 hours. - Percent	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, the first service delivery plan measure 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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 265000 - Maintain and Replace Turf</b>				
Product: One Acre Maintained				
Costs:	755,856.13	610,384.75	875,167.40	929,712.31
Products:	77.00	77.00	95.00	95.00
Work Hours:	13,923.59	11,264.72	15,441.76	15,441.76
Product Cost:	9,816.31	7,927.07	9,212.29	9,786.45
<b>Activity 265010 - Maintain Trees</b>				
Product: One Tree Maintained				
Costs:	240,216.24	230,597.54	318,698.32	336,662.76
Products:	1,500.00	2,114.00	2,600.00	2,600.00
Work Hours:	3,699.11	3,570.44	4,647.15	4,647.15
Product Cost:	160.14	109.08	122.58	129.49
<b>Activity 265020 - Maintain and Replace Ground Covers</b>				
Product: One Acre Maintained				
Costs:	448,042.82	435,040.62	486,483.47	516,056.82
Products:	31.00	31.00	75.00	75.00
Work Hours:	8,168.56	8,148.02	8,584.49	8,584.49
Product Cost:	14,452.99	14,033.57	6,486.45	6,880.76

**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 265030 - Maintain Ornamental Water Features</b>				
Product: One Feature Maintained				
Costs:	76,143.05	29,004.95	62,052.35	65,837.69
Products:	1.00	5.00	5.00	5.00
Work Hours:	1,358.65	525.19	990.95	990.95
Product Cost:	76,143.05	5,800.99	12,410.47	13,167.54
<b>Totals for Service Delivery Plan 26501 - Landscaping for Neighborhood Parks and Open Spaces</b>				
<b>Costs:</b>	<b>1,520,258.24</b>	<b>1,305,027.86</b>	<b>1,742,401.54</b>	<b>1,848,269.58</b>
<b>Work Hours:</b>	<b>27,149.91</b>	<b>23,508.37</b>	<b>29,664.35</b>	<b>29,664.35</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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	1.00	0.00	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	75.00%	0.00%	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	80.00%	0.00%	80.00%	80.00%
♦ Customer satisfaction with park safety, attractiveness and usability is at 80%.* - Rating	80.00%	0.00%	80.00%	80.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

<u>SDP Outcome Measures</u>	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</u>
♦ Parks and open spaces recreational facilities are free from hazardous conditions, with reported hazardous conditions abated within 24 hours. - Percent	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, the first service delivery plan measure 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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 265160 - Maintain Play Areas</b>				
Product: One Play Structure Maintained				
Costs:	208,432.18	281,614.06	290,898.07	309,128.19
Products:	168.00	168.00	209.00	209.00
Work Hours:	3,942.65	5,565.94	5,239.70	5,239.70
Product Cost:	1,240.67	1,676.27	1,391.86	1,479.08
<b>Activity 265170 - Maintain Picnic Areas</b>				
Product: One Picnic Table Maintained				
Costs:	218,717.32	286,207.93	292,415.33	310,750.06
Products:	361.00	361.00	533.00	533.00
Work Hours:	4,489.95	6,098.64	5,834.78	5,834.78
Product Cost:	605.87	792.82	548.62	583.02
<b>Activity 265180 - Maintain Pathways/Par Courses</b>				
Product: One Square Foot Maintained				
Costs:	70,393.65	54,831.34	98,536.49	104,798.02
Products:	157,000.00	157,000.00	267,080.00	267,080.00
Work Hours:	1,307.38	1,031.59	1,742.37	1,742.37
Product Cost:	0.45	0.35	0.37	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 265190 - Maintain Athletic Fields</b>				
Product: One Acre Maintained				
Costs:	1,015,119.16	902,976.41	939,366.96	995,934.38
Products:	143.00	143.00	143.00	143.00
Work Hours:	18,428.40	14,578.84	16,070.86	16,070.86
Product Cost:	7,098.74	6,314.52	6,569.00	6,964.58
<b>Activity 265200 - Maintain Tennis/Basketball Courts</b>				
Product: One Court Maintained				
Costs:	66,754.50	100,119.02	75,202.73	78,795.62
Products:	45.00	45.00	55.00	55.00
Work Hours:	940.80	1,496.37	1,051.47	1,051.47
Product Cost:	1,483.43	2,224.87	1,367.32	1,432.65
<b>Activity 265210, 265211 - Maintain Multi-Purpose Buildings</b>				
Product: One Building Maintained				
Costs:	239,764.57	236,164.70	248,250.29	263,303.10
Products:	13.00	13.00	13.00	13.00
Work Hours:	4,455.34	4,508.02	4,382.39	4,382.39
Product Cost:	18,443.43	18,166.52	19,096.18	20,254.08

**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 265220 - Maintain Bowling Green</b>				
Product: One Square Foot Maintained				
Costs:	22,637.55	23,610.95	23,512.38	24,951.69
Products:	14,400.00	14,400.00	14,400.00	14,400.00
Work Hours:	399.90	386.06	393.36	393.36
Product Cost:	1.57	1.64	1.63	1.73
<b>Activity 265230, 265232 - Maintain Other Recreational Facilities</b>				
Product: One Facility Maintained				
Costs:	38,831.29	56,889.47	43,404.82	45,985.15
Products:	34.00	34.00	35.00	35.00
Work Hours:	712.65	1,010.91	700.98	700.98
Product Cost:	1,142.10	1,673.22	1,240.14	1,313.86
<b>Activity 265240 - Maintain Dog Park</b>				
Product: A Facility Maintained				
Costs:	12,430.22	4,613.65	9,765.93	10,313.74
Products:	1.00	1.00	1.00	1.00
Work Hours:	149.96	83.36	147.51	147.51
Product Cost:	12,430.22	4,613.65	9,765.93	10,313.74



**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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 265250 - Baylands Park Vehicle Entry</b>				
Product: A Dollar Collected				
Costs:	0.00	0.00	57,876.99	60,880.93
Products:	0.00	0.00	70,600.00	79,778.00
Work Hours:	0.00	0.00	1,906.26	1,906.26
Product Cost:	0.00	0.00	0.82	0.76
<b>Activity 265260 - Baylands Park Reservations</b>				
Product: A Dollar Collected				
Costs:	0.00	0.00	28,183.29	29,832.32
Products:	0.00	0.00	45,000.00	47,700.00
Work Hours:	0.00	0.00	504.30	504.30
Product Cost:	0.00	0.00	0.63	0.63
<b>Totals for Service Delivery Plan 26502 - Recreational Facilities for Neighborhood Parks and Open Spaces</b>				
<b>Costs:</b>	<b>1,893,080.44</b>	<b>1,947,027.53</b>	<b>2,107,413.28</b>	<b>2,234,673.20</b>
<b>Work Hours:</b>	<b>34,827.03</b>	<b>34,759.73</b>	<b>37,973.98</b>	<b>37,973.98</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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	1.00	0.00	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	75.00%	0.00%	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	80.00%	0.00%	80.00%	80.00%
♦ Customer satisfaction with park safety, attractiveness and usability is at 80%.* - Rating	80.00%	0.00%	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%	98.00%	98.00%

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

**Program 265 - Neighborhood Parks and Open Space Management**

**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, the first service delivery plan measure 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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 265360, 265361 - Maintain Auxiliary Restrooms</b>				
Product: One Restroom Maintained				
Costs:	158,724.48	212,296.10	214,957.89	228,199.11
Products:	12.00	12.00	22.00	22.00
Work Hours:	3,156.94	4,425.92	4,117.63	4,117.63
Product Cost:	13,227.04	17,691.34	9,770.81	10,372.69
<b>Activity 265370 - Maintain and Replace Structures and Fixtures</b>				
Product: One Structure/Fixture Maintained				
Costs:	257,664.95	299,844.20	297,596.25	316,418.76
Products:	2,346.00	2,346.00	3,228.00	3,228.00
Work Hours:	4,456.62	5,094.34	4,973.68	4,973.68
Product Cost:	109.83	127.81	92.19	98.02
<b>Activity 265380 - Maintain and Replace Hardscapes</b>				
Product: One Square Foot Maintained				
Costs:	35,081.67	16,627.14	44,345.70	57,840.60
Products:	772,225.00	772,225.00	1,148,520.00	1,148,520.00
Work Hours:	187.13	7.52	308.89	308.89
Product Cost:	0.05	0.02	0.04	0.05
<b>Totals for Service Delivery Plan 26503 - Support Facilities for Neighborhood Parks and Open Spaces</b>				
<b>Costs:</b>	<b>451,471.10</b>	<b>528,767.44</b>	<b>556,899.84</b>	<b>602,458.47</b>
<b>Work Hours:</b>	<b>7,800.69</b>	<b>9,527.78</b>	<b>9,400.20</b>	<b>9,400.20</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 100% of hazards are abated within 48 hours of notice given. [DELETED] - Percentage of Hazards Abated	100.00%	0.00%	0.00%	0.00%
♦ 95% of acts of vandalism are repaired within three days of notice. - Percentage of Acts of Vandalism	95.00%	0.00%	95.00%	95.00%

**SDP Notes**

1. The first service delivery plan measure 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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 265400 - Abate Hazards</b>				
Product: One Hazard Abated				
Costs:	46,858.37	52,090.05	55,532.48	58,829.95
Products:	95.00	130.00	120.00	120.00
Work Hours:	780.58	942.33	859.84	859.84
Product Cost:	493.25	400.69	462.77	490.25
<b>Activity 265410 - Abate Vandalism</b>				
Product: One Vandalism Abated				
Costs:	83,160.32	37,508.65	98,332.59	104,106.68
Products:	200.00	335.00	415.00	415.00
Work Hours:	1,391.97	644.27	1,524.25	1,524.25
Product Cost:	415.80	111.97	236.95	250.86
<b>Activity 265420, 265421 - Maintain General Grounds and Abate Litter</b>				
Product: One Acre Cleaned				
Costs:	877,485.86	929,358.70	1,027,304.05	1,093,591.73
Products:	320.00	320.00	401.00	401.00
Work Hours:	17,079.26	18,901.35	19,058.86	19,058.86
Product Cost:	2,742.14	2,904.25	2,561.86	2,727.16

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Service Delivery Plan 26504 - Support Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 265430 - Provide Electricity</b>				
Product: One Kilowatt Hour Used				
Costs:	117,773.74	123,815.15	159,979.79	159,986.33
Products:	768,658.00	649,791.00	758,564.00	758,564.00
Work Hours:	1.28	2.51	1.26	1.26
Product Cost:	0.15	0.19	0.21	0.21
<b>Activity 265440 - Provide Water</b>				
Product: One CCF				
Costs:	257,866.21	309,425.37	301,015.95	346,177.80
Products:	283,518.00	289,321.00	311,543.00	311,543.00
Work Hours:	1.28	3.76	1.26	1.26
Product Cost:	0.91	1.07	0.97	1.11
<b>Totals for Service Delivery Plan 26504 - Support Services</b>				
<b>Costs:</b>	<b>1,383,144.50</b>	<b>1,452,197.92</b>	<b>1,642,164.86</b>	<b>1,762,692.49</b>
<b>Work Hours:</b>	<b>19,254.37</b>	<b>20,494.22</b>	<b>21,445.47</b>	<b>21,445.47</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 265 - Neighborhood Parks and Open Space Management**

**Totals for Program 265**

<b>Costs:</b>	<b>5,247,954.28</b>	<b>5,233,020.75</b>	<b>6,048,879.52</b>	<b>6,448,093.74</b>
<b>Work Hours:</b>	<b>89,032.00</b>	<b>88,290.10</b>	<b>98,484.00</b>	<b>98,484.00</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.



**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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ The Overall Performance Index for all Public Works programs is 100. - Number	5	100.00	121.91	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%	100.00%	90.00%	90.00%
♦ Occupancy rates for City owned rental properties equal the Industrial Office Availability Index for Sunnyvale. - Sunnyvale Rate	4	100.00	83.10	85.00	85.00
- Industrial Office Availability Index	4	100.00	87.30	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%	89.20%	90.00%	90.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	1.00	1.00	1.00	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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ The Overall Performance Index for all Public Works programs is at 100. - Number	100.00	121.91	100.00	100.00
♦ Department financial statements and budgets are analyzed and corrected as scheduled 90% of the time. - Percent	90.00%	100.00%	90.00%	90.00%
♦ A Customer Satisfaction Rating of 90% is achieved for the timeliness, accuracy and effectiveness of Support Services. - Percent	90.00%	89.20%	90.00%	90.00%
♦ An aggregate Customer Satisfaction Rating of 90% for the Department is achieved based on surveys of internal/external customers. - Rating	86.00%	94.29%	90.00%	90.00%
♦ The five-year average number of workers' compensation claims is at or below the previous five-year average. [DELETED beginning FY 2005/06] - Five-Year Average	0.00	0.00	44.80	0.00
- Number of Claims In Current Year	0.00	0.00	37.00	0.00
♦ 26 meetings per year, are conducted on occupational and safety topics approved by Risk and Insurance. - Number of Meetings	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	11.00	11.00
- Percent Attended	0.00%	0.00%	100.00%	100.00%

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

<u>SDP Outcome Measures</u>	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Proposed</u>
♦ 100% of Safety Committee recommendations are implemented within 30 days. - Percent Implemented Within 30 Days	0.00%	0.00%	100.00%	100.00%
♦ The number of lost days due to on-the-job injuries is reduced by 25% from the previous fiscal year. - Days Lost	0.00	0.00	0.00	589.00
♦ The number of workers' compensation claims is 25% below the previous fiscal year. - Number of Claims	0.00	0.00	0.00	24.00
<u>SDP Notes</u>				

**City of Sunnyvale  
Program Performance Budget**

**Program 302 - Public Works Support Services**

**Service Delivery Plan 30201 - Administrative Support**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 302110 - Public Works Management</b>				
Product: A Work Hour				
Costs:	345,246.22	347,245.82	371,127.99	388,649.18
Products:	3,380.00	3,388.19	3,485.00	3,485.00
Work Hours:	3,380.00	3,388.19	3,485.00	3,485.00
Product Cost:	102.14	102.49	106.49	111.52
<b>Activity 302120 - Public Works Support</b>				
Product: A Work Hour				
Costs:	161,705.47	159,665.06	169,692.13	177,672.29
Products:	3,139.00	3,098.01	3,155.00	3,155.00
Work Hours:	3,139.00	3,098.01	3,155.00	3,155.00
Product Cost:	51.51	51.54	53.79	56.31
<b>Totals for Service Delivery Plan 30201 - Administrative Support</b>				
Costs:	<b>506,951.69</b>	<b>506,910.88</b>	<b>540,820.12</b>	<b>566,321.47</b>
Work Hours:	<b>6,519.00</b>	<b>6,486.20</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Occupancy rates for City owned rental properties equal the Industrial Office Availability Index for Sunnyvale.				
- Sunnyvale Rate	100.00	83.10	85.00	85.00
- Industrial Office Availability Index	100.00	87.30	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%	94.00%	90.00%	90.00%
♦ The Property Acquisition Index (market value divided by sales price) is at 100.				
- Index	100.00	0.00	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 302220 - Property Acquisitions or Sales</b>				
Product: A Property Acquisition or Sale Related Project				
Costs:	15,969.36	28,632.99	15,968.45	16,757.94
Products:	3.00	3.00	3.00	3.00
Work Hours:	200.00	138.61	190.00	190.00
Product Cost:	5,323.12	9,544.33	5,322.82	5,585.98
<b>Activity 302230 - Property Leases</b>				
Product: A Property Lease Renegotiated				
Costs:	15,969.36	9,165.28	10,505.56	11,024.96
Products:	35.00	51.00	40.00	40.00
Work Hours:	200.00	110.09	125.00	125.00
Product Cost:	456.27	179.71	262.64	275.62
<b>Activity 302240 - Property Inspections</b>				
Product: A Property Inspected				
Costs:	9,581.62	6,308.33	8,404.45	8,819.96
Products:	500.00	723.00	540.00	540.00
Work Hours:	120.00	73.05	100.00	100.00
Product Cost:	19.16	8.73	15.56	16.33
<b>Totals for Service Delivery Plan 30202 - Property Management Services</b>				
<b>Costs:</b>	<b>41,520.34</b>	<b>44,106.60</b>	<b>34,878.46</b>	<b>36,602.86</b>
<b>Work Hours:</b>	<b>520.00</b>	<b>321.75</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>548,472.03</b>	<b>551,017.48</b>	<b>575,698.58</b>	<b>602,924.33</b>
<b>Work Hours:</b>	<b>7,039.00</b>	<b>6,807.95</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:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 100% of projects submitted to Engineering Division by customers before October 1st, have schedules, cost estimates and detailed scope submitted for the capital improvement program according to the budget calendar.					
- Percent	3	100.00%	100.00%	100.00%	100.00%
- Number of Projects	3	100.00	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%	95.00%	100.00%	100.00%
- Percent of Non-High Priority Projects	4	90.00%	0.00%	90.00%	90.00%
♦ 90% of all capital projects are completed within budget.					
- Percent	5	90.00%	90.00%	90.00%	90.00%
- Number of Projects	5	18.00	0.00	21.00	21.00
♦ A customer satisfaction rating of 90% for engineering services is achieved.					
- Rating	3	90.00%	100.00%	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



**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 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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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% 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%	100.00%	100.00%	100.00%
- Number of Projects	100.00	100.00	100.00	5.00
♦ A customer satisfaction rating of 90% is achieved for planning services. - Rating	90.00%	100.00%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 306120 - Review/Update Project Budgets</b>				
Product: A Project				
Costs:	39,268.29	0.00	42,092.52	4,424.56
Products:	100.00	0.00	100.00	5.00
Work Hours:	520.00	0.00	520.00	50.00
Product Cost:	392.68	0.00	420.93	884.91
<b>Totals for Service Delivery Plan 30601 - Multi-Year Capital Improvement Planning</b>				
<b>Costs:</b>	<b>39,268.29</b>	<b>0.00</b>	<b>42,092.52</b>	<b>4,424.56</b>
<b>Work Hours:</b>	<b>520.00</b>	<b>0.00</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 100% of high priority and 90% of all other capital projects are completed per approved schedule.				
- Percent of High Priority Projects	100.00%	95.00%	100.00%	100.00%
- Percent of Non-High Priority Projects	90.00%	0.00%	90.00%	90.00%
♦ 90% of all capital projects are completed within budget.				
- Percent	90.00%	90.00%	90.00%	90.00%
- Number of Projects	18.00	0.00	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%
♦ 100% of the projects are constructed in accordance with approved plans and specifications when reviewed by an independent evaluator. [DELETED]				
- Percent	0.00%	0.00%	0.00%	0.00%
- Number of Projects	0.00	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%
♦ A customer satisfaction rating of 90% for Project Management Services is achieved.				
- Rating	90.00%	100.00%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 306200, 306201, 306202, 306203 - Project Design Phase</b>				
Product: A Project Ready to Bid				
Costs:	316,756.34	265,812.87	337,076.00	374,823.52
Products:	20.00	21.00	21.00	21.00
Work Hours:	4,340.00	3,454.00	4,315.00	4,545.00
Product Cost:	15,837.82	12,657.76	16,051.24	17,848.74
<b>Activity 306210 - Project Bidding Phase</b>				
Product: An Executed Contract				
Costs:	33,561.49	55,034.87	30,712.43	32,354.96
Products:	20.00	21.00	20.00	20.00
Work Hours:	450.00	715.00	400.00	400.00
Product Cost:	1,678.07	2,620.71	1,535.62	1,617.75
<b>Activity 306220, 306221, 306222, 306223, 306224, 306225 - Project Construction Management</b>				
Product: A Project Accepted				
Costs:	597,829.63	270,554.03	647,414.51	682,365.10
Products:	20.00	21.00	21.00	21.00
Work Hours:	9,890.00	4,155.50	9,890.00	9,890.00
Product Cost:	29,891.48	12,883.53	30,829.26	32,493.58
<b>Totals for Service Delivery Plan 30602 - Project Management Services</b>				
<b>Costs:</b>	<b>948,147.46</b>	<b>591,401.77</b>	<b>1,015,202.94</b>	<b>1,089,543.58</b>
<b>Work Hours:</b>	<b>14,680.00</b>	<b>8,324.50</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 306910, 306911, 306912, 306913, 306914 - Maps and Real Property Information</b>				
Product: A Work Hour				
Costs:	80,399.24	92,335.91	122,019.78	127,549.32
Products:	1,416.00	1,651.00	2,000.00	2,000.00
Work Hours:	1,416.00	1,651.00	2,000.00	2,000.00
Product Cost:	56.78	55.93	61.01	63.77
<b>Activity 306920 - Provide General Engineering Information</b>				
Product: A Work Hour				
Costs:	108,065.14	54,658.23	78,040.59	82,265.98
Products:	1,784.00	870.00	1,200.00	1,200.00
Work Hours:	1,784.00	870.00	1,200.00	1,200.00
Product Cost:	60.57	62.83	65.03	68.55
<b>Activity 306950 - Review and Develop Standards</b>				
Product: A Work Hour				
Costs:	11,121.08	1,850.78	11,886.56	12,530.12
Products:	160.00	28.00	160.00	160.00
Work Hours:	160.00	28.00	160.00	160.00
Product Cost:	69.51	66.10	74.29	78.31



**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30603 - General Engineering and Administration**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 306960 - Administrative Support Services</b>				
Product: A Work Hour				
Costs:	171,152.93	223,630.93	180,067.19	189,340.52
Products:	3,810.00	4,943.00	3,710.00	3,710.00
Work Hours:	3,810.00	4,943.00	3,710.00	3,710.00
Product Cost:	44.92	45.24	48.54	51.04
<b>Activity 306970 - Safety and Training Related Activities</b>				
Product: A Work Hour				
Costs:	125,091.89	36,286.46	134,568.48	141,753.49
Products:	1,968.00	543.00	1,968.00	1,968.00
Work Hours:	1,968.00	543.00	1,968.00	1,968.00
Product Cost:	63.56	66.83	68.38	72.03
<b>Activity 306980 - Program Management</b>				
Product: A Work Hour				
Costs:	353,467.48	390,988.49	67,876.93	103,071.07
Products:	1,932.00	2,410.30	387.00	432.00
Work Hours:	1,932.00	2,410.30	387.00	432.00
Product Cost:	182.95	162.22	175.39	238.59

**City of Sunnyvale  
Program Performance Budget**

**Program 306 - Engineering Services**

**Service Delivery Plan 30603 - General Engineering and Administration**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 306230 - Review Encroachment Permit Applications</b>				
Product: A Work Hour				
Costs:	32,135.84	20,451.60	34,360.71	36,209.83
Products:	570.00	326.50	570.00	570.00
Work Hours:	570.00	326.50	570.00	570.00
Product Cost:	56.38	62.64	60.28	63.53
<b>Activity 306240, 306241 - Close Encroachment Permits</b>				
Product: A Work Hour				
Costs:	139,069.45	39,986.04	142,849.21	150,362.70
Products:	2,570.00	742.00	2,570.00	2,570.00
Work Hours:	2,570.00	742.00	2,570.00	2,570.00
Product Cost:	54.11	53.89	55.58	58.51
<b>Activity 306250 - Project Administration</b>				
Product: A Work Hour				
Costs:	0.00	0.00	271,109.86	257,035.90
Products:	0.00	0.00	1,545.00	1,740.00
Work Hours:	0.00	0.00	1,545.00	1,740.00
Product Cost:	0.00	0.00	175.48	147.72
<b>Totals for Service Delivery Plan 30603 - General Engineering and Administration</b>				
<b>Costs:</b>	<b>1,020,503.05</b>	<b>860,178.91</b>	<b>1,042,779.31</b>	<b>1,100,118.93</b>
<b>Work Hours:</b>	<b>14,210.00</b>	<b>11,513.60</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>2,007,918.80</b>	<b>1,451,860.27</b>	<b>2,100,074.77</b>	<b>2,194,087.07</b>
<b>Work Hours:</b>	<b>29,410.00</b>	<b>19,839.10</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</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%	32.40%	5.00%	5.00%
♦ The number of hours customers are without water service is at the previous three year average. - Number	4	92.00	6.00	92.00	92.00
- Average [DELETED]	4	92.00	23.67	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%
♦ 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 below baseline during non-drought years	3	100.00%	130.51%	30.00%	30.00%
- Percent below baseline during drought years	3	5.00%	0.00%	5.00%	5.00%
♦ A customer satisfaction rating of 80% for Water Supply and Distribution is achieved. - Rating	3	80.00%	85.00%	80.00%	80.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0. - Ratio	4	1.00	0.97	1.00	1.00
♦ 85% of the annual identified recycled water users are connected to the recycled water system. - Percent Connected	5	85.00%	104.90%	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%	5.00%	0.00%

**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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%	99.61%	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%
♦ Water distribution system pressure is maintained between 40-105 psi 90% of the time. - Percent	85.00%	97.80%	90.00%	90.00%
♦ 85% of the annual identified recycled water users are connected to the recycled water system. - Percent connected	85.00%	104.90%	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 below baseline during non-drought years	100.00%	130.51%	30.00%	30.00%
- Percent below baseline during drought years	5.00%	0.00%	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 below baseline during non-drought years	100.00%	0.00%	30.00%	30.00%
- Percent below baseline during drought years	5.00%	0.00%	5.00%	5.00%

**SDP Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31201 - Managing Water Resources**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 312100, 312101, 312102, 312103 - San Francisco Water Dept (Hetch-Hetchy)</b>				
Product: An Acre Foot of Water				
Costs:	5,328,197.11	5,743,702.80	6,621,803.35	5,947,070.40
Products:	11,300.00	10,734.00	11,983.00	12,018.00
Work Hours:	50.00	11.00	13.00	13.00
Product Cost:	471.52	535.09	552.60	494.85
<b>Activity 312110, 312111, 312112, 312113 - Santa Clara Valley Water District (SCVWD)</b>				
Product: An Acre Foot of Water				
Costs:	4,948,009.12	5,294,816.41	5,251,870.76	5,141,032.10
Products:	12,000.00	11,555.00	10,560.00	10,032.00
Work Hours:	50.00	11.00	12.00	12.00
Product Cost:	412.33	458.23	497.34	512.46
<b>Activity 312120, 312121, 312122 - City Wells</b>				
Product: An Acre Foot of Water				
Costs:	878,764.04	667,190.02	1,262,132.84	1,655,714.18
Products:	2,000.00	1,425.00	2,590.00	3,161.00
Work Hours:	50.00	11.00	12.00	12.00
Product Cost:	439.38	468.20	487.31	523.79

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31201 - Managing Water Resources**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 312130, 312131, 312132, 312133 - Recycled Water Distribution</b>				
Product: An Acre Foot of Water				
Costs:	2,493.90	59,399.00	61,243.34	71,829.79
Products:	1,300.00	1,611.00	1,674.00	1,674.00
Work Hours:	50.00	21.00	12.00	12.00
Product Cost:	1.92	36.87	36.59	42.91
<b>Activity 312140, 312141, 312142 - SCADA System Operations</b>				
Product: Work Hours				
Costs:	78,576.23	248,347.23	279,271.04	293,624.74
Products:	1,557.00	5,080.40	5,487.00	5,487.00
Work Hours:	1,557.00	5,080.40	5,487.00	5,487.00
Product Cost:	50.47	48.88	50.90	53.51
<b>Activity 312150, 312151, 312152, 312153, 312154, 312155, 312156, 312157, 312158, 312159 - Demand Management</b>				
Product: Work Hours				
Costs:	48,056.01	61,639.95	25,702.25	27,265.65
Products:	917.00	1,075.00	438.00	438.00
Work Hours:	917.00	1,075.00	438.00	438.00
Product Cost:	52.41	57.34	58.68	62.25



**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31201 - Managing Water Resources**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 312160 - Administration - Managing Water Resources</b>				
Product: Work Hours				
Costs:	222,632.36	244,812.59	240,050.00	234,052.85
Products:	1,120.00	1,701.25	1,424.00	1,424.00
Work Hours:	1,120.00	1,701.25	1,424.00	1,424.00
Product Cost:	198.78	143.90	168.57	164.36
<b>Totals for Service Delivery Plan 31201 - Managing Water Resources</b>				
<b>Costs:</b>	<b>11,506,728.77</b>	<b>12,319,908.00</b>	<b>13,742,073.58</b>	<b>13,370,589.71</b>
<b>Work Hours:</b>	<b>3,794.00</b>	<b>7,910.65</b>	<b>7,398.00</b>	<b>7,398.00</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ The number of hours customers are without water service is at the previous three year average.				
- Number	92.00	6.00	92.00	92.00
- Average	92.00	23.67	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%	100.00%	90.00%	90.00%
- Percent of All Other Repairs	90.00%	100.00%	90.00%	90.00%
♦ Scheduled maintenance is conducted as planned 90% of the time.				
- Percent	90.00%	51.50%	90.00%	90.00%
♦ Backflow detector checks are conducted as scheduled 90% of the time.				
- Percent	90.00%	96.00%	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%
♦ Water system infrastructure projects are completed as planned 80% of the time.				
- Percent	80.00%	100.00%	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>2003/2004</u> <u>Budget</u>	<u>2003/2004</u> <u>Achieved</u>	<u>2004/2005</u> <u>Current</u>	<u>2005/2006</u> <u>Adopted</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:	273,672.13	464,625.21	378,552.12	415,716.40
Products:	12,171.00	7,990.00	10,105.00	10,105.00
Work Hours:	4,945.00	10,011.80	7,469.00	7,469.00
Product Cost:	22.49	58.15	37.46	41.14
<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:	731,438.63	629,421.22	742,848.19	777,107.44
Products:	11,201.00	4,912.00	5,331.00	5,331.00
Work Hours:	12,975.00	10,289.50	12,565.00	12,565.00
Product Cost:	65.30	128.14	139.34	145.77
<b>Activity 312220, 312221, 312222, 312223, 312224, 312225, 312226, 312228, 312229 - New Services</b>				
Product: A New Service Installed				
Costs:	188,311.41	86,039.99	107,372.22	111,460.36
Products:	320.00	480.00	608.00	608.00
Work Hours:	2,095.00	1,660.50	1,279.00	1,279.00
Product Cost:	588.47	179.25	176.60	183.32

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31202 - Managing Water Distribution and Quality**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 312230, 312231, 312232, 312233, 312234, 312235, 312236, 312237 - Backflow Program</b>				
Product: A Backflow Device in Compliance				
Costs:	145,571.10	95,692.39	119,142.19	125,268.87
Products:	678.00	3,063.00	3,523.00	3,523.00
Work Hours:	3,325.00	2,555.00	2,675.00	2,675.00
Product Cost:	214.71	31.24	33.82	35.56
<b>Activity 312240, 312241, 312242, 312243, 312244, 312245 - Water Quality Monitoring</b>				
Product: A Test Completed				
Costs:	159,064.88	214,426.70	220,046.23	240,881.16
Products:	24,700.00	23,091.00	23,650.00	23,650.00
Work Hours:	2,308.00	3,119.70	2,939.00	2,939.00
Product Cost:	6.44	9.29	9.30	10.19
<b>Activity 312250, 312251, 312252, 312253, 312254 - Infrastructure Planning</b>				
Product: Work Hours				
Costs:	50,170.00	6,130.18	0.00	50,574.90
Products:	0.00	80.50	0.00	15.00
Work Hours:	0.00	80.50	0.00	15.00
Product Cost:	0.00	76.15	0.00	3,371.66

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31202 - Managing Water Distribution and Quality**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 312260, 312261 - Administration - Water Distribution System</b>				
Product: Work Hours				
Costs:	537,326.08	374,448.31	447,084.44	458,042.01
Products:	1,132.00	1,564.75	1,474.00	1,474.00
Work Hours:	1,132.00	1,564.75	1,474.00	1,474.00
Product Cost:	474.67	239.30	303.31	310.75
<b>Totals for Service Delivery Plan 31202 - Managing Water Distribution and Quality</b>				
<b>Costs:</b>	<b>2,085,554.23</b>	<b>1,870,784.00</b>	<b>2,015,045.39</b>	<b>2,179,051.14</b>
<b>Work Hours:</b>	<b>26,780.00</b>	<b>29,281.75</b>	<b>28,401.00</b>	<b>28,416.00</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:

**SDP Outcome Measures**

	<b><u>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ A customer satisfaction rating of 80% for Water Supply and Distribution is achieved. - Rating	80.00%	85.00%	80.00%	80.00%
♦ The number of water supply and distribution complaints per 1,000 services is at the previous three year average. [DELETED] - Number	2.83	9.09	0.00	0.00
- Average	0.00	8.11	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%	32.40%	5.00%	5.00%
♦ City water rates, weighted by user category, are five percent less than the local average. - Percent	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 312300, 312301, 312302, 312305, 312306, 312307 - Customer Services</b>				
Product: A Customer Request Completed				
Costs:	148,840.26	148,980.20	162,059.28	171,124.06
Products:	2,050.00	2,480.00	3,289.00	3,289.00
Work Hours:	3,250.00	3,243.50	3,250.00	3,250.00
Product Cost:	72.61	60.07	49.27	52.03
<b>Activity 312310, 312311, 312312, 312313, 312315, 312316, 312317, 312318, 312319, 312771 - Water Usage Measurement</b>				
Product: A Meter Serviced or Installed				
Costs:	440,384.19	207,202.22	473,406.49	486,922.06
Products:	5,910.00	2,035.00	2,729.00	2,729.00
Work Hours:	8,000.00	2,147.50	3,840.00	3,840.00
Product Cost:	74.52	101.82	173.47	178.43
<b>Activity 312340, 312341, 312342, 312343, 312344, 312345, 312346 - Administration</b>				
Product: Work Hours				
Costs:	677,532.39	721,248.53	715,595.15	756,207.02
Products:	14,311.00	14,493.10	12,490.50	12,490.50
Work Hours:	14,311.00	14,493.10	12,490.50	12,490.50
Product Cost:	47.34	49.76	57.29	60.54

**City of Sunnyvale  
Program Performance Budget**

**Program 312 - Water Supply and Distribution**

**Service Delivery Plan 31203 - Managing Administration and Support Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 312320 - Training</b>				
Product: A Work Hour				
Costs:	0.00	0.00	31,192.14	32,257.66
Products:	0.00	0.00	333.00	333.00
Work Hours:	0.00	0.00	333.00	333.00
Product Cost:	0.00	0.00	93.67	96.87
<b>Totals for Service Delivery Plan 31203 - Managing Administration and Support Services</b>				
<b>Costs:</b>	<b>1,266,756.84</b>	<b>1,077,430.95</b>	<b>1,382,253.06</b>	<b>1,446,510.80</b>
<b>Work Hours:</b>	<b>25,561.00</b>	<b>19,884.10</b>	<b>19,913.50</b>	<b>19,913.50</b>
<b>Totals for Program 312</b>				
<b>Costs:</b>	<b>14,859,039.84</b>	<b>15,268,122.95</b>	<b>17,139,372.03</b>	<b>16,996,151.65</b>
<b>Work Hours:</b>	<b>56,135.00</b>	<b>57,076.50</b>	<b>55,712.50</b>	<b>55,727.50</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
♦ Diversion of solid waste from disposal is maintained at 50%. - Percent	3	50.00%	57.00%	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%	104.00%	0.00%	0.00%
- Index	4	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%	100.00%	0.00%	0.00%
- Index	4	0.00	0.00	100.00	100.00
- Number of Complaints	4	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%
♦ SMaRT Station uptime is 96%. - Percent	1	95.00%	98.00%	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%	103.00%	0.00%	0.00%
- Index	2	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	1.02	1.00	1.00
♦ An overall customer satisfaction rating of 95% for Solid Waste Management services is achieved. - Rating	3	90.00%	97.00%	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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Diversion of solid waste from disposal is maintained at 50%. - Percent	50.00%	57.00%	50.00%	50.00%
♦ The aggregate cost per ton to divert is at the previous three year average. - Cost [DELETED]	72.02	65.10	0.00	0.00
- Index	0.00	0.00	100.00	100.00
- Percent of Average	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 322100, 322101, 322102, 322103 - Promote Source Reduction/Recycling</b>				
Product: Work Hours				
Costs:	358,596.31	305,781.41	360,834.43	377,020.63
Products:	6,419.41	5,332.27	6,303.84	6,281.38
Work Hours:	6,419.41	5,332.27	6,303.84	6,281.38
Product Cost:	55.86	57.35	57.24	60.02
<b>Activity 322110, 322111, 322112 - Coordinate Recycling Services</b>				
Product: A Ton Diverted				
Costs:	161,670.16	132,107.60	144,660.87	150,765.23
Products:	27,298.00	27,092.00	26,954.00	26,954.00
Work Hours:	2,863.11	1,980.18	2,194.35	2,186.53
Product Cost:	5.92	4.88	5.37	5.59
<b>Totals for Service Delivery Plan 32201 - Solid Waste Diversion</b>				
<b>Costs:</b>	<b>520,266.47</b>	<b>437,889.01</b>	<b>505,495.30</b>	<b>527,785.86</b>
<b>Work Hours:</b>	<b>9,282.52</b>	<b>7,312.45</b>	<b>8,498.19</b>	<b>8,467.91</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 the Sunnyvale Landfill's landfill gas, soil cover and groundwater 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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ The index of solid waste complaints per 10,000 collections provided is at the previous three year average.				
- Percent [DELETED]	100.00%	100.00%	0.00%	0.00%
- Index	0.00	0.00	100.00	100.00
- Number of Complaints	0.00	0.00	858.00	858.00
♦ 25% of SMaRT Station loads checked do not contain hazardous wastes.				
- Percent	90.00%	30.00%	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%	104.00%	0.00%	0.00%
- Index	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%	92.00%	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%	103.00%	0.00%	0.00%
- Index	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 322200, 322201, 322202, 322203, 322204, 322205, 322206, 322207, 322208 - Collect Discarded Materials</b>				
Product: A Ton Collected				
Costs:	16,234,327.59	16,274,275.96	16,014,406.43	17,353,913.58
Products:	146,001.00	128,778.00	130,826.00	130,826.00
Work Hours:	1.00	1.00	1.00	1.00
Product Cost:	111.19	126.37	122.41	132.65
<b>Activity 322210 - Manage Collection Franchise</b>				
Product: A Liquidated Damages Report Prepared				
Costs:	328,556.09	309,944.77	296,528.77	308,114.84
Products:	12.00	12.00	12.00	12.00
Work Hours:	3,476.23	2,382.25	2,709.92	2,700.26
Product Cost:	27,379.67	25,828.73	24,710.73	25,676.24
<b>Activity 322220 - Household Hazardous Waste Events</b>				
Product: A Vehicle Served				
Costs:	111,373.78	137,234.62	137,807.89	149,177.32
Products:	3,100.00	3,682.00	3,780.00	3,893.00
Work Hours:	183.02	50.37	72.99	72.73
Product Cost:	35.93	37.27	36.46	38.32



**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32202 - Solid Waste Collection and Disposal**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 322230, 322231 - Maintain Closed Landfill</b>				
Product: An Inspection Performed				
Costs:	569,784.98	458,914.35	591,794.89	631,607.79
Products:	12.00	12.00	12.00	12.00
Work Hours:	5,538.63	5,204.95	5,572.77	6,014.69
Product Cost:	47,482.08	38,242.86	49,316.24	52,633.98
<b>Activity 322240 - Intergov/Reg/Maintain Landfill Capacity</b>				
Product: Work Hours				
Costs:	40,550.72	33,912.93	41,021.69	43,029.71
Products:	505.60	391.08	483.13	481.41
Work Hours:	505.60	391.08	483.13	481.41
Product Cost:	80.20	86.72	84.91	89.38
<b>Activity 322250 - Refuse Transfer and Disposal Expense</b>				
Product: A Quarterly Payment Made				
Costs:	8,131,517.75	7,966,380.79	8,057,575.01	8,191,589.81
Products:	4.00	4.00	4.00	4.00
Work Hours:	1.00	0.00	1.00	1.00
Product Cost:	2,032,879.44	1,991,595.20	2,014,393.75	2,047,897.45

**City of Sunnyvale  
Program Performance Budget**

**Program 322 - Solid Waste**

**Service Delivery Plan 32202 - Solid Waste Collection and Disposal**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 322260, 322261, 322262, 322263 - Administration</b>				
Product: Work Hours				
Costs:	0.00	79,498.24	0.00	0.00
Products:	0.00	2,098.00	0.00	0.00
Work Hours:	0.00	2,098.00	0.00	0.00
Product Cost:	0.00	37.89	0.00	0.00
<b>Totals for Service Delivery Plan 32202 - Solid Waste Collection and Disposal</b>				
<b>Costs:</b>	<b>25,416,110.91</b>	<b>25,260,161.66</b>	<b>25,139,134.68</b>	<b>26,677,433.05</b>
<b>Work Hours:</b>	<b>9,705.48</b>	<b>10,127.65</b>	<b>8,840.81</b>	<b>9,271.09</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ The SMaRT Station annual facility diversion rate is 18.0%. - Rate	19.00%	31.70%	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	101.10	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%	100.57%	100.00%	100.00%
♦ SMaRT Station uptime is 96%. - Percent	95.00%	98.00%	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%	102.17%	0.00%	0.00%
- Index	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  
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**Program 322 - Solid Waste**

**Service Delivery Plan 32203 - SMaRT Station**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 322300 - Operate SMaRT Station</b>				
Product: A Ton Received				
Costs:	7,124,381.80	6,933,834.78	7,063,715.15	7,215,705.22
Products:	289,478.00	263,370.00	286,507.00	286,507.00
Work Hours:	2,673.00	2,885.80	2,861.00	2,861.00
Product Cost:	24.61	26.33	24.65	25.19
<b>Activity 322310 - Refuse Disposal</b>				
Product: A Ton Landfilled				
Costs:	9,608,000.02	9,286,723.83	9,424,447.17	9,713,744.25
Products:	212,496.00	179,900.00	185,399.00	185,399.00
Work Hours:	1.00	1.00	1.00	1.00
Product Cost:	45.21	51.62	50.83	52.39
<b>Activity 322320 - SMaRT Station Revenue Distribution</b>				
Product: Revenue Distributions				
Costs:	1,067,803.00	1,229,124.86	1,105,036.17	1,149,402.25
Products:	0.00	1.00	1.00	1.00
Work Hours:	0.00	1.00	1.00	1.00
Product Cost:	0.00	1,229,124.86	1,105,036.17	1,149,402.25
<b>Totals for Service Delivery Plan 32203 - SMaRT Station</b>				
<b>Costs:</b>	<b>17,800,184.82</b>	<b>17,449,683.47</b>	<b>17,593,198.49</b>	<b>18,078,851.72</b>
<b>Work Hours:</b>	<b>2,674.00</b>	<b>2,887.80</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>43,736,562.20</b>	<b>43,147,734.14</b>	<b>43,237,828.47</b>	<b>45,284,070.63</b>
<b>Work Hours:</b>	<b>21,662.00</b>	<b>20,327.90</b>	<b>20,202.00</b>	<b>20,602.00</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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
♦ Sewer and storm emergencies are responded to within 30 minutes 90% of the time.					
- Percent	5	90.00%	100.00%	90.00%	90.00%
♦ Regulatory standards for sewage treatment are met 100% of the time.					
- Percent	5	100.00%	99.90%	100.00%	100.00%
♦ The number of sewer and main plugs are at the previous three year average.					
- Average	4	100.00	1,250.00	100.00	100.00
- Number of plugs	4	92.00	125.00	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%
♦ City sewer rates, weighted by user category, are five percent less than rates of comparable local agencies.					
- Percent	4	5.00%	-7.27%	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%	95.20%	80.00%	80.00%
♦ Costs for laboratory services provided will be three percent less than comparable State certified laboratories.					
- Percent	3	5.00%	-0.82%	3.00%	3.00%
♦ A customer service rating of 90% for Storm Water Collection is achieved.					
- Rating	3	71.00%	96.94%	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

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Program Notes**



**City of Sunnyvale  
Program Performance Budget**

**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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Preventive maintenance is completed as scheduled 90% of the time. - Percent	90.00%	53.59%	90.00%	90.00%
♦ Responses to sewer emergencies occur within 30 minutes of notification 90% of the time. - Percent	90.00%	100.00%	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%
♦ The number of sewer and main plugs are at the previous three year average. - Average [DELETED]	95.00%	125.00%	0.00%	0.00%
- Number of Plugs	92.00	125.00	115.00	106.00
- Three Year Average	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%

**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.

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342000, 342001, 342003, 342004 - Preventative Maintenance [DELETED]</b>				
Product: Preventative Maintenance Activity Completed				
Costs:	160,703.47	57,453.06	0.00	0.00
Products:	391,192.00	33,637.00	0.00	0.00
Work Hours:	3,510.00	1,166.30	0.00	0.00
Product Cost:	0.41	1.71	0.00	0.00
<b>Activity 342010, 342011, 342012, 342013, 342014, 342015, 342016, 342017 - Corrective Repairs [DELETED]</b>				
Product: Corrective Repair Activity Completed				
Costs:	74,629.54	169,920.61	0.00	0.00
Products:	178.00	251.00	0.00	0.00
Work Hours:	1,430.00	2,925.70	0.00	0.00
Product Cost:	419.27	676.97	0.00	0.00
<b>Activity 342020, 342021, 342022 - Maintain Lift Stations [DELETED]</b>				
Product: A Lift Station Inspected				
Costs:	38,011.20	39,988.42	0.00	0.00
Products:	255.00	189.00	0.00	0.00
Work Hours:	355.00	397.00	0.00	0.00
Product Cost:	149.06	211.58	0.00	0.00

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342030, 342031, 342032, 342033 - Customer Services</b>				
Product: Service Request Completed				
Costs:	128,950.32	154,003.24	18,299.46	19,143.19
Products:	1,800.00	1,704.00	350.00	350.00
Work Hours:	2,416.00	3,152.10	280.00	280.00
Product Cost:	71.64	90.38	52.28	54.69
<b>Activity 342040, 342041 - Hazardous Spills</b>				
Product: Occasions				
Costs:	1,768.24	309.91	1,838.60	1,906.18
Products:	3.00	0.00	3.00	3.00
Work Hours:	15.00	4.00	15.00	15.00
Product Cost:	589.41	0.00	612.87	635.39
<b>Activity 342050 - Rinconada Sewer Maintenance</b>				
Product: Service Request Completed				
Costs:	8,569.83	34,811.31	47,757.01	52,140.25
Products:	100.00	142.00	50.00	50.00
Work Hours:	180.00	376.90	895.00	895.00
Product Cost:	85.70	245.15	955.14	1,042.81

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342060, 342061, 342062, 342063, 342064, 342065, 342066, 342067, 342068, 342069 - Administration and General Maintenance [DELETED]</b>				
Product: Work Hours				
Costs:	468,632.40	514,715.02	0.00	0.00
Products:	5,495.00	7,332.80	0.00	0.00
Work Hours:	5,495.00	7,332.80	0.00	0.00
Product Cost:	85.28	70.19	0.00	0.00
<b>Activity 342070 - Jet Flush Sewers</b>				
Product: A Hundred Lineal Feet Maintained				
Costs:	107,006.57	78,639.27	105,514.34	111,278.95
Products:	619,318.00	491,259.00	6,200.00	6,200.00
Work Hours:	2,325.00	1,780.50	2,130.00	2,130.00
Product Cost:	0.17	0.16	17.02	17.95
<b>Activity 342051 - Sewer Lateral Foaming</b>				
Product: An Occasion				
Costs:	0.00	0.00	2,497.81	2,911.68
Products:	0.00	0.00	40.00	40.00
Work Hours:	0.00	0.00	43.00	43.00
Product Cost:	0.00	0.00	62.45	72.79

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342052 - Video Inspection</b>				
Product: A Hundred Lineal Feet Inspected				
Costs:	0.00	0.00	31,747.98	33,108.35
Products:	0.00	0.00	60.00	60.00
Work Hours:	0.00	0.00	480.00	480.00
Product Cost:	0.00	0.00	529.13	551.81
<b>Activity 342053 - Maintain Lift Stations</b>				
Product: A Lift Station Maintenance Activity Completed				
Costs:	0.00	0.00	56,313.59	57,784.47
Products:	0.00	0.00	250.00	250.00
Work Hours:	0.00	0.00	466.00	466.00
Product Cost:	0.00	0.00	225.25	231.14
<b>Activity 342055 - Inspect and Clean Manholes</b>				
Product: A Manhole Maintenance Activity Completed				
Costs:	0.00	0.00	60,284.72	63,567.03
Products:	0.00	0.00	1,700.00	1,700.00
Work Hours:	0.00	0.00	1,200.00	1,200.00
Product Cost:	0.00	0.00	35.46	37.39

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342056 - Facility Preventive Maintenance</b>				
Product: A Facility Maintenance Activity Completed				
Costs:	0.00	0.00	35,766.16	37,861.79
Products:	0.00	0.00	50.00	50.00
Work Hours:	0.00	0.00	749.50	749.50
Product Cost:	0.00	0.00	715.32	757.24
<b>Activity 342071 - Remove Lateral Plugs</b>				
Product: A Lateral Plug Removed				
Costs:	0.00	0.00	47,024.50	48,268.06
Products:	0.00	0.00	760.00	760.00
Work Hours:	0.00	0.00	807.00	807.00
Product Cost:	0.00	0.00	61.87	63.51
<b>Activity 342072, 342092 - Repair Manholes</b>				
Product: A Manhole Repair Completed				
Costs:	0.00	0.00	22,376.62	23,669.79
Products:	0.00	0.00	10.00	10.00
Work Hours:	0.00	0.00	464.00	464.00
Product Cost:	0.00	0.00	2,237.66	2,366.98

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342073 - Cleanouts</b>				
Product: A Cleanout Repaired				
Costs:	0.00	0.00	225,438.62	236,298.49
Products:	0.00	0.00	100.00	100.00
Work Hours:	0.00	0.00	3,846.00	3,846.00
Product Cost:	0.00	0.00	2,254.39	2,362.98
<b>Activity 342074 - Remove Main Plugs</b>				
Product: A Main Plug Removed				
Costs:	0.00	0.00	22,357.53	23,667.53
Products:	0.00	0.00	85.00	85.00
Work Hours:	0.00	0.00	475.00	475.00
Product Cost:	0.00	0.00	263.03	278.44
<b>Activity 342075 - Repair Sewer Mains</b>				
Product: A Main Repaired				
Costs:	0.00	0.00	70,054.42	72,187.88
Products:	0.00	0.00	4.00	4.00
Work Hours:	0.00	0.00	485.00	485.00
Product Cost:	0.00	0.00	17,513.61	18,046.97

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342077 - Replace Laterals</b>				
Product: A Lateral Repaired/Replaced				
Costs:	0.00	0.00	1,884.42	1,930.25
Products:	0.00	0.00	1.00	1.00
Work Hours:	0.00	0.00	20.00	20.00
Product Cost:	0.00	0.00	1,884.42	1,930.25
<b>Activity 342078 - Fabrication</b>				
Product: An Item Fabricated/Repaired				
Costs:	0.00	0.00	12,467.08	13,079.55
Products:	0.00	0.00	200.00	200.00
Work Hours:	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	62.34	65.40
<b>Activity 342079 - Facility Corrective Repair</b>				
Product: A Facility Repaired				
Costs:	0.00	0.00	12,572.67	13,309.33
Products:	0.00	0.00	175.00	175.00
Work Hours:	0.00	0.00	260.00	260.00
Product Cost:	0.00	0.00	71.84	76.05



**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342080 - Lift Stations - Emergency Response</b>				
Product: An Emergency Request Completed				
Costs:	0.00	0.00	9,587.39	10,007.47
Products:	0.00	0.00	5.00	5.00
Work Hours:	0.00	0.00	128.00	128.00
Product Cost:	0.00	0.00	1,917.48	2,001.49
<b>Activity 342081 - Mains - Emergency Response</b>				
Product: An Emergency Request Completed				
Costs:	0.00	0.00	5,704.62	6,038.90
Products:	0.00	0.00	5.00	5.00
Work Hours:	0.00	0.00	120.00	120.00
Product Cost:	0.00	0.00	1,140.92	1,207.78
<b>Activity 342082 - Laterals</b>				
Product: An Emergency Request Completed				
Costs:	0.00	0.00	38,521.25	39,202.89
Products:	0.00	0.00	9.00	9.00
Work Hours:	0.00	0.00	380.00	380.00
Product Cost:	0.00	0.00	4,280.14	4,355.88

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342083 - Safety and Certification Training</b>				
Product: A Training Session Completed				
Costs:	0.00	0.00	29,945.46	31,678.04
Products:	0.00	0.00	595.00	595.00
Work Hours:	0.00	0.00	595.00	595.00
Product Cost:	0.00	0.00	50.33	53.24
<b>Activity 342084 - Program Coordination</b>				
Product: A Work Hour				
Costs:	0.00	0.00	102,432.09	126,373.14
Products:	0.00	0.00	1,565.00	1,565.00
Work Hours:	0.00	0.00	1,565.00	1,565.00
Product Cost:	0.00	0.00	65.45	80.75
<b>Activity 342085 - Support Services</b>				
Product: A Work Hour				
Costs:	0.00	0.00	237,540.97	261,317.40
Products:	0.00	0.00	1,340.00	1,340.00
Work Hours:	0.00	0.00	1,340.00	1,340.00
Product Cost:	0.00	0.00	177.27	195.01

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342086 - Locate Underground Utilities</b>				
Product: A USA Locate Completed				
Costs:	0.00	0.00	34,371.51	36,385.39
Products:	0.00	0.00	989.00	989.00
Work Hours:	0.00	0.00	740.00	740.00
Product Cost:	0.00	0.00	34.75	36.79
<b>Activity 342087 - Standby Duty</b>				
Product: A Call Out				
Costs:	0.00	0.00	24,522.32	24,893.39
Products:	0.00	0.00	1,065.00	1,065.00
Work Hours:	0.00	0.00	1,110.00	1,110.00
Product Cost:	0.00	0.00	23.03	23.37
<b>Activity 342058 - Video Inspection and Evaluation of Sewer System - PM</b>				
Product: A Hundred Lineal Feet				
Costs:	0.00	0.00	0.00	45,886.13
Products:	0.00	0.00	0.00	0.00
Work Hours:	0.00	0.00	0.00	0.00
Product Cost:	0.00	0.00	0.00	0.00
<b>Totals for Service Delivery Plan 34201 - Sanitary Sewer Collection System Maintenance</b>				
<b>Costs:</b>	<b>988,271.57</b>	<b>1,049,840.84</b>	<b>1,256,821.14</b>	<b>1,393,895.52</b>
<b>Work Hours:</b>	<b>15,726.00</b>	<b>17,135.30</b>	<b>18,793.50</b>	<b>18,793.50</b>

**City of Sunnyvale  
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**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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Per Regulatory Standards, 85% of all solids are removed from the incoming waste stream. - Percent	85.00%	92.90%	85.00%	85.00%
♦ Dewatering facility recovers 75% of solids from the digesters. - Percent	75.00%	82.80%	75.00%	75.00%
♦ Regulatory standards for sewage treatment are met 100% of the time. - Percent	100.00%	99.90%	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%
♦ An internal customer satisfaction rating of 90% for Water Pollution Control Plant operations is achieved. - Rating	90.00%	97.00%	90.00%	90.00%

**SDP Notes**

1. SDP outcome measure "Per Regulatory Standards..." goal of 85% is the minimum required by regulatory standard.

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34202 - Water Pollution Control Plant Operations**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342090 - Process Solids</b>				
Product: Lbs. of Solids Removed from Process & Delivered to Digesters (in 1,000 lbs.)				
Costs:	424,352.68	453,961.45	494,479.48	522,563.79
Products:	5,900.00	3,351.00	4,250.00	4,250.00
Work Hours:	8,374.00	8,556.70	9,050.00	9,050.00
Product Cost:	71.92	135.47	116.35	122.96
<b>Activity 342100 - Process Liquids for NPDES Discharge</b>				
Product: A Million Gallons (MG) Influent to Plant				
Costs:	827,655.33	906,135.21	900,737.34	951,532.86
Products:	6,000.00	5,426.00	5,500.00	5,500.00
Work Hours:	16,683.00	16,853.60	16,749.50	16,749.50
Product Cost:	137.94	167.00	163.77	173.01
<b>Activity 342110 - Complete Preventative Operational Procedures (POP)</b>				
Product: Completed Work Order				
Costs:	301,191.56	341,623.07	395,442.39	417,993.70
Products:	12,800.00	14,002.00	15,000.00	15,000.00
Work Hours:	6,152.00	6,431.20	7,500.00	7,500.00
Product Cost:	23.53	24.40	26.36	27.87

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34202 - Water Pollution Control Plant Operations**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342120, 342121, 342122 - Attend Safety Training [DELETED]</b>				
Product: Number of Training Events Attended				
Costs:	89,293.96	49,680.15	0.00	0.00
Products:	708.00	725.00	0.00	0.00
Work Hours:	1,798.00	948.10	0.00	0.00
Product Cost:	126.12	68.52	0.00	0.00
<b>Activity 342130, 342131, 342132, 342133, 342134 - Program Management</b>				
Product: Work Hours				
Costs:	302,996.66	284,162.87	266,787.37	280,248.21
Products:	5,673.40	5,091.46	4,538.40	1,700.00
Work Hours:	5,673.40	5,091.46	4,538.40	1,700.00
Product Cost:	53.41	55.81	58.78	164.85
<b>Activity 342140 - Purchase Goods and Services</b>				
Product: Products				
Costs:	109,821.67	110,495.76	116,689.60	125,240.64
Products:	0.00	10,262.00	0.00	0.00
Work Hours:	0.00	36.90	0.00	0.00
Product Cost:	0.00	10.77	0.00	0.00

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34202 - Water Pollution Control Plant Operations**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342150 - Feed Polymer</b>				
Product: A Gallon of Polymer				
Costs:	780,364.61	1,038,311.98	931,519.63	940,539.32
Products:	45,000.00	44,353.00	50,000.00	50,000.00
Work Hours:	105.00	849.70	26.00	26.00
Product Cost:	17.34	23.41	18.63	18.81
<b>Activity 342230 - Process Review and Technical Assessments</b>				
Product: A Work Hour				
Costs:	0.00	0.00	34,482.89	36,503.31
Products:	0.00	0.00	630.00	630.00
Work Hours:	0.00	0.00	630.00	630.00
Product Cost:	0.00	0.00	54.73	57.94
<b>Activity 342231 - Attend Safety Training</b>				
Product: A Work Hour				
Costs:	0.00	0.00	66,032.64	69,636.60
Products:	0.00	0.00	1,244.00	1,244.00
Work Hours:	0.00	0.00	1,244.00	1,244.00
Product Cost:	0.00	0.00	53.08	55.98
<b>Totals for Service Delivery Plan 34202 - Water Pollution Control Plant Operations</b>				
<b>Costs:</b>	<b>2,835,676.47</b>	<b>3,184,370.49</b>	<b>3,206,171.34</b>	<b>3,344,258.43</b>
<b>Work Hours:</b>	<b>38,785.40</b>	<b>38,767.66</b>	<b>39,737.90</b>	<b>36,899.50</b>

**City of Sunnyvale  
Program Performance Budget**

**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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%
♦ Preventive maintenance is completed as scheduled 98% of the time. - Percent	95.00%	100.00%	98.00%	98.00%
♦ Unscheduled repairs shall not exceed 40% of total repairs. - Percent	40.00%	47.00%	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%	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%
♦ A customer satisfaction rating of 90% for Water Pollution Control Plant maintenance is achieved. - Rating	90.00%	97.15%	90.00%	90.00%

**SDP Notes**



**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34203 - Water Pollution Control Plant Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342160, 342161, 342162, 342163, 342164, 342165 - Complete Preventive Maintenance Work Order</b>				
Product: Completed Work Order				
Costs:	319,037.93	450,674.89	462,369.64	478,544.00
Products:	1,393.00	1,636.00	1,393.00	1,393.00
Work Hours:	4,440.00	5,524.90	4,880.00	4,880.00
Product Cost:	229.03	275.47	331.92	343.53
<b>Activity 342170, 342171, 342172, 342173, 342174 - Complete Major Maintenance Work Orders</b>				
Product: Completed Work Order				
Costs:	199,274.77	26,225.99	92,168.43	95,242.90
Products:	30.00	7.00	15.00	15.00
Work Hours:	1,560.00	316.80	760.00	760.00
Product Cost:	6,642.49	3,746.57	6,144.56	6,349.53
<b>Activity 342180, 342181, 342182, 342183, 342184 - Complete Modification Work Orders</b>				
Product: Completed Work Order				
Costs:	133,718.91	57,794.69	154,104.05	161,390.89
Products:	134.00	70.00	100.00	100.00
Work Hours:	1,638.00	786.00	2,038.00	2,038.00
Product Cost:	997.90	825.64	1,541.04	1,613.91

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34203 - Water Pollution Control Plant Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342190, 342191, 342192, 342193, 342194 - Complete Corrective Maintenance Work Orders</b>				
Product: Completed Work Order				
Costs:	344,900.60	416,283.21	367,005.13	381,061.07
Products:	518.00	518.00	518.00	518.00
Work Hours:	3,705.00	5,528.50	3,705.00	3,705.00
Product Cost:	665.83	803.64	708.50	735.64
<b>Activity 342200, 342201, 342202 - Program Management</b>				
Product: Work Hours				
Costs:	384,212.29	343,725.95	272,265.78	292,029.09
Products:	5,246.20	4,314.58	2,999.20	2,999.20
Work Hours:	5,246.20	4,314.58	2,999.20	2,999.20
Product Cost:	73.24	79.67	90.78	97.37
<b>Activity 342210, 342211, 342212, 342213, 342214, 342215 - Program Coord/Inventory Management</b>				
Product: A Work Hour				
Costs:	95,567.62	108,494.27	162,793.77	171,481.59
Products:	1,588.00	1,859.70	2,935.00	2,935.00
Work Hours:	1,588.00	1,859.70	2,935.00	2,935.00
Product Cost:	60.18	58.34	55.47	58.43

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34203 - Water Pollution Control Plant Maintenance**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342220 - Wastewater Equipment Replacement</b>				
Product: A Dollar Allocated				
Costs:	512,788.07	512,879.62	532,465.27	540,054.22
Products:	0.00	0.00	0.00	0.00
Work Hours:	0.00	1.50	0.00	0.00
Product Cost:	0.00	0.00	0.00	0.00
<b>Activity 342221 - Safety Training/Tailgates</b>				
Product: A Work Hour				
Costs:	0.00	0.00	51,795.65	54,789.37
Products:	0.00	0.00	890.00	890.00
Work Hours:	0.00	0.00	890.00	890.00
Product Cost:	0.00	0.00	58.20	61.56
<b>Totals for Service Delivery Plan 34203 - Water Pollution Control Plant Maintenance</b>				
<b>Costs:</b>	<b>1,989,500.19</b>	<b>1,916,078.62</b>	<b>2,094,967.72</b>	<b>2,174,593.13</b>
<b>Work Hours:</b>	<b>18,177.20</b>	<b>18,331.98</b>	<b>18,207.20</b>	<b>18,207.20</b>

**City of Sunnyvale  
Program Performance Budget**

**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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</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%
♦ State Laboratory Certification is maintained 100% of the time. - Percent	100.00%	100.00%	100.00%	100.00%
♦ Costs for services provided will be two percent less than comparable state certified laboratories. - Percent	5.00%	-0.82%	2.00%	2.00%
♦ Regulatory reporting requirements are met 100% of the time. - Percent	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%	74.34%	95.00%	95.00%
♦ A customer satisfaction rating of 90% for Laboratory Services is achieved. - Rating	90.00%	94.75%	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>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342240 - Plant Process Parameters</b>				
Product: A Test Completed				
Costs:	57,703.21	79,396.59	88,622.82	93,145.00
Products:	1,066.00	1,509.00	1,400.00	1,400.00
Work Hours:	1,065.71	1,464.63	1,600.00	1,600.00
Product Cost:	54.13	52.62	63.30	66.53
<b>Activity 342250 - Spectrophotometric Analysis</b>				
Product: A Test Completed				
Costs:	30,503.22	9,914.78	11,592.92	12,169.81
Products:	230.00	248.00	200.00	200.00
Work Hours:	570.23	184.14	200.00	200.00
Product Cost:	132.62	39.98	57.96	60.85
<b>Activity 342260 - Colorimetric Analysis</b>				
Product: A Test Completed				
Costs:	23,561.10	16,079.20	17,124.48	17,960.03
Products:	3,176.00	2,677.00	2,400.00	2,400.00
Work Hours:	452.39	325.35	355.00	355.00
Product Cost:	7.42	6.01	7.14	7.48

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342270 - Solids</b>				
Product: A Test Completed				
Costs:	65,230.53	49,312.81	59,911.24	63,011.55
Products:	3,980.00	4,540.00	5,000.00	5,000.00
Work Hours:	1,250.71	1,002.52	1,200.00	1,200.00
Product Cost:	16.39	10.86	11.98	12.60
<b>Activity 342280 - Selective Ion Electrode Methods</b>				
Product: A Test Completed				
Costs:	59,955.44	46,636.92	50,065.61	52,481.17
Products:	4,920.00	6,245.00	5,500.00	5,500.00
Work Hours:	1,077.11	864.73	950.00	950.00
Product Cost:	12.19	7.47	9.10	9.54
<b>Activity 342290 - Titrations</b>				
Product: A Test Completed				
Costs:	26,711.90	13,961.88	18,847.50	19,700.79
Products:	1,490.00	1,918.00	1,800.00	1,800.00
Work Hours:	519.55	241.86	350.00	350.00
Product Cost:	17.93	7.28	10.47	10.94

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342330 - Metals By Atomic Absorption</b>				
Product: A Test Completed				
Costs:	109,682.96	86,480.70	93,485.54	97,872.26
Products:	5,381.00	5,054.00	5,381.00	5,381.00
Work Hours:	1,829.82	1,353.63	1,400.00	1,400.00
Product Cost:	20.38	17.11	17.37	18.19
<b>Activity 342340 - Specialty Metals: As, Se</b>				
Product: A Test Completed				
Costs:	19,517.70	10,218.08	13,403.93	14,031.06
Products:	646.00	580.00	646.00	646.00
Work Hours:	329.47	182.59	200.00	200.00
Product Cost:	30.21	17.62	20.75	21.72
<b>Activity 342350 - Metals Cold Vapor Hg</b>				
Product: A Test Completed				
Costs:	12,226.13	7,076.86	10,418.44	10,942.14
Products:	253.00	212.00	253.00	253.00
Work Hours:	215.42	114.31	170.00	170.00
Product Cost:	48.32	33.38	41.18	43.25

**City of Sunnyvale  
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**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342360 - Botulism Control</b>				
Product: A Survey Trip Completed				
Costs:	26,469.17	20,223.74	20,854.33	21,146.20
Products:	52.00	47.00	52.00	52.00
Work Hours:	171.07	50.17	50.00	50.00
Product Cost:	509.02	430.29	401.04	406.66
<b>Activity 342370 - Chronic Toxicity Testing [DELETED]</b>				
Product: A Test Completed				
Costs:	50,634.01	38,623.87	0.00	0.00
Products:	24.00	18.00	0.00	0.00
Work Hours:	50.69	6.72	0.00	0.00
Product Cost:	2,109.75	2,145.77	0.00	0.00
<b>Activity 342380 - Acute Toxicity Testing</b>				
Product: A Test Completed				
Costs:	8,516.42	13,198.30	15,441.94	16,105.04
Products:	12.00	12.00	12.00	12.00
Work Hours:	124.18	233.69	300.00	300.00
Product Cost:	709.70	1,099.86	1,286.83	1,342.09



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**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342400 - Organic Compounds Gas Chromatography</b>				
Product: A Sample Tested				
Costs:	107,672.60	63,003.68	105,470.16	110,096.51
Products:	266.00	252.00	266.00	266.00
Work Hours:	1,698.03	875.18	1,450.00	1,450.00
Product Cost:	404.78	250.01	396.50	413.90
<b>Activity 342410 - Total Organic Carbon</b>				
Product: A Test Completed				
Costs:	20,708.45	16,761.35	21,045.33	21,957.67
Products:	516.00	462.00	516.00	516.00
Work Hours:	297.79	240.31	285.00	285.00
Product Cost:	40.13	36.28	40.79	42.55
<b>Activity 342420 - Ion Chromatography</b>				
Product: A Sample Tested				
Costs:	56,200.73	36,484.80	53,388.56	56,144.22
Products:	510.00	400.00	560.00	560.00
Work Hours:	1,077.11	615.52	900.00	900.00
Product Cost:	110.20	91.21	95.34	100.26

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342430 - Microbiological Testing: Wastewater</b>				
Product: A Test Completed				
Costs:	18,877.03	15,943.11	8,648.43	9,006.70
Products:	364.00	304.00	510.00	510.00
Work Hours:	266.11	170.90	150.00	150.00
Product Cost:	51.86	52.44	16.96	17.66
<b>Activity 342450 - Wastewater Sampling</b>				
Product: A Sample Collected				
Costs:	37,610.39	29,783.14	28,594.11	30,043.13
Products:	3,848.00	3,347.00	4,000.00	4,000.00
Work Hours:	652.60	607.04	609.00	609.00
Product Cost:	9.77	8.90	7.15	7.51
<b>Activity 342470 - Observations/Readings</b>				
Product: An Entry Logged				
Costs:	20,629.60	8,800.27	14,179.45	14,866.07
Products:	2,028.00	1,544.00	1,700.00	1,700.00
Work Hours:	448.58	204.42	300.00	300.00
Product Cost:	10.17	5.70	8.34	8.74

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342500 - Contract Laboratory Inorganic Testing Wastewater [DELETED]</b>				
Product: A Result Provided				
Costs:	56,579.58	28,591.98	0.00	0.00
Products:	0.00	0.00	0.00	0.00
Work Hours:	151.20	50.70	0.00	0.00
Product Cost:	0.00	0.00	0.00	0.00
<b>Activity 342510 - Contract Laboratory Organic Testing Wastewater [DELETED]</b>				
Product: A Result Provided				
Costs:	79,547.39	47,418.06	0.00	0.00
Products:	0.00	0.00	0.00	0.00
Work Hours:	208.80	67.69	0.00	0.00
Product Cost:	0.00	0.00	0.00	0.00
<b>Activity 342550, 342551, 342552 - Environmental Laboratory Certification Program [DELETED]</b>				
Product: A Test Completed				
Costs:	67,589.47	34,435.11	0.00	0.00
Products:	228.00	106.00	0.00	0.00
Work Hours:	1,087.25	485.10	0.00	0.00
Product Cost:	296.45	324.86	0.00	0.00

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342560, 342561, 342562, 342563, 342564 - Quality Cntrl, Cert, and Reporting</b>				
Product: Work Hours				
Costs:	0.00	259,611.36	189,751.14	197,720.92
Products:	0.00	4,933.30	2,250.00	2,250.00
Work Hours:	0.00	4,933.30	2,250.00	2,250.00
Product Cost:	0.00	52.62	84.33	87.88
<b>Activity 342570, 342571, 342572, 342573, 342574, 342575, 342576 - Supervision/Rental Rates</b>				
Product: A Work Hour				
Costs:	470,233.61	367,862.06	351,326.62	345,935.04
Products:	5,020.46	3,454.79	3,002.28	3,002.28
Work Hours:	5,020.46	3,454.79	3,002.28	3,002.28
Product Cost:	93.66	106.48	117.02	115.22
<b>Activity 342590 - Program Coordination</b>				
Product: A Work Hour				
Costs:	0.00	0.00	78,189.54	81,999.86
Products:	0.00	0.00	1,105.00	1,105.00
Work Hours:	0.00	0.00	1,105.00	1,105.00
Product Cost:	0.00	0.00	70.76	74.21

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34204 - Environmental Laboratory Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342591 - Contract Laboratory Services</b>				
Product: A Work Hour				
Costs:	0.00	0.00	135,914.47	138,313.57
Products:	0.00	0.00	392.00	392.00
Work Hours:	0.00	0.00	392.00	392.00
Product Cost:	0.00	0.00	346.72	352.84
<b>Activity 342592 - Support Services</b>				
Product: A Work Hour				
Costs:	0.00	0.00	20,272.15	21,269.58
Products:	0.00	0.00	500.00	500.00
Work Hours:	0.00	0.00	500.00	500.00
Product Cost:	0.00	0.00	40.54	42.54
<b>Activity 342593 - Safety Training</b>				
Product: A Work Hour				
Costs:	0.00	0.00	29,087.96	30,642.29
Products:	0.00	0.00	510.00	510.00
Work Hours:	0.00	0.00	510.00	510.00
Product Cost:	0.00	0.00	57.04	60.08
<b>Totals for Service Delivery Plan 34204 - Environmental Laboratory Services</b>				
<b>Costs:</b>	<b>1,426,360.64</b>	<b>1,300,207.13</b>	<b>1,435,636.67</b>	<b>1,476,560.61</b>
<b>Work Hours:</b>	<b>18,564.28</b>	<b>17,729.29</b>	<b>18,228.28</b>	<b>18,228.28</b>

**City of Sunnyvale  
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**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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Preventive maintenance is completed as scheduled 90% of the time. - Percent	90.00%	100.00%	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%
♦ Property damage resulting from storm emergencies is avoided 95% of the time. - Percent	95.00%	100.00%	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%
♦ A customer satisfaction rating of 90% for the Storm Water Collection System is achieved. - Rating	90.00%	96.94%	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] - Number	95.00	100.00	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%

**SDP Notes**

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342600, 342601, 342602, 342604 - Preventative Maintenance [DELETED]</b>				
Product: Preventative Maintenance Activity Completed				
Costs:	52,021.72	50,974.14	0.00	0.00
Products:	5,586.00	4,248.00	0.00	0.00
Work Hours:	1,065.00	1,130.30	0.00	0.00
Product Cost:	9.31	12.00	0.00	0.00
<b>Activity 342610, 342611, 342612, 342613, 342614, 342615, 342616 - Corrective Repairs [DELETED]</b>				
Product: Corrective Activity Completed				
Costs:	36,652.90	12,345.90	0.00	0.00
Products:	4,195.00	81.00	0.00	0.00
Work Hours:	750.00	221.00	0.00	0.00
Product Cost:	8.74	152.42	0.00	0.00
<b>Activity 342620, 342621, 342622 - Pump Stations [DELETED]</b>				
Product: A Pump Station Inspected				
Costs:	92,963.23	37,028.76	0.00	0.00
Products:	203.00	145.00	0.00	0.00
Work Hours:	695.00	554.70	0.00	0.00
Product Cost:	457.95	255.37	0.00	0.00

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342630, 342631 - Storm Response</b>				
Product: Storm Events				
Costs:	3,753.51	425.11	4,060.03	4,297.92
Products:	50.00	1.00	10.00	10.00
Work Hours:	90.00	9.00	90.00	90.00
Product Cost:	75.07	425.11	406.00	429.79
<b>Activity 342640, 342641 - Hazardous Spills</b>				
Product: Occasions				
Costs:	2,070.55	349.86	2,128.80	2,253.53
Products:	5.00	1.00	5.00	5.00
Work Hours:	45.00	2.50	40.00	40.00
Product Cost:	414.11	349.86	425.76	450.71
<b>Activity 342650, 342651, 342652, 342653, 342654, 342655, 342656, 342657, 342658 - Administration [DELETED]</b>				
Product: Work Hours				
Costs:	123,220.22	98,718.74	0.00	0.00
Products:	1,356.00	1,385.90	0.00	0.00
Work Hours:	1,356.00	1,385.90	0.00	0.00
Product Cost:	90.87	71.23	0.00	0.00



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**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342670 - Jet Flush Storm Drains</b>				
Product: A Lineal Foot Flushed				
Costs:	60,655.17	1,625.85	15,736.63	16,607.42
Products:	26,400.00	7,601.00	26,400.00	26,400.00
Work Hours:	1,288.00	27.50	300.00	300.00
Product Cost:	2.30	0.21	0.60	0.63
<b>Activity 342660 - Inspect and Clean Drain Inlets by Machine</b>				
Product: A Drain Inlet Maintenance Activity Completed				
Costs:	0.00	0.00	33,179.84	35,065.62
Products:	0.00	0.00	1,000.00	1,000.00
Work Hours:	0.00	0.00	771.00	771.00
Product Cost:	0.00	0.00	33.18	35.07
<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	38,202.71	40,380.21
Products:	0.00	0.00	3,264.00	3,264.00
Work Hours:	0.00	0.00	854.00	854.00
Product Cost:	0.00	0.00	11.70	12.37

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**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342662 - Inspect and Clean Storm Manholes</b>				
Product: A Storm Manhole Maintenance Activity Completed				
Costs:	0.00	0.00	11,793.84	12,484.86
Products:	0.00	0.00	822.00	822.00
Work Hours:	0.00	0.00	250.00	250.00
Product Cost:	0.00	0.00	14.35	15.19
<b>Activity 342663 - Maintain Pump Stations</b>				
Product: A Pump Station Maintenance Activity Completed				
Costs:	0.00	0.00	96,884.89	98,978.38
Products:	0.00	0.00	52.00	52.00
Work Hours:	0.00	0.00	485.00	485.00
Product Cost:	0.00	0.00	1,863.17	1,903.43
<b>Activity 342664 - Insp Storm System-Flood Prevention</b>				
Product: An Inspection Completed				
Costs:	0.00	0.00	2,661.00	2,816.91
Products:	0.00	0.00	500.00	500.00
Work Hours:	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	5.32	5.63

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**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342665 - Repair or Replace Drain Inlet Grates</b>				
Product: A Drain Inlet Grate Repaired or Replaced				
Costs:	0.00	0.00	15,419.74	16,051.05
Products:	0.00	0.00	50.00	50.00
Work Hours:	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	308.39	321.02
<b>Activity 342666 - Repair Manholes and Mains</b>				
Product: A Manhole or Main Repaired				
Costs:	0.00	0.00	14,838.99	15,470.11
Products:	0.00	0.00	5.00	5.00
Work Hours:	0.00	0.00	200.00	200.00
Product Cost:	0.00	0.00	2,967.80	3,094.02
<b>Activity 342667 - Repair Pump Stations</b>				
Product: A Pump Station Repair Completed				
Costs:	0.00	0.00	17,918.58	18,898.99
Products:	0.00	0.00	3.00	3.00
Work Hours:	0.00	0.00	325.00	325.00
Product Cost:	0.00	0.00	5,972.86	6,299.66

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**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342671 - Residential Assistance</b>				
Product: A Service Request Completed				
Costs:	0.00	0.00	2,429.77	2,572.16
Products:	0.00	0.00	50.00	50.00
Work Hours:	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	48.60	51.44
<b>Activity 342672 - Commercial/Industrial Assistance</b>				
Product: A Service Request Completed				
Costs:	0.00	0.00	1,014.91	1,074.39
Products:	0.00	0.00	25.00	25.00
Work Hours:	0.00	0.00	20.00	20.00
Product Cost:	0.00	0.00	40.60	42.98
<b>Activity 342674 - Training</b>				
Product: A Training Session Completed				
Costs:	0.00	0.00	5,726.65	6,045.57
Products:	0.00	0.00	105.00	105.00
Work Hours:	0.00	0.00	100.00	100.00
Product Cost:	0.00	0.00	54.54	57.58

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**Service Delivery Plan 34205 - Storm Water Collection System**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342675 - Program Coordination</b>				
Product: A Work Hour				
Costs:	0.00	0.00	54,240.04	57,205.68
Products:	0.00	0.00	811.00	811.00
Work Hours:	0.00	0.00	811.00	811.00
Product Cost:	0.00	0.00	66.88	70.54
<b>Activity 342676 - Locate Underground Utilities</b>				
Product: A USA Locate Completed				
Costs:	0.00	0.00	27,559.12	29,173.87
Products:	0.00	0.00	650.00	650.00
Work Hours:	0.00	0.00	600.00	600.00
Product Cost:	0.00	0.00	42.40	44.88
<b>Activity 342677 - Support Services</b>				
Product: A Work Hour				
Costs:	0.00	0.00	39,869.62	38,779.59
Products:	0.00	0.00	165.00	165.00
Work Hours:	0.00	0.00	165.00	165.00
Product Cost:	0.00	0.00	241.63	235.03
<b>Totals for Service Delivery Plan 34205 - Storm Water Collection System</b>				
<b>Costs:</b>	<b>371,337.30</b>	<b>201,468.36</b>	<b>383,665.16</b>	<b>398,156.26</b>
<b>Work Hours:</b>	<b>5,289.00</b>	<b>3,330.90</b>	<b>5,311.00</b>	<b>5,311.00</b>

**City of Sunnyvale  
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**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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ The City's recycled water distribution system is operational 100% of the time. - Percent	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%	95.50%	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%	95.20%	80.00%	80.00%
♦ Recovered biosolids are beneficially reused 95% of the time. - Percent	85.00%	100.00%	95.00%	95.00%
♦ A internal customer satisfaction rating of 90% from users of water pollution by-products is achieved. - Rating	90.00%	97.00%	90.00%	90.00%

**SDP Notes**

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342680 - Produce Recycled Water</b>				
Product: A Million Gallons of Water Processed During Title 22 Production				
Costs:	116,265.98	149,900.10	177,358.48	187,364.32
Products:	1,200.00	625.00	1,200.00	1,200.00
Work Hours:	2,306.00	1,887.10	3,252.00	3,252.00
Product Cost:	96.89	239.84	147.80	156.14
<b>Activity 342690 - Recycled Water Used [DELETED]</b>				
Product: Millions of Gallons of Recycled Water Delivered to System				
Costs:	53,750.51	41,827.10	0.00	0.00
Products:	300.00	305.00	0.00	0.00
Work Hours:	990.00	742.00	0.00	0.00
Product Cost:	179.17	137.14	0.00	0.00
<b>Activity 342700 - Biosolids Recycled</b>				
Product: Tons of Biosolids Removed				
Costs:	340,802.18	407,070.75	378,477.42	394,307.25
Products:	1,200.00	1,417.00	1,200.00	1,200.00
Work Hours:	4,850.00	4,539.80	4,974.00	4,974.00
Product Cost:	284.00	287.28	315.40	328.59

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342710 - Gas Used to Produce Energy [DELETED]</b>				
Product: Cubic Feet (in thousands) of Landfill Gas Delivered to PGF				
Costs:	59,888.08	9,654.35	0.00	0.00
Products:	283,600.00	273,843.00	0.00	0.00
Work Hours:	1,155.00	131.00	0.00	0.00
Product Cost:	0.21	0.04	0.00	0.00
 <b>Activity 342720, 342721 - Operate Power Generation Facility (PGF)</b>				
Product: Total Kilowatt Hours Produced (in thousands)				
Costs:	114,701.60	124,832.67	179,671.90	189,337.39
Products:	8,800.00	11,935.00	8,800.00	8,800.00
Work Hours:	2,223.00	2,305.30	3,042.00	3,042.00
Product Cost:	13.03	10.46	20.42	21.52
 <b>Activity 342730, 342731, 342732, 342733, 342734, 342735, 342736, 342737, 342738, 342739 - Maintain Power Generation Facility</b>				
Product: A Completed Work Order				
Costs:	194,807.99	233,833.44	179,822.25	188,290.53
Products:	53.00	196.00	121.00	121.00
Work Hours:	1,319.00	670.80	1,319.00	1,319.00
Product Cost:	3,675.62	1,193.03	1,486.13	1,556.12



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**Program 342 - Wastewater Management**

**Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342740, 342741, 342742, 342743 - Energy Contract Management [DELETED]</b>				
Product: A Contract Managed				
Costs:	374,366.64	402,609.48	0.00	0.00
Products:	100.00	0.00	0.00	0.00
Work Hours:	100.00	104.00	0.00	0.00
Product Cost:	3,743.67	0.00	0.00	0.00
<b>Activity 342750, 342751, 342752 - Program Management</b>				
Product: Work Hours				
Costs:	65,883.13	31,950.56	56,633.82	59,278.22
Products:	1,004.60	610.94	909.60	909.60
Work Hours:	1,004.60	610.94	909.60	909.60
Product Cost:	65.58	52.30	62.26	65.17
<b>Activity 342760 - Feed Polymer for 2 NTU Production</b>				
Product: A Gallon of Polymer				
Costs:	653,419.16	377,741.37	486,161.14	490,907.17
Products:	70,000.00	19,107.00	26,000.00	26,000.00
Work Hours:	510.00	295.70	26.00	26.00
Product Cost:	9.33	19.77	18.70	18.88

**City of Sunnyvale  
Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342770 - Recycled Water Used in Plant [DELETED]</b>				
Product: A Million Gallons of Recycled Water Used In Plant				
Costs:	3,116.33	4,598.47	0.00	0.00
Products:	300.00	287.00	0.00	0.00
Work Hours:	60.00	78.00	0.00	0.00
Product Cost:	10.39	16.02	0.00	0.00
<b>Activity 342850 - Deliver Digester Gas [DELETED]</b>				
Product: 1,000 Cubic Feet				
Costs:	32,642.76	48,311.63	0.00	0.00
Products:	24,000.00	54,172.00	0.00	0.00
Work Hours:	650.00	877.20	0.00	0.00
Product Cost:	1.36	0.89	0.00	0.00
<b>Activity 342860 - Complete POPS/Housekeeping Work Orders</b>				
Product: A Completed Work Order				
Costs:	0.00	0.00	15,125.35	16,011.60
Products:	0.00	0.00	750.00	750.00
Work Hours:	0.00	0.00	281.00	281.00
Product Cost:	0.00	0.00	20.17	21.35

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34206 - Recycling and Reuse of Plant Process By-products**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342861 - Electricity Sold</b>				
Product: APX Monthly Fee				
Costs:	0.00	0.00	33,546.84	33,744.95
Products:	0.00	0.00	12.00	12.00
Work Hours:	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	2,795.57	2,812.08
<b>Activity 342862 - Electricity Purchased</b>				
Product: A Kilowatt Hour Purchased (In Thousands)				
Costs:	0.00	0.00	112,746.84	112,944.95
Products:	0.00	0.00	216.00	216.00
Work Hours:	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	521.98	522.89
<b>Activity 342863 - Natural Gas Purchased for Electrical Production</b>				
Product: A Cubic Foot of Natural Gas				
Costs:	0.00	0.00	228,576.84	228,774.95
Products:	0.00	0.00	100,000.00	100,000.00
Work Hours:	0.00	0.00	50.00	50.00
Product Cost:	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>2,009,644.36</b>	<b>1,832,329.92</b>	<b>1,848,120.88</b>	<b>1,900,961.33</b>
<b>Work Hours:</b>	<b>15,167.60</b>	<b>12,241.84</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ Division financial statements and budgets are analyzed and corrected as scheduled 95% of the time. - Percent	90.00%	100.00%	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%	95.00%	95.00%
♦ Division complies with all regulatory requirements for all treatment plant operations 100% of the time. - Percent	100.00%	99.90%	100.00%	100.00%
♦ Regulatory requirements for Environmental Outreach are met 100% of the time. - Percent	50.00%	85.00%	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  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34207 - Administration and Support Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342780 - Program Administration</b>				
Product: A Work Hour				
Costs:	49,449.78	8,502.49	147,977.27	149,842.13
Products:	600.00	100.00	120.00	120.00
Work Hours:	600.00	100.00	120.00	120.00
Product Cost:	82.42	85.02	1,233.14	1,248.68
<b>Activity 342790 - Support Services Program Coordination</b>				
Product: A Work Hour				
Costs:	294,069.11	328,724.43	181,363.78	191,616.25
Products:	1,312.00	1,099.20	874.00	874.00
Work Hours:	1,312.00	1,099.20	874.00	874.00
Product Cost:	224.14	299.06	207.51	219.24
<b>Activity 342800, 342801, 342802, 342803 - Environmental Outreach</b>				
Product: A Work Hour				
Costs:	118,036.70	144,553.95	138,748.27	144,463.10
Products:	1,339.00	2,241.80	1,650.00	1,650.00
Work Hours:	1,339.00	2,241.80	1,650.00	1,650.00
Product Cost:	88.15	64.48	84.09	87.55

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34207 - Administration and Support Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342810, 342811, 342812, 342813 - Intergovernmental Regulatory Program Coordination</b>				
Product: A Work Hour				
Costs:	105,801.64	116,314.26	129,858.17	136,545.75
Products:	1,923.00	2,128.20	2,184.00	2,184.00
Work Hours:	1,923.00	2,128.20	2,184.00	2,184.00
Product Cost:	55.02	54.65	59.46	62.52
<b>Activity 342820 - Support Services Training</b>				
Product: A Work Hour				
Costs:	27,915.35	8,109.79	27,037.81	28,430.24
Products:	600.00	178.40	565.00	565.00
Work Hours:	600.00	178.40	565.00	565.00
Product Cost:	46.53	45.46	47.85	50.32
<b>Activity 342088 - Control of Non-Point Source Discharge</b>				
Product: A Work Hour				
Costs:	0.00	0.00	261,423.86	259,030.28
Products:	0.00	0.00	50.00	50.00
Work Hours:	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	5,228.48	5,180.61

**City of Sunnyvale  
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**Program 342 - Wastewater Management**

**Service Delivery Plan 34207 - Administration and Support Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342089 - WPCP NPDES Requirements</b>				
Product: A Work Hour				
Costs:	0.00	0.00	462,049.86	439,920.18
Products:	0.00	0.00	50.00	50.00
Work Hours:	0.00	0.00	50.00	50.00
Product Cost:	0.00	0.00	9,241.00	8,798.40
<b>Activity 342091 - Monitor WPCP Regulatory Requirements</b>				
Product: A Work Hour				
Costs:	0.00	0.00	101,769.55	100,840.67
Products:	0.00	0.00	20.00	20.00
Work Hours:	0.00	0.00	20.00	20.00
Product Cost:	0.00	0.00	5,088.48	5,042.03
<b>Totals for Service Delivery Plan 34207 - Administration and Support Services</b>				
Costs:	<b>595,272.58</b>	<b>618,166.40</b>	<b>1,450,228.57</b>	<b>1,450,688.60</b>
Work Hours:	<b>5,774.00</b>	<b>5,894.80</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>2003/2004 Budget</u></b>	<b><u>2003/2004 Achieved</u></b>	<b><u>2004/2005 Current</u></b>	<b><u>2005/2006 Adopted</u></b>
♦ 100% of Significant Industrial Users (SIU) are inspected annually. - Percent	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% of Significant Industrial Users (SIU) discharging to the sanitary sewer are sampled quarterly. - Percent	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%
♦ A customer satisfaction rating of 90% for Pretreatment Services is achieved. - Rating	90.00%	92.25%	90.00%	90.00%

**SDP Notes**



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Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342870, 342871, 342872 - Permitting of Significant Industrial Users (SIU)</b>				
Product: A Permit Issued				
Costs:	270,908.19	185,235.61	164,802.01	173,724.94
Products:	69.00	52.00	60.00	60.00
Work Hours:	4,826.73	3,044.26	3,000.00	3,000.00
Product Cost:	3,926.21	3,562.22	2,746.70	2,895.42
<b>Activity 342880, 342881, 342882, 342883, 342884 - Permitting of Non-Significant Industrial Users (Non-SIU) [DELETED]</b>				
Product: A Permit-by-Consent Issued				
Costs:	91,174.78	64,825.25	0.00	0.00
Products:	1,014.00	726.00	0.00	0.00
Work Hours:	1,631.82	1,068.37	0.00	0.00
Product Cost:	89.92	89.29	0.00	0.00
<b>Activity 342890, 342891, 342892, 342893, 342894 - Monitoring Discharges to the Sanitary Sewer</b>				
Product: A Sample Event Completed				
Costs:	215,297.51	161,149.34	151,309.26	158,633.88
Products:	1,411.00	997.00	1,100.00	1,100.00
Work Hours:	4,218.24	3,113.87	3,200.00	3,200.00
Product Cost:	152.59	161.63	137.55	144.21

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342900, 342901, 342902, 342903 - Enforcement Plan Activities</b>				
Product: Work Hours				
Costs:	31,558.03	27,059.86	32,960.40	34,744.99
Products:	562.27	450.59	600.00	600.00
Work Hours:	562.27	450.59	600.00	600.00
Product Cost:	56.13	60.05	54.93	57.91
<b>Activity 342910, 342911, 342912, 342913 - Regulatory and Program Compliance</b>				
Product: A Report Completed				
Costs:	22,581.86	29,523.70	19,787.50	20,854.78
Products:	3.00	4.00	8.00	8.00
Work Hours:	364.85	426.93	320.00	320.00
Product Cost:	7,527.29	7,380.93	2,473.44	2,606.85
<b>Activity 342920, 342921, 342922 - Supervision/Rental Rates</b>				
Product: Work Hours				
Costs:	0.00	90,687.40	131,617.74	145,277.04
Products:	0.00	1,828.80	1,010.00	1,010.00
Work Hours:	0.00	1,828.80	1,010.00	1,010.00
Product Cost:	0.00	49.59	130.31	143.84

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342930, 342931 - Special Studies and Investigations [DELETED]</b>				
Product: A Special Study or Investigation Completed				
Costs:	6,739.34	0.00	0.00	0.00
Products:	1.00	0.00	0.00	0.00
Work Hours:	126.00	0.00	0.00	0.00
Product Cost:	6,739.34	0.00	0.00	0.00
<b>Activity 342940, 342941, 342942, 342943, 342944, 342945, 342946 - Urban Runoff Management Plan</b>				
Product: An Inspection Completed				
Costs:	21,285.92	25,137.99	21,973.60	23,163.32
Products:	301.00	618.00	350.00	350.00
Work Hours:	381.09	411.18	400.00	400.00
Product Cost:	70.72	40.68	62.78	66.18
<b>Activity 342950, 342951, 342952, 342953, 342954 - Program Coordination</b>				
Product: Work Hours				
Costs:	158,513.37	162,818.24	201,632.60	212,324.72
Products:	2,825.52	2,830.43	3,481.52	3,481.52
Work Hours:	2,825.52	2,830.43	3,481.52	3,481.52
Product Cost:	56.10	57.52	57.92	60.99

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Program Performance Budget**

**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342971 - Commercial Facility Pretreatment Inspection</b>				
Product: An Inspection Completed				
Costs:	0.00	0.00	54,934.00	57,908.31
Products:	0.00	0.00	500.00	500.00
Work Hours:	0.00	0.00	1,000.00	1,000.00
Product Cost:	0.00	0.00	109.87	115.82
<b>Activity 342972 - Illegal Dumping Incident Response</b>				
Product: A Response Completed				
Costs:	0.00	0.00	7,141.41	7,528.08
Products:	0.00	0.00	25.00	25.00
Work Hours:	0.00	0.00	130.00	130.00
Product Cost:	0.00	0.00	285.66	301.12
<b>Activity 342973 - Support Services</b>				
Product: A Work Hour				
Costs:	0.00	0.00	39,988.79	41,978.34
Products:	0.00	0.00	1,000.00	1,000.00
Work Hours:	0.00	0.00	1,000.00	1,000.00
Product Cost:	0.00	0.00	39.99	41.98

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**Program 342 - Wastewater Management**

**Service Delivery Plan 34208 - Pretreatment Services**

	<u>2003/2004 Budget</u>	<u>2003/2004 Achieved</u>	<u>2004/2005 Current</u>	<u>2005/2006 Adopted</u>
<b>Activity 342975 - Safety Training</b>				
Product: A Work Hour				
Costs:	0.00	0.00	37,995.53	39,581.03
Products:	0.00	0.00	500.00	500.00
Work Hours:	0.00	0.00	500.00	500.00
Product Cost:	0.00	0.00	75.99	79.16
<b>Totals for Service Delivery Plan 34208 - Pretreatment Services</b>				
Costs:	<b>818,059.00</b>	<b>760,468.43</b>	<b>864,142.84</b>	<b>915,719.43</b>
Work Hours:	<b>14,936.52</b>	<b>13,441.93</b>	<b>14,641.52</b>	<b>14,641.52</b>
<b>Totals for Program 342</b>				
Costs:	<b>11,034,122.11</b>	<b>10,862,930.19</b>	<b>12,539,754.32</b>	<b>13,054,833.31</b>
Work Hours:	<b>132,420.00</b>	<b>126,873.70</b>	<b>134,386.00</b>	<b>131,547.60</b>