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# ADOPTED BUDGET AND RESOURCE ALLOCATION PLAN

Fiscal Year 2006/2007  
Twenty-Year Financial Plan

*VOLUME III Operating Budget (continued)*

*Detailed Operating Budgets for Elements 6, 7, and General  
Services Programs, and Budget Supplements*



**Cultural  
Element**

## 6. Cultural Element

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A City is not merely a residence and workplace. It must be a diverse place where citizens can enjoy a variety of recreational and artistic endeavors. Sunnyvale offers a wide range of services to promote library facilities, historic preservation and cultural activities. The Cultural Element of the Sunnyvale General Plan is a set of long term goals and policies geared towards providing a rich and diverse community. The sub-elements include:

- ❑ Library
- ❑ Heritage Preservation
- ❑ Arts

# Recreation Sub-Element

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\* The Recreation Sub-Element (6.1) has been retired. During the 2005/2006 Fiscal Year the Recreation Sub-Element was combined with the Open Space Sub-Element. The newly formed Open Space & Recreation Sub-Element is located in the Community Development Element. Open Space and Recreation Policies and Community Condition Indicators are found in Section 2.2.

# Library Sub-Element

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## Goals, Policies and Action Statements

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### Introduction

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The Library Sub-Element establishes an integrated set of goals, policies and action statements that respond to the Community Conditions, library service issues and the planning process described in this document.

The library's goals, policies and action statements are based on the following principles:

1. The ultimate goal of the Sunnyvale Public Library is to provide a full service library, which will meet the needs of the community. Library services will be provided free of charge to library users.
2. The Library will strive to provide physical facilities and conditions of use necessary to give convenient and effective service to residents.
3. The City of Sunnyvale supports the Library Bill of Rights, the Freedom to View Statement and Libraries: An American Value all endorsed or adopted by the American Library Association. (See Appendices XI.A, XI.B, and XI.C)
4. The Sunnyvale Public Library will strive to provide a balanced collection of materials representing all points of view, and selected for their popularity and for their quality.
5. The Sunnyvale Public Library will work in cooperation with the California State Library and with neighboring libraries in the Silicon Valley and greater Bay Area.
6. The Sunnyvale Public Library will monitor and evaluate its services in order to respond to the changing needs of the community.
7. The Sunnyvale Public Library will use current technology to make its services efficient and effective.
8. The Sunnyvale Public Library will recruit, train and retain the most competent personnel available.

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## Library Collection

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Goal 6.2A Provide a broad and diverse collection of books and other library materials to meet the varied interests and needs of the community.

Policy 6.2A.1 Provide a collection of materials in print, audiovisual and electronic formats in support of all library services.

Action Statements

6.2A.1a Provide a collection of adequate size, quality and diversity that reflects the changing needs of its customers.

6.2A.1b Acquire and maintain current and relevant materials in response to community interest and demand.

6.2A.1c Explore the addition of new formats as technologies change and customer interest indicates.

6.2A.1d Provide collection formats commensurate with those in the high quality public libraries in California.

Policy 6.2A.2 Give high priority to the collection of materials for children and their parents, teachers and caregivers.

Action Statements

6.2A.2a Select multiple copies of most wanted titles for children.

6.2A.2b Promote childhood literacy.

6.2A.2c Provide materials about non-fiction subjects at multiple reading levels to meet the changing needs of children who are learning English as a second language.

6.2A.2d Keep the children's collection attractive, up-to-date and representative of the best in children's literature by replacing worn and dated materials with new items.

6.2A.2e Support the efforts of parents and caregivers to find children's materials.

Policy 6.2A.3 Give high priority to the development of the collection that supports reference services.

Action Statements

6.2A.3a Provide a current and relevant collection of reference resources.

6.2A.3b Promote community economic development and the financial well being of residents by providing business and investment materials.

6.2A.3c Provide a collection of patents and trademarks.

6.2A.3d Cooperate with the City Department of Employment Development to provide resources and services to local employers and job seekers.

6.2A.3e Promote the appreciation of local history through a Sunnyvale Collection.

6.2A.3f Examine the needs of the community for new specialized collections.

Policy 6.2A.4 Give high priority to providing educational support for library users of all ages.

Action Statements

6.2A.4a Provide materials and services for students in formal education programs.

6.2A.4b Provide materials and services for independent learners engaged in seeking knowledge and skills through self-directed endeavors.

6.2A.4c Explore the provision of library materials and services through an adult literacy program with special focus on English as a Second Language.

6.2A.4d Support and advise the schools to encourage them to develop school libraries.

Policy 6.2A.5 Give high priority to developing the Library's collection of Popular Materials.

Action Statements

6.2A.5a Provide multiple copies of titles that are in demand, such as customer requests and best seller lists.

6.2A.5b Provide popular materials in languages that reflect languages read and spoken in Sunnyvale.

- 6.2A.5c Provide a collection of media.
- 6.2A.5d Provide current and changing collection for Teens.
- 6.2A.5e Provide large print and recorded books for older residents and the visually impaired.
- 6.2A.5f Emphasize the acquisition of materials of general interest.

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## **Finding and Using Materials and Information**

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Goal 6.2B Provide Library Services to help the community find and use the materials and information they need.

Policy 6.2B.1 Give high priority to providing reference services for library patrons of all ages.

Action Statements

- 6.2B.1a Provide current and accurate reference information services.
- 6.2B.1b Provide reader's advisory service to guide readers to materials in the collection.
- 6.2B.1c Provide community information and referral services.
- 6.2B.1d Provide patent reference services based on demand and financial self-sufficiency for Sc[i]<sup>3</sup> services.
- 6.2B.1e Provide research assistance for City department staff projects.
- 6.2B.1f Continue to provide free reference services.
- 6.2B.1g Explore opportunities to be an entrepreneurial library and provide extra fee-based services.

Policy 6.2B.2 Organize and present materials so library users can find what they need.

Action Statements



- 6.2B.2a Provide an on-line integrated library system.
- 6.2B.2b Provide onsite and remote access to the library catalog.
- 6.2B.2c Adhere to international standards for classification and cataloging procedures.
- 6.2B.2d Encourage the development of industry standards to expand access and resource sharing.
- 6.2B.2e Classify materials and provide catalog access with the end result of a user-friendly system.
- 6.2B.2f Provide for fast and accurate reshelving of materials to their proper location for maximum convenience to users.

Policy 6.2B.3 Ensure lending procedures that are convenient to library users.

Action Statements

- 6.2B.3a Maintain liberal and flexible conditions of use; place limits on number of items borrowed when absolutely necessary.
- 6.2B.3b Evaluate the need and purpose for library overdue fines and library fees.
- 6.2B.3c Make as many materials as possible available for use outside the library.

Policy 6.2B.4 Provide outreach services at times and locations to meet needs of customers who do not travel to the Main Library.

Action Statements

- 6.2B.4a Explore the most effective methods for getting library services and materials out into the community (the Bookmobile, for example).
- 6.2B.4b Cooperate with other City Departments in neighborhood programs and City facilities to reach residents of Sunnyvale.
- 6.2B.4c Explore methods through which library users can receive library materials and services to home or in the workplace.
- 6.2B.4d Explore providing library services through other facilities (school, for example).

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## Programs and Publications

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Goal 6.2C Provide library programs and publications to educate, enrich and enlighten library users.

Policy 6.2C.1 Promote life-long use of the Library and Love of Reading through programs for children.

Action Statements

6.2C.1a Provide programs for children and their caregivers, which develop interest and skills in reading.

6.2C.1b Explore means of enhancing educational opportunities in day care by providing guidance for caregivers in selecting stories and planning activities.

6.2C.1c Provide programs for children that reflect the wide cultural diversity of the community.

6.2C.1d Encourage visits from school classes to emphasize library services and collections for children.

6.2C.1e Recognize the family as a customer service unit.

6.2C.1f Explore options to meet the demand for preschool programs.

Policy 6.2C.2 Provide programs for teens and adults to reflect and expand the broad range of interests of community residents.

Action Statements

6.2C.2a Provide programs, which emphasize the enjoyment of reading and enhancement of knowledge.

6.2C.2b Provide an opportunity for teens and adults to connect with experts in areas where they seek skills and knowledge.

6.2C.2c Deepen customer awareness of library resources through programs.

6.2C.2d Provide programs for teens and adults that reflect the cultural diversity of the community.

Policy 6.2C.3 Give high priority to helping library visitors learn how to use the library and its resources.

Action Statements

6.2C.3a Provide instructional classes about library services and collections.

6.2C.3b Provide instructional classes in using library computer resources.

6.2C.3c Promote information literacy and evaluation skills for customers working independently in the library.

Policy 6.2C.4 Promote and Publicize the Library so collections and services are known to a wide range of Sunnyvale residents and businesses.

Action Statements

6.2C.4a Publicize library materials through displays, booklists and flyers.

6.2C.4b Inform local businesses of library services and resources.

6.2C.4c Explore the use of cable television to inform residents about the library and to present library services.

6.2C.4d Provide opportunities to make the library visible during community events.

6.2C.4e Utilize media and computer capabilities to promote and publicize the library.

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## **Facilities**

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Goal 6.2D Maintain Library Facilities and Materials that are easily obtainable and appropriate based on changing community needs.

Policy 6.2D.1 Provide access to the Library and Materials.

Action Statements

6.2D.1a Place materials on open shelves so users may serve themselves to all materials in the collection.

6.2D.1b Arrange and display materials so they are easily accessible to all library visitors of different ages and mobility.

6.2D.1c Review the need to provide library signs in languages other than English.

6.2D.1d Monitor changing community needs and patterns of library use and adjust hours as indicated.

Policy 6.2D.2 Maintain a full service library adequate to meet community needs.

Action Statements

6.2D.2a Study the space needs of the Library as the population grows and diversifies and recommend the most appropriate configuration for services and facilities.

6.2D.2b Provide a variety of areas in the Main Library to permit individual and group study, browsing and comfortable seating for recreational reading.

6.2D.2c Provide a children's room environment unique to the needs of children and families.

6.2D.2d Give high priority to developing library facilities where the library is a common focal area for the community and to provide meeting spaces for community activities, public discussion and programs for groups of different sizes.

6.2D.2e Explore the feasibility of retail and/or food/beverage service and space for library customers.

6.2D.2f Periodically assess the adequacy of public points of contact for library services.

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## Technology

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Goal 6.2E Use new technology to optimize the development and delivery of library services.

Policy 6.2E.1 Serve as an access point in the distribution of information in digital formats and other formats that evolve in the future.

Action Statements

6.2E.1a Give high priority to assisting library users to evaluate and manage information found on the Web and other digital resources.

6.2E.1b Continue to provide opportunities to read and learn as digital formats evolve.

6.2E.1c Provide up-to-date reference information in electronic formats.

6.2E.1d Provide a library Web page and other Internet content for library customers and explore other ways to maximize library information through the Internet as it evolves.

6.2E.1e Use systems that will allow patrons to tailor information to their needs.

6.2E.1f Monitor the development of new technologies that will enhance efficient and effective delivery of information.

Policy 6.2E.2 Evaluate new technologies to improve the delivery of library services.

Action Statements

6.2E.2a Integrate new technologies that meet customer needs in order to be more effective and efficient in delivering services.

6.2E.2b Continuously develop an infrastructure for technology-based library services.

6.2E.2c Further develop the on-line integrated library system to maximize its capabilities.

6.2E.2d Explore the potential for resource sharing and cost savings among libraries through compatible automation systems.

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## Collaboration and Customer Focus

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Goal 6.2F Foster a collaborative organization to attain a high performance and customer focused library.

Policy 6.2F.1 Establish cooperative relationships to maximize the effectiveness of library services.

Action Statements

6.2F.1a Partner with local businesses and educational institutions to accomplish mutual goals.

6.2F.1b Collaborate with City of Sunnyvale departments to achieve municipal goals.

- 6.2F.1c Participate in regional and statewide Library Cooperative activities to strengthen library services for Sunnyvale residents.
- 6.2F.1d Cooperate with other libraries to provide access for Sunnyvale residents to the total library resources of the area and participate in the State of California universal borrowing program enabling Sunnyvale residents check out materials at no charge from participating public libraries in California.
- 6.2F.1e Support activities of the Sunnyvale Board of Library Trustees in its advisory role of the City Council including library policy review, receiving input from library users, and advocacy of the library.
- 6.2F.1f Cooperate with such organizations as the Friends of the Sunnyvale Library in their efforts to support and promote library services.
- 6.2F.1g Participate in the City Volunteer Program.
- 6.2F.1h Explore the establishment of a Library Foundation.
- 6.2F.1i Seek grant funding to enhance library services.
- 6.2F.1j Work with library organizations to support free access to information in all formats for library users through copyright law advocacy related to issues such as first sale and fair use principles.

Policy 6.2F.2 Incorporate community input and use other tools to assess the effectiveness of library services.

Action Statements

- 6.2F.2a Study outcomes in other libraries to assess if we are meeting State and nationwide standards of library quality of services.
- 6.2F.2b Seek community input regularly to assess resident opinion and experience of library services and use this information to continuously improve library customer service.
- 6.2F.2c Analyze statistical data to obtain a clear picture of library use and to continuously improve the collection of services.

Policy 6.2F.3 Maximize the skills and knowledge of the library staff to deliver high quality library services.

Action Statements

- 6.2F.3a Provide staff training and development to achieve a high level of customer service.

6.2F.3b Encourage a team approach to accomplishing library goals.

6.2F.3c Provide a flexible career path and advancement opportunities for library staff.

6.2F.3d Recognize the need to create new leaders in a changing library environment.

Policy 6.2F.4 Adopt practices and systems which streamline workflow to make library services and materials available to the public.

Action Statements

6.2F.4a Value the multiple demands on customers' time and provide services efficiently.

6.2F.4b Encourage customers to be self-sufficient when possible in order to allow library staff to do what is most important to serve the customers.

6.2F.4c Provide careful assessment of new initiatives and the resources needed to accomplish them.

# Heritage Preservation Sub-Element

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## Goals, Policies and Action Statements

Goal 6.3A To promote knowledge of and appreciation for Sunnyvale's heritage and to encourage broad community participation in heritage programs and projects.

Policy 6.3A.1 Provide information on Sunnyvale's heritage to schools, civic groups, neighborhood organizations, business organizations and other established organizations.

### Action Statements

6.3A.1a Consider development of partnerships with the Sunnyvale Historical Society and other interested organizations and individuals to prepare a plan for a comprehensive multi-media informational resource package on Sunnyvale's heritage resources and programs.

6.3A.1b Use informational materials provided by other sources, such as the Sunnyvale Historical Society and the Sunnyvale Historical Museum.

6.3A.1c Seek out funding sources to develop multi-media presentation resources.

6.3A.1d Publish and distribute written materials.

6.3A.1e Provide copies of all materials, including materials and information developed as a result of historical research, to the library for the Sunnyvale historical archive.

6.3A.1f Consider making presentations on Sunnyvale's heritage preservation resources and programs to school boards and to school classes and/or make materials available to teachers.

6.3A.1g Consider making presentations on Sunnyvale's heritage preservation resources and programs to organizations such as the Chamber of Commerce and groups such as Murphy Avenue business owners, as well as to interested neighborhood and community groups.

6.3A.1h Mail monthly meeting agendas and announcements of heritage preservation events to interested organizations and individuals.

Policy 6.3A.2 Develop and expand cooperative working relationships with schools, civic groups, neighborhood organizations, business organizations and other established organizations to share in the promotion of heritage programs and projects.

### Action Statements



6.3A.2a Provide training to assist Heritage Preservation Commissioners who wish to make presentations to other local government agencies and private organizations about Sunnyvale's heritage preservation resources and programs.

6.3A.2b Encourage Heritage Preservation Commissioners to act as liaisons to other organizations such as the Sunnyvale Historical Society, in order to maintain current and effective communication and maximize the benefits of mutual cooperation.

Policy 6.3A.3 Promote the understanding that heritage preservation enhances property values and provides financial and economic benefits to property owners, neighbors and the City.

Action Statements

6.3A.3a Collect information on the economic development and vitality of Murphy Avenue.

6.3A.3b Research and document the link between preservation and enhanced property values and/or economic development.

6.3A.3c Integrate economic benefit information with other information provided in presentations and written materials.

Policy 6.3A.4 Consider development of a comprehensive outreach program to encourage involvement of a broad spectrum of the community in heritage preservation issues and projects.

Action Statements

6.3A.4a If demographic changes indicate the need to do so, consider development of multi-lingual informational materials for distribution.

6.3A.4b Develop ongoing relationships with the local press to maximize publicity opportunities for heritage preservation programs and projects.

6.3A.4c Use the community access channel to publicize programs and events.

Policy 6.3A.5 Provide helpful and efficient customer service to persons interested in heritage resources.

Action Statements

6.3A.5a Maintain current data on heritage resources.

6.3A.5b Provide written materials on heritage resource regulations, procedures, projects and programs for distribution.

6.3A.5c Maintain public records related to heritage preservation in an organized, systematic manner.

6.3A.5d Provide a California and local history collection that meets the needs of historical research and is archival in scope for Sunnyvale and the Santa Clara Valley. (Same as Library Sub-Element 6.2C.3d.)

6.3A.5e Work with the Sunnyvale Historical Society in studying the feasibility of establishing a Sunnyvale Historical Archive Collection. (Same as Library Sub-Element 6.2C.3e.)

Policy 6.3A.6 Keep all informational materials, whether written, visual or graphic, as current as possible.

Action Statements

6.3A.6a Update the Cultural Resources list each time there has been a change in the properties listed on the Cultural Resources Inventory.

6.3A.6b Revise and republish the Cultural Resources Inventory every five-years, or as needed.

6.3A.6c Revise and republish the Murphy Avenue Design Guidelines every ten-years, or as needed.

6.3A.6d Review the Heritage Preservation Sub-Element periodically to determine if it should be updated.

6.3A.6e Consider republication of the book Images.

6.3A.6f. Acknowledge and use all appropriate resources, including oral traditions, when developing informational materials.

Policy 6.3A.7 Ensure that appropriate and effective public notification and access are provided for all heritage preservation commission activities and all heritage preservation programs and projects.

Goal 6.3B. To enhance, preserve and protect Sunnyvale's heritage, including natural features, the built environment and significant artifacts

Policy 6.3B.1 Preserve existing landmarks and cultural resources and their environmental settings.

Action Statements

6.3B.1a Continue to monitor and review development on Murphy Avenue, to preserve its heritage resources and encourage the maintenance of an environment that attracts both visitors and local residents, thereby encouraging Murphy Avenue's ongoing commercial vitality.

6.3B.1b Use the review process to encourage the development and maintenance of appropriate settings and environments for heritage structures, to the greatest degree feasible.

6.3B.1c Protect the architectural and spatial development characteristics of cultural resource streetscapes, to the greatest degree feasible.

6.3B.1d Encourage ongoing maintenance and appropriate use of heritage properties.

6.3B.1e Consider instituting a "Partners" program for older neighborhoods containing a number of cultural resource structures where there is evidence that structures in the neighborhood may be deteriorating due to poor maintenance and lack of repairs.

Policy 6.3B.2 Provide owners of heritage resource properties with information on the various tax and other financial benefits that may be available to them and, when needed, assist them with applying for these benefits.

Action Statements

6.3B.2a Identify all potential tax and other financial incentives to encourage the preservation and proper maintenance of heritage properties and keep this information current.

6.3B.2b Prepare and distribute a mailer on financial incentives to owners of heritage resource properties.

6.3B.2c Provide financial incentives information to potential owners and those inquiring about renovating their properties.

6.3B.2d If needed, assist owners in preparing required historic documentation.

6.3B.2e At owner's request, consider Mills Act contracts with owners of residential landmark properties.

Policy 6.3B.3 Enhance the visual character of the City by preserving diverse as well as harmonious architectural styles, reflecting various phases of the City's historical development and the cultural traditions of past and present residents.

Action Statements

6.3B.3a Identify architectural features and styles which are of historical, architectural or cultural interest and encourage the preservation of these features and styles whenever possible, even when a building or streetscape has not been specifically designated as a heritage resource. The Citywide Design Guidelines and the design review process can be used to support this approach.

6.3B.3b When new residents wish to make changes that will affect the architectural character of older homes, which have distinctive architectural features or style encourage them to retain the most significant architectural features.

Policy 6.3B.4 Identify and work to resolve conflicts between the preservation of heritage resources and alternative land uses.

Action Statements

6.3B.4a When proposals are received which could involve removal of heritage resources or significantly affect such resources or their environments, including cultural resources streetscapes, such proposals should be reviewed by a heritage resources committee, composed of staff from various divisions of the Community Development Department, to ensure that decisions that are made consider all significant factors. The committee should seek the advice of the Heritage Preservation Commission when appropriate.

6.3B.4b Consider providing more flexibility in the zoning code to provide for adaptive reuse of heritage structures when existing uses are not economically feasible and alternative uses would not be allowed under existing zoning regulations.

Policy 6.3B.5 Seek out, catalog and evaluate heritage resources which may be significant.

Action Statements

6.3B.5a Conduct surveys of older residential neighborhoods and those containing homes built by well known architects and/or containing homes of a distinctive design to determine if such homes and streetscapes should be considered for inclusion in the Cultural Resources Inventory.

6.3B.5b Identify structures or other resources which are now designated as "cultural resources" but which have qualities that may make them eligible for landmark status.

6.3B.5c Identify trees, sites and artifacts, which should be considered for cultural resource status.

6.3B.5d Where it has been determined that a structure, streetscape or other heritage resource should be considered for designation as a cultural resource or as a landmark, institute the process to designate them accordingly.

Policy 6.3B.6 Whenever a local landmark may have qualities that might make it eligible for a State or National Landmark status, encourage the owner of the landmark to apply for that status and actively assist with the application process.

Policy 6.3B.7 Encourage a commercially strategic mix of uses on Murphy Avenue.

Action Statements

6.3B.7a Consider the current use pattern to determine if the use mix is in balance or whether more diversity is needed.

6.3B.7b Solicit and encourage a commercially desirable mix of uses.

- Policy 6.3B.8 Maintain current information on all State and Federal programs, projects, policies and funding sources which could affect or enhance Sunnyvale's heritage programs.
- Policy 6.3B.9 Maintain the heritage preservation ordinance and its regulations and procedures as part of the Sunnyvale Municipal Code, making minor modifications as necessary but keeping its principle functions intact, including the maintenance of the Heritage Preservation Commission's roles and functions.
- Policy 6.3B.10 Archeological resources should be preserved whenever possible.

Action Statement

- 6.3B.10a Whenever construction is proposed in an area which may contain archeological resources, a condition of approval for the project should provide that construction should cease and a qualified archeologist be called in the event that evidence of archeological resources is found.
- Policy 6.3B.11 Provide a qualified Heritage Preservation Commission whose members have the skills and expertise needed to perform their roles properly.

Action Statements

- 6.3B.11.a Actively recruit individuals with the desired qualifications and expertise to serve on the Heritage Preservation Commission.
- 6.3B.11.b Encourage Commissioners to attend relevant workshops, seminars and conferences.

# Arts Sub-Element

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## Goals, Policies and Action Statements

Goal A Ensure the financial viability of arts programming, services and facilities in Sunnyvale through partnerships with the private and public sector that enable the city to leverage resources while maintaining high standards of customer service.

Policy A.1 Maximize City, school, private industry, social service, and arts-related resources through collaborative development and implementation of arts programs, services and facilities with a strong focus on customer service.

### Action Statements

A.1.a Seek sponsorships for arts programming and special events.

A.1.b Expand partnerships with school districts to enhance arts education and enrichment programs for all youth.

A.1.c Work in partnership with neighborhood associations and other community organizations in the provision of community arts programs and services.

A.1.d Explore partnerships with other arts related agencies to further regional support for the Arts.

A.1.e Explore partnership opportunities with private business and industry to enrich the Arts in the business environment as well as in the broader community.

A.1.f Explore partnership opportunities to provide or facilitate multi-cultural celebrations.

A.1.g Explore opportunities to partner with the Sunnyvale Library to provide multicultural and arts related programs and services including literature and poetry readings.

A.1.h Work with the Economic Development Division to identify the economic benefits of the Arts to the Sunnyvale community.

Policy A.2 Encourage active citizen involvement in development and provision of arts programs, facilities, and services.

### Action Statements

- A.2.a Annually establish actions in the Arts Commission's work plan to enhance its role as an advisory body to the City Council in actively overseeing and promoting the advancement of the Arts.
  - A.2.b Annually establish actions in the Arts Commission's work plan to enhance its role in promoting the education of citizens and citizens' groups as to the needs, opportunities and potentials of arts programs, facilities and services throughout the community.
  - A.2.c Develop and utilize arts steering committees, teen and other community advisory committees and focus groups, as appropriate, to evaluate community needs for arts programming, facilities and services.
  - A.2.d Provide meaningful opportunities and training for volunteer involvement in the provision of arts programs, facilities and services, and recognize their contributions in a variety of ways.
  - A.2.e Conduct a comprehensive assessment of needs and use of programs, facilities and services in conjunction with the needs assessment related to the updating of the Recreation and Arts Sub-Elements.
  - A.2.f Provide mechanisms to solicit, receive and respond to public comments on the quality, variety and effectiveness of and customer satisfaction with arts programs, facilities and services in conjunction with budget performance measures.
  - A.2.g Increase outreach to establish partnerships and increase communication between the City and multi-cultural groups within the community.
- Policy A.3 Encourage a supportive environment that is receptive to the Arts and welcomes the presence of Art, resident performing arts companies, art services, performances, artists and performers in the community.

Action Statements

- A.3.a Continue Co-sponsorship of arts-related non-profit groups to the degree financially feasible and provide opportunities for new arts groups to become co-sponsored.
- A.3.b Evaluate availability of rehearsal, performance and studio space for local artists and multi-cultural events and consider ways the City can facilitate that provision.
- A.3.c Provide a distribution/referral/publicity center for local arts groups to publicize their activities, services and performances.
- A.3.d Evaluate potential barriers to attracting and retaining arts related groups and ventures in the City.

A.3.e Explore ways to communicate the City's receptivity to the Arts and arts-related ventures in the community.

Policy A.4 Further a sense of community identity through the promotion of the Arts.

Action Statements

A.4.a Work with community groups to identify appropriate sites to create art projects such as community murals in public settings including City and school facilities and open spaces, consistent with financial constraints and priorities of the City.

A.4.b Develop and implement processes for community involvement in selecting artists for City-commissioned artwork.

A.4.c Explore with Arts Commission and Planning Commission ways to encourage continuation of a sense of community identity through the Arts.

A.4.d Encourage use of art landmarks and references in publications about the City.

A.4.e Evaluate and consider implementing arts and multi-cultural events, such as the Hands on the Arts Festival, as a way to develop community identity.

A.4.f Explore with the Economic Development Division and Sunnyvale Chamber of Commerce ways and means for art programs and services to be used in attracting and retaining business and industry.

A.4.g Identify opportunities for the City to assume an advocacy and leadership role on behalf of the need for and benefits of the Arts and arts funding at the local, regional, state and federal levels.

Goal B Promote the physical and mental well being of the community and ensure equal opportunity for participation by providing opportunities within given resources and exercising strong customer service for high quality involvement - both passive and active - in arts programs and services.

Policy B.1 Provide balanced performing and visual arts programs and services within given resources, meeting high customer service standards and addressing the needs and interests of a culturally diverse community.

Action Statements

B.1.a Provide a balanced array of opportunities for both passive and active participation in arts programs and services including; dance, drama, music, literary and visual arts.



- B.1.b Within given resources, continue to provide exhibition opportunities featuring local artists showing a variety of art styles and mediums.
  - B.1.c Consider development of an annual exhibit to showcase arts instructors' talents.
  - B.1.d Develop, modify, enhance or reduce programs and services based upon the findings of periodic market surveys, trends in the Arts, needs assessments and customer feedback.
  - B.1.e Explore access to KSUN and/or other government access television stations to include arts programming and participation opportunities.
  - B.1.f Actively seek ways to ensure that programming of the visual, musical, literary and performing arts reflect community diversity.
- Policy B.2 Implement art program offerings within given resources and meeting high standards of customer service to meet the needs of identified groups within the population recognizing the rich cultural diversity of the community.

Action Statements

- B.2.a Continue offering arts classes tailored for Older Adults utilizing the Multi-Purpose Senior Center as well as encouraging intergenerational activities.
  - B.2.b Continue to provide and develop arts programs for individuals with disabilities.
  - B.2.c Meet or exceed requirements of the Americans with Disabilities Act, making programmatic adjustments where necessary, to provide equal access to arts programs, events and services.
  - B.2.d Take into account family and school schedules, supervision needs and availability of transportation when planning arts programs and classes.
  - B.2.e Evaluate a decentralized approach to offering arts programs and services, using the Columbia Neighborhood Service Center as a model.
- Policy B.3 Promote awareness, understanding and communication among different cultures and identified groups within the community through the use of the Arts.

Action Statements

- B.3.a Provide opportunities for exposure to and participation in art programs representative of an array of cultures.

B.3.b Focus on the commonalities of art in differing cultures when offering programs and services.

B.3.c Identify cultural groups in the community and explore ways to facilitate and build partnerships for the provision of culturally diverse arts-related programs.

Goal C Positively impact the development of youth by providing a strong foundation in the arts which can serve as intervention and prevention through opportunities for high quality involvement - both passive and active - in arts programs and services within given resources.

Policy C.1 Develop and implement, within available resources, art programs and services that positively impact youth development through reduction of unsupervised time, so as to minimize and deter future high risk behavior.

Action Statements

C.1.a Continue and seek partnerships with local school districts to offer after-school programming with a strong focus on the Arts.

C.1.b Explore the City's role in providing or facilitating instrumental music instruction for elementary and middle school age children.

C.1.c Consider and implement arts and enrichment programs for elementary, middle and high school youth which address developmental needs for structure, creativity, role models, positive values, skill building, community involvement and socialization and which supplement curriculum offerings.

C.1.d Consider an art component to the program offerings at the new Columbia Neighborhood Service Center.

C.1.e Explore with Public Safety ways that art can be used as an intervention for at risk youth and other youth becoming involved in the criminal justice system.

C.1.f Provide children with performing arts experiences, which develop long-term appreciation of the Arts and encourage future audience participation.

Goal D Maintain sound financial strategies and practices that will enable the City to provide a comprehensive arts program to a maximum number of citizens while supporting the concept and objectives of the community recreation enterprise fund.

Policy D.1 Support the concept and objectives of the Community Recreation Fund as a means to increase self-sufficiency of arts programs and services while reducing reliance on the City's General Fund.

Action Statements

- D.1.a Enhance the use of entrepreneurial strategies to strengthen the Position of the Arts in the community and identify and reach new markets for arts programs and services.
- D.1.b Explore establishment of a non-profit supportive "friends" organization that can raise funds and solicit resources on behalf of arts programming and services, consistent with the City Council's goals and policies.
- Policy D.2 Identify additional non-General Fund revenue sources and, where possible, increase revenues from arts programs, services and facilities without jeopardizing the integrity and infrastructure of related facilities and with a commitment to providing excellent customer service.

Action Statements

- D.2.a Leverage available resources by pursuing co-funded and/or cooperative agreements for both expansion and maintenance of arts programs, facilities and services, in order to maximize benefits to the community.
- D.2.b Seek outside financial support from foundations or through gifts for facilities and program initiatives, where the cost of obtaining and maintaining the grant does not negate its value.
- D.2.c Explore potential sponsors for expanded Concerts in the Park Program and Downtown Concert Series.
- D.2.d Explore potential partners for ongoing support of after school programs, such as the Sunnyvale YES! Express.
- D.2.e Explore additional partnerships and/or funding sources for the Sunnyvale Creative Arts Center Gallery.
- Policy D.3 Utilize available pricing and promotional tools in order to maximize participation and/or use related to arts programs, facilities and services, without jeopardizing the integrity and infrastructure of related facilities.

Action Statements

- D.3.a Utilize market-based pricing in the establishment of arts-related fees, and continually evaluate the effectiveness of pricing strategies.
- D.3.b Continue to use sound promotional strategies related to arts programs, facilities and services.
- D.3.c Evaluate the use of current and emerging technologies as a means of encouraging and enabling participation.

D.3.d Continue support of the City's philosophy to be a customer driven organization through staff training and other supervisory policies and practices.

Goal E Create an aesthetically pleasing environment for Sunnyvale through use of functional and decorative art.

Policy E.1 Encourage alternative funding sources, funding strategies and incentives to provide and encourage the provision of art in public and private development.

Action Statements

E.1.a Explore cost effective alternatives to incorporate art into development projects, including the use of functional art.

E.1.b Explore potential private sector funding for Art in Public Places.

E.1.c Consider review of existing code requirements for Artwork in Private Developments for effectiveness and compatibility with City goals and modify as appropriate, looking at incentive-based alternatives to requirements.

E.1.d Explore a process to work with Public Works and Community Development Departments on development projects, so that an integrated art component is recognized as a goal early in the planning process where financially feasible.

Policy E.2 Provide and encourage the incorporation of art - both functional and decorative - in public and private development.

Action Statements

E.2.a As non-general fund resources allow, develop a new Master Plan for Public Art.

E.2.b Look for opportunities to participate in County, and/or regional projects to incorporate art, such as with the planning of the station design for the Tasman Light Rail Project.

E.2.c Work with Department of Public Works to include public art components as part of Interpretive Signage Project at SMaRT Station/WPCP Complex.

E.2.d Identify and consider opportunities for art components to parks development and/or redevelopment projects, such as at Baylands Park.

E.2.e Identify appropriate sites for placement and inclusion of public art, with an eye to visible sites on publicly owned property with an even geographic distribution, such as neighborhood centers, parks and special use facilities.

Goal F Provide and maintain arts facilities based on community need and the city's ability to finance, construct, maintain, and operate them.

Policy F.1 Provide, maintain, and operate arts facilities within financial constraints such as the Community Center Theatre, Creative Arts Center, artists' studios, gallery and public art collection in a safe, clean and usable condition with attention to customer satisfaction.

Action Statements

F.1.a Conduct periodic surveys and evaluations of use patterns and customer satisfaction in order to provide arts facilities, which most effectively meet the community's needs.

F.1.b Adhere to a regular schedule of inspection and maintenance of facilities to ensure that high standards of safety, quality, appearance, comfort and customer satisfaction are met in arts facilities for both citizens and City staff.

F.1.c Plan and implement appropriate non-use times for arts facilities, which will ensure adequate maintenance time.

F.1.d Conduct ongoing surveys of special populations related to facilities in order to provide maximum accessibility.

F.1.e Evaluate opportunities to utilize regional arts facilities and resources.

**Community Condition Indicators**

**Recreation Sub-Element - 6.1 --- DELETED**

		2003/04	2004/05		2005/06	
		Actual	Actual	% Change	Projected	% Change
<b><u>See Section 2.2 for Updated Recreation Community Condition Indicators</u></b>						
6.1.1	City Population	131,800	133,086	1.0%	133,086	0.0%
	% City Population 18 and Under	24.8%	27.2%	9.7%	27.2%	0.0%
	% < 18 Population Ages 0-4	8.2%	8.0%	-2.4%	33.0%	312.5%
	% < 18 Population Ages 5-14	12.8%	13.0%	1.6%	50.7%	290.0%
	% < 18 Population Ages 15-18	3.8%	4.0%	5.3%	17.0%	325.0%
	% City Population 19-54	53.9%	53.5%	-0.7%	53.5%	0.0%
	% City Population 55 and Over	21.3%	19.3%	-9.4%	19.3%	0.0%
6.1.2	City Ethnicity					
	% White	46.4%	46.0%	-0.9%	46.0%	0.0%
	% African-American	2.1%	2.0%	-4.3%	2.0%	0.0%
	% Asian/Pacific Islander	32.6%	33.0%	1.2%	33.0%	0.0%
	% Hispanic	14.9%	15.0%	0.6%	15.0%	0.0%
	% Other	4.0%	4.0%	0.0%	4.0%	0.0%
6.1.3	City Youth Ethnicity					
	% White	NA	NA	NA	NA	NA
	% African-American	NA	NA	NA	NA	NA
	% Asian/Pacific Islander	NA	NA	NA	NA	NA
	% Hispanic	NA	NA	NA	NA	NA
	% Other	NA	NA	NA	NA	NA
6.1.4	Number of Registrations					
	All Recreation Classes (correction as of FY 2001/02)	21,285	32,305	51.8%	32,305	0.0%
	Preschool Programs *	23,479	10,384	-55.8%	10,400	0.2%
	Youth Programs *	204,341	5,844	-97.1%	5,900	1.0%
	Teen Programs *	71,517	3,895	-94.6%	3,900	0.1%
	Older Adult Programs *	256,180	10,291	-96.0%	10,300	0.1%
	Therapeutic Recreation Programs *	8,221	451	-94.5%	455	0.9%
	Co-Sponsored Groups - program ended in FY 2003/04	NA	NA	NA	NA	NA
6.1.5	Percentage of Individuals Participating in Classes Who Are City Residents *	NA	NA	NA	NA	NA
6.1.6	Attendance for City-wide Special Events					
	City-wide event: Hands on the Arts	19,962	21,000	5.2%	21,000	0.0%
	City-wide event: Fourth of July celebration/State of the City **	1000	1500	50.0%	1500	0.0%

Community Condition Indicators Recreation Sub-Element - 6.1 --- DELETED		2003/04	2004/05		2005/06	
		Actual	Actual	% Change	Projected	% Change
<u>See Section 2.2 for Updated Recreation Community Condition Indicators</u>						
6.1.7	Total Plays at Sunnyvale Municipal Golf Course	78,973	82,145	4.0%	91,000	10.8%
6.1.8	Total Plays at Sunken Gardens Golf Course	71,971	74,378	3.3%	77,000	3.5%
6.1.9	Number Volunteer Hours Provided Department-Wide	20,044	22,430	11.9%	22,430	0.0%
6.1.10	Percentage City Subsidy of Community Recreation Fund	31%	30%	-3.2%	27%	-10.0%
6.1.11	Number of Unduplicated Participants Using Fee Waivers ***	NA	NA	NA	NA	NA
6.1.12	Number of Registrations Using Fee Waivers (updated method FY 2002/03) ****	1,412	2,045	44.8%	2,050	0.2%

\* Previously reported as participant hours - "Registrations" excludes participants that do not go through the registration system.

\*\* Fourth of July celebration held in conjunction with State of the City event. Event format changed since 2004.

\*\*\* Number of participants is reported as number of registrations. (See 6.1.12)

\*\*\*\* Number of registrations, adjusted by new IT system effective FY 2001/02.

**NOTE:** Recreation Sub-Element retired in FY 2005/06.

Current Recreation Community Condition Indicators now in Section 2.2.

**Community Condition Indicators**

**Library Sub-Element - 6.2**

		2003/04	2004/05		2005/06	
		Actual	Actual	% Change	Projected	% Change
6.2.1	Population	131,800	133,086	1.0%	133,086	0.0%
6.2.2	Customers who give the library the highest rating	87%	86%	-1.1%	86%	0.0%
6.2.3	Number of Library visitors	861,591	737,506	-14.4%	726,760	-1.5%
6.2.4	Library visits per capita	6.5	5.5	-15.4%	5.5	0.0%
6.2.5	Percent of registered borrowers who are Sunnyvale residents	66%	67%	1.5%	66%	-1.5%
6.2.6	Total number of Library materials checked out	2,130,978	1,818,370	-14.7%	1,853,952	2.0%
6.2.7	Number of items checked out per capita	16.16	13.66	-15.5%	13.93	2.0%
6.2.8	Circulation of children's materials as a percentage of total library circulation	33.0%	38.7%	17.3%	38%	-1.8%
6.2.9	Circulation of non-English language materials as a percentage of total library circulation	6.2%	6.5%	4.8%	7.0%	7.7%
6.2.10	Turnover rate of Library materials (average use per item)	7.6	6.6	-13.2%	6.0	-9.1%
Volume of use of the digital library monitored through:						
6.2.11	Total number of visitors to the Library web page	263,238	372,874	41.6%	380,928	2.2%
6.2.12	Number of items produced and maintained digitally by library staff	51	52	2.0%	241	363.5%
6.2.13	Number of searches using core library electronic resources	98,992	93,493	-5.6%	87,096	-6.8%
6.2.14	Number of patents issued to Sunnyvale addresses	3,168	2,852	-10.0%	2,039	-28.5%
6.2.15	Number of patent applications submitted to the Patent and Trademark Office by Sunnyvale residents and businesses	2,874	3,173	10.4%	3,045	-4.0%



**Community Condition Indicators**

**Heritage Preservation Sub-Element - 6.3**

		2003/04	2004/05		2005/06	
		Actual	Actual	% Change	Projected	% Change
<u>Land Uses/Development Patterns</u>						
6.3.1	Number of redevelopment projects in older established neighborhoods* (40 years old and older)	NA	NA	NA	NA	NA
<u>Heritage Resources</u>						
6.3.2	Heritage resource homes renovated*	0	NA	NA	NA	NA
6.3.3	Development-related changes in heritage streetscapes (number)	0	0	0.0%	1	0.0%
6.3.4	Landmark/Resource Alteration Permits Submitted	1	2	100.0%	5	150.0%
6.3.5	Heritage resources demolished or moved out of Sunnyvale	0	1	100.0%	2	100.0%
6.3.6	Heritage trees removed	0	0	0.0%	0	0.0%
6.3.7	Heritage resources added to City Inventory	0	0	0.0%	0	0.0%
6.3.8	Landmarks added to inventory	0	0	0.0%	0	0.0%
6.3.9	Mills Act contracts enacted	0	0	0.0%	1	100.0%
6.3.10	Heritage resources requiring code enforcement	0	0	0.0%	0	0.0%

\* No longer tracking data.

**Community Condition Indicators**

**Arts Sub-Element - 6.4**

		2003/04	2004/05		2005/06	
		Actual	Actual	% Change	Projected	% Change
6.4.1	Community Center Theatre					
	Number of annual performances	560	560	0.0%	560	0.0%
	Number of participant hours generated (rehearsals and performances)	190,942	132,716	-30.5%	133,000	0.2%
6.4.2	Art Classes (number of registrations)*					
	Youth	NA	NA	NA	NA	NA
	Adult	NA	NA	NA	NA	NA
6.4.3	Number of participant hours					
	Youth	52,488	45,062	-14.1%	45,000	-0.1%
	Adult****	54,128	54,410	0.5%	54,500	0.2%
6.4.4	Number of participant hours generated by Arts Co-Sponsored Clubs**	NA	NA	NA	NA	NA
6.4.5	Number of participant hours generated by Creative Arts Center Gallery Program**	NA	NA	NA	NA	NA
6.4.6	City sponsored arts activity participant hours***	172,880	256,201	48.2%	256,201	0.0%
6.4.7	Overall customer satisfaction index****	NA	NA	NA	NA	NA
6.4.8	Number of pieces of public art owned and maintained by the City	66	63	-4.5%	63	0.0%
6.4.9	Number of Art in Private Development completed projects	39	41	5.1%	43	4.9%

\* Current registration software no longer provides this information.

\*\* No longer tracking data.

\*\*\* Includes HOTS and Euphrat after school arts program.

\*\*\*\* Collective average of Leisure Services Programs 640, 642, 644 (The Arts Programs are not tracked separately).

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

**Program 601 - Parks and Recreation Department Management and Support Services**

**Program Performance Statement**

Provide leadership, coordination and administrative support to Parks and Recreation Department operations and staff, the Parks and Recreation Commission, the Arts Commission and the City Manager's Office in all matters concerning the management of the Parks and Recreation Department, by:

- Providing clear, timely and complete information to support Department and City-Wide operations,
- Monitoring the ongoing financial conditions, budget and results of operations of Department programs,
- Providing support to Parks and Recreation and Arts Commissions including orientation, training, and overall support to facilitate Commission meetings, and
- Providing clear, timely and complete information in reports to City Council as assigned.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 601 - Parks and Recreation Department Management and Support Services**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* The established percentage of the planned performance measure targets is met for the services provided by the Parks and Recreation Department. <b>- Percent Met or Exceeded</b> - Number of Performance Measures	C	<b>87.00%</b> 93.00	<b>87.00%</b> 93.00
* The citizen satisfaction rating for the condition of community facilities, park maintenance and recreation programs and activities offered by the Parks and Recreation Department to the community is achieved. <b>- Percent Satisfied</b>	I	<b>82.00%</b>	<b>82.00%</b>
* The satisfaction rating for the services that the Parks and Recreation Department provides to other City employees is achieved. <b>- Percent Satisfied</b>	I	<b>85.00%</b>	<b>85.00%</b>
* The Parks and Recreation Commissioners' and Arts Commissioners' satisfaction rating for overall staff support is good or better. <b>- Percent Satisfied</b> - Number of Surveys Returned	I	<b>100.00%</b> 10.00	<b>100.00%</b> 10.00
* Commissioner packets are distributed to Commissioners at least five days prior to the scheduled Commission meeting date. <b>- Percent</b> - Number of Meetings	I	<b>95.00%</b> 24.00	<b>95.00%</b> 24.00
* Customer concerns received by the Department of Parks and Recreation are responded to within three (3) business days of receipt of the concern. <b>- Percent</b> - Number of Customer Concerns	D	<b>90.00%</b> 60.00	<b>90.00%</b> 60.00

**Productivity**

* The Parks and Recreation Department shall complete the employee performance evaluation process for each full-time and regular part-time staff member supervised, and submit the evaluation to Human Resources in accordance with established procedures and timeframes. <b>- Percent of Evaluations Submitted to Human Resources by the Scheduled Submittal Date</b> - Total Number of Evaluations for which the Department is Responsible	C	<b>95.00%</b> 134.00	<b>95.00%</b> 134.00
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**City of Sunnyvale  
Program Performance Budget**

**Program 601 - Parks and Recreation Department Management and Support Services**

**Program Measures**

**Productivity**

\* Reports to Council and Council agenda requests are sent to the City Clerk's Office on or before the established due date.

**- Percent**

- Number of Reports

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
-----------------	------------------------------	------------------------------

D

**95.00%**

60.00

**95.00%**

60.00

**Cost Effectiveness**

\* The Parks and Recreation Department manages workers' compensation claims so that the number of lost time hours at work is reduced by the performance target for the fiscal year.

**- Percent Reduction**

- Number of Lost Time Hours

I

**5.00%**

794.00

**5.00%**

754.00

**Financial**

\* Actual total expenditures for the Parks and Recreation Department, including the Community Recreation Fund, will not exceed the total budget for the programs managed by the Department.

**- Total Department Expenditures**

C

**\$21,918,875**

**\$22,241,368**

\* Actual total revenues for the Parks and Recreation Department, including the Community Recreation Fund, will meet or exceed the total revenue projections for the programs managed by the Department.

**- Total Department Revenues**

C

**\$8,314,028**

**\$8,569,767**

\* Actual total expenditures for the Parks and Recreation Department Management and Support Services Program will not exceed the program's total budget.

**- Total Program Expenditures**

C

**\$670,674**

**\$691,548**

**Priority Legend**

M: Mandatory

C: Council Highest Priority

I: Important

D: Desirable

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

**Program 601 - Parks and Recreation Department Management and Support Services**

**Service Delivery Plan 60101 - Parks and Recreation Department Management and Support Services**

Provide leadership and support to Parks and Recreation staff, City Council, the Parks and Recreation Commission and the Arts Commission, the general public and business community, by:

- Planning for long-range needs of the Parks and Recreation Department,
- Coordinating, preparing and analyzing budget, capital and related financial reports, make adjustments and recommendations as needed,
- Preparing Commission agendas and related reports,
- Preparing clear and timely reports to City Council as assigned,
- Provide administrative and answer point support to Department operations, and
- Provide staff training as required.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 601 - Parks and Recreation Department Management and Support Services**

**Service Delivery Plan 60101 - Parks and Recreation Department Management and Support Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 601000 - Department Management</b>		
Product: A Work Hour		
Costs:	\$403,796	\$418,991
Products:	3,955	3,955
Work Hours:	3,955	3,955
Product Cost:	\$102.10	\$105.94
Work Hours/Product:	1.00	1.00
<b>Activity 601010 - Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$213,903	\$218,046
Products:	3,325	3,325
Work Hours:	3,325	3,325
Product Cost:	\$64.33	\$65.58
Work Hours/Product:	1.00	1.00
<b>Activity 601020 - Staff Training and Development - Including Wellness and Safety Training</b>		
Product: A Training Hour		
Costs:	\$20,571	\$21,210
Products:	169	169
Work Hours:	169	169
Product Cost:	\$121.72	\$125.50
Work Hours/Product:	1.00	1.00



**City of Sunnyvale  
Program Performance Budget**

**Program 601 - Parks and Recreation Department Management and Support Services**

**Service Delivery Plan 60101 - Parks and Recreation Department Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 601030 - Provide Support to Parks and Recreation Commission</b>		
Product: A Commission Meeting		
Costs:	\$16,622	\$17,086
Products:	15	15
Work Hours:	213	213
Product Cost:	\$1,108.15	\$1,139.06
Work Hours/Product:	14.20	14.20
<b>Activity 601040 - Provide Support to Arts Commission</b>		
Product: A Commission Meeting		
Costs:	\$15,782	\$16,215
Products:	15	15
Work Hours:	213	213
Product Cost:	\$1,052.12	\$1,080.98
Work Hours/Product:	14.20	14.20
<b>Totals for Service Delivery Plan 60101 - Parks and Recreation Department Management and Support Services</b>		
<b>Costs:</b>	<b>\$670,674</b>	<b>\$691,548</b>
<b>Hours:</b>	<b>7,875</b>	<b>7,875</b>
<b>Totals for Program 601</b>	<b>\$670,674</b>	<b>\$691,548</b>
<b>Hours:</b>	<b>7,875</b>	<b>7,875</b>

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

**Program 610 - Borrower Services/Circulation of Library Materials**

**Program Performance Statement**

Enable library customers to access and borrow library materials, by:

- Providing a means by which library customers can easily borrow materials,
- Providing customer service that is timely, helpful, and courteous,
- Maintaining customer records with accuracy,
- Encouraging the return of library materials on time,
- Checking in library materials and returning them to the proper location in accurate order, and
- Enabling library customers to obtain reserved items and materials from other libraries upon request.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 610 - Borrower Services/Circulation of Library Materials**

**Program Measures**

**Quality**

\* Library customers are satisfied with the service provided by Circulation staff.

**- Percent of Customers Satisfied**

- Number of Survey Participants

C

2006/2007

2007/2008

**Priority**

**Adopted**

**Adopted**

**95.00%**

**95.00%**

1,000.00

1,000.00

\* Library materials are shelved in accurate order.

**- Percent of Materials Shelved Accurately**

- Number of Materials Shelved

I

**90.00%**

**90.00%**

1,685,000.00

1,685,000.00

\* Cash register receipts and monies will be in balance.

**- Percent of Receipts/Monies Balancing**

- Number of Daily Cash Receipts

I

**95.00%**

**95.00%**

350.00

350.00

\* Customers at the Check Out desk will be assisted in a timely manner.

**- Average Wait Time (Minutes)**

- Number of Customers

D

**5.00**

**5.00**

2,100.00

2,100.00

**Productivity**

\* Library materials are re-shelved within 24 hours after check-in.

**- Percent of Materials Shelved**

- Number of Materials Shelved

I

**90.00%**

**90.00%**

1,685,000.00

1,685,000.00

**Cost Effectiveness**

\* The cost to enable the public to borrow library materials will be at or below the planned cost.

**- Cost Per Borrowed Library Material**

I

**\$1**

**\$1**

**Financial**

\* Actual total expenditures for Borrower Services/Circulation of Library Materials will not exceed planned program expenditures.

**- Total Program Expenditures**

C

**\$1,891,262**

**\$1,933,256**

\* Actual revenues will meet planned projections.

**- Total Revenue**

C

**\$211,933**

**\$214,457**

**City of Sunnyvale  
Program Performance Budget**

**Program 610 - Borrower Services/Circulation of Library Materials**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 610 - Borrower Services/Circulation of Library Materials**

**Service Delivery Plan 61001 - Enable the Public to Borrow Library Materials**

Enable the public to borrow library materials, by:

- Checking out, checking in and renewing library materials, which include collecting fines and fees to encourage the return or replacement of library materials and issuing library cards to new borrowers,
- Returning library materials to the proper storage location in accurate order, and
- Helping customers obtain library materials from other libraries.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 610 - Borrower Services/Circulation of Library Materials**

**Service Delivery Plan 61001 - Enable the Public to Borrow Library Materials**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 610100 - Check Out Library Materials</b>		
Product: An Item Checked Out or Renewed		
Costs:	\$1,001,072	\$1,023,587
Products:	1,870,000	1,870,000
Work Hours:	22,273	22,273
Product Cost:	\$0.54	\$0.55
Work Hours/Product:	0.01	0.01
<b>Activity 610110 - Shelve Library Materials</b>		
Product: An Item Shelved		
Costs:	\$582,642	\$594,879
Products:	1,785,000	1,785,000
Work Hours:	19,949	19,949
Product Cost:	\$0.33	\$0.33
Work Hours/Product:	0.01	0.01
<b>Activity 610120 - Circulate Materials Through Interlibrary Loan</b>		
Product: An Item Borrowed From or Loaned to Another Library		
Costs:	\$42,492	\$43,304
Products:	2,500	2,500
Work Hours:	775	775
Product Cost:	\$17.00	\$17.32
Work Hours/Product:	0.31	0.31
<b>Totals for Service Delivery Plan 61001 - Enable the Public to Borrow Library Materials</b>		
<b>Costs:</b>	<b>\$1,626,206</b>	<b>\$1,661,770</b>
<b>Hours:</b>	<b>42,997</b>	<b>42,997</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 610 - Borrower Services/Circulation of Library Materials**

**Service Delivery Plan 61002 - Notification of Overdue Materials and Recovery of Missing Items**

Notify borrowers of overdue materials and recover missing items, by:

- Sending notifications for materials kept past their due date,
- Sending replacement bills for materials that are long overdue, and
- Handle delinquent accounts.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 610 - Borrower Services/Circulation of Library Materials**

**Service Delivery Plan 61002 - Notification of Overdue Materials and Recovery of Missing Items**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 610200 - Recovery of Overdue and Missing Materials/Handle Delinquent Accounts</b>		
Product: A Notification of an Item to be Recovered		
Costs:	\$134,570	\$137,405
Products:	68,000	68,000
Work Hours:	2,790	2,790
Product Cost:	\$1.98	\$2.02
Work Hours/Product:	0.04	0.04
<b>Totals for Service Delivery Plan 61002 - Notification of Overdue Materials and Recovery of Missing Items</b>		
<b>Costs:</b>	<b>\$134,570</b>	<b>\$137,405</b>
<b>Hours:</b>	<b>2,790</b>	<b>2,790</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 610 - Borrower Services/Circulation of Library Materials**

**Service Delivery Plan 61003 - Management and Support Services**

Provide Administrative Support for Borrowers Services, by:

- Managing the day to day operations of staff,
- Provide and participate in staff training and development opportunities,
- Monitoring and preparing the budget, and
- Providing clerical support for program wide activities.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 610 - Borrower Services/Circulation of Library Materials**

**Service Delivery Plan 61003 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 610300 - Mangement and Supervisory Services for Borrower Services</b>		
Product: A Work Hour		
Costs:	\$68,355	\$70,742
Products:	800	800
Work Hours:	800	800
Product Cost:	\$85.44	\$88.43
Work Hours/Product:	1.00	1.00
<b>Activity 610310 - Administrative Support for Borrower Services</b>		
Product: A Work Hour		
Costs:	\$53,786	\$54,808
Products:	1,050	1,050
Work Hours:	1,050	1,050
Product Cost:	\$51.22	\$52.20
Work Hours/Product:	1.00	1.00
<b>Activity 610320 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$8,345	\$8,530
Products:	170	170
Work Hours:	170	170
Product Cost:	\$49.09	\$50.18
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 61003 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$130,486</b>	<b>\$134,081</b>
<b>Hours:</b>	<b>2,020</b>	<b>2,020</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 610 - Borrower Services/Circulation of Library Materials**

<b>Totals for Program 610</b>	<b>Costs:</b>	<b>\$1,891,262</b>	<b>\$1,933,256</b>
	<b>Hours:</b>	<b>47,807</b>	<b>47,807</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 611 - Library Services for Adults**

**Program Performance Statement**

Enhance the use of the library's materials and information resources for adults, by:

- Recognizing and responding to customers with professional, prompt and effective service,
- Providing activities for continuous learning and enrichment experiences that reflect current customer service needs, and
- Providing library materials to homebound residents.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 611 - Library Services for Adults**

**Program Measures**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b><u>Quality</u></b>			
* Inquiries for information from the Adult Services Division are answered accurately. <b>- Percent of Questions Answered Accurately</b>	C	<b>80.00%</b>	<b>80.00%</b>
* Library customers rate library information services for adults as satisfactory. <b>- Percent of Customers Satisfied</b>	I	<b>85.00%</b>	<b>85.00%</b>
* Program participants are satisfied with quality of programs offered for adults. <b>- Percent of Customers Satisfied</b>	I	<b>95.00%</b>	<b>95.00%</b>
<b><u>Productivity</u></b>			
* Number of library customers attending programs for adults will be at or above established target. <b>- Program Attendance</b>	D	<b>1,700.00</b>	<b>1,700.00</b>
* Number of annual deliveries to homebound residents will be at or above the established target. <b>- Number of Library Materials Delivered</b>	D	<b>3,740.00</b>	<b>3,740.00</b>
<b><u>Cost Effectiveness</u></b>			
* The cost to respond to a reference/reader's advisory question will be at or below the planned cost. <b>- Cost Per Response</b>	I	<b>\$4</b>	<b>\$4</b>
<b><u>Financial</u></b>			
* Actual total expenditures for Library Services for Adults will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$859,578</b>	<b>\$880,697</b>

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 611 - Library Services for Adults**

**Service Delivery Plan 61101 - Library Services for Adults**

Enhance the use of the library's materials and information resources for adults, by:

- Providing one-on-one assistance in the use of library resources,
- Providing activities for continuous learning and enrichment experiences, and
- Providing library materials to homebound residents.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 611 - Library Services for Adults**

**Service Delivery Plan 61101 - Library Services for Adults**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 611100 - Respond to Information Inquiries from Customers</b>		
Product: A Response Given		
Costs:	\$611,492	\$626,796
Products:	140,000	140,000
Work Hours:	9,729	9,729
Product Cost:	\$4.37	\$4.48
Work Hours/Product:	0.07	0.07
<b>Activity 611110 - Create and Provide Monthly Programs, Booklists, and Displays</b>		
Product: An Item Created		
Costs:	\$107,303	\$109,862
Products:	130	130
Work Hours:	1,474	1,474
Product Cost:	\$825.41	\$845.09
Work Hours/Product:	11.34	11.34
<b>Activity 611120 - Provide Books and Other Library Materials for Homebound Residents</b>		
Product: An Item Delivered		
Costs:	\$21,236	\$21,674
Products:	4,222	4,222
Work Hours:	366	366
Product Cost:	\$5.03	\$5.13
Work Hours/Product:	0.09	0.09

**City of Sunnyvale  
Program Performance Budget**

**Program 611 - Library Services for Adults**

**Service Delivery Plan 61101 - Library Services for Adults**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 611130 - Patent and Trademark Depository Library Training and Conference Attendance</b>		
Product: A Conference Attended		
Costs:	\$5,000	\$5,100
Products:	1	1
Work Hours:	0	0
Product Cost:	\$5,000.00	\$5,100.00
Work Hours/Product:	0.00	0.00
 <b>Totals for Service Delivery Plan 61101 - Library Services for Adults</b>		
<b>Costs:</b>	<b>\$745,032</b>	<b>\$763,431</b>
<b>Hours:</b>	<b>11,569</b>	<b>11,569</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 611 - Library Services for Adults**

**Service Delivery Plan 61102 - Management and Support Services**

The Adult Service Self-Directed Work Team (SDWT), Senior Office Assistant, and the Public Services Administrative Librarian will perform the tasks pertinent to the planning, training, budget, personnel management and clerical support needed to efficiently operate the Adult Services Division of the Library.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 611 - Library Services for Adults**

**Service Delivery Plan 61102 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 611200 - Management and Supervisory Services for Adult Services</b>		
Product: A Work Hour		
Costs:	\$44,523	\$45,967
Products:	489	489
Work Hours:	489	489
Product Cost:	\$91.05	\$94.00
Work Hours/Product:	1.00	1.00
<b>Activity 611210 - Administrative Support for Adult Services</b>		
Product: A Work Hour		
Costs:	\$50,159	\$51,074
Products:	885	885
Work Hours:	885	885
Product Cost:	\$56.68	\$57.71
Work Hours/Product:	1.00	1.00
<b>Activity 611220 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$19,864	\$20,225
Products:	284	284
Work Hours:	284	284
Product Cost:	\$69.94	\$71.21
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 61102 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$114,546</b>	<b>\$117,266</b>
<b>Hours:</b>	<b>1,658</b>	<b>1,658</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 611 - Library Services for Adults**

<b>Totals for Program 611</b>	<b>Costs:</b>	<b>\$859,578</b>	<b>\$880,697</b>
	<b>Hours:</b>	<b>13,227</b>	<b>13,227</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 612 - Library Services for Children and Teens**

**Program Performance Statement**

Enhance use of the library's materials and information resources for children and teens, by:

- Providing courteous and accurate one-on-one assistance in the use of library resources, and
- Providing activities for continuous learning and enrichment experiences that reflect current customers' informational needs.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 612 - Library Services for Children and Teens**

**Program Measures**

**Quality**

\* Inquiries for information from children and teens are answered accurately.  
**- Percent of Questions Answered Accurately**

C

**2006/2007  
Adopted**

**80.00%**

**2007/2008  
Adopted**

**80.00%**

\* Overall customer satisfaction rate of information services for children and teens will be at or above the established target.  
**- Percent of Customers Satisfied**

I

**85.00%**

**85.00%**

**Productivity**

\* Number of library customers attending programs for children, teens and families will be at or above the established target.  
**- Program Attendance**

I

**13,000.00**

**13,000.00**

**Cost Effectiveness**

\* The cost to respond to a reference/reader's advisory question will be at or below the planned cost.  
**- Cost Per Response**

I

**\$10**

**\$10**

**Financial**

\* Actual total expenditures for Library Services for Children and Teens will not exceed planned program expenditures.  
**- Total Program Expenditures**

C

**\$739,376**

**\$755,604**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 612 - Library Services for Children and Teens**

**Service Delivery Plan 61201 - Library Services for Children and Teens**

Enhance use of the library's materials and information resources for children and teens, by:

- Providing one-on-one assistance in the use of library resources, and
- Providing activities for continuous learning and enrichment experiences.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 612 - Library Services for Children and Teens**

**Service Delivery Plan 61201 - Library Services for Children and Teens**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 612100 - Respond to Information Inquiries and Provide Reader's Advisory Service for Children and Teens</b>		
Product: A Response Given		
Costs:	\$491,692	\$501,878
Products:	50,000	50,000
Work Hours:	7,620	7,620
Product Cost:	\$9.83	\$10.04
Work Hours/Product:	0.15	0.15
<b>Activity 612110 - Create and Present Programs, Booklists and Displays for Children and Teens</b>		
Product: An Item Created		
Costs:	\$131,280	\$134,230
Products:	575	575
Work Hours:	1,945	1,945
Product Cost:	\$228.31	\$233.44
Work Hours/Product:	3.38	3.38
<b>Totals for Service Delivery Plan 61201 - Library Services for Children and Teens</b>		
<b>Costs:</b>	<b>\$622,972</b>	<b>\$636,107</b>
<b>Hours:</b>	<b>9,565</b>	<b>9,565</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 612 - Library Services for Children and Teens**

**Service Delivery Plan 61202 - Management and Support Services**

Management provides planning, training, budget supervision, staff recruitment, support and evaluation, and oversight for the workgroup. Support staff provides clerical assistance for the workgroup.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 612 - Library Services for Children and Teens**

**Service Delivery Plan 61202 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 612200 - Management and Supervisory Services for Children/Teen Services</b>		
Product: A Work Hour		
Costs:	\$56,649	\$58,628
Products:	640	640
Work Hours:	640	640
Product Cost:	\$88.51	\$91.61
Work Hours/Product:	1.00	1.00
<b>Activity 612210 - Administrative Support for Children/Teen Services</b>		
Product: A Work Hour		
Costs:	\$50,954	\$51,883
Products:	895	895
Work Hours:	895	895
Product Cost:	\$56.93	\$57.97
Work Hours/Product:	1.00	1.00
<b>Activity 612220 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$8,801	\$8,985
Products:	100	100
Work Hours:	100	100
Product Cost:	\$88.01	\$89.85
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 61202 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$116,404</b>	<b>\$119,496</b>
<b>Hours:</b>	<b>1,635</b>	<b>1,635</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 612 - Library Services for Children and Teens**

<b>Totals for Program 612</b>	<b>Costs:</b>	<b>\$739,376</b>	<b>\$755,604</b>
	<b>Hours:</b>	<b>11,200</b>	<b>11,200</b>

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

**Program 613 - Acquire Library Materials for the Public**

**Program Performance Statement**

Provide a collection of library materials for children and adults that will fulfill their information and recreational needs, by:

- Selecting new materials in print, audio/visual, electronic and other formats,
- Evaluating specific subject areas to ensure that materials are current, relevant and in good condition, and
- Receiving library materials accurately and efficiently.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 613 - Acquire Library Materials for the Public**

Program Measures

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<u>Quality</u>			
* The Library will have the material the customer seeks in the adult collection. <b>- Percent of Customers Finding Materials In the Adult Collection</b>	C	<b>80.00%</b>	<b>80.00%</b>
* The Library will have the material the customer seeks in the children's collection. <b>- Percent of Customers Finding Materials In the Children's Collection</b>	C	<b>80.00%</b>	<b>80.00%</b>
<u>Productivity</u>			
* Invoices for library materials will be sent to accounts payable within the established time frame. <b>- Percent of Invoices</b> - Number of Days	I	<b>95.00%</b> 30.00	<b>95.00%</b> 30.00
* The average number of times items in the library are checked out is at or above the established target. <b>- Checkouts Per Item Annually</b>	D	<b>5.00</b>	<b>5.00</b>
<u>Cost Effectiveness</u>			
* The cost for selecting an item for the adult collection will be at or below planned cost. <b>- Cost Per Item</b>	I	<b>\$34</b>	<b>\$35</b>
* The cost for selecting an item for the children's and teens collection will be at or below planned cost. <b>- Cost Per Item</b>	I	<b>\$16</b>	<b>\$16</b>
<u>Financial</u>			
* Actual total expenditures for Acquire Library Materials for the Public will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$1,170,108</b>	<b>\$1,195,508</b>

Priority Legend

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 613 - Acquire Library Materials for the Public**

**Service Delivery Plan 61301 - Select and Evaluate Materials**

Provide quality library collections for children and adults, by:

- Selecting and acquiring new and relevant materials in response to community interest and demand and keeping abreast of new formats as technology changes, and
- Evaluating selection areas in terms of age, condition, relevancy and circulation.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 613 - Acquire Library Materials for the Public**

**Service Delivery Plan 61301 - Select and Evaluate Materials**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 613100 - Select Materials for Adults</b>		
Product: An Item Selected		
Costs:	\$720,902	\$736,876
Products:	21,000	21,000
Work Hours:	2,386	2,386
Product Cost:	\$34.33	\$35.09
Work Hours/Product:	0.11	0.11
<b>Activity 613110 - Evaluate Materials In the Adult Collection for Repair, Replacement or Discard</b>		
Product: An Item Discarded		
Costs:	\$36,876	\$37,708
Products:	15,000	15,000
Work Hours:	555	555
Product Cost:	\$2.46	\$2.51
Work Hours/Product:	0.04	0.04
<b>Activity 613120 - Select Materials for Children</b>		
Product: An Item Selected		
Costs:	\$181,606	\$185,309
Products:	11,500	11,500
Work Hours:	767	767
Product Cost:	\$15.79	\$16.11
Work Hours/Product:	0.07	0.07

**City of Sunnyvale  
Program Performance Budget**

**Program 613 - Acquire Library Materials for the Public**

**Service Delivery Plan 61301 - Select and Evaluate Materials**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 613130 - Evaluate Materials In the Children's Collection for Repair, Replacement or Discard</b>		
Product: An Item Discarded		
Costs:	\$25,266	\$25,787
Products:	7,000	7,000
Work Hours:	382	382
Product Cost:	\$3.61	\$3.68
Work Hours/Product:	0.05	0.05
 <b>Totals for Service Delivery Plan 61301 - Select and Evaluate Materials</b>		
<b>Costs:</b>	<b>\$964,650</b>	<b>\$985,680</b>
<b>Hours:</b>	<b>4,090</b>	<b>4,090</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 613 - Acquire Library Materials for the Public**

**Service Delivery Plan 61302 - Order and Receive Materials for Library**

Ensure the library acquires new materials, by:

- Placing orders online, by fax or by telephone and inputting orders into the catalog and maintaining order logs and files, and
- Receiving new items and preparing them for cataloging and processing, and processing invoices and maintaining accounts.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 613 - Acquire Library Materials for the Public**

**Service Delivery Plan 61302 - Order and Receive Materials for Library**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 613200 - Order Library Materials</b>		
Product: An Item Ordered		
Costs:	\$105,910	\$107,916
Products:	30,456	30,456
Work Hours:	1,774	1,774
Product Cost:	\$3.48	\$3.54
Work Hours/Product:	0.06	0.06
<b>Activity 613210 - Receive Library Materials</b>		
Product: An Item Received		
Costs:	\$65,073	\$66,362
Products:	29,906	29,906
Work Hours:	1,272	1,272
Product Cost:	\$2.18	\$2.22
Work Hours/Product:	0.04	0.04
<b>Totals for Service Delivery Plan 61302 - Order and Receive Materials for Library</b>		
<b>Costs:</b>	<b>\$170,983</b>	<b>\$174,279</b>
<b>Hours:</b>	<b>3,046</b>	<b>3,046</b>

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

**Program 613 - Acquire Library Materials for the Public**

**Service Delivery Plan 61303 - Management and Support Services**

Provide support and supervision for collection development and acquisitions, by:

- Developing the purchasing plan for the year,
- Monitoring the budget and hours used,
- Compiling statistics,
- Attending collection development and other job-related meetings,
- Giving feedback and writing evaluations for selectors and acquisitions staff, and
- Providing and participating in staff training and development opportunities.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 613 - Acquire Library Materials for the Public**

**Service Delivery Plan 61303 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 613300 - Management and Supervisory Services for Collection Development/Acquisitions</b>		
Product: A Work Hour		
Costs:	\$25,162	\$26,037
Products:	300	300
Work Hours:	300	300
Product Cost:	\$83.87	\$86.79
Work Hours/Product:	1.00	1.00
<b>Activity 613310 - Administrative Support for Collection Development/Acquisitions</b>		
Product: A Work Hour		
Costs:	\$5,410	\$5,507
Products:	90	90
Work Hours:	90	90
Product Cost:	\$60.11	\$61.19
Work Hours/Product:	1.00	1.00
<b>Activity 613320 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$3,903	\$4,005
Products:	40	40
Work Hours:	40	40
Product Cost:	\$97.58	\$100.13
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 61303 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$34,475</b>	<b>\$35,549</b>
<b>Hours:</b>	<b>430</b>	<b>430</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 613 - Acquire Library Materials for the Public**

<b>Totals for Program 613</b>	<b>Costs:</b>	<b>\$1,170,108</b>	<b>\$1,195,508</b>
	<b>Hours:</b>	<b>7,566</b>	<b>7,566</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 614 - Library Technology Services**

**Program Performance Statement**

Maintain the current level of technology for the public to access library information and services, by:

- Maintaining computers and other equipment,
- Providing digital information, such as the online library catalog, electronic resources and the Library web site, and
- Monitoring and maintaining the reliability of the integrated library system.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 614 - Library Technology Services**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* The overall customer satisfaction rating of the library digital resources and equipment is at or above the established target. <b>- Percent of Customers Satisfied</b>	I	<b>85.00%</b>	<b>85.00%</b>
* The overall staff satisfaction rating of the library's integrated library system is at or above the established target. <b>- Percent of Staff Satisfied</b>	I	<b>85.00%</b>	<b>85.00%</b>

**Productivity**

* The library's electronic delivery systems will be available to library customers during open hours at or above the established target. <b>- Percent of Time Electronic Delivery Systems are Available</b>	C	<b>94.00%</b>	<b>94.00%</b>
* The percentage of the library's computer work stations that are available to library customers during normal hours of operation is at or above the established target. <b>- Percent of Available Computer Work Stations</b> - Total Number of Work Stations Available	I	<b>85.00%</b> 72.00	<b>85.00%</b> 72.00

**Cost Effectiveness**

* The cost to maintain computers and equipment will be at or below planned costs. <b>- Cost to Maintain Computers</b>	I	<b>\$10</b>	<b>\$11</b>
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**Financial**

* Actual total expenditures for Technology Services will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$250,807</b>	<b>\$256,816</b>
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**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 614 - Library Technology Services**

**Service Delivery Plan 61401 - Technology Services**

Maintain public computers and other equipment so that customers can access the online library catalog, the Internet, and electronic resources, by:

- Interacting with customers and giving technical/troubleshooting assistance, monitoring equipment and computers and completing maintenance repairs and service requests and working with staff.
- Maintaining the library's web site.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 614 - Library Technology Services**

**Service Delivery Plan 61401 - Technology Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 614100 - Maintain Computers/Equipment</b>		
Product: A Completed Service Request		
Costs:	\$207,969	\$212,989
Products:	20,000	20,000
Work Hours:	2,467	2,467
Product Cost:	\$10.40	\$10.65
Work Hours/Product:	0.12	0.12
<b>Activity 614110 - Create or Update Library Web Pages</b>		
Product: A Library Web Page Created or Updated		
Costs:	\$34,558	\$35,257
Products:	100	100
Work Hours:	523	523
Product Cost:	\$345.58	\$352.57
Work Hours/Product:	5.23	5.23
<b>Totals for Service Delivery Plan 61401 - Technology Services</b>		
<b>Costs:</b>	<b>\$242,527</b>	<b>\$248,246</b>
<b>Hours:</b>	<b>2,990</b>	<b>2,990</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 614 - Library Technology Services**

**Service Delivery Plan 61402 - Management and Support Services**

Provide management support for technology services, by:

- Planning and managing the integrated library system and library technology, and develop, analyze and monitor the budget, and
- Providing training.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 614 - Library Technology Services**

**Service Delivery Plan 61402 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 614200 - Management and Supervisory Services for Technology Services</b>		
Product: A Work Hour		
Costs:	\$8,281	\$8,570
Products:	100	100
Work Hours:	100	100
Product Cost:	\$82.81	\$85.70
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 61402 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$8,281</b>	<b>\$8,570</b>
<b>Hours:</b>	<b>100</b>	<b>100</b>
<b>Totals for Program 614</b>	<b>\$250,807</b>	<b>\$256,816</b>
	<b>3,090</b>	<b>3,090</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 615 - Prepare Library Materials for the Public**

**Program Performance Statement**

Prepare library materials for easy access and use by the public, by:

- Cataloging new library materials accurately using national standards,
- Updating the catalog to keep it current,
- Physically processing new books, media items, periodicals and newspapers, and
- Extending the life of repairable library materials through basic repair and rebinding.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 615 - Prepare Library Materials for the Public**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* The accuracy rate for cataloging materials will be at or above the established target. <b>- Accuracy for Cataloged Materials</b> - Number of Titles Cataloged	C	<b>95.00%</b> 16,000.00	<b>95.00%</b> 16,000.00
* Number of library customers satisfied with the cleanliness and usability of the library collection materials will be at or above the established target. <b>- Percent of Customers Satisfied</b>	I	<b>94.00%</b>	<b>94.00%</b>

**Productivity**

* Popular, high demand library materials are available to library customers within a timeframe that will be at or above the established target. <b>- Materials Available within Seven (7) Days</b> - Total Number of Popular, High Demand Library Materials	I	<b>95.00%</b> 3,800.00	<b>95.00%</b> 3,800.00
* New items are available to the public within a timeframe that will be at or above the established target. <b>- Average Availability (Days)</b> - New Items Available	I	<b>35.00</b> 30,000.00	<b>35.00</b> 30,000.00
* Number of new items processed each work hour will be at or above the established target. <b>- Number of Items Processed Per Work Hour</b>	D	<b>9.44</b>	<b>9.44</b>

**Cost Effectiveness**

* The cost of processing library material for the public will be at or below planned cost. <b>- Cost Per Processed Item</b>	I	<b>\$5</b>	<b>\$5</b>
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**Financial**

* Actual total expenditures for Prepare Library Materials for the Public will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$778,353</b>	<b>\$794,955</b>
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**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 615 - Prepare Library Materials for the Public**

**Service Delivery Plan 61501 - Prepare Library Materials for the Public**

Provide new library materials to the Public, by:

- Accurately cataloging library materials,
- Adding library materials to the library's online catalog and modifying and deleting records to update the catalog,
- Physically processing new book and media items, periodicals and newspapers, and
- Repairing library books and media items.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 615 - Prepare Library Materials for the Public**

**Service Delivery Plan 61501 - Prepare Library Materials for the Public**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 615100 - Catalog Titles</b>		
Product: A Title Cataloged		
Costs:	\$229,312	\$233,930
Products:	17,500	17,500
Work Hours:	3,392	3,392
Product Cost:	\$13.10	\$13.37
Work Hours/Product:	0.19	0.19
<b>Activity 615110 - Process Library Materials</b>		
Product: An Item Processed		
Costs:	\$252,099	\$257,331
Products:	50,000	50,000
Work Hours:	4,848	4,848
Product Cost:	\$5.04	\$5.15
Work Hours/Product:	0.10	0.10
<b>Activity 615120 - Add, Modify and Delete Records</b>		
Product: A Catalog Record Modified		
Costs:	\$131,705	\$134,368
Products:	105,000	105,000
Work Hours:	2,518	2,518
Product Cost:	\$1.25	\$1.28
Work Hours/Product:	0.02	0.02

**City of Sunnyvale  
Program Performance Budget**

**Program 615 - Prepare Library Materials for the Public**

**Service Delivery Plan 61501 - Prepare Library Materials for the Public**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 615130 - Repair Library Materials</b>		
Product: An Item Repaired		
Costs:	\$88,099	\$90,148
Products:	15,341	15,341
Work Hours:	1,939	1,939
Product Cost:	\$5.74	\$5.88
Work Hours/Product:	0.13	0.13
 <b>Totals for Service Delivery Plan 61501 - Prepare Library Materials for the Public</b>		
<b>Costs:</b>	<b>\$701,215</b>	<b>\$715,777</b>
<b>Hours:</b>	<b>12,697</b>	<b>12,697</b>



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

**Program 615 - Prepare Library Materials for the Public**

**Service Delivery Plan 61502 - Management and Support Services**

Provide administrative and support services for the catalog and processing division and for some library wide activities, by:

- Developing, analyzing, and monitoring the budget,
- Selecting, supervising, training and evaluating staff,
- Providing clerical and office management support,
- Ordering general office supplies,
- Sorting multiple deliveries of mail, and
- Provide and participate in staff training and development opportunities.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 615 - Prepare Library Materials for the Public**

**Service Delivery Plan 61502 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 615200 - Management and Supervisory Services for Cataloging</b>		
Product: A Work Hour		
Costs:	\$33,123	\$34,281
Products:	400	400
Work Hours:	400	400
Product Cost:	\$82.81	\$85.70
Work Hours/Product:	1.00	1.00
<b>Activity 615210 - Administrative Support for Cataloging</b>		
Product: A Work Hour		
Costs:	\$32,528	\$33,140
Products:	634	634
Work Hours:	634	634
Product Cost:	\$51.31	\$52.27
Work Hours/Product:	1.00	1.00
<b>Activity 615220 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$11,487	\$11,757
Products:	165	165
Work Hours:	165	165
Product Cost:	\$69.62	\$71.25
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 61502 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$77,138</b>	<b>\$79,177</b>
<b>Hours:</b>	<b>1,199</b>	<b>1,199</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 615 - Prepare Library Materials for the Public**

<b>Totals for Program 615</b>	<b>Costs:</b>	<b>\$778,353</b>	<b>\$794,955</b>
	<b>Hours:</b>	<b>13,896</b>	<b>13,896</b>

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

**Program 616 - Outreach and Publicity Services**

**Program Performance Statement**

Provide community-based library services, informing Sunnyvale residents and businesses of the resources and services available and seeking community involvement in library operations, by:

- Developing brochures, newsletters, suggested reading lists, and other communication tools to assist residents become knowledgeable about resources and services available to them,
- Partnering with City departments, the local business community, civic groups and others in order to effectively promote library services, and
- Obtaining customer input for library operations to improve library services.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 616 - Outreach and Publicity Services**

**Program Measures**

**Quality**

- \* Library customers are aware of library events and services.  
- **Percent of Patrons Aware**

**Productivity**

- \* Library staff participates in community events to develop partnerships and increase awareness of library services and resources.  
- **Number of Events**

**Cost Effectiveness**

- \* The cost to print or prepare an item for the Public will be at or below planned cost.  
- **Cost Per Prepared Item**

**Financial**

- \* Actual total expenditures for Outreach and Publicity Services will not exceed planned program expenditures.  
- **Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
C	65.00%	65.00%
D	20.00	20.00
I	\$375	\$391
C	\$85,369	\$88,824

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 616 - Outreach and Publicity Services**

**Service Delivery Plan 61601 - Outreach and Publicity Services**

Establish community partnerships to promote library services, by:

- Collaborating with City of Sunnyvale departments to achieve municipal goals of informing residents and businesses of services and resources and participating in community outreach events, and
- Creating communication tools to assist customers more effectively to use library services.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 616 - Outreach and Publicity Services**

**Service Delivery Plan 61601 - Outreach and Publicity Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 616100 - Support City Initiatives for Community Outreach</b>		
Product: An Event Attended		
Costs:	\$8,397	\$8,666
Products:	20	20
Work Hours:	100	100
Product Cost:	\$419.84	\$433.30
Work Hours/Product:	5.00	5.00
<b>Activity 616110 - Provide Tools to Assist Customers to Use Library Services</b>		
Product: An Item Printed/Prepared for Distribution		
Costs:	\$76,972	\$80,158
Products:	205	205
Work Hours:	475	475
Product Cost:	\$375.47	\$391.01
Work Hours/Product:	2.32	2.32
<b>Totals for Service Delivery Plan 61601 - Outreach and Publicity Services</b>		
<b>Costs:</b>	<b>\$85,369</b>	<b>\$88,824</b>
<b>Hours:</b>	<b>575</b>	<b>575</b>
<b>Totals for Program 616</b>		
<b>Costs:</b>	<b>\$85,369</b>	<b>\$88,824</b>
<b>Hours:</b>	<b>575</b>	<b>575</b>

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

**Program 617 - Library Department Management and Support Services**

**Program Performance Statement**

Facilitate the cohesive and cost-effective operation of the Library, by:

- Maintaining a safe and welcome environment for library customers and staff,
- Providing high level customer service through customer-oriented programs and services,
- Coordinating financial analyses of programs,
- Developing long-range plans for the library,
- Providing development opportunities and managing staff, and
- Working with Library Board of Trustees.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 617 - Library Department Management and Support Services**

**Program Measures**

**Quality**

\* A satisfaction rating will be maintained for the quality of services offered by the Library to the Community at or above the established target.

**- Patrons Satisfied**

C

**2006/2007  
Adopted**

**2007/2008  
Adopted**

**85.00%**

**85.00%**

\* Sunnyvale residents are satisfied with quality of the library building.

**- Residents Satisfied**

I

**85.00%**

**85.00%**

**Productivity**

\* Actual results for the services provided by the Library Department will be at or above the established target for the services.

**- Performance Targets**

C

**85.00%**

**85.00%**

\* The Library Department shall complete the employee performance evaluation process for each full-time and regular part-time staff member supervised, and submit the evaluation to Human Resources in accordance with established procedures and timeframes.

**- Percent of Evaluations Submitted to Human Resources by the Scheduled Submittal Date**

- Total Number of Evaluations for which the Department is Responsible

C

**95.00%**

**95.00%**

64.00

64.00

\* The Library Department's financial statements, reports to Council, and Board of Library Trustees agenda packets will be prepared to meet established deadlines.

**- Percent of Reports Delivered On Schedule**

I

**95.00%**

**95.00%**

**Cost Effectiveness**

\* The cost of page support for library operations will be at or below planned cost.

**- Cost Per Hour**

I

**\$26**

**\$27**

\* The Library Department works to prevent future worker's compensation claims by providing a planned number of training sessions that address the top three causes of worker's compensation injuries for department employees.

**- Number of Training Sessions Completed**

I

**1.00**

**1.00**

**Financial**

\* Actual total expenditures for the Library Department will not exceed planned department expenditures.

**- Total Department Expenditures**

C

**\$755,018**

**\$776,975**

**City of Sunnyvale  
Program Performance Budget**

**Program 617 - Library Department Management and Support Services**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 617 - Library Department Management and Support Services**

**Service Delivery Plan 61701 - Management Services**

Provide leadership to the Library and be responsive to community need, by:

- Analyzing, evaluating, and prioritizing library services,
- Monitoring the ongoing financial condition and results of operations of library programs,
- Planning for the long range needs of the Library,
- Coordinating the analysis of Library-wide issues to ensure even application of policies and procedures,
- Providing clear, timely, and complete information to the City Management, Council, community members, and staff to support City-wide operations,
- Coordinating library services through participation in regional organizations,
- Encouraging growth of non-city funding through grants,
- Providing a clean and safe environment for library customers and staff, and
- Working with Library Board of Trustees.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 617 - Library Department Management and Support Services**

**Service Delivery Plan 61701 - Management Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 617100 - Department Management</b>		
Product: A Work Hour		
Costs:	\$278,466	\$289,966
Products:	2,120	2,120
Work Hours:	2,120	2,120
Product Cost:	\$131.35	\$136.78
Work Hours/Product:	1.00	1.00
<b>Activity 617110 - Work with Library Board of Trustees</b>		
Product: A Meeting		
Costs:	\$23,771	\$24,617
Products:	12	12
Work Hours:	215	215
Product Cost:	\$1,980.90	\$2,051.45
Work Hours/Product:	17.92	17.92
<b>Activity 617120 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$15,747	\$16,189
Products:	100	100
Work Hours:	100	100
Product Cost:	\$157.47	\$161.89
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 617 - Library Department Management and Support Services**

**Service Delivery Plan 61701 - Management Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 617130 - Provide Library Operations Coordination, Planning and Analysis</b>		
Product: A Work Hour		
Costs:	\$92,107	\$95,300
Products:	1,121	1,121
Work Hours:	1,121	1,121
Product Cost:	\$82.17	\$85.01
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 61701 - Management Services</b>		
<b>Costs:</b>	<b>\$410,090</b>	<b>\$426,073</b>
<b>Hours:</b>	<b>3,556</b>	<b>3,556</b>

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

**Program 617 - Library Department Management and Support Services**

**Service Delivery Plan 61702 - Administrative Support Services**

Support the operation and overall effectiveness of the Library Department, by:

- Supporting the administrative needs of Library professional staff and management,
- Promptly and accurately answering calls and requests from the public and staff members,
- Facilitating communication between the Library and City Departments,
- Maintaining the operation of office equipment and the collection and distribution of mail,
- Notifying Building Services of facility-related issues, and
- Providing page support for library operations.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 617 - Library Department Management and Support Services**

**Service Delivery Plan 61702 - Administrative Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 617200 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$249,646	\$254,200
Products:	3,684	3,684
Work Hours:	3,684	3,684
Product Cost:	\$67.76	\$69.00
Work Hours/Product:	1.00	1.00
<b>Activity 617210 - Page Support for Library Operations</b>		
Product: A Work Hour		
Costs:	\$16,075	\$16,407
Products:	612	612
Work Hours:	612	612
Product Cost:	\$26.27	\$26.81
Work Hours/Product:	1.00	1.00
<b>Activity 617220 - Security Services</b>		
Product: A Work Hour		
Costs:	\$79,207	\$80,295
Products:	2,778	2,778
Work Hours:	2,778	2,778
Product Cost:	\$28.51	\$28.90
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 61702 - Administrative Support Services</b>		
<b>Costs:</b>	<b>\$344,928</b>	<b>\$350,902</b>
<b>Hours:</b>	<b>7,074</b>	<b>7,074</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 617 - Library Department Management and Support Services**

<b>Totals for Program 617</b>	<b>Costs:</b>	<b>\$755,018</b>	<b>\$776,975</b>
	<b>Hours:</b>	<b>10,630</b>	<b>10,630</b>



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

### **Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

#### **Program Performance Statement**

Provide 175 acres of safe, usable and attractive golf facilities for Sunnyvale residents, visitors and the business community by employing accepted golf industry practices, by:

-Maintaining landscaping golf course components and support facilities in the form of turf (in actively growing season, mow greens six times weekly, fairways tees and collars twice a week and roughs weekly, fertilize, water, control pests and repair irrigation systems), trees (prune, remove and plant as needed), water features (fill, control algae and operate pumps year-around), restrooms (perform custodial services daily and repair fixtures as needed), parking lots (remove debris daily), provide amenities (cut cups, move tee markers, service ball washers, empty trash daily) and clubhouses (provide inspections and repairs),

-Providing golf shop services (reception, phone inquires and information), registration and reservation services (place reservations for golf tee times in person, by phone and on the web and provide registration/staffing services for open play, group and tournament golfers), merchandise sales (monitor competitive marketplace, identify vendors, purchase inventory, determine prices, display merchandise, provide quality control, assist customers in locating and selecting merchandise for purchase), provide cashiering services (complete financial transactions with individual customers, prepare daily deposits, complete daily and periodic financial reports as required by City policies), golf car rentals (clean, prepare and repair golf car fleet on a daily basis, encourage rental of cars and complete rental transactions) and cleaning/maintenance services (provide for neat and clean appearance of golf shops and golf storage facility),

-Providing driving range and golf instruction services (collect, clean and place practice golf balls from field into dispensers, place mats and supervise customers' use of facility), golf instruction services (monitor marketplace, provide a range of classes for individuals and groups by ability level and interest) and cleaning and maintenance services (provide for neat and clean appearance of driving range building and teeing grounds), and

-Administrative and support services (supervise and direct staff, address customer concerns, complete reports and correspondence, etc.) to promote customer satisfaction and confidence.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Targeted customer satisfaction rating is met based on surveys distributed to Sunnyvale and Sunken Gardens golf course users in June of each fiscal year. <b>- Percent Satisfied</b> - Customer Surveys Provided	C	<b>85.00%</b> 700.00	<b>85.00%</b> 700.00
* Golf courses and related facilities are free from hazardous conditions, with hazardous conditions abated within 24 hours of notice. <b>- Percent Abated</b> - Total Number of Hazards	I	<b>98.00%</b> 56.00	<b>98.00%</b> 56.00
* Staff survey of Golf Course Components indicate Golf Operations and Services meet the Golf Division standards for attractiveness as listed in the Golf Division Quality Standards manual. <b>- Percent Attractive Standards Achieved</b> - Total Number of Attractiveness Standards Surveyed	I	<b>85.00%</b> 336.00	<b>85.00%</b> 336.00
* Staff survey of Golf Course Components indicate Golf Operations and Services meet the Golf Division standards for usability as listed in the Golf Division Quality Standards manual. <b>- Percent Usable Standards Achieved</b> - Total Number of Usable Standards Surveyed	I	<b>85.00%</b> 414.00	<b>85.00%</b> 414.00

**Productivity**

* Restrooms are cleaned daily. <b>- Percent Cleaned Daily</b> - Total Number of Restrooms Cleaned	I	<b>95.00%</b> 3,276.00	<b>95.00%</b> 3,276.00
* The actual work hours per acre to maintain 175 acres of golf course facilities is less than or equal to planned work hours per acre. <b>- Work Hours Per Acre</b>	I	<b>151.14</b>	<b>151.14</b>
* The actual work hours per acre to maintain 137 acres of golf course turf is less than or equal to planned work hours per acre. <b>- Work Hours Per Acre</b>	I	<b>31.43</b>	<b>31.43</b>
* The number of trees planted is equal to the number of trees removed. <b>- Number of Trees Planted</b> - Number of Trees Removed	I	<b>28.00</b> 28.00	<b>28.00</b> 28.00

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Program Measures**

**Productivity**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Acres of Golf Course Greens mowed. <b>- Percent Mowed</b> - Total Number of Acres	I	85.00% 1,060.00	85.00% 1,060.00
* Acres of Golf Course Fairways mowed. <b>- Percent Mowed</b> - Total Number of Acres	I	85.00% 6,188.00	85.00% 6,188.00

**Cost Effectiveness**

* Rounds of golf played will meet or exceed planned budget. <b>- Rounds</b>	I	<b>168,000.00</b>	<b>168,000.00</b>
* Revenue per round of golf will meet or exceed approved planned amount. <b>- Revenue Per Round</b>	I	<b>\$28</b>	<b>\$29</b>
* Operating expense per round of golf will meet or fall below approved planned amount. <b>- Cost Per Round</b>	I	<b>\$18</b>	<b>\$18</b>
* The cost per acre to maintain turf is less than or equal to planned amount. <b>- Cost Per Acre</b>	I	<b>\$2,472</b>	<b>\$2,514</b>
* The cost to maintain 4 acres of greens is less than or equal to planned amount. <b>- Cost Per Acre</b>	I	<b>\$42,367</b>	<b>\$43,048</b>

**Financial**

* Actual total expenditures for Golf Course Maintenance Operations and Golf Shop Services will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$3,005,692</b>	<b>\$3,061,265</b>
* Golf program revenue will be received at or above planned revenue estimates. <b>- Total Program Revenue</b>	C	<b>\$4,764,955</b>	<b>\$4,927,032</b>

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64501 - Sunnyvale Golf Course: Landscapes and Components**

Provide safe, usable and attractive well-maintained golf facilities for Sunnyvale residents, visitors and the business community, by:

- Maintaining golf course turf (in actively growing season, mow greens six times weekly, fairways tees and collars twice a week and roughs weekly, fertilize, water, control pests and repair irrigation systems),
- Maintaining golf course trees (prune, remove and plant as needed),
- Maintaining golf course water features (fill, control algae and operate pumps year-around),
- Maintaining golf course restrooms (perform custodial services daily and repair fixtures as needed),
- Maintaining golf course parking lots (remove debris daily),
- Maintaining golf course to provide amenities (cut cups, move tee markers, service ball washers, empty trash daily), and
- Maintaining golf course clubhouses (provide inspections and repairs).

**Notes**

1. For activity 645160 - "Repair of Mechanical Equipment", the product changed from a static amount to a counted amount beginning FY 2006/2007.

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64501 - Sunnyvale Golf Course: Landscapes and Components**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 645000 - Mow Greens</b>			
Product: An Acre			
Costs:		\$56,930	\$57,868
Products:		795	795
Work Hours:		1,015	1,015
Product Cost:		\$71.61	\$72.79
Work Hours/Product:		1.28	1.28
<b>Activity 645010 - Maintain Greens</b>			
Product: An Acre			
Costs:		\$122,956	\$124,872
Products:		3	3
Work Hours:		1,827	1,827
Product Cost:		\$40,985.21	\$41,624.06
Work Hours/Product:		609.00	609.00
<b>Activity 645020 - Mow Tees and Collars</b>			
Product: An Acre			
Costs:		\$65,026	\$66,007
Products:		5	5
Work Hours:		1,240	1,240
Product Cost:		\$13,005.28	\$13,201.42
Work Hours/Product:		248.00	248.00

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64501 - Sunnyvale Golf Course: Landscapes and Components**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645030 - Maintain Tees and Collars</b>		
Product: An Acre		
Costs:	\$46,431	\$47,190
Products:	5	5
Work Hours:	645	645
Product Cost:	\$9,286.30	\$9,438.06
Work Hours/Product:	129.00	129.00
 <b>Activity 645040 - Mow Fairways</b>		
Product: An Acre		
Costs:	\$57,912	\$58,830
Products:	4,420	4,420
Work Hours:	1,065	1,065
Product Cost:	\$13.10	\$13.31
Work Hours/Product:	0.24	0.24
 <b>Activity 645050 - Maintain Fairways</b>		
Product: An Acre		
Costs:	\$42,313	\$43,091
Products:	50	50
Work Hours:	410	410
Product Cost:	\$846.26	\$861.82
Work Hours/Product:	8.20	8.20

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64501 - Sunnyvale Golf Course: Landscapes and Components**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645060 - Mow Aprons and Roughs</b>		
Product: An Acre		
Costs:	\$144,513	\$146,982
Products:	86	86
Work Hours:	2,480	2,480
Product Cost:	\$1,680.39	\$1,709.09
Work Hours/Product:	28.84	28.84
<b>Activity 645070 - Maintain Aprons and Roughs</b>		
Product: An Acre		
Costs:	\$27,805	\$28,307
Products:	86	86
Work Hours:	360	360
Product Cost:	\$323.32	\$329.15
Work Hours/Product:	4.19	4.19
<b>Activity 645080 - Provide for Control of Pests</b>		
Product: A Scheduled Service		
Costs:	\$24,908	\$25,402
Products:	145	145
Work Hours:	149	149
Product Cost:	\$171.78	\$175.19
Work Hours/Product:	1.03	1.03



**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64501 - Sunnyvale Golf Course: Landscapes and Components**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 645090 - Provide Irrigation for Turf</b>		
Product: An Acre Irrigated		
Costs:	\$182,628	\$185,928
Products:	100	100
Work Hours:	1,130	1,130
Product Cost:	\$1,826.28	\$1,859.28
Work Hours/Product:	11.30	11.30
<b>Activity 645100 - Repair of Irrigation Equipment</b>		
Product: A Repair Completed		
Costs:	\$53,650	\$54,438
Products:	200	200
Work Hours:	943	943
Product Cost:	\$268.25	\$272.19
Work Hours/Product:	4.72	4.72
<b>Activity 645110 - Maintain Trees</b>		
Product: A Tree		
Costs:	\$37,159	\$37,683
Products:	2,253	2,253
Work Hours:	866	866
Product Cost:	\$16.49	\$16.73
Work Hours/Product:	0.38	0.38

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64501 - Sunnyvale Golf Course: Landscapes and Components**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 645120 - Maintain Ground Cover, Shrubs, and Parking Lot</b>		
Product: An Acre		
Costs:	\$22,020	\$22,363
Products:	5	5
Work Hours:	453	453
Product Cost:	\$4,404.07	\$4,472.62
Work Hours/Product:	90.60	90.60
<b>Activity 645130 - Maintain Sand Traps</b>		
Product: An Acre		
Costs:	\$46,565	\$47,220
Products:	4	4
Work Hours:	1,175	1,175
Product Cost:	\$11,641.23	\$11,805.08
Work Hours/Product:	293.75	293.75
<b>Activity 645140 - Maintain Lakes</b>		
Product: An Acre		
Costs:	\$13,512	\$13,744
Products:	6	6
Work Hours:	130	130
Product Cost:	\$2,251.92	\$2,290.60
Work Hours/Product:	21.67	21.67

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64501 - Sunnyvale Golf Course: Landscapes and Components**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 645150 - Provide Course Set-Up</b>		
Product: A Scheduled Service		
Costs:	\$81,166	\$82,360
Products:	364	364
Work Hours:	1,673	1,673
Product Cost:	\$222.98	\$226.26
Work Hours/Product:	4.60	4.60
<b>Activity 645160 - Repair of Mechanical Equipment</b>		
Product: An Equipment Repair		
Costs:	\$90,319	\$91,639
Products:	2,900	2,900
Work Hours:	1,450	1,450
Product Cost:	\$31.14	\$31.60
Work Hours/Product:	0.50	0.50
<b>Activity 645170 - Plant Trees</b>		
Product: A Tree Planted		
Costs:	\$4,787	\$4,855
Products:	20	20
Work Hours:	115	115
Product Cost:	\$239.37	\$242.73
Work Hours/Product:	5.75	5.75

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64501 - Sunnyvale Golf Course: Landscapes and Components**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645180 - Remove Trees</b>		
Product: A Tree Removed		
Costs:	\$7,169	\$7,270
Products:	20	20
Work Hours:	180	180
Product Cost:	\$358.45	\$363.49
Work Hours/Product:	9.00	9.00
<b>Activity 645190 - Management and Supervisory Services for Sunnyvale Golf Course Landscapes and Components</b>		
Product: A Work Hour		
Costs:	\$61,061	\$63,147
Products:	820	820
Work Hours:	820	820
Product Cost:	\$74.46	\$77.01
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64501 - Sunnyvale Golf Course: Landscapes and Components</b>		
<b>Costs:</b>	<b>\$1,188,831</b>	<b>\$1,209,196</b>
<b>Hours:</b>	<b>18,126</b>	<b>18,126</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64502 - Sunnyvale Golf Course: Restaurant and Support Facilities**

Provide safe, usable and attractive well-maintained golf facilities for Sunnyvale residents, visitors and the business community, by:

- Maintaining support facilities at the Sunnyvale golf course in the form of restrooms, parking lots and the clubhouse, and
- Monitoring the revenue generated by the licensee, the sole operator of the restaurants at the Sunnyvale and Sunken Gardens golf courses, and ensuring License Agreement compliance.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64502 - Sunnyvale Golf Course: Restaurant and Support Facilities**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 645200 - Maintain Cart Paths</b>		
Product: An Acre		
Costs:	\$12,343	\$12,516
Products:	3	3
Work Hours:	299	299
Product Cost:	\$4,114.34	\$4,172.15
Work Hours/Product:	99.67	99.67
<b>Activity 645210 - Provide for Miscellaneous Repairs</b>		
Product: A Repair Completed		
Costs:	\$11,610	\$11,819
Products:	50	50
Work Hours:	86	86
Product Cost:	\$232.20	\$236.38
Work Hours/Product:	1.72	1.72
<b>Activity 645220 - Provide for Building Repairs</b>		
Product: A Repair Completed		
Costs:	\$15,009	\$15,261
Products:	50	50
Work Hours:	145	145
Product Cost:	\$300.17	\$305.22
Work Hours/Product:	2.90	2.90

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64502 - Sunnyvale Golf Course: Restaurant and Support Facilities**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 645230 - Provide Custodial Maintenance</b>		
Product: A Scheduled Service		
Costs:	\$63,450	\$64,525
Products:	364	364
Work Hours:	870	870
Product Cost:	\$174.31	\$177.27
Work Hours/Product:	2.39	2.39
<b>Activity 645240 - Provide Safety Inspections</b>		
Product: A Scheduled Inspection		
Costs:	\$1,557	\$1,579
Products:	12	12
Work Hours:	24	24
Product Cost:	\$129.77	\$131.59
Work Hours/Product:	2.00	2.00
<b>Activity 645250 - Monitor Restaurant Revenue and License Agreement Compliance</b>		
Product: A Dollar Collected		
Costs:	\$413	\$419
Products:	86,775	87,470
Work Hours:	7	7
Product Cost:	\$0.00	\$0.00
Work Hours/Product:	0.00	0.00

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64502 - Sunnyvale Golf Course: Restaurant and Support Facilities**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645260 - Management and Supervisory Services for Golf Restaurant and Support Facilities</b>		
Product: A Work Hour		
Costs:	\$6,925	\$7,162
Products:	93	93
Work Hours:	93	93
Product Cost:	\$74.46	\$77.01
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64502 - Sunnyvale Golf Course: Restaurant and Support Facilities</b>		
<b>Costs:</b>	<b>\$111,308</b>	<b>\$113,281</b>
<b>Hours:</b>	<b>1,524</b>	<b>1,524</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64503 - Sunnyvale Golf Course: Rental Services**

Provide safe, usable and attractive well-maintained golf facilities for Sunnyvale residents, visitors and the business community, by:

-Providing golf car rentals at Sunnyvale golf course.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64503 - Sunnyvale Golf Course: Rental Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
 <b>Activity 645310 - Repair Golf Cars - Sunnyvale</b>		
Product: A Golf Car Repaired		
Costs:	\$12,427	\$12,676
Products:	180	180
Work Hours:	0	0
Product Cost:	\$69.04	\$70.42
Work Hours/Product:	0.00	0.00
 <b>Activity 645320 - Management and Supervisory Services for Golf Rental Services</b>		
Product: A Work Hour		
Costs:	\$11,170	\$11,551
Products:	150	150
Work Hours:	150	150
Product Cost:	\$74.46	\$77.01
Work Hours/Product:	1.00	1.00
 <b>Activity 645330 - Provide Rental Golf Cars - Sunnyvale</b>		
Product: A Rental Golf Car Customer		
Costs:	\$101,009	\$102,192
Products:	12,500	12,500
Work Hours:	3,854	3,854
Product Cost:	\$8.08	\$8.18
Work Hours/Product:	0.31	0.31
 <b>Totals for Service Delivery Plan 64503 - Sunnyvale Golf Course: Rental Services</b>		
<b>Costs:</b>	<b>\$124,606</b>	<b>\$126,419</b>
<b>Hours:</b>	<b>4,004</b>	<b>4,004</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64504 - Sunnyvale Golf Course: Golf Shop Services**

Provide safe, usable and attractive well-maintained golf facilities for Sunnyvale residents, visitors and the business community, by:

-Providing golf shop services, registration/reservation of golf customers, merchandise sales at Sunnyvale golf course.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64504 - Sunnyvale Golf Course: Golf Shop Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645400 - Provide Customer Service - Sunnyvale</b>		
Product: A Golf Round		
Costs:	\$417,477	\$424,543
Products:	91,000	91,000
Work Hours:	6,814	6,814
Product Cost:	\$4.59	\$4.67
Work Hours/Product:	0.07	0.07
<b>Activity 645420 - Management and Supervisory Services for Sunnyvale Golf Course Golf Shop Services</b>		
Product: A Work Hour		
Costs:	\$75,805	\$78,395
Products:	1,018	1,018
Work Hours:	1,018	1,018
Product Cost:	\$74.46	\$77.01
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64504 - Sunnyvale Golf Course: Golf Shop Services</b>		
<b>Costs:</b>	<b>\$493,282</b>	<b>\$502,938</b>
<b>Hours:</b>	<b>7,832</b>	<b>7,832</b>

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

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64505 - Sunken Gardens Golf Course: Landscapes and Components**

Provide safe, usable and attractive well-maintained golf facilities for Sunnyvale residents, visitors and the business community, by:

- Maintaining golf course turf (in actively growing season, mow greens six times weekly, fairways tees and collars twice a week and roughs weekly, fertilize, water, control pests and repair irrigation systems),
- Maintaining golf course trees (prune, remove and plant as needed),
- Maintaining golf course water features (fill, control algae and operate pumps year-around),
- Maintaining golf course restrooms (perform custodial services daily and repair fixtures as needed),
- Maintaining golf course parking lots (remove debris daily),
- Maintaining golf course to provide amenities (cut cups, move tee markers, service ball washers, empty trash daily), and
- Maintaining golf course clubhouses (provide inspections and repairs).

**Notes**

1. For activity 645650 - "Repair of Mechanical Equipment", the product changed from a static amount to a counted amount beginning FY 2006/2007.

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64505 - Sunken Gardens Golf Course: Landscapes and Components**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 645500 - Mow Greens</b>		
Product: An Acre		
Costs:	\$32,385	\$32,978
Products:	265	265
Work Hours:	456	456
Product Cost:	\$122.21	\$124.45
Work Hours/Product:	1.72	1.72
<b>Activity 645510 - Maintain Greens</b>		
Product: An Acre		
Costs:	\$46,514	\$47,319
Products:	1	1
Work Hours:	525	525
Product Cost:	\$54,086.12	\$55,022.22
Work Hours/Product:	610.47	610.47
<b>Activity 645520 - Mow Tees and Collars</b>		
Product: An Acre		
Costs:	\$15,832	\$16,053
Products:	1	1
Work Hours:	315	315
Product Cost:	\$22,944.33	\$23,265.48
Work Hours/Product:	456.52	456.52

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64505 - Sunken Gardens Golf Course: Landscapes and Components**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 645530 - Maintain Tees and Collars</b>		
Product: An Acre		
Costs:	\$13,556	\$13,772
Products:	1	1
Work Hours:	209	209
Product Cost:	\$19,646.67	\$19,959.65
Work Hours/Product:	302.90	302.90
<b>Activity 645540 - Mow Fairways</b>		
Product: An Acre		
Costs:	\$41,715	\$42,483
Products:	1,768	1,768
Work Hours:	720	720
Product Cost:	\$23.59	\$24.03
Work Hours/Product:	0.41	0.41
<b>Activity 645550 - Maintain Fairways</b>		
Product: An Acre		
Costs:	\$18,236	\$18,582
Products:	20	20
Work Hours:	170	170
Product Cost:	\$911.82	\$929.09
Work Hours/Product:	8.50	8.50

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64505 - Sunken Gardens Golf Course: Landscapes and Components**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 645560 - Mow Driving Range</b>		
Product: An Acre		
Costs:	\$6,876	\$7,007
Products:	8	8
Work Hours:	120	120
Product Cost:	\$859.46	\$875.92
Work Hours/Product:	15.00	15.00
<b>Activity 645570 - Maintain Driving Range</b>		
Product: An Acre		
Costs:	\$20,869	\$21,241
Products:	8	8
Work Hours:	160	160
Product Cost:	\$2,608.58	\$2,655.13
Work Hours/Product:	20.00	20.00
<b>Activity 645580 - Provide for Control of Pests</b>		
Product: A Scheduled Service		
Costs:	\$8,693	\$8,835
Products:	30	30
Work Hours:	90	90
Product Cost:	\$289.75	\$294.51
Work Hours/Product:	3.00	3.00



**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64505 - Sunken Gardens Golf Course: Landscapes and Components**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 645590 - Provide Irrigation for Turf</b>		
Product: An Acre Irrigated		
Costs:	\$72,137	\$73,597
Products:	28	28
Work Hours:	517	517
Product Cost:	\$2,576.32	\$2,628.47
Work Hours/Product:	18.46	18.46
<b>Activity 645600 - Repair of Irrigation Equipment</b>		
Product: A Repair Completed		
Costs:	\$8,185	\$8,301
Products:	160	160
Work Hours:	150	150
Product Cost:	\$51.16	\$51.88
Work Hours/Product:	0.94	0.94
<b>Activity 645610 - Maintain Trees</b>		
Product: A Tree		
Costs:	\$12,841	\$13,042
Products:	854	854
Work Hours:	204	204
Product Cost:	\$15.04	\$15.27
Work Hours/Product:	0.24	0.24

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64505 - Sunken Gardens Golf Course: Landscapes and Components**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 645620 - Maintain Ground Cover, Shrubs, and Parking Lot</b>		
Product: An Acre		
Costs:	\$12,637	\$12,823
Products:	2	2
Work Hours:	297	297
Product Cost:	\$5,744.16	\$5,828.76
Work Hours/Product:	135.00	135.00
<b>Activity 645630 - Maintain Sand Traps</b>		
Product: An Acre		
Costs:	\$14,783	\$14,992
Products:	0	0
Work Hours:	330	330
Product Cost:	\$36,958.45	\$37,481.03
Work Hours/Product:	825.00	825.00
<b>Activity 645640 - Provide Course Set-Up</b>		
Product: A Scheduled Service		
Costs:	\$29,185	\$29,607
Products:	364	364
Work Hours:	570	570
Product Cost:	\$80.18	\$81.34
Work Hours/Product:	1.57	1.57

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64505 - Sunken Gardens Golf Course: Landscapes and Components**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 645650 - Repair of Mechanical Equipment</b>		
Product: An Equipment Repair		
Costs:	\$21,426	\$21,738
Products:	698	698
Work Hours:	349	349
Product Cost:	\$30.70	\$31.14
Work Hours/Product:	0.50	0.50
<b>Activity 645470 - Plant Trees</b>		
Product: A Tree Planted		
Costs:	\$1,683	\$1,710
Products:	8	8
Work Hours:	25	25
Product Cost:	\$210.35	\$213.73
Work Hours/Product:	3.13	3.13
<b>Activity 645480 - Remove Trees</b>		
Product: A Tree Removed		
Costs:	\$3,366	\$3,420
Products:	8	8
Work Hours:	50	50
Product Cost:	\$420.69	\$427.45
Work Hours/Product:	6.25	6.25

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64505 - Sunken Gardens Golf Course: Landscapes and Components**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645490 - Management and Supervisory Services for Sunken Gardens Golf Course Landscapes and Components</b>		
Product: A Work Hour		
Costs:	\$27,850	\$28,801
Products:	374	374
Work Hours:	374	374
Product Cost:	\$74.46	\$77.01
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64505 - Sunken Gardens Golf Course: Landscapes and Components</b>		
<b>Costs:</b>	<b>\$408,768</b>	<b>\$416,303</b>
<b>Hours:</b>	<b>5,631</b>	<b>5,631</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64506 - Sunken Gardens Golf Course: Restaurant and Support Facilities**

Provide safe, usable and attractive well-maintained golf facilities for Sunnyvale residents, visitors and the business community, by:

-Maintaining support facilities at the Sunken Gardens golf course in the form of restrooms, parking lots and the clubhouse.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64506 - Sunken Gardens Golf Course: Restaurant and Support Facilities**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 645660 - Provide for Miscellaneous Site Repair Activities</b>		
Product: A Repair Completed		
Costs:	\$3,232	\$3,282
Products:	18	18
Work Hours:	50	50
Product Cost:	\$179.55	\$182.31
Work Hours/Product:	2.78	2.78
<b>Activity 645670 - Provide for Building Repairs</b>		
Product: A Repair Completed		
Costs:	\$6,642	\$6,745
Products:	10	10
Work Hours:	89	89
Product Cost:	\$664.23	\$674.45
Work Hours/Product:	8.90	8.90
<b>Activity 645680 - Provide Custodial Maintenance</b>		
Product: A Scheduled Service		
Costs:	\$34,013	\$34,474
Products:	364	364
Work Hours:	913	913
Product Cost:	\$93.44	\$94.71
Work Hours/Product:	2.51	2.51

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64506 - Sunken Gardens Golf Course: Restaurant and Support Facilities**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645690 - Provide Safety Inspections</b>		
Product: A Scheduled Inspection		
Costs:	\$1,402	\$1,421
Products:	12	12
Work Hours:	24	24
Product Cost:	\$116.80	\$118.43
Work Hours/Product:	2.00	2.00
<b>Activity 645790 - Management and Supervisory Services for Sunken Gardens Golf Course Restaurant and Support Facilities</b>		
Product: A Work Hour		
Costs:	\$6,925	\$7,162
Products:	93	93
Work Hours:	93	93
Product Cost:	\$74.46	\$77.01
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64506 - Sunken Gardens Golf Course: Restaurant and Support Facilities</b>		
<b>Costs:</b>	<b>\$52,213</b>	<b>\$53,083</b>
<b>Hours:</b>	<b>1,169</b>	<b>1,169</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64507 - Sunken Gardens Golf Course: Driving Range Services**

Provide safe, usable and attractive well-maintained golf facilities for Sunnyvale residents, visitors and the business community, by:

-Providing driving range and golf instruction services at Sunken Gardens golf course.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64507 - Sunken Gardens Golf Course: Driving Range Services**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 645700 - Prepare Driving Range - Sunken Gardens</b>		
Product: An Open Day		
Costs:	\$99,441	\$100,284
Products:	350	350
Work Hours:	4,993	4,993
Product Cost:	\$284.12	\$286.52
Work Hours/Product:	14.27	14.27
<b>Activity 645710 - Repair Driving Range Equipment - Sunken Gardens</b>		
Product: A Repair Completed		
Costs:	\$3,682	\$3,743
Products:	16	16
Work Hours:	25	25
Product Cost:	\$230.11	\$233.92
Work Hours/Product:	1.56	1.56
<b>Activity 645720 - Provide Golf Instruction - Sunken Gardens</b>		
Product: A Lesson Provided		
Costs:	\$31,932	\$32,543
Products:	1,824	1,824
Work Hours:	625	625
Product Cost:	\$17.51	\$17.84
Work Hours/Product:	0.34	0.34

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64507 - Sunken Gardens Golf Course: Driving Range Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645730 - Management and Supervisory Services for Driving Range Services</b>		
Product: A Work Hour		
Costs:	\$11,406	\$11,795
Products:	174	174
Work Hours:	174	174
Product Cost:	\$65.55	\$67.79
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64507 - Sunken Gardens Golf Course: Driving Range Services</b>		
<b>Costs:</b>	<b>\$146,462</b>	<b>\$148,365</b>
<b>Hours:</b>	<b>5,817</b>	<b>5,817</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64508 - Sunken Gardens Golf Course: Golf Shop Services**

Provide safe, usable and attractive well-maintained golf facilities for Sunnyvale residents, visitors and the business community, by:

-Providing golf shop services, registration/reservation of golf customers, merchandise sales at Sunken Gardens golf course.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64508 - Sunken Gardens Golf Course: Golf Shop Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645800 - Provide Customer Service - Sunken Gardens</b>		
Product: A Golf Round		
Costs:	\$143,202	\$145,138
Products:	77,000	77,500
Work Hours:	5,128	5,128
Product Cost:	\$1.86	\$1.87
Work Hours/Product:	0.07	0.07
<b>Activity 645820 - Management and Supervisory Services for Sunken Gardens Golf Course Golf Shop Services</b>		
Product: A Work Hour		
Costs:	\$62,644	\$64,780
Products:	973	973
Work Hours:	973	973
Product Cost:	\$64.38	\$66.58
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64508 - Sunken Gardens Golf Course: Golf Shop Services</b>		
<b>Costs:</b>	<b>\$205,846</b>	<b>\$209,918</b>
<b>Hours:</b>	<b>6,101</b>	<b>6,101</b>

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

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64509 - Management and Support Services**

Provide management and supervisory services, organization, administrative support, training, meetings and rental rates for Program 645, Golf Course Maintenance Operations and Golf Shop Services, by:

- Providing management and supervisory services to promote customer satisfaction and confidence by organizing staffs' efforts, addressing citizen concerns, monitoring productivity and efficiency,
- Providing administrative support to promote customer satisfaction and confidence,
- Providing technical, organizational and safety training for Golf staff, and
- Providing meetings including personnel, capital project, team-building, behavioral and fiscal for Golf staff.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64509 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645870 - Management and Supervisory Services for Golf Courses - Program-Wide and City-Wide</b>		
Product: A Work Hour		
Costs:	\$98,948	\$101,929
Products:	420	420
Work Hours:	420	420
Product Cost:	\$235.59	\$242.69
Work Hours/Product:	1.00	1.00
<b>Activity 645880 - Management and Supervisory Services for Golf Shop Services - Program-Wide and City-Wide</b>		
Product: A Work Hour		
Costs:	\$75,268	\$77,582
Products:	824	824
Work Hours:	824	824
Product Cost:	\$91.34	\$94.15
Work Hours/Product:	1.00	1.00
<b>Activity 645890 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$28,348	\$28,747
Products:	480	480
Work Hours:	480	480
Product Cost:	\$59.06	\$59.89
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64509 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645900 - Staff Training and Development for Golf Course Operations</b>		
Product: A Training Hour		
Costs:	\$18,597	\$18,895
Products:	377	377
Work Hours:	377	377
Product Cost:	\$49.33	\$50.12
Work Hours/Product:	1.00	1.00
<b>Activity 645910 - Staff Training and Development for Golf Shop Services</b>		
Product: A Training Hour		
Costs:	\$7,969	\$8,159
Products:	150	150
Work Hours:	150	150
Product Cost:	\$53.13	\$54.40
Work Hours/Product:	1.00	1.00
<b>Activity 645920 - Meetings for Golf Course Operations</b>		
Product: A Meeting Hour		
Costs:	\$14,819	\$15,064
Products:	295	295
Work Hours:	295	295
Product Cost:	\$50.23	\$51.07
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

**Service Delivery Plan 64509 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 645930 - Meetings for Golf Shop Services</b>		
Product: A Meeting Hour		
Costs:	\$30,429	\$31,387
Products:	494	494
Work Hours:	494	494
Product Cost:	\$61.60	\$63.54
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64509 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$274,378</b>	<b>\$281,763</b>
<b>Hours:</b>	<b>3,040</b>	<b>3,040</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 645 - Golf Course Maintenance Operations and Golf Shop Services**

		<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Totals for Program 645</b>	<b>Costs:</b>	<b>\$3,005,692</b>	<b>\$3,061,265</b>
	<b>Hours:</b>	<b>53,244</b>	<b>53,244</b>

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

### **Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

#### **Program Performance Statement**

Provide cost effective arts and recreation programs, facilities and services that result in high customer satisfaction and participation due to quality, cost and availability of options, by:

- Providing recreation, sports and arts opportunities for pre-school, youth, teens and adults, including after-school and summer recreation programs, year-round activities and classes, and sports leagues that are offered through City programs, partnerships with non-profit agencies and four local school districts,
- Supporting the needs of seniors for recreation, socialization and support services through classes, special events, a lunch program, and health and support services,
- Supporting the needs of physically and mentally challenged individuals through a philosophy of inclusion and accommodation, by providing specifically designed and supervised therapeutic recreation programs,
- Offering volunteer opportunities for teens and seniors to foster a greater sense of community and provide leadership opportunities for teens,
- Administering established policies that require art in eligible public and private developments as to enhance the visual landscape of the community,
- Maintaining, scheduling and operating City owned or leased recreation facilities, including six swimming pools, a recreation building, a theatre, a creative arts center, an indoor sports center, a dance studio, two gymnastics studios and a senior center to ensure they are safe, attractive and usable, as well as making recreation facilities available for rental use when possible,
- Developing and monitoring agreements for tennis center operations, the Fremont Pool and four artist studios,
- Administering the Fee Waiver Program to provide access to recreation programs for economically disadvantaged Sunnyvale residents who meet the established eligibility criteria,
- Providing reception, registration, scheduling and marketing services to maximize participation in recreation programs and public use of recreation facilities, and
- Providing case management for Sunnyvale seniors including assessment of core and service needs, and arranging and maintaining delivery of appropriate services.

#### **Notes**

1. Please be advised that the costs in each activity in Program 646 reflect direct costs only. These include program staff time, materials, supplies, instructors, equipment, printing, and other direct costs. Indirect costs such as management and supervision are budgeted in SDP 15 - "Management and Support Services.
2. \$57,000 has been added to Activity #646715 in FY 2006/2007 based on Council action on February 28, 2006. Report to Council 06-053: Fee Waiver Program FY 2005/2006 Budget Issue addressed an on-going budget concern resulting from increased demand for recreation fee waivers. Council took action to approve a Budget Modification of \$76,000 to continue the Recreation Fee Waiver Program through June 30, 2006; Council also directed staff to add \$57,000 or \$19,000 per month to the FY 2006/2007 budget to supplement the fee waiver budget until the Study Issue goes to Council in September. The action also reduced the maximum fee waiver allowed per individual from \$250 to \$180, and limited the income eligibility criteria to "very low" and "very, very low" income categories. These modifications are to continue through September 12, 2006, when City Council will be reviewing a report on the Study Issue to consider the effectiveness and efficiency of the Recreation Fee Waiver Program.

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* A customer satisfaction rating of 85% is achieved among youth participants of recreation programs. <b>- Percent of Satisfied Customers</b>	I	85.00%	85.00%
* A customer satisfaction rating of 85% is achieved among teen participants of recreation programs. <b>- Percent of Satisfied Customers</b>	I	85.00%	85.00%
* A customer satisfaction rating of 85% is achieved among adult participants of recreation programs. <b>- Percent of Satisfied Customers</b>	I	85.00%	85.00%
* A customer satisfaction rating of 85% is achieved for therapeutic recreation programs. <b>- Percent of Satisfied Customers</b>	I	85.00%	85.00%
* A customer satisfaction rating of 85% is achieved for senior center programs. <b>- Percent of Satisfied Customers</b>	I	85.00%	85.00%
* A customer satisfaction rating of 85% is achieved among users of recreation facilities. <b>- Percent of Satisfied Customers</b>	I	85.00%	85.00%
* A customer satisfaction rating of 85% is achieved among users of senior lunch program. <b>- Percent of Satisfied Customers</b>	I	85.00%	85.00%
* A customer satisfaction rating of 85% is achieved among users of front counter services at senior center. <b>- Percent of Satisfied Customers</b>	I	85.00%	85.00%
* A customer satisfaction rating of 85% is achieved among users of front counter services at community center. <b>- Percent of Satisfied Customers</b>	I	85.00%	85.00%

**Productivity**

* Number of youth participant hours in Recreation programs. <b>- Number of Participant Hours</b>	C	270,000.00	270,000.00
* Number of teen participant hours in Recreation programs. <b>- Number of Participant Hours</b>	C	71,500.00	71,500.00
* Number of adult participant hours (may include participation by seniors and older teens) in Recreation programs. <b>- Number of Participant Hours</b>	C	219,000.00	219,000.00

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Program Measures**

**Productivity**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Number of therapeutic participant hours in Recreation programs. <b>- Number of Participant Hours</b>	C	<b>7,000.00</b>	<b>7,000.00</b>
* Number of senior participant hours in Recreation programs. <b>- Number of Participant Hours</b>	C	<b>280,000.00</b>	<b>280,000.00</b>
* Number of youth participants in Recreation programs. <b>- Number of Participants</b>	C	<b>45,784.00</b>	<b>45,784.00</b>
* Number of teen participants in Recreation programs. <b>- Number of Participants</b>	C	<b>10,875.00</b>	<b>10,875.00</b>
* Number of adult participants (may include seniors and older teens) in Recreation programs. <b>- Number of Participants</b>	C	<b>92,940.00</b>	<b>92,940.00</b>
* Number of therapeutic participants in Recreation programs. <b>- Number of Participants</b>	C	<b>450.00</b>	<b>450.00</b>
* Number of senior participants in Recreation programs. <b>- Number of Participants</b>	C	<b>80,051.00</b>	<b>80,051.00</b>
* Number of hours Recreation Building and Senior Center front counters provide service to the public. <b>- Number of Hours Front Counters Provide Service</b>	I	<b>5,100.00</b>	<b>5,100.00</b>
* Number of artworks in City's permanent collection that are inspected annually. <b>- Number of Artworks Inspected</b>	I	<b>63.00</b>	<b>63.00</b>
* Number of volunteer hours managed by Recreation staff. <b>- Number of Volunteer Hours Managed by Recreation Staff</b>	I	<b>29,000.00</b>	<b>29,000.00</b>
* Number of Senior Center memberships. <b>- Number of Memberships</b>	I	<b>3,900.00</b>	<b>3,900.00</b>
* Number of paid participants in Senior Center programs who are not members. <b>- Number of Paid Participants</b>	I	<b>400.00</b>	<b>400.00</b>
* The number of Sunnyvale citizens served by the Case Management Program. <b>- A Senior Served</b>	I	<b>60.00</b>	<b>60.00</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Program Measures**

**Productivity**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Number of recipients benefiting from the Recreation Fee Waiver Program. <b>- Number of Individuals</b>	D	<b>1,500.00</b>	<b>1,500.00</b>
* Number of program hours from Recreation Fee Waivers. <b>- Number of Program Hours</b>	D	<b>16,800.00</b>	<b>16,800.00</b>
* Number of occupancy hours from rentals of recreation facilities. <b>- Number of Rental Occupancy Hours</b>	D	<b>19,374.00</b>	<b>19,374.00</b>
* Average number of Arts staff hours to complete one art in private development project. <b>- Number of Staff Hours Required to Complete One AIPD Project</b>	D	<b>22.00</b>	<b>22.00</b>

**Cost Effectiveness**

* Percent of cost recovery for youth programs. <b>- Percent of Cost Recovery</b>	I	<b>89.07%</b>	<b>87.40%</b>
* Percent of cost recovery for teen programs. <b>- Percent of Cost Recovery</b>	I	<b>29.32%</b>	<b>28.79%</b>
* Percent of cost recovery for senior programs. <b>- Percent of Cost Recovery</b>	I	<b>50.74%</b>	<b>49.82%</b>
* Percent of cost recovery for adult programs. <b>- Percent of Cost Recovery</b>	I	<b>87.13%</b>	<b>85.57%</b>

**Financial**

* Actual total expenditures for Arts and Recreation Programs and Operation of Recreation Facilities will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$8,168,563</b>	<b>\$8,279,923</b>
* Actual total revenues for Arts and Recreation Programs and Operation of Recreation Facilities will meet or exceed planned program revenues. <b>- Total Program Revenues</b>	C	<b>\$3,549,073</b>	<b>\$3,642,735</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64601 - Elementary School After-School and Summer Recreation Programs**

Support the needs of elementary school aged children for recreation and art services by providing programs that enhance self-esteem, promote health and self-reliance; and, provide opportunities for creativity, physical activity and personal development through activities such as:

- After school enrichment programs offered in partnership with the Sunnyvale Elementary School District at two elementary school sites,
- Year round mobile recreation program with five Sunnyvale schools during the school year and up to eight sites during the summer months,
- After school recreation and enrichment programs offered at four elementary school sites located in Sunnyvale,
- Summer Recreation and Specialty Camps for ages 5 to 12, and
- Summer drop-in program at Lakewood Park Building for ages 5 to 12.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64601 - Elementary School After-School and Summer Recreation Programs**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646000 - School Year/School Based After School Programs (41% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$146,940	\$149,673
Products:	12,000	12,000
Work Hours:	3,781	3,781
Product Cost:	\$12.25	\$12.47
Work Hours/Product:	0.32	0.32
<b>Activity 646005 - Year-Round Mobile Recreation Program</b>		
Product: A Participant Hour		
Costs:	\$153,043	\$155,944
Products:	11,080	11,080
Work Hours:	4,026	4,026
Product Cost:	\$13.81	\$14.07
Work Hours/Product:	0.36	0.36
<b>Activity 646010 - School Year Recreation / Enrichment Programs</b>		
Product: A Participant Hour		
Costs:	\$74,788	\$76,125
Products:	12,400	12,400
Work Hours:	1,003	1,003
Product Cost:	\$6.03	\$6.14
Work Hours/Product:	0.08	0.08



**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64601 - Elementary School After-School and Summer Recreation Programs**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646015 - Summer Camps (50% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$282,810	\$288,301
Products:	48,800	48,800
Work Hours:	7,339	7,339
Product Cost:	\$5.80	\$5.91
Work Hours/Product:	0.15	0.15
<b>Activity 646020 - Summer Enrichment Program (145% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$83,856	\$85,346
Products:	12,000	12,000
Work Hours:	1,647	1,647
Product Cost:	\$6.99	\$7.11
Work Hours/Product:	0.14	0.14
<b>Activity 646025 - Summer Drop-in Programs (140% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$53,274	\$54,330
Products:	5,000	5,000
Work Hours:	2,031	2,031
Product Cost:	\$10.65	\$10.87
Work Hours/Product:	0.41	0.41

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64601 - Elementary School After-School and Summer Recreation Programs**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646030 - Supervisory Services for Elementary School Aged Children</b>		
Product: A Work Hour		
Costs:	\$112,345	\$116,266
Products:	1,371	1,371
Work Hours:	1,371	1,371
Product Cost:	\$81.94	\$84.80
Work Hours/Product:	1.00	1.00
<b>Activity 646035 - Administrative Support for Elementary School Aged Children</b>		
Product: A Work Hour		
Costs:	\$54,206	\$55,333
Products:	1,244	1,244
Work Hours:	1,244	1,244
Product Cost:	\$43.57	\$44.48
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64601 - Elementary School After-School and Summer Recreation Programs</b>		
<b>Costs:</b>	<b>\$961,262</b>	<b>\$981,319</b>
<b>Hours:</b>	<b>22,442</b>	<b>22,442</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64602 - Middle School After-School and Summer Recreation Programs**

Support the needs of middle school aged teens for recreation and art services by providing programs that enhance self-esteem, promote health and self-reliance; and, provide opportunities for creativity, physical activity and personal development through activities such as:

- After school recreation and enrichment program offered at Sunnyvale Middle School,
- Dances, excursions and/or other recreation activities for Sunnyvale middle school aged teens,
- After school intramural sports league at Sunnyvale Middle School and Columbia Middle School,
- Summer volunteer program for middle school aged teens to work in recreation programs; and
- Summer camp / excursion program for middle school aged teens.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64602 - Middle School After-School and Summer Recreation Programs**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646055 - School Year / School Based After School Program at Sunnyvale (3% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$99,481	\$101,301
Products:	7,819	7,819
Work Hours:	2,269	2,269
Product Cost:	\$12.72	\$12.96
Work Hours/Product:	0.29	0.29
<b>Activity 646060 - School Year Excursions and Special Activities for Middle School Teens (23% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$31,482	\$32,107
Products:	1,900	1,900
Work Hours:	645	645
Product Cost:	\$16.57	\$16.90
Work Hours/Product:	0.34	0.34
<b>Activity 646065 - Serve as the Fiscal Agent for the After School Sports Program at Sunnyvale Middle School (82% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$35,327	\$35,997
Products:	19,000	19,000
Work Hours:	175	175
Product Cost:	\$1.86	\$1.89
Work Hours/Product:	0.01	0.01

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64602 - Middle School After-School and Summer Recreation Programs**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 646070 - Serve as the Fiscal Agent for the After School Sports Program at Columbia Middle School (69% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$33,258	\$33,886
Products:	14,000	14,000
Work Hours:	175	175
Product Cost:	\$2.38	\$2.42
Work Hours/Product:	0.01	0.01
<b>Activity 646075 - Summer Teen Volunteer Program for Recreation</b>		
Product: A Volunteer Hour		
Costs:	\$58,275	\$59,294
Products:	5,000	5,000
Work Hours:	909	909
Product Cost:	\$11.65	\$11.86
Work Hours/Product:	0.18	0.18
<b>Activity 646080 - Summer Camps and Trips (36% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$72,370	\$73,773
Products:	4,700	4,700
Work Hours:	1,102	1,102
Product Cost:	\$15.40	\$15.70
Work Hours/Product:	0.23	0.23

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64602 - Middle School After-School and Summer Recreation Programs**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646085 - Supervisory Services for Middle School Aged Teens</b>		
Product: A Work Hour		
Costs:	\$30,890	\$31,954
Products:	365	365
Work Hours:	365	365
Product Cost:	\$84.63	\$87.54
Work Hours/Product:	1.00	1.00
<b>Activity 646090 - Administrative Support for Middle School Aged Teens</b>		
Product: A Work Hour		
Costs:	\$14,510	\$14,812
Products:	333	333
Work Hours:	333	333
Product Cost:	\$43.57	\$44.48
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64602 - Middle School After-School and Summer Recreation Programs</b>		
<b>Costs:</b>	<b>\$375,592</b>	<b>\$383,123</b>
<b>Hours:</b>	<b>5,973</b>	<b>5,973</b>

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

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64603 - High School After-School and Summer Recreation Programs**

Support the needs of high school aged teens for recreation and art services by providing safe and supervised programs that enhance self-esteem, promote health and self-reliance; and, provide opportunities for creativity, physical activity and personal development through activities such as:

- Recreation Teen Advisory Committee,
- Educational and recreation classes and activities,
- Teen entertainment, and
- NOVA Youth Employment Program.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64603 - High School After-School and Summer Recreation Programs**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 646110 - Recreation and Educational Programs (52% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$76,923	\$78,330
Products:	11,000	11,000
Work Hours:	995	995
Product Cost:	\$6.99	\$7.12
Work Hours/Product:	0.09	0.09
<b>Activity 646115 - Entertainment Programs (5% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$36,559	\$37,216
Products:	2,000	2,000
Work Hours:	538	538
Product Cost:	\$18.28	\$18.61
Work Hours/Product:	0.27	0.27
<b>Activity 646125 - Supervisory Services for High School Aged Teens</b>		
Product: A Work Hour		
Costs:	\$9,919	\$10,247
Products:	106	106
Work Hours:	106	106
Product Cost:	\$93.58	\$96.67
Work Hours/Product:	1.00	1.00



**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64603 - High School After-School and Summer Recreation Programs**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646130 - Administrative Support for High School Aged Teens</b>		
Product: A Work Hour		
Costs:	\$5,360	\$5,471
Products:	123	123
Work Hours:	123	123
Product Cost:	\$43.57	\$44.48
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64603 - High School After-School and Summer Recreation Programs</b>		
<b>Costs:</b>	<b>\$128,761</b>	<b>\$131,265</b>
<b>Hours:</b>	<b>1,762</b>	<b>1,762</b>

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

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64604 - Senior Recreation Classes, Activities, Services and Registration**

Support the needs of older adults for recreation and arts services by providing:

- Congregate lunches, Monday through Friday, special events, meeting space for senior clubs/organizations, drop-in billiards/games/movies/dance activities that encourage socialization,
- Services such as tax assistance, notary, legal counseling, and information on housing, insurance and transportation that help promote self-reliance,
- Fitness classes, drop-in fitness room, support groups, table tennis, health screenings, and flu shots that help maintain and improve good health and wellness,
- Volunteer opportunities, trips, forums, lectures and a wide variety of instructional / educational classes that help promote self-esteem and provide outlets for creativity, expression and personal development, and
- Case management for Sunnyvale seniors including assessment of core and service needs, and arranging for and monitoring services.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64604 - Senior Recreation Classes, Activities, Services and Registration**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646150 - Coordinate Senior Health Services Provided by Volunteers</b>		
Product: A Participant		
Costs:	\$13,760	\$13,993
Products:	4,000	4,000
Work Hours:	200	200
Product Cost:	\$3.44	\$3.50
Work Hours/Product:	0.05	0.05
<b>Activity 646155 - Coordinate Senior Support Services Provided by Outside Agencies</b>		
Product: A Participant		
Costs:	\$25,051	\$25,491
Products:	1,200	1,200
Work Hours:	350	350
Product Cost:	\$20.88	\$21.24
Work Hours/Product:	0.29	0.29
<b>Activity 646160 - Senior Classes and Activities (32% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$170,309	\$173,285
Products:	35,000	35,000
Work Hours:	2,848	2,848
Product Cost:	\$4.87	\$4.95
Work Hours/Product:	0.08	0.08

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64604 - Senior Recreation Classes, Activities, Services and Registration**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646165 - Coordinate Senior Classes with Adult Education Providers</b>		
Product: A Participant Hour		
Costs:	\$10,043	\$10,251
Products:	105,000	105,000
Work Hours:	125	125
Product Cost:	\$0.10	\$0.10
Work Hours/Product:	0.00	0.00
<b>Activity 646170 - Senior Trips (116% Direct Cost Recovery)</b>		
Product: A Trip Taken		
Costs:	\$152,979	\$155,946
Products:	17,400	17,400
Work Hours:	1,700	1,700
Product Cost:	\$8.79	\$8.96
Work Hours/Product:	0.10	0.10
<b>Activity 646175 - Coordinate Senior Special Events (24% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$39,256	\$39,973
Products:	7,000	7,000
Work Hours:	365	365
Product Cost:	\$5.61	\$5.71
Work Hours/Product:	0.05	0.05

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64604 - Senior Recreation Classes, Activities, Services and Registration**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 646180 - Senior Lunch Program (54% Direct Cost Recovery)</b>		
Product: A Meal Served		
Costs:	\$53,937	\$54,963
Products:	6,250	6,250
Work Hours:	250	250
Product Cost:	\$8.63	\$8.79
Work Hours/Product:	0.04	0.04
<b>Activity 646185 - Senior Center Volunteer Program</b>		
Product: A Volunteer Hour		
Costs:	\$65,238	\$66,365
Products:	20,000	20,000
Work Hours:	1,222	1,222
Product Cost:	\$3.26	\$3.32
Work Hours/Product:	0.06	0.06
<b>Activity 646190 - Senior Center Reception, Registration, Information and Referral Services (44% Direct Cost Recovery)</b>		
Product: A Service Hour		
Costs:	\$211,648	\$215,671
Products:	2,900	2,900
Work Hours:	5,014	5,014
Product Cost:	\$72.98	\$74.37
Work Hours/Product:	1.73	1.73

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64604 - Senior Recreation Classes, Activities, Services and Registration**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646195 - Supervisory Services for Seniors</b>		
Product: A Work Hour		
Costs:	\$96,446	\$99,799
Products:	1,166	1,166
Work Hours:	1,166	1,166
Product Cost:	\$82.72	\$85.59
Work Hours/Product:	1.00	1.00
<b>Activity 646200 - Administrative Support for Seniors</b>		
Product: A Work Hour		
Costs:	\$65,751	\$66,925
Products:	1,199	1,199
Work Hours:	1,199	1,199
Product Cost:	\$54.84	\$55.82
Work Hours/Product:	1.00	1.00
<b>Activity 646205 - Case Management for Sunnyvale Seniors</b>		
Product: A Client Served		
Costs:	\$73,646	\$74,853
Products:	60	60
Work Hours:	1,540	1,540
Product Cost:	\$1,227.43	\$1,247.54
Work Hours/Product:	25.67	25.67
<b>Totals for Service Delivery Plan 64604 - Senior Recreation Classes, Activities, Services and Registration</b>		
<b>Costs:</b>	<b>\$978,066</b>	<b>\$997,515</b>
<b>Hours:</b>	<b>15,979</b>	<b>15,979</b>

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

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64605 - Pre-School and Therapeutic Recreation Programs**

Support the needs of pre-school aged children, and physically and mentally challenged individuals, for recreation and art activities by providing safe and supervised group programs, by following a philosophy of inclusion and reasonable accommodation when possible, and provide specific programs designed to:

- Enhance self-esteem and self reliance through safe and supervised activities that offer opportunities for success and recognition,
- Promote good health (nutritional snacks/food and physical activities),
- Present opportunities for creativity, expression and personal development through teaching and practicing new information and skills such as how to function within groups (cooperation, sharing, taking turns, etc.),
- How to listen, and follow directions, and
- Experience attending events and activities in the community.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64605 - Pre-School and Therapeutic Recreation Programs**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646220 - Pre-School Recreation Classes (100% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$130,390	\$132,751
Products:	15,000	15,000
Work Hours:	4,200	4,200
Product Cost:	\$8.69	\$8.85
Work Hours/Product:	0.28	0.28
<b>Activity 646225 - T/R Information, Referral, and Coordination with Other Agencies</b>		
Product: A Contact		
Costs:	\$20,640	\$20,990
Products:	1,000	1,000
Work Hours:	300	300
Product Cost:	\$20.64	\$20.99
Work Hours/Product:	0.30	0.30
<b>Activity 646230 - T/R Classes and Activities (69% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$51,750	\$52,739
Products:	5,200	5,200
Work Hours:	1,480	1,480
Product Cost:	\$9.95	\$10.14
Work Hours/Product:	0.28	0.28



**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64605 - Pre-School and Therapeutic Recreation Programs**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646235 - Supervisory Services for Pre-School and Therapeutic Programs</b>		
Product: A Work Hour		
Costs:	\$48,648	\$50,324
Products:	576	576
Work Hours:	576	576
Product Cost:	\$84.46	\$87.37
Work Hours/Product:	1.00	1.00
<b>Activity 646240 - Administrative Support for Pre-School and Therapeutic Programs</b>		
Product: A Work Hour		
Costs:	\$32,728	\$33,313
Products:	593	593
Work Hours:	593	593
Product Cost:	\$55.19	\$56.18
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64605 - Pre-School and Therapeutic Recreation Programs</b>		
<b>Costs:</b>	<b>\$284,156</b>	<b>\$290,116</b>
<b>Hours:</b>	<b>7,149</b>	<b>7,149</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64606 - Adult Visual and Performing Arts Classes and Activities**

Support the needs of adults for visual and performing arts services, opportunities for creativity, physical activity and personal development by providing:

- Music classes and activities,
- Dance classes and activities,
- Drama classes and activities,
- Visual arts classes and exhibits, and
- City-presented theatre performances (Evenings of Cultural Arts Series).

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64606 - Adult Visual and Performing Arts Classes and Activities**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646260 - Music Classes and Activities for Adults (70% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$21,053	\$21,426
Products:	2,250	2,250
Work Hours:	332	332
Product Cost:	\$9.36	\$9.52
Work Hours/Product:	0.15	0.15
<b>Activity 646265 - Dance Classes and Activities for Adults (188% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$49,223	\$50,113
Products:	34,000	34,000
Work Hours:	651	651
Product Cost:	\$1.45	\$1.47
Work Hours/Product:	0.02	0.02
<b>Activity 646270 - Drama Classes and Activities for Adults (156% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$2,361	\$2,402
Products:	250	250
Work Hours:	36	36
Product Cost:	\$9.44	\$9.61
Work Hours/Product:	0.14	0.14

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64606 - Adult Visual and Performing Arts Classes and Activities**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646275 - Visual Arts Classes and Activities for Adults (59% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$34,493	\$35,103
Products:	2,000	2,000
Work Hours:	516	516
Product Cost:	\$17.25	\$17.55
Work Hours/Product:	0.26	0.26
<b>Activity 646280 - Pottery Classes and Drop-in Studio (60% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$146,209	\$148,731
Products:	19,000	19,000
Work Hours:	3,130	3,130
Product Cost:	\$7.70	\$7.83
Work Hours/Product:	0.16	0.16
<b>Activity 646285 - City Presented Theatre Performances (43% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$44,221	\$45,186
Products:	3,515	3,515
Work Hours:	389	389
Product Cost:	\$12.58	\$12.86
Work Hours/Product:	0.11	0.11

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64606 - Adult Visual and Performing Arts Classes and Activities**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646290 - Gallery Shows</b>		
Product: An Exhibit		
Costs:	\$1,995	\$2,029
Products:	2	2
Work Hours:	29	29
Product Cost:	\$997.61	\$1,014.51
Work Hours/Product:	14.50	14.50
<b>Activity 646295 - Supervisory Services for Adult Visual and Performing Arts Programs</b>		
Product: A Work Hour		
Costs:	\$81,884	\$84,734
Products:	993	993
Work Hours:	993	993
Product Cost:	\$82.46	\$85.33
Work Hours/Product:	1.00	1.00
<b>Activity 646300 - Administrative Support for Adult Visual and Performing Arts Programs</b>		
Product: A Work Hour		
Costs:	\$56,096	\$57,097
Products:	1,022	1,022
Work Hours:	1,022	1,022
Product Cost:	\$54.89	\$55.87
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64606 - Adult Visual and Performing Arts Classes and Activities</b>		
<b>Costs:</b>	<b>\$437,534</b>	<b>\$446,822</b>
<b>Hours:</b>	<b>7,098</b>	<b>7,098</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64607 - Youth Visual and Performing Arts Activities and Classes**

Support the needs of youth and teens for visual and performing arts services by providing safe and supervised programs that enhance self-esteem, promote health and self-reliance; and provide opportunities for creativity, physical activity and personal development by providing:

- Music classes and activities,
- Dance classes and activities,
- Drama classes and activities, and
- Visual arts classes and activities.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64607 - Youth Visual and Performing Arts Activities and Classes**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 646320 - Music Classes and Activities for Youth (99% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$73,087	\$74,508
Products:	4,900	4,900
Work Hours:	337	337
Product Cost:	\$14.92	\$15.21
Work Hours/Product:	0.07	0.07
<b>Activity 646325 - Dance Classes and Activities for Youth (132% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$76,884	\$78,372
Products:	10,000	10,000
Work Hours:	411	411
Product Cost:	\$7.69	\$7.84
Work Hours/Product:	0.04	0.04
<b>Activity 646330 - Drama Classes and Activities for Youth (219% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$36,278	\$36,941
Products:	4,900	4,900
Work Hours:	543	543
Product Cost:	\$7.40	\$7.54
Work Hours/Product:	0.11	0.11

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64607 - Youth Visual and Performing Arts Activities and Classes**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646335 - Visual Arts and Special Interest Classes and Activities for Youth (69% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$130,319	\$132,674
Products:	14,173	14,173
Work Hours:	1,815	1,815
Product Cost:	\$9.19	\$9.36
Work Hours/Product:	0.13	0.13
<b>Activity 646340 - Supervisory Services for Youth Visual and Performing Arts Programs</b>		
Product: A Work Hour		
Costs:	\$50,630	\$52,384
Products:	607	607
Work Hours:	607	607
Product Cost:	\$83.41	\$86.30
Work Hours/Product:	1.00	1.00
<b>Activity 646345 - Administrative Support for Youth Visual and Performing Arts Programs</b>		
Product: A Work Hour		
Costs:	\$34,219	\$34,830
Products:	624	624
Work Hours:	624	624
Product Cost:	\$54.84	\$55.82
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64607 - Youth Visual and Performing Arts Activities and Classes</b>		
<b>Costs:</b>	<b>\$401,417</b>	<b>\$409,708</b>
<b>Hours:</b>	<b>4,337</b>	<b>4,337</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64608 - Public Visual Art**

Enhance the visual landscape and aesthetics of the City by administering the established City policies that require public art in eligible City construction projects and the zoning code that requires public art in eligible private development projects.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64608 - Public Visual Art**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646365 - Art in Public Places Program (0% Direct Cost Recovery)</b>		
Product: A Project in Development		
Costs:	\$16,925	\$17,217
Products:	5	5
Work Hours:	250	250
Product Cost:	\$3,385.01	\$3,443.40
Work Hours/Product:	50.00	50.00
<b>Activity 646370 - Art in Private Development Program (29% Direct Cost Recovery)</b>		
Product: A Project in Development		
Costs:	\$25,718	\$26,157
Products:	20	20
Work Hours:	390	390
Product Cost:	\$1,285.89	\$1,307.87
Work Hours/Product:	19.50	19.50
<b>Activity 646375 - Repair/Maintain City Public Art Collection (0% Direct Cost Recovery)</b>		
Product: An Artwork Inspected/Maintained		
Costs:	\$12,110	\$12,339
Products:	63	63
Work Hours:	89	89
Product Cost:	\$192.22	\$195.86
Work Hours/Product:	1.41	1.41

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64608 - Public Visual Art**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646380 - Supervisory Services for Public Art Prog</b>		
Product: A Work Hour		
Costs:	\$12,066	\$12,481
Products:	142	142
Work Hours:	142	142
Product Cost:	\$84.97	\$87.89
Work Hours/Product:	1.00	1.00
<b>Activity 646385 - Administrative Support for Public Art Programs</b>		
Product: A Work Hour		
Costs:	\$8,006	\$8,149
Products:	146	146
Work Hours:	146	146
Product Cost:	\$54.84	\$55.82
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64608 - Public Visual Art</b>		
<b>Costs:</b>	<b>\$74,825</b>	<b>\$76,344</b>
<b>Hours:</b>	<b>1,017</b>	<b>1,017</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64609 - Aquatics Classes and Activities**

Support the needs of youth and adults for aquatics classes and activities by providing safe and supervised instructional experiences, drop-in programs and group activities, conducted under safe supervision, at five swimming pools, that are designed to help promote good health through physical exercise, safety training and personal development.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64609 - Aquatics Classes and Activities**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646405 - Youth Swim Lessons (137% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$240,708	\$245,367
Products:	22,350	22,350
Work Hours:	9,421	9,421
Product Cost:	\$10.77	\$10.98
Work Hours/Product:	0.42	0.42
<b>Activity 646410 - Adult Swim Lessons (85% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$28,721	\$29,255
Products:	3,000	3,000
Work Hours:	875	875
Product Cost:	\$9.57	\$9.75
Work Hours/Product:	0.29	0.29
<b>Activity 646415 - Recreation Open Swim (45% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$69,479	\$70,837
Products:	16,000	16,000
Work Hours:	2,720	2,720
Product Cost:	\$4.34	\$4.43
Work Hours/Product:	0.17	0.17

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64609 - Aquatics Classes and Activities**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646420 - Supervisory Services for Aquatic Programs</b>		
Product: A Work Hour		
Costs:	\$69,741	\$72,168
Products:	845	845
Work Hours:	845	845
Product Cost:	\$82.53	\$85.41
Work Hours/Product:	1.00	1.00
<b>Activity 646425 - Administrative Support for Aquatic Programs</b>		
Product: A Work Hour		
Costs:	\$42,484	\$43,368
Products:	975	975
Work Hours:	975	975
Product Cost:	\$43.57	\$44.48
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64609 - Aquatics Classes and Activities</b>		
<b>Costs:</b>	<b>\$451,134</b>	<b>\$460,994</b>
<b>Hours:</b>	<b>14,836</b>	<b>14,836</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64610 - Youth Sports Classes and Activities**

Support the needs of youth and teens for sports classes and activities by providing safe and supervised instructional experiences and group activities designed to help promote physical exercise, socialization and personal development.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64610 - Youth Sports Classes and Activities**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646445 - Sunnyvale Youth Basketball League (90% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$121,387	\$123,685
Products:	10,000	10,000
Work Hours:	2,799	2,799
Product Cost:	\$12.14	\$12.37
Work Hours/Product:	0.28	0.28
<b>Activity 646450 - Youth Drop-in Sports Programs (83% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$1,376	\$1,399
Products:	1,000	1,000
Work Hours:	20	20
Product Cost:	\$1.38	\$1.40
Work Hours/Product:	0.02	0.02
<b>Activity 646455 - Youth Sports Camps (50% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$224,451	\$228,877
Products:	46,000	46,000
Work Hours:	300	300
Product Cost:	\$4.88	\$4.98
Work Hours/Product:	0.01	0.01



**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64610 - Youth Sports Classes and Activities**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646460 - Youth Gymnastics (173% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$105,489	\$107,510
Products:	5,500	5,500
Work Hours:	423	423
Product Cost:	\$19.18	\$19.55
Work Hours/Product:	0.08	0.08
<b>Activity 646465 - Youth Sports Classes (963% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$21,476	\$21,901
Products:	2,000	2,000
Work Hours:	23	23
Product Cost:	\$10.74	\$10.95
Work Hours/Product:	0.01	0.01
<b>Activity 646470 - Supervisory Services for Youth Sports Programs</b>		
Product: A Work Hour		
Costs:	\$19,935	\$20,616
Products:	231	231
Work Hours:	231	231
Product Cost:	\$86.30	\$89.25
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64610 - Youth Sports Classes and Activities**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646475 - Administrative Support for Youth Sports Programs</b>		
Product: A Work Hour		
Costs:	\$11,416	\$11,654
Products:	262	262
Work Hours:	262	262
Product Cost:	\$43.57	\$44.48
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64610 - Youth Sports Classes and Activities</b>		
<b>Costs:</b>	<b>\$505,531</b>	<b>\$515,642</b>
<b>Hours:</b>	<b>4,058</b>	<b>4,058</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64611 - Adult Sports Classes, Activities and Leagues**

Support the needs of adults for sports activities by providing safe and supervised classes, camps, drop-in programs and competitive leagues that promote good physical and mental health, through activities designed to help promote physical activity, socialization and personal development.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64611 - Adult Sports Classes, Activities and Leagues**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 646495 - Adult Sports Camps (106% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$757	\$770
Products:	500	500
Work Hours:	11	11
Product Cost:	\$1.51	\$1.54
Work Hours/Product:	0.02	0.02
<b>Activity 646500 - Adult Sports Classes (113% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$73,552	\$74,937
Products:	8,000	8,000
Work Hours:	550	550
Product Cost:	\$9.19	\$9.37
Work Hours/Product:	0.07	0.07
<b>Activity 646505 - Adult Drop-in Sports Programs (80% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$40,315	\$41,104
Products:	10,100	10,100
Work Hours:	1,505	1,505
Product Cost:	\$3.99	\$4.07
Work Hours/Product:	0.15	0.15

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64611 - Adult Sports Classes, Activities and Leagues**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 646510 - Adult Softball League (81% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$64,874	\$66,077
Products:	10,700	10,700
Work Hours:	1,072	1,072
Product Cost:	\$6.06	\$6.18
Work Hours/Product:	0.10	0.10
<b>Activity 646515 - Adult Basketball League (105% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$90,425	\$92,004
Products:	5,300	5,300
Work Hours:	2,292	2,292
Product Cost:	\$17.06	\$17.36
Work Hours/Product:	0.43	0.43
<b>Activity 646520 - Adult Volleyball League (93% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$47,134	\$47,925
Products:	7,600	7,600
Work Hours:	1,003	1,003
Product Cost:	\$6.20	\$6.31
Work Hours/Product:	0.13	0.13

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64611 - Adult Sports Classes, Activities and Leagues**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646525 - Supervisory Services for Adult Sports Programs</b>		
Product: A Work Hour		
Costs:	\$35,076	\$36,288
Products:	418	418
Work Hours:	418	418
Product Cost:	\$83.91	\$86.81
Work Hours/Product:	1.00	1.00
<b>Activity 646530 - Administrative Support for Adult Sports Programs</b>		
Product: A Work Hour		
Costs:	\$20,523	\$20,950
Products:	471	471
Work Hours:	471	471
Product Cost:	\$43.57	\$44.48
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64611 - Adult Sports Classes, Activities and Leagues</b>		
<b>Costs:</b>	<b>\$372,656</b>	<b>\$380,055</b>
<b>Hours:</b>	<b>7,322</b>	<b>7,322</b>

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

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64612 - Recreation Facilities Scheduling and Rentals**

Coordinate use of all City recreation facilities by the public and City, including: the recreation center building, indoor sports center, theater, creative arts center, senior center, park buildings, picnic areas, sports fields, Raynor Artist Studios, Plaza Del Sol, and skatepark. Schedule all use and collect rental fees from public use of recreation facilities and any other city owned facility available for public rental use.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64612 - Recreation Facilities Scheduling and Rentals**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 646550 - Recreation Building Rental (146% Direct Cost Recovery)</b>		
Product: An Occupancy Hour		
Costs:	\$104,680	\$106,677
Products:	1,408	1,408
Work Hours:	3,059	3,059
Product Cost:	\$74.35	\$75.76
Work Hours/Product:	2.17	2.17
<b>Activity 646555 - Indoor Sports Center Rental (443% Direct Cost Recovery)</b>		
Product: An Occupancy Hour		
Costs:	\$10,180	\$10,354
Products:	660	660
Work Hours:	215	215
Product Cost:	\$15.42	\$15.69
Work Hours/Product:	0.33	0.33
<b>Activity 646560 - Creative Arts Center Rental (78% Direct Cost Recovery)</b>		
Product: An Occupancy Hour		
Costs:	\$16,009	\$16,312
Products:	36	36
Work Hours:	379	379
Product Cost:	\$444.68	\$453.11
Work Hours/Product:	10.53	10.53



**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64612 - Recreation Facilities Scheduling and Rentals**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646565 - Theatre Rental (58% Direct Cost Recovery)</b>		
Product: An Occupancy Hour		
Costs:	\$209,719	\$213,458
Products:	3,400	3,400
Work Hours:	3,496	3,496
Product Cost:	\$61.68	\$62.78
Work Hours/Product:	1.03	1.03
<b>Activity 646570 - Senior Center Rental (143% Direct Cost Recovery)</b>		
Product: An Occupancy Hour		
Costs:	\$94,496	\$96,486
Products:	318	318
Work Hours:	2,909	2,909
Product Cost:	\$297.16	\$303.41
Work Hours/Product:	9.15	9.15
<b>Activity 646575 - Park Buildings Rental (190% Direct Cost Recovery)</b>		
Product: An Occupancy Hour		
Costs:	\$66,130	\$67,385
Products:	1,233	1,233
Work Hours:	2,329	2,329
Product Cost:	\$53.63	\$54.65
Work Hours/Product:	1.89	1.89

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64612 - Recreation Facilities Scheduling and Rentals**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646580 - Picnic Areas Rental (742% Direct Cost Recovery)</b>		
Product: A Reservation		
Costs:	\$27,385	\$27,889
Products:	1,425	1,425
Work Hours:	965	965
Product Cost:	\$19.22	\$19.57
Work Hours/Product:	0.68	0.68
<b>Activity 646585 - Sports Fields Rental (227% Direct Cost Recovery)</b>		
Product: An Occupancy Hour		
Costs:	\$35,226	\$35,823
Products:	1,325	1,325
Work Hours:	512	512
Product Cost:	\$26.59	\$27.04
Work Hours/Product:	0.39	0.39
<b>Activity 646590 - Swimming Pools Rental (597% Direct Cost Recovery)</b>		
Product: An Occupancy Hour		
Costs:	\$688	\$700
Products:	10	10
Work Hours:	10	10
Product Cost:	\$68.80	\$69.97
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64612 - Recreation Facilities Scheduling and Rentals**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646595 - Raynor Artist Studios Rental (3,961% Direct Cost Recovery)</b>		
Product: A Studio Rented		
Costs:	\$688	\$700
Products:	4	4
Work Hours:	10	10
Product Cost:	\$172.00	\$174.92
Work Hours/Product:	2.50	2.50
<b>Activity 646600 - Oversee Special Use Agreements</b>		
Product: An Agreement		
Costs:	\$34,815	\$35,440
Products:	13	13
Work Hours:	643	643
Product Cost:	\$2,678.07	\$2,726.18
Work Hours/Product:	49.46	49.46
<b>Activity 646605 - Supervisory Services for Facilities Scheduling and Rentals</b>		
Product: A Work Hour		
Costs:	\$77,892	\$80,622
Products:	959	959
Work Hours:	959	959
Product Cost:	\$81.22	\$84.07
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64612 - Recreation Facilities Scheduling and Rentals**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646610 - Administrative Support for Facilities Scheduling and Rentals</b>		
Product: A Work Hour		
Costs:	\$55,130	\$56,266
Products:	1,318	1,318
Work Hours:	1,318	1,318
Product Cost:	\$41.83	\$42.69
Work Hours/Product:	1.00	1.00
<b>Activity 646615 - Coordination of Facilities Scheduling and Rentals</b>		
Product: A Work Hour		
Costs:	\$65,361	\$66,468
Products:	950	950
Work Hours:	950	950
Product Cost:	\$68.80	\$69.97
Work Hours/Product:	1.00	1.00
<b>Activity 646620 - Baylands Vehicle Entry Fee (237% Direct Cost Recovery)</b>		
Product: A Dollar Collected		
Costs:	\$35,472	\$36,028
Products:	63,000	63,000
Work Hours:	1,050	1,050
Product Cost:	\$0.56	\$0.57
Work Hours/Product:	0.02	0.02
<b>Totals for Service Delivery Plan 64612 - Recreation Facilities Scheduling and Rentals</b>		
<b>Costs:</b>	<b>\$833,870</b>	<b>\$850,606</b>
<b>Hours:</b>	<b>18,804</b>	<b>18,804</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64613 - Recreation Facilities Scheduling and Support for City Activities**

Inspect, repair and/or maintain City recreation facilities including: five swimming pools, recreation building, theatre, creative arts center, indoor sports center and senior center for public use (all services supplemental to Facilities Management services) and develop, maintain and monitor contracted facility operation agreements to assure best possible performance and results for Sunnyvale's residents.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64613 - Recreation Facilities Scheduling and Support for City Activities**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 646630 - Recreation Building Support for Recreation Use</b>		
Product: An Occupancy Hour		
Costs:	\$96,896	\$98,706
Products:	6,000	6,000
Work Hours:	3,653	3,653
Product Cost:	\$16.15	\$16.45
Work Hours/Product:	0.61	0.61
<b>Activity 646635 - Indoor Sports Center Support for Recreation Use</b>		
Product: An Occupancy Hour		
Costs:	\$4,208	\$4,282
Products:	3,668	3,668
Work Hours:	133	133
Product Cost:	\$1.15	\$1.17
Work Hours/Product:	0.04	0.04
<b>Activity 646640 - Creative Arts Center Support for Recreation Use</b>		
Product: An Occupancy Hour		
Costs:	\$30,794	\$31,363
Products:	3,719	3,719
Work Hours:	940	940
Product Cost:	\$8.28	\$8.43
Work Hours/Product:	0.25	0.25

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64613 - Recreation Facilities Scheduling and Support for City Activities**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646645 - Theatre Support for Recreation Use</b>		
Product: An Occupancy Hour		
Costs:	\$2,836	\$2,884
Products:	9,840	9,840
Work Hours:	100	100
Product Cost:	\$0.29	\$0.29
Work Hours/Product:	0.01	0.01
<b>Activity 646650 - Senior Center Support for Recreation Use</b>		
Product: An Occupancy Hour		
Costs:	\$131,476	\$134,165
Products:	12,917	12,917
Work Hours:	4,002	4,002
Product Cost:	\$10.18	\$10.39
Work Hours/Product:	0.31	0.31
<b>Activity 646655 - Washington Pool</b>		
Product: An Occupancy Hour		
Costs:	\$66,116	\$67,319
Products:	1,000	1,000
Work Hours:	1,007	1,007
Product Cost:	\$66.12	\$67.32
Work Hours/Product:	1.01	1.01

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64613 - Recreation Facilities Scheduling and Support for City Activities**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646660 - Lakewood Pool</b>		
Product: An Occupancy Hour		
Costs:	\$25,283	\$25,755
Products:	500	500
Work Hours:	300	300
Product Cost:	\$50.57	\$51.51
Work Hours/Product:	0.60	0.60
<b>Activity 646665 - Sunnyvale Middle School Pool</b>		
Product: An Occupancy Hour		
Costs:	\$59,111	\$60,184
Products:	2,000	2,000
Work Hours:	1,015	1,015
Product Cost:	\$29.56	\$30.09
Work Hours/Product:	0.51	0.51
<b>Activity 646670 - Columbia Pool</b>		
Product: An Occupancy Hour		
Costs:	\$29,452	\$29,988
Products:	700	700
Work Hours:	610	610
Product Cost:	\$42.07	\$42.84
Work Hours/Product:	0.87	0.87



**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64613 - Recreation Facilities Scheduling and Support for City Activities**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646675 - Peterson Pool</b>		
Product: An Occupancy Hour		
Costs:	\$6,388	\$6,509
Products:	400	400
Work Hours:	68	68
Product Cost:	\$15.97	\$16.27
Work Hours/Product:	0.17	0.17
<b>Activity 646680 - Tennis Center (204% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$48,128	\$49,039
Products:	80,000	80,000
Work Hours:	271	271
Product Cost:	\$0.60	\$0.61
Work Hours/Product:	0.00	0.00
<b>Activity 646685 - Fremont Swim Pool (37% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$129,928	\$132,779
Products:	90,000	90,000
Work Hours:	108	108
Product Cost:	\$1.44	\$1.48
Work Hours/Product:	0.00	0.00

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64613 - Recreation Facilities Scheduling and Support for City Activities**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646690 - Supervisory Services for Facilities</b>		
Product: A Work Hour		
Costs:	\$62,192	\$64,361
Products:	758	758
Work Hours:	758	758
Product Cost:	\$82.05	\$84.91
Work Hours/Product:	1.00	1.00
<b>Activity 646695 - Administrative Support for Facilities</b>		
Product: A Work Hour		
Costs:	\$41,897	\$42,780
Products:	1,041	1,041
Work Hours:	1,041	1,041
Product Cost:	\$40.25	\$41.09
Work Hours/Product:	1.00	1.00
<b>Activity 646700 - Recreation Facility Use by Other Departments</b>		
Product: An Occupancy Hour		
Costs:	\$1,858	\$1,891
Products:	675	675
Work Hours:	60	60
Product Cost:	\$2.75	\$2.80
Work Hours/Product:	0.09	0.09

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64613 - Recreation Facilities Scheduling and Support for City Activities**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646705 - Coordination of Recreation and Other City Use</b>		
Product: An Occupancy Hour		
Costs:	\$55,041	\$55,973
Products:	800	800
Work Hours:	800	800
Product Cost:	\$68.80	\$69.97
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64613 - Recreation Facilities Scheduling and Support for City Activities</b>		
<b>Costs:</b>	<b>\$791,604</b>	<b>\$807,979</b>
<b>Hours:</b>	<b>14,866</b>	<b>14,866</b>

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

### **Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

#### **Service Delivery Plan 64614 - Registration, Front Counter Services, Community Outreach Special Events and Publicity**

Provide access to recreation programs and services for economically disadvantaged Sunnyvale residents by providing Recreation Fee Waivers to applicants who meet the established criteria for the program. Provide Citywide special events to strengthen the City's sense of community and provide opportunities for families to participate in activities together by holding the annual Hands on the Arts Festival and promoting celebration of the 4th of July. Provide customer service to phone-in and walk-in recreation customers at the Community Center Recreation Building during regular business hours, 9:00 a.m. - 6:00 p.m., Monday through Friday, and process registrations for Sunnyvale recreation programs and activities. Support Recreation Division staff by increasing community awareness of and participation in recreation and arts activities, and assist staff in maximizing revenue generation from classes, activities and facility rentals by providing a comprehensive marketing strategy that includes:

- Production and distribution of four Recreation Activity Guides and four Senior Activity Guides,
  - Production and distribution of flyers and brochures for various programs and facilities,
  - Conduct market research to identify new trends and community needs and interests,
  - Develop individualized marketing campaigns that support the demand management concept and at the same time maximize revenue generation in specific program areas,
- and
- Maintain and update Recreation Web pages.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64614 - Registration, Front Counter Services, Community Outreach Special Events and Publicity**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 646715 - Provision and Administration of Recreation Fee Waiver Program</b>		
Product: A Recipient		
Costs:	\$173,712	\$118,175
Products:	1,500	1,500
Work Hours:	20	20
Product Cost:	\$115.81	\$78.78
Work Hours/Product:	0.01	0.01
<b>Activity 646720 - 4th of July Celebration (0% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$8,473	\$8,632
Products:	800	800
Work Hours:	58	58
Product Cost:	\$10.59	\$10.79
Work Hours/Product:	0.07	0.07
<b>Activity 646725 - Hands on the Arts Festival (13% Direct Cost Recovery)</b>		
Product: A Participant Hour		
Costs:	\$52,817	\$53,828
Products:	21,000	21,000
Work Hours:	576	576
Product Cost:	\$2.52	\$2.56
Work Hours/Product:	0.03	0.03

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64614 - Registration, Front Counter Services, Community Outreach Special Events and Publicity**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 646730 - Recreation Reception and Registration Services (2% Direct Cost Recovery)</b>		
Product: An Hour Open for Service		
Costs:	\$329,936	\$336,613
Products:	2,295	2,295
Work Hours:	6,588	6,588
Product Cost:	\$143.76	\$146.67
Work Hours/Product:	2.87	2.87
<b>Activity 646735 - Production of Recreation Activity Guides (General &amp; Seniors)</b>		
Product: An Activity Guide		
Costs:	\$164,837	\$169,094
Products:	8	8
Work Hours:	1,860	1,860
Product Cost:	\$20,604.68	\$21,136.79
Work Hours/Product:	232.50	232.50
<b>Activity 646740 - Recreation Division Web Page</b>		
Product: A Created or Updated Webpage		
Costs:	\$32,481	\$33,059
Products:	365	365
Work Hours:	818	818
Product Cost:	\$88.99	\$90.57
Work Hours/Product:	2.24	2.24

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64614 - Registration, Front Counter Services, Community Outreach Special Events and Publicity**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646745 - Recreation Promotion and Publicity Materials</b>		
Product: A Piece of Promotional Material		
Costs:	\$154,103	\$157,571
Products:	1,713	1,713
Work Hours:	1,701	1,701
Product Cost:	\$89.96	\$91.99
Work Hours/Product:	0.99	0.99
<b>Activity 646750 - Supervisory Services for Customer and Business Services</b>		
Product: A Work Hour		
Costs:	\$54,735	\$56,652
Products:	673	673
Work Hours:	673	673
Product Cost:	\$81.33	\$84.18
Work Hours/Product:	1.00	1.00
<b>Activity 646755 - Administrative Support for Customer and Business Services</b>		
Product: A Work Hour		
Costs:	\$85,767	\$87,299
Products:	1,564	1,564
Work Hours:	1,564	1,564
Product Cost:	\$54.84	\$55.82
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64614 - Registration, Front Counter Services, Community Outreach Special Events and Publicity</b>		
<b>Costs:</b>	<b>\$1,056,863</b>	<b>\$1,020,921</b>
<b>Hours:</b>	<b>13,858</b>	<b>13,858</b>

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

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64615 - Management and Support Services**

Provide ongoing management and support for the Recreation division by:

- Providing management and oversight of recreation programs and facilities,
- Providing administrative and clerical support services,
- Providing training and educational opportunities for staff development,
- Managing budgetary resources, and
- Analyzing financial reports and making recommendations to improve operations.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64615 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646775 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$199,914	\$206,852
Products:	1,842	1,842
Work Hours:	1,842	1,842
Product Cost:	\$108.53	\$112.30
Work Hours/Product:	1.00	1.00
<b>Activity 646780 - Administrative Support Services Division-wide</b>		
Product: A Work Hour		
Costs:	\$224,713	\$228,617
Products:	3,699	3,699
Work Hours:	3,699	3,699
Product Cost:	\$60.75	\$61.81
Work Hours/Product:	1.00	1.00
<b>Activity 646785 - Employee Training and Development</b>		
Product: A Training Hour		
Costs:	\$25,821	\$26,368
Products:	336	336
Work Hours:	336	336
Product Cost:	\$76.85	\$78.48
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64615 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$450,448</b>	<b>\$461,837</b>
<b>Hours:</b>	<b>5,877</b>	<b>5,877</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64616 - Proven People Program**

Provide employment placement services for older workers and local employers.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

**Service Delivery Plan 64616 - Proven People Program**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 646805 - Administer Proven People Program</b>		
Product: A Work Hour		
Costs:	\$64,844	\$65,677
Products:	2,171	2,171
Work Hours:	2,171	2,171
Product Cost:	\$29.87	\$30.25
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 64616 - Proven People Program</b>		
<b>Costs:</b>	<b>\$64,844</b>	<b>\$65,677</b>
<b>Hours:</b>	<b>2,171</b>	<b>2,171</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 646 - Arts and Recreation Programs and Operation of Recreation Facilities**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 646</b>	<b>Costs:</b>	<b>\$8,168,563</b>	<b>\$8,279,923</b>
	<b>Hours:</b>	<b>147,549</b>	<b>147,549</b>

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**Planning and  
Development  
Element**

## **7. Planning and Management Element**

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Sunnyvale's General Plan is unique. It is a reflection of the City's administrative organization and service delivery system. The long-term goals are planned together with the means to pursue and accomplish these goals and policies. The Planning and Management Element outlines how the City will plan and manage its resources. The following sub-elements are part of this element:

- ❑ Fiscal Management
- ❑ Community Participation
- ❑ Legislative/Management

# Fiscal Management Sub-Element

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## Goals, Policies and Action Statements

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### Introduction

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This component of the fiscal sub-element contains an integrated set of goals, policies, and action statements. The goals and policies reflect the general direction in which the City wishes to advance. They provide guidance for decision-making when the City is confronted with changing community conditions. The action statements give specific direction for achieving the City's financial planning and management goals.

This sub-element of the City's general plan recognizes that the city can be economically strong only if financial planning is an explicit part of the decision-making process for all City issues.

The goals, policies and action statements within this sub-element are based on the following assumptions:

1. The citizens wish to maintain, preserve, and enhance the City's fiscal strength and its sound financial practices.
2. Long-range financial planning is necessary to implement the City's long term goals as expressed in the General Plan.
3. Expenditures should be planned to provide pre-determined levels of service to the community.
4. The City's financial procedures, first, should assure that public funds are protected and second, should maximize the City's ability to provide quality services.
5. The City's infrastructure is financially irreplaceable and must be maintained in a cost effective manner.
6. High levels of productivity are expected in the delivery of City services.



Goal 7.1A Revenue: Maintain and enhance the City's revenue base.

Policy 7.1A.1 Revenue base: Maintain a diversified and stable revenue base for the City.

Action Statements

7.1A.1a Encourage a diversified and stable local economy.

7.1A.1b Avoid reliance on restricted and/or inelastic sources of revenue.

7.1A.1c Avoid targeting revenues for specific programs.

7.1A.1d Revenue targeting should be used only when legally required or when a revenue source has been established for the sole purpose of financing a specified program or project.

7.1A.1e Investigate potential new revenue sources, particularly those that do not add to the tax burden of residents or local businesses.

7.1A.1f Levy taxes only to the degree required by the Ten-Year Resource Allocation Plan.

7.1A.1g Encourage revenue growth at a rate equal to or greater than the ten-year projection of revenue requirements.

7.1A.1h Maintain a diversified revenue base, not overly dependent on any land use or external funding source.

7.1A.1i Establish user charges and fees at a level closely related to the cost of providing those services.

7.1A.1j Adjust user fees annually so as to avoid major changes in them.

7.1A.1k For each enterprise fund, review user fees annually and set them at a level that will support the total direct and indirect costs of the activity.

7.1A.1l Charge fees-for service only where the cost of the service can be easily calculated.

7.1A.1m Fees may be charged for basic General Fund services where it is determined that the fee does not create an economic hardship.

7.1A.1n Reduce the level of subsidy for fee-supported activities. The annual subsidy should not increase in percent terms above the previous year's subsidy.

7.1A.1o Strive to maintain taxes and fees at or below those of comparable cities.

7.1A.1p Annually review which of the City's land holdings are not actively utilized and whether there are holdings, which have no foreseeable public purpose.

7.1A.1q Dispose of surplus personal property in the most cost-effective manner.

7.1A.1r Seek all possible Federal and State reimbursement for mandated projects and/or programs.

Policy 7.1A.2 Revenue Forecasting and Monitoring: Develop and maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.

Action Statements

7.1A.2a Maintain and further develop methods to track major revenue sources.

7.1A.2b Maintain at least ten years' data for all major revenue sources.

7.1A.2c Estimate revenues for the budget year and for each planning year in the Ten-Year Resource Allocation Plan.

7.1A.2d Establish methods to maximize the accuracy of revenue forecasts.

7.1A.2e Establish an investment accounting system to provide management information concerning cash position and investment performance.

7.1A.2f Project estimated revenues from intergovernmental sources only to the specific date on which entitlement will end.

7.1A.2g Forecast estimated intergovernmental revenues for which the City is eligible (but which are not guaranteed) to assure that local matching funds will be provided if it is determined that a specific program or service should continue without regard to funding source.

Policy 7.1A.3 Revenue Collection: Develop and maintain an aggressive revenue collection program to assure that monies due the City are received in a timely fashion.

Action Statements

7.1A.3a File for State-mandated claims.

7.1A.3b Conduct periodic point-of-sales audits for sales taxes.

7.1A.3c Conduct periodic audits on all franchises and concessions.

7.1A.3d Conduct periodic reviews and audits of transient occupancy tax returns.

7.1A.3e Develop an aggressive collection system for all accounts receivable, including utility receivables.

Goal 7.1B Financial Practices: Maintain sound financial practices, which meet all applicable standards and direct the City's financial resources toward meeting the City's long term goals.

Policy 7.1B.1 Resource Allocation: Allocate resources in direct relation to general plan goals.

Action Statements

7.1B.1a Direct capital improvements so as to implement General Plan goals.

7.1B.1b The City Manager should include in each proposed budget a statement describing how each proposed improvement (or category of improvement) accomplishes General Plan goals.

7.1B.1c When considering new or expanded services, implement, those necessary to support the goals, policies and action statements of various General Plan elements and sub-elements.

7.1B.1d Involve citizens in the budget process to the extent feasible.

Policy 7.1B.2 Capital Improvements, Maintenance and Replacement: Provide for optimal maintenance of capital improvements and schedule equipment for future replacement at the most cost-effective time.

Action Statements

7.1B.2a Maintain Capital improvements to the level required to adequately protect the City's capital investment and to minimize future maintenance and replacement costs.

7.1B.2b 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.

7.1B.2c Assume the cost of replacing those improvements, which were not developer-installed, such as parks, sewers and water lines. Replacement of water and sanitary sewer lines should be financed through the Water and Sewer Funds. Replacement of streets, sidewalks and storm drains should be financed by the General Fund.

2.1B.2d New improvements such as sidewalk, curb and gutter and water and sewer lines should be funded by those directly benefiting, to the degree benefited.

Policy 7.1B.3 Capital Improvement Design: Design capital improvements to assure cost efficiency and to accomplish City goals and policies.

Action Statements

- 7.1B.3a Base the planning and design of capital improvements on standards, which minimize construction costs, while assuring acceptable useful life and reducing maintenance requirements.
- 7.1B.3b Waterline, sanitary sewer and storm drain line improvements should be designed and constructed to the size required to serve the City's capacity needs when fully developed. Water and sanitary sewer support systems need not reflect full future demand but should be designed to accept future load without the need to substantially redesign existing facilities.
- 7.1B.3c Facility improvements should include, where possible, at least the following in their design and construction:
  - 1. Energy efficiency.
  - 2. Minimum maintenance.
  - 3. Efficient physical relationship for those working in the facility.
  - 4. Capacity adequate to meet the requirements projected for the last year of the Ten-Year Resource Allocation Plan.
  - 5. Ability to accommodate future expansion with minimum remodeling costs.

Policy 7.1B.4 Intergovernmental Funds: Recognize in ten-year planning the lack of stability inherent in intergovernmental funds, and reduce reliance on intergovernmental assistance.

Action Statements

- 7.1B.4a Discourage use of intergovernmental grant assistance for routing 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.
- 7.1B.4b Intergovernmental assistance should be used to establish or expand a program only after the Ten-Year Resource Allocation Plan shows:
  - 1. Elimination of the program at the end of the intergovernmental funding period, or
  - 2. Continuation of the program upon completion of intergovernmental funding by including the requisite local funding in the Ten-Year Resource Allocation Plan.

7.1B.4c Utilize a uniform grants application process to assure that the City Council has the information necessary to make a decision regarding a potential intergovernmental grant. Staff should present to Council a Notice of Intent regarding a possible grant source, which shall include at least the following information:

1. The grant being pursued and the use to which it would be placed.
2. The objectives or goals of the City which will be achieved through use of the grant.
3. The local match required, if any, plus the source of the local match.
4. The increased cost to be locally funded upon termination of the grant.
5. The ability of the City to administer the grant.

7.1B.4d Pursue and use intergovernmental assistance for projects in the Ten-Year Capital Improvement Plan.

Policy 7.1B.5 Performance Budget System: Maintain and refine the Performance Budget System to assure its use for multi-year planning, full cost accounting and budget monitoring.

Action Statements

7.1B.5a Present an updated Ten-Year Capital Improvement Plan to the City Council annually.

7.1B.5b Include resources required to maintain new capital improvements, commencing in the year the improvement is completed and continuing through the remaining years of the Ten-Year Resource Allocation Plan.

7.1B.5c Provide adequate funding to cover retirement and insurance plans.

7.1B.5d Assure that all costs attributable to a budgeted program are fully costed and reflected in program budgets (with the exception of capital costs of general-use public buildings and facilities).

7.1B.5e Control the growth of City expenditures consistent with meeting public service needs and the requirements of Articles XIII A and B of the California Constitution which limit the growth of revenues and expenditures in accord with prevailing economic conditions. Limit the percent growth of General Fund operating expenditures so that they will not annually exceed the percentages derived from the following formula: the consumer price index for the San Francisco Bay Area, plus population growth, plus the percentage derived by dividing the dollar value of building permits for industry and commercial

enterprises by the assessed value base for industrial and commercial uses, plus 2%.

- 7.1B.5f Measure work productivity to ensure an optimal allocation of human and fiscal resources to budget approved services and programs.
- 7.1B.5g Allow maximum work productivity to ensure an optimal allocation of human and fiscal resources to budget approved services and programs.
- 7.1B.5h Maintain performance measurement and productivity indicators by service objective within each program, and use them for trend analysis and evaluation.
- 7.1B.5i Present a balanced Ten-Year Resource Allocation Plan to the City Council annually, to include a two-year operating budget.
- 7.1B.5j Use the Ten-Year Plan as the basis for long-range financial planning decisions.
- 7.1B.5k Assure that all operating programs have budget objectives, which identify the service, the level for that service and the resources being provided to accomplish the specified objectives.

Policy 7.1B.6 Capital Improvement Funding: Use all available funding sources to finance capital improvement projects consistent with City priorities.

Action Statements

- 7.1B.6a Identify revenue sources for each proposed capital improvement project.
- 7.1B.6b Seek out and use intergovernmental funding sources for capital improvements, first assuring that the projects meet an initial test of being required to achieve City goals and a second test that the projects will be funded and build in a logical priority.

Policy 7.1B.7 Land Acquisition: Acquire land to meet City goals in the most cost efficient and timely manner.

Action Statements

- 7.1B.7a 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.
- 7.1B.7b Developed land should be acquired in reasonable proximity to the time the property is required for City purposes.
- 7.1B.7c Every effort shall be made to acquire property through negotiation, reserving the use of eminent domain for those circumstances when immediate possession is required and the property cannot be acquired through negotiation at a cost approximating market value.

Policy 7.1B.8 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.

- 7.1B.8a Maintain reserves necessary to cover contingent liabilities.
- 7.1B.8b Maintain reserves required for debt service in accordance with debt policy.
- 7.1B.8c Plan to maintain contingency reserves equal to 10% of the operating expenses for the General Fund and all enterprise funds.
- 7.1B.8d Maintain reserves for funding capital improvements scheduled in future years.
- 7.1B.8e Maintain a reserve for repurchase of the Library.
- 7.1B.8f Maintain an actuarially sound reserve in the Benefits Fund to protect the City's risk and insurance management program.
- 7.1B.8g Maintain reserves necessary to purchase open space and other land needed by the City currently or in the future.
- 7.1B.8h Strive to establish an undesignated capital improvement reserve and loan fund in the General Fund. Such a reserve fund may be used to meet unplanned but needed capital improvements within the General Fund and to loan monies to other funds when necessary to reduce the cost of borrowing, or to finance a capital improvement that would otherwise require erratic user fees and rates. Such a reserve fund shall not exceed 20% of General Fund revenues in any fiscal year.

Policy 7.1B.9 General Fund Surplus: Plan the effective use of surplus funds in order to accelerate service programming or reduce taxes.

Action Statements

- 7.1B.9a 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.
- 7.1B.9b When a surplus exists, accelerate capital improvements from later years in the Plan to the degree that (1) they are required earlier and (2) staff can effectively undertake the improvement at the earlier date.
- 7.1B.9c When an excess of funds exists, the following criteria should be used in considering revenue reductions:
  - 1. The revenue source should be capable of absorbing a significant reduction over time.
  - 2. The method of reducing revenue should be one, which is easy to administer both in the short term and long term.
  - 3. The revenue reduction source should be fair and equitable to those who pay and, to the extent possible, should provide a benefit directly to all

taxpayers who are selected to receive the reduction.

4. Only those tax sources over which the City has direct control should be considered for reduction.
5. Reduction should not occur in a revenue source, which would reduce the diversity or stability of the General Fund.

Policy 7.1B.10 Enterprise funds: Fully account for and apportion all costs, fees and General Fund transfers associated with enterprise funds.

Action Statements

7.1B.10a Assure that all direct costs of an enterprise fund are fully cost-accounted.

7.1B.10b Administrative costs shall be transferred to each enterprise fund from the general Fund in amounts equal to the percent of the total operating budget represented by each enterprise fund multiplied by the administrative costs supported by the General Fund.

7.1B.10c 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.

7.1B.0d Any Revenues in excess of expenditures shall not be used for general municipal purposes.

Goal 7.1C Debt: Provide a framework for the wise and prudent use of debt.

Policy 7.1C.1 Debt Limits: Limit use of debt so as not to place a burden on the fiscal resources of the City and its taxpayers.

Action Statements

7.1C.1a Limit use of debt in accordance with the following criteria:

1. Total City debt should not exceed 5% of assessed valuation.
2. Total City debt should not exceed \$350 per capita..
3. City and overlapping debt together should not exceed 8 % of assessed valuation.
4. Annual debt service should not exceed 10% of the annual budget.
5. Average outstanding bond maturities should not exceed 10 years.



6. Except in the case of assessment debt, debt reserves equal to the next principal and interest payment should be maintained.

7.1C.1b The following guidelines should apply to the issuance and management of debt:

1. There should be no short-term (debt) borrowing to support routine operations unless (a) the borrowing will be at a lower rate than invested funds, and (b) funds are available for routine operations.
2. Debt payment should not exceed the anticipated useful life of an improvement, and in no case should it exceed 30 years.
3. Generally, debt should be used only to finance improvements that cannot be financed with current revenues. This guideline would not apply when the express purpose of spreading improvement costs over a long period of time is to ensure that future citizens become responsible for portions of the cost.
4. Bond issues should be scheduled to equalize annual debt service requirements to the degree that borrowing costs can also be minimized.
5. Efforts should be made to maintain or improve the City's bond rating.
6. With each bond offering, and at least annually, the City shall fully disclose its financial position and fiscal management practices.

7.1C.1c 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. The following are guidelines:

1. Ad Valorem Taxes - For improvements of community-wide benefit and use, such as general municipal buildings and parks, when approved by the voters.
2. Enterprise Revenues - For non-lateral water and sewer improvements and golf course improvements.
3. Assessments - For new subdivision improvements and for City improvements where the Council has determined that a specific benefiting group should be responsible for payment.
4. Tax Increment - For improvements required to increase future tax base and where rehabilitation or redevelopment is required.
5. General Revenues - Where backing by the full faith and credit of the City is needed. General revenues shall not be used as primary backing for any bond issue.

7.1C.1d Encourage pay-as-you-go financing of capital improvements where feasible.

Goal 7.1D      Accounting System: Maintain a system of accounting which makes it possible to show that all applicable laws have been met; that fully discloses the City's financial position and results of financial operation of all of the City's fund and account groups; and that would achieve an unqualified auditor's opinion on each fiscal audit.

Policy 7.1D.1    Accounting Principles: Maintain accounting systems and financial management practices in conformance with generally accepted accounting principles.

Action Statements

7.1D.1a    Maintain the City's accounting system in such a way as to conform with generally accepted accounting principles established by the National Committee on Governmental Accounting, and so as to result in an unqualified opinion by the City's independent auditor. The Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting should be pursued annually.

7.1D.1b    Funds not immediately required to meet expenses shall be invested in such ways as to maximize yield while assuring required liquidity and safety in accordance with the City's investment and Cash Management Policy.

7.1D.1c    The accounting system shall provide a mechanism to fund accrued benefits liabilities.

7.1D.1d    Maintain internal services funds for employee benefits and for general support services in order to (1) provide a vehicle to assure that the costs of support services are reflected in the operating cost of budgeted programs, (2) encourage cost-effective maintenance and repair of capital equipment, (3) provide a leveling mechanism to equalize expenses for building and equipment maintenance, repairs, and replacement and (4) fully fund benefits liabilities under direct City control.

7.1D.1e    Maintain an integrated accounting and budget system so that production and cost for each objective can be maintained and evaluated.

7.1D.1f    Maintain sound appraisal procedures to keep property values current.

7.1D.1g    Prepare and provide the City Council with periodic summary financial reports, by fund, comparing actual revenues and expenditures to budgeted amounts.

7.1D.1h    Establish a rental rate charging structure for all general services programs.

Policy 7.1D.2    Internal Controls: Maintain financial integrity and provide assurance that adequate internal controls are in place.

Action Statements

7.1D.2a    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.

7.1D.2b Maintain an internal audit program as a management tool.

Goal 7.1E Purchasing System: Maintain a centralized system for the effective and efficient purchasing of goods and services.

Policy 7.1E.1 Purchasing Practices: Maintain a purchasing system in conformance with generally accepted purchasing practices.

Action Statements

7.1E.1a Provide for competitive bidding whenever possible.

7.1E.1b Provide for the use of other processes whenever the obtaining of competitive bids is impractical, impossible, incongruous or unavailing.

7.1E.1c Maintain an efficient and effective system of inventory management for City-stocked items and for sale or disposal of surplus items.

7.1E.1d Disseminate "state-of-the-art" information to user departments, and assist users to take advantage of the latest technology to enhance cost-benefit.

7.1E.1e Utilize sophisticated concepts and techniques to improve the cost-effectiveness of purchasing.

# Community Participation Sub-Element

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## Goals, Policies and Action Statements

Goal 7.2A Achieve a community in which citizens and businesses are informed about local issues and City programs and services.

Policy 7.2A.1 Use community and business organizations and networks as a resource for community education and outreach.

### Action Statements

7.2A.1a Encourage the development of and support community organizations and networks for public information.

7.2A.1b Provide community organizations and networks with and encourage distribution of information regarding City events, programs and services.

7.2A.1c Work with local institutions, school districts, and other public agencies to develop informational networks serving the community.

Policy 7.2A.2 Publish and distribute information regarding City programs and services, City Council actions and policy issues.

### Action Statements

7.2A.2a Produce a periodic comprehensive publication on City affairs that is distributed to all City residents and businesses.

7.2A.2b Identify citizens, community organizations and businesses affected by significant City actions and decisions and ensure that they receive timely and appropriate information about participation in the decision-making process.

7.2A.2c Evaluate periodically City public information materials, activities and plans, using surveys, focus groups or other means to assess effectiveness, minimize duplication, maximize cost-effectiveness of information distribution and respond to community needs.

7.2A.2d Assess periodically the impact of public information materials and activities about City programs and services on public demand for City services, especially for those which are not self-supporting.

7.2A.2e Provide outreach and staff involvement through mechanisms such as a speakers' bureau to provide information to community organizations.

7.2A.2f Develop and regularly update a coordinated database for information distribution.

Policy 7.2A.3 Encourage comprehensive media coverage of City actions, services and programs.

Action Statements

7.2A.3a Provide news media with timely and comprehensive information regarding Council actions and City information of interest to the general public.

7.2A.3b Assist the news media in receiving information and access to the City Council, staff and documents for the coverage of City issues.

Policy 7.2A.4 Identify communications media and telecommunications technology which are appropriate and cost effective to provide information to and access for the community.

Action Statements

7.2A.4a Monitor telecommunications technology and policy developments and evaluate their potential impact on cable television programming and other public information activities to improve communications, reduce duplication of effort and enhance cost-effectiveness.

7.2A.4b Develop a telecommunications policy to guide utilization of technology for public participation and citizen involvement.

Goal 7.2B Achieve a community in which citizens and businesses are actively involved in shaping the quality of life and participate in local community and government activities.

Policy 7.2B.1 Plan for and encourage citizen involvement in the development and implementation of City and community programs and services.

Action Statements

7.2B.1a Continue to provide support citizen participation in City programs and services and develop materials to assist involvement.

7.2B.1b Promote involvement of businesses in community activities and services.

7.2B.1c Work with local school districts and community organizations to encourage student involvement in local government and community activities and issues.

7.2B.1d Promote public awareness and understanding of financial and other constraints on municipal services and involve citizens to identify solutions, which balance public demand for services with the limited resources available.

Policy 7.2B.2 Encourage citizen to volunteer in community affairs.

Action Statements

- 7.2B.2a Continue to evaluate the use of volunteers as a method of maintaining and/or enhancing municipal service delivery and as a means for building a stronger community.
  - 7.2B.2b Identify opportunities for citizens and mechanisms for volunteers to maintain and/or enhance City programs, services and communication, as well as other community efforts.
  - 7.2B.2c Publicly recognize citizen involvement, contributions and achievements.
  - 7.2B.2d Support City and corporate employee involvement in community activities.
  - 7.2B.2e Support community efforts to implement effective volunteerism.
- Policy 7.2B.3 Support local and neighborhood organizations and strengthen contacts between the City and community groups.

Action Statements

- 7.2B.3a Identify and strengthen contacts between the City and community organizations.
  - 7.2B.3b Coordinate City neighborhood programs and outreach to improve support, communications and effectiveness.
  - 7.2B.3c Create or support the development of a directory of community organizations.
- Policy 7.2B.4 Encourage and support the development of greater community self-reliance for problem solving through effective community and neighborhood organizations.

Action Statements

- 7.2B.4a Identify and support mechanisms to strengthen the capability of community organizations to achieve community-wide goals.
  - 7.2B.4b Encourage grass-roots efforts to identify and develop solutions for community problems.
- Policy 7.2B.5 Foster partnerships and relationships among public institutions, business and industry, community and service organizations and the City to address community issues.

Action Statements

7.2B.5a Support communication among various segments of the community to create and strengthen relationships.

7.2B.5b Identify and build on opportunities for partnerships between the City and the community, which can leverage resources to meet community needs.

7.2B.5c Facilitate the development of relationships and partnerships among community organizations and the business community to achieve community goals.

Policy 7.2B.6 Encourage citizen contributions and business volunteerism, involvement and philanthropy to support community programs and activities.

Action Statements

7.2B.6a Seek opportunities for the City to be a catalyst to increase the frequency, amount and impact of contributions from citizens, community organizations and businesses.

7.2B.6b Facilitate the ability of businesses to support or supplement public resources to achieve community goals.

7.2B.6c Publicly recognize business community involvement, contributions and achievements.

Goal 7.2C Assure that City services, programs and policy decisions are responsive to community input and feedback while recognizing the limits to the City's ability to expand municipal services.

Policy 7.2C.1 Plan for and encourage an appropriate cross-section of the community when obtaining public input for policy decisions.

Action Statements

7.2C.1a Develop specific criteria and plans to obtain a diversity of representation in citizen participation activities.

7.2C.1b Encourage a diverse pool of applicants for membership on boards, commissions and task forces to reflect the appropriate cross-section of the community.

Policy 7.2C.2 Ensure that appropriate and effective public notification and access, in accordance with City Council policies, are provided to enhance meaningful community participation in the policy making process.

Action Statements

7.2C.2a Notify appropriate citizens and community groups about opportunities for involvement in policy-making and program planning.

7.2C.2b Ensure that all public board, commission and Council meetings provide an opportunity for public input and involvement.

7.2C.2c Provide opportunities for the private sector to participate in the development of relevant public policy decisions.

7.2C.2d Ensure that public notification measures are proportionate to the magnitude and public sensitivity of issues, in addition to the minimum legal and policy requirements for notification and access.

Policy 7.2C.3 Use City staff as facilitators to promote and enhance community involvement in policy making and program planning.

Action Statements

7.2C.3a Identify opportunities and develop appropriate plans for City personnel to meet and interact with citizen and community groups regarding City issues.

7.2C.3b Prepare and train staff to effectively solicit community feedback for use in policy making and program planning.

Policy 7.2C.4 Assure that citizens and organizations are actively involved in the identification of community needs and the development of solutions.

Action Statements

7.2C.4a Enhance the ability of board and commission members to act as key policy advisors to Council through orientation, training and communication.

7.2C.4b Develop appropriate community involvement plans and document community involvement for policy making and planning processes.

7.2C.4c Establish community task forces to advise the City on issues when appropriate.

7.2C.4d Assist citizens and community organizations in seeking community-based solutions where appropriate, rather than those led and financed by government.

Policy 7.2C.5 Provide opportunities for community input and monitor feedback.

Action Statements

7.2C.5a Identify appropriate citizen feedback mechanisms to provide the optimal level of community input in public decision making.

7.2C.5b Evaluate public involvement measures to ensure their utility as policy- making and program planning tools.

7.2C.5c Use surveys to determine community awareness and opinion concerning local issues and to provide information for policy and program planning.



Goal 7.2D Assure that all citizens have reasonable access to City information, services, programs, policy makers and staff within budgeted resources.

Policy 7.2D.1 Assess community needs in provision of and access to City services.

Action Statements

7.2D.1a Develop mechanisms to assess community needs in provision of services.

7.2D.1b Monitor legislative and regulatory trends regarding citizen access and public information issues.

Policy 7.2D.2 Provide opportunities for all citizens and organizations to successfully interact and do business with the City.

Action Statements

7.2D.2a Continue to provide and support a central information center in City Hall to assist citizens in locating and using City services.

7.2D.2b Continue a high level of community awareness of City services and programs.

7.2D.2c Develop mechanisms to evaluate the impact of marketing efforts on the public demand for services and the City's ability to deliver them.

Policy 7.2D.3 Provide reasonable and fair citizen access to information and services within budgeted resources.

Action Statements

7.2D.3a Review City service levels to provide reasonable and cost effective access to City facilities, programs and services.

7.2D.3b Respond in a timely manner to all citizen inquiries or concerns regarding City services.

7.2D.3c Provide appropriate language translation assistance and translated materials to citizens seeking City services.

7.2D.3d Enhance the ability of City programs and staff to serve community diversity.

7.2D.3e Develop suitable customer feedback mechanisms for City programs to use to assess quality and customer service issues and opportunities for improvement.

Goal 7.2E Create a strong, positive community identity.

Policy 7.2E.1 Encourage public and professional recognition through awards and promotion of significant accomplishments and innovations.

Action Statements

7.2E.1a Identify opportunities for local, state and national recognition of City achievements, innovations, personnel and programs and services.

7.2E.1b Maintain a commitment to continuous improvement of City programs and services.

Policy 7.2E.2 Encourage celebrations of community and projects which focus on the character, diversity and quality of Sunnyvale.

Action Statement

7.2E.2a Sponsor and support community special events which strengthen a positive community identity.

Policy 7.2E.3 Take an appropriate active role in regional, state and national activities.

Action Statement

7.2E.4a Exchange ideas and innovations with other communities.

7.2E.4b Facilitate the exchange of technical assistance between the City and other agencies and the private sector.

# Legislative/Management Sub-Element

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## Goals, Policies and Action Statements

Goal 7.3A Assess community conditions and make appropriate changes to long-range, mid-range and short-range plans.

Policy 7.3A.1 Utilize the General Plan as the City's principal long-range planning tool, utilize the Resource Allocation Plan and Program Outcome Statements as the City's principal mid-range planning tool and utilize the Council Study Calendar as the City's principal short-range planning tool.

### Action Statements

7.3A.1a Link the Resource Allocation Plan, program outcome statements and the Council Study Calendar with the Goals, Policies and Action Statements of the General Plan.

7.3A.1b Monitor and assess community conditions on an ongoing basis and adjust long-range, mid-range and short-range plans to reflect the changing conditions.

7.3A.1c Review and update each General Plan sub-element every 5-10 years.

7.3A.1d Maintain the Resource Allocation Plan as a 10-year planning budget, 2-year budget plan and 1-year operating budget.

7.3A.1e Annually evaluate and report City performance.

Policy 7.3A.2 Establish advisory committees and boards and commissions as necessary to assist Council in planning and policy development.

### Action Statements

7.3A.2a As community conditions change, add, delete or change non-charter boards and commissions as necessary.

7.3A.2b Provide appropriate orientation, training to board and commission members.

7.3A.2c Have boards and commissions participate in the Planning and Management System, including budget issues, legislative issues and other related matters.

7.3A.2d Adopt an annual work plan for boards and commissions consistent with Council priorities.

Goal 7.3B Assure that City policy is established, documented and enacted according to established procedures and legal principles.

Policy 7.3B.1 Periodically conduct Charter reviews to recommend appropriate changes to the Charter.

Policy 7.3B.2 Maintain official records of City action and policy in a retrievable manner, according to legal convention.

Policy 7.3B.3 Prepare and update ordinances to reflect current community issues and concerns in compliance with state and federal laws.

Action Statements

7.3B.3a Update the Municipal Code at least annually to reflect new and changed ordinances.

7.3B.3b Consider changes to ordinances to reflect changes in community standards and state and federal laws.

Policy 7.3B.4 Prepare and update the Legislative Action Policies as the shorter-term policies that support the General Plan and guide Council and staff on intergovernmental matters.

Policy 7.3B.5 Conduct elections in accordance with the Charter and state laws.

Action Statements

7.3B.5a Consolidate elections whenever possible.

7.3B.5b Provide voters with information about election procedures and candidates.

7.3B.5c Provide Council candidates with information to inform them of current City issues.

7.3B.5d Explore ways to increase voter turnout in local elections, such as mail ballots.

Goal 7.3C Participate in intergovernmental activities, including national, state and regional groups, as a means to represent the City's interests, influence policy and legislation and enhance awareness.

Policy 7.3C.1 Represent City policy in intergovernmental activities in accordance with adopted policy guidelines.

Action Statements

7.3C.1a Monitor regional, state and federal issues affecting the City and provide current information to Council.

7.3C.1b Provide appropriate staff support to Council members designated as Council lead on intergovernmental issues and to Council members serving on intergovernmental assignments.

Goal 7.3D Maintain a quality work force, consistent with state and federal laws, City Charter and adopted policies in order to assure that City services are provided in an effective, efficient and high quality manner.

Policy 7.3D.1 Maintain a recruitment and selection process that ensures a highly competent workforce.

Action Statements

7.3D.1a Maintain a competitive pay and benefit package for employees.

7.3D.1b Fill vacant positions in a timely manner.

7.3D.1c Assure that selection process complies with legal requirements.

7.3D.1d Select candidates based on merit and fitness.

Policy 7.3D.2 Strive to develop a workforce that reflects the composition of the community labor force.

Action Statements

- 7.3D.2a Monitor and maintain workforce composition data.
- 7.3D.2b Actively implement the City's equal employment opportunity policies in recruiting for City vacancies.
- 7.3D.2c Maintain non-discrimination standards.

Policy 7.3D.3 Train and develop employees to enhance job performance.

Action Statements

- 7.3D.3a Provide skills training to enhance job performance.
- 7.3D.3b Provide opportunities for professional development of employees.
- 7.3D.3c Encourage promotability within the organization.
- 7.3D.3d Maintain a system of planning and documenting work expectations and evaluating employee performance against expectations.
- 7.3D.3e Maintain the management Pay-for-Performance system.

Policy 7.3D.4 Assure that employees are provided timely and adequate information so that they can carry out their responsibilities and effectively communicate their concerns and ideas effectively for improving services and conditions.

Action Statements

- 7.3D.4a Communicate City policies, work standards and other regulations to all employees.
- 7.3D.4b Develop communications methods that improve employees' knowledge of City operations and community conditions.
- 7.3D.4c Develop communications methods that enhance the ability of employees to share information, concerns and solutions to improve the work environment and municipal services.

7.3D.4d Periodically evaluate employee communications methods and systems to assess their effectiveness and to make improvements.

Goal 7.3E Provide appropriate facilities and equipment in order to ensure that City employees function in a safe and effective manner.

Policy 7.3E.1 Maintain facilities and equipment in a clean, safe and cost-effective manner.

Action Statements

7.3E.1a Budget for new equipment and replacement in the 20-year plan.

7.3E.1b Repair and restore equipment and facilities in a timely manner.

7.3E.1c Utilize equipment that will enhance the productivity of employees.

Goal 7.3F Continually strive to enhance the quality, cost and customer satisfaction of service delivery.

Policy 7.3F.1 Provide a work environment that supports all staff in continually seeking ways to enhance the efficiency, effectiveness and quality of City services.

Action Statements

7.3F.1a Actively pursue continuous improvement by finding ways to removing barriers to the provision of high quality, cost-effective services.

7.3F.1b Provide consulting, facilitation and training support to ensure the effective staff use of continuous improvement tools and methodologies.

Goal 7.3G Provide legal services to Council, staff and boards and commissions in order to assure compliance with state and federal laws, City Charter and Municipal Code and ensure that City programs and policies are effectively implemented.

Policy 7.3G.1 Provide adequate legal counsel to support City activities.

Action Statements

7.3G.1a Provide legal counsel at all City Council meetings and Planning Commission meetings as well as at other Board and Commission meetings as warranted.

7.3G.1b Provide legal advice when requested by Council, Boards, Commissions and staff or where otherwise appropriate.

7.3G.1c Assist the staff in preparation of analysis, recommendations and advocacy to State and Federal legislative bodies pertaining to proposed legislation.

7.3G.1d Provide legal representation in administrative and court proceedings.

7.3G.1e Consider methods of increasing efficiency and effectiveness in providing legal services.

Goal 7.3H Provide risk management programs, exposure reduction programs and appropriate policies in order to minimize damage and liability exposure.

Policy 7.3H.1 Minimize liabilities, risks and damages to the extent possible, pursuant to adopted policies.

Action Statements

7.3H.1a Maintain an active risk and exposure reduction program.

7.3H.1b Ensure that City assets are maintained in good condition.

7.3H.1c Defend tort claims against the City, where appropriate.

7.3H.1d Ensure the mitigation of safety hazards in a timely manner.

7.3H.1e Train and educate staff in liability and safety awareness.

Policy 7.3H.2 Provide adequate loss protection in a cost-effective way.

Action Statements

7.3H.2a Maintain liability and property coverage.

7.3H.2b Establish adequate reserves to protect against reasonable losses if insurance coverage is inadequate.

7.3H.2c Lobby for tort reform.



Goal 7.3I Provide, manage and support information technology equipment and services for all City departments in the areas of communications, computing, electronic office equipment, records management, print and copy services and mail services in response to changing governmental and technology trends in order to facilitate and enhance City operations.

Policy 7.3I.1 Provide and maintain cost-effective and efficient communications systems to assist City departments in providing valuable services to the City and its citizens and businesses.

Action Statements

7.3I.1a Serve as regulator, service provider and facilitator of communications systems to ensure the availability of high quality services that are compliant with established standards.

7.3I.1b Enhance City staff and citizen self-directed access to information by providing and maintaining a variety of communications resources.

7.3I.1c Apply and utilize appropriate and cost-effective communications resources to support government operations and enhance the economic vitality of Sunnyvale.

Policy 7.3I.2 Provide, manage and maintain the City's computing resources to facilitate sharing of information.

Action Statements

7.3I.2a Provide, manage and maintain the City's internal computing infrastructure and associated hardware and software to promote consolidation, sharing and accessibility of relevant information.

7.3I.2b Provide, manage and maintain the City's computing resources to provide citizens with access to timely and relevant information.

7.3I.2c Participate in community partnerships that extend the City's resources and promote economic vitality in the community.

Policy 7.3I.3 Provide and maintain appropriate electronic office equipment and services to maximize productivity of staff.

Policy 7.3I.4 Maintain a cost-effective and efficient records management system that meets legal requirements, assures adequate retrieval capabilities and provides for appropriate security.

Action Statements

7.3I.4a Establish and promote compliance with records retention guidelines to ensure that records management resources are utilized efficiently.

7.3I.4b Provide for the secure and confidential destruction of records.

7.3I.4c Develop, provide, manage and maintain records management systems consistent with changing technology, such that technology can be leveraged to enhance the accessibility, cost-effectiveness and efficiency of records management services.

Policy 7.3I.5 Assure that information resources, databases and public records developed or maintained by the City are recognized as a valuable public asset and are managed appropriately and affirmatively for the benefit of the organization and the community.

Action Statements

7.3I.5a Explore opportunities and collaborations with other organizations to use City information resources to improve public services or return revenue to the City.

Policy 7.3I.6 Provide cost-effective and efficient duplication services to enhance the development and production of printed information.

Action Statements

7.3I.6a Provide cost-effective duplication of information through in-house or vended printing, copying and related services.

7.3I.6b Leverage technology to increase the efficiency of City staff by enhancing duplication and document design consulting services.

7.3I.6c Explore and pursue partnerships for document preparation and duplication services that result in cost savings or cost recovery.

Policy 7.3I.7 Provide mail services to City departments to facilitate communication and distribution of materials among departments, City facilities and the public.

Action Statements

7.3I.7a Pick up, deliver and sort internal City mail to facilitate the timely distribution of information and materials.

7.3I.7b Pick up, deliver and sort the City's U.S. Postal Service mail to facilitate City business.

7.3I.7c Provide a distribution point for package pick-up and delivery by third party couriers to facilitate City business.

Policy 7.3I.8 Provide training for information technology equipment and services to ensure that City staff can effectively utilize the technologies available.

Action Statements

7.3I.8a Provide a variety of training methods, environments and tools to empower City employees to perform their jobs more efficiently through the application of technology.

7.3I.8b Support the development of a Citywide competency skill level for all employees.

Policy 7.3I.9 Provide consulting services to leverage technology in the reengineering of City business processes to realize benefits in cost-effectiveness, efficiency and improved citizen access.

Goal 7.3J Assure that franchises that make use of public assets for commercial or private purposes are administered to provide public benefit, protect public investment and provide revenue to the City when possible.

Policy 7.3J.1 Seek opportunities in partnership with utilities, other local governments and the Legislature to improve benefits to the community as a result of franchise agreements that allow use of local public rights-of-way.

**Community Condition Indicators**

**Fiscal Management - 7.1**

		2003/04	2004/05		2005/06	
		Actual	Actual	% Change	Projected	% Change
7.1.1	General Fund expenditures (millions) *	92.6	98.6	6.5%	106	7.5%
7.1.2	Utility funds expenses (millions) **	69.5	70.7	1.7%	81.7	15.6%
7.1.3	Federal revenues (millions)	13.6	14.2	4.4%	14	-1.4%
7.1.4	Outstanding general obligation bonds (millions)	0	0	0.0%	0	0.0%
7.1.5	Issuer Credit Rating	AA+	AA+	NA	AA+	NA
7.1.6	Invoices received from vendors	31,212	28,955	-7.2%	31,000	7.1%
7.1.7	Commercial water utility accounts	2,717	3,088	13.7%	3,000	-2.8%
7.1.8	Residential water utility accounts	24,890	23,582	-5.3%	24,000	1.8%
	Total water utility accounts	27,607	26,670	-3.4%	27,000	1.2%
7.1.9	Licensed businesses within the City limits	6,733	6,911	2.6%	6,931	0.3%
7.1.10	Number of licensed businesses located outside of City limits	1,298	1,894	45.9%	1,894	0.0%
7.1.11	Total City revenue in millions (excluding bond sales)	216.4	226.9	4.9%	226.8	0.0%
7.1.12	Sales tax collected (thousands)	24,599	24,917	1.3%	24,917	0.0%
7.1.13	Construction tax collected (thousands) ***	860	923	7.3%	1,161	25.8%
7.1.14	Purchase contracts/orders required for City programs	1,359	1,330	-2.1%	1,350	1.5%
	Purchasing card transactions	13,298	11,897	-10.5%	12,000	0.9%

\* FY 2005/06 increase in General Fund expenditures primarily due to increase medical insurance and retirement costs.

\*\* FY 2005/06 increase in Utility Funds expenditures due to increases in purchased water and infrastructure projects.

\*\*\* FY 2005/06 Construction Tax expected to be higher due to an increase in building activity associated with improving economy.

**Community Condition Indicators**

**Community Participation Sub-Element - 7.2**

		2003/04	2004/05		2005/06	
		Actual	Actual	% Change	Projected	% Change
<u>Community Education</u>						
7.2.1	Number of local newspapers regularly serving Sunnyvale	5	5	0.0%	5	0.0%
7.2.2	Number of CATV subscribers	28,291	28,855	2.0%	29,432	2.0%
<u>Community Involvement</u>						
7.2.3	Voter turnout in municipal elections	15.45%	NA**	NA	53.00%	NA
7.2.4	Number of volunteers enrolled in City Volunteer Service Program	838	808	-3.6%	800	-1.0%
<u>Policy Making and Program Planning</u>						
7.2.5	Number of eligible applicants for Spring Board and Commission recruitment	50	19	-62.0%	25	31.6%
<u>Service Delivery</u>						
7.2.7	Number of City co-sponsored recreation organizations*	30	Deleted	NA	Deleted	NA
<u>Community Identity</u>						
7.2.8	Number of community-wide special events sponsored/co-sponsored by City***	15	NA	NA	NA	NA

\* Updated policy - item deleted.

\*\* No election in November, 2004

\*\*\* Special events grants program dissolved for FY 2003/04

**Community Condition Indicators**

**Legislative Management Sub-Element - 7.3**

		2003/04	2004/05		2005/06	
		Actual	Actual	% Change	Projected	% Change
<u>General Management</u>						
7.3.1	Study issues considered (approved/ranked by Council)	33	43	30.3%	65	51.2%
7.3.2	Percent of Program/Service Delivery Outcome at or above Targeted Performance Level	87	85	-2.3%	85	0.0%
7.3.3	City Council Intergovernmental Assignments	50	57	14.0%	49	-14.0%
7.3.4	Registered voters	57,838	64,000	10.7%	55,102	-13.9%
7.3.5	Percent of Residents Voting in Municipal Elections*	27%	NA	NA	30%	NA
<u>Human Resources</u>						
7.3.6	Full Time Equivalent Employees	883	989	12.0%	976	-1.3%
7.3.7	Female Composition of City Employees	**	**	NA	**	NA
7.3.8	Minority Composition of City Employees	**	**	NA	**	NA
7.3.9	Female Composition of Management Employees	**	**	NA	**	NA
7.3.10	Minority Composition of Management Employees	**	**	NA	**	NA
7.3.11	Employee Turnover Rate	9.0%	8.3%	-7.8%	5.0%	-39.8%
7.3.12	Applications Received	1,300	2,500	92.3%	3,600	44.0%
7.3.13	Eligibility Lists Established	12	40	233.3%	60	50.0%
<u>Legal/Risk Management</u>						
7.3.14	Worker's Compensation Claim	190	153	-19.5%	130	-15.0%
<u>Facilities and Equipment Maintenance</u>						
7.3.15	Square feet of public buildings to be maintained	481,404	485,509	0.9%	485,509	0.0%
7.3.16	Total City-owned vehicles and motorized equipment	526	533	1.3%	531	-0.4%

\* No election in this time period (8-4-05)

\*\* No longer collecting data, per City Attorney's request.

**This Page Not Used**

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

**Program 710 - Financial Management and Analysis**

**Program Performance Statement**

Maintain a strong, secure financial position for the City through the fiscal stewardship of City resources, by:

- Providing financial analysis/expertise to the City Council and executive leadership to ensure fiscally sound decision-making,
- Maintaining and enhancing City-wide internal controls,
- Ensuring the proper recording and use of City funds,
- Performing systematic compliance reviews to ensure major revenues are remitted properly to the City,
- Providing fiscal impact analysis of internal and external actions affecting the City,
- Regularly monitoring city-wide revenues and expenditures for compliance with established fiscal policies, and
- Performing fiduciary/compliance audits of City financial transactions for security, cost effectiveness, and compliance to City, State, and Federal policies, regulations, and laws.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* City maintains a Standard and Poor's Issuer Credit Rating of AA+ throughout the fiscal year. <b>- Percent of Year Rating is Maintained</b>	I	<b>100.00%</b>	<b>100.00%</b>
* An overall customer satisfaction rating of satisfied/very satisfied for timeliness and thoroughness of financial analyses is achieved. <b>- Percent Satisfied/Very Satisfied</b>	I	<b>85.00%</b>	<b>85.00%</b>
* Necessary follow-up actions related to revenue and expenditure monitoring are taken within 30 days. <b>- Percent of Time</b> - Number of Days	I	<b>95.00%</b> 30.00	<b>95.00%</b> 30.00

**Productivity**

* Fiduciary/compliance audits are completed according to plan. <b>- Percent Completed</b>	M	<b>80.00%</b>	<b>80.00%</b>
* Requests for fiscal impact analyses are completed within the timeframe required by the requestor. <b>- Percent Completed</b> - Number of Requests	C	<b>90.00%</b> 45.00	<b>90.00%</b> 45.00
* Legislative issues, identified as having potential impacts, are analyzed and the appropriate action taken. <b>- Issues Analyzed</b> - Total Number of Legislative Issues	I	<b>85.00%</b> 5.00	<b>85.00%</b> 5.00
* A report highlighting major revenues and expenditures is distributed to the City Manager and City Council within 10 days after the end of each accounting period. <b>- Percent of Time</b> - Reports Distributed	D	<b>85.00%</b> 12.00	<b>85.00%</b> 12.00

**Cost Effectiveness**

* Annual cost savings directly attributed to fiduciary/compliance audits are 25% of fiduciary/compliance audit costs. <b>- Percent of Audit Costs</b> - Savings Found Due to Audits	I	<b>25.00%</b> \$23,388	<b>25.00%</b> \$23,388
* Completed revenue audits generate a 200% return on investment. <b>- Percent Return</b> - Total Revenue Generated	D	<b>200.00%</b> \$140,000	<b>200.00%</b> \$140,000

**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

Program Measures

Financial

\* Actual total expenditures for Financial Management and Analysis will not exceed planned program expenditures.

**- Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
C	<b>\$662,498</b>	<b>\$679,670</b>

Priority Legend

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71011 - City-Wide Oversight on Fiscal Strategies**

Provide financial expertise to City Leadership/Management to ensure fiscally-sound decision making, by:

- Developing and implementing fiscal strategies and proposing policies that maximize benefit to the City and minimize adverse fiscal impacts,
- Serving as the Chief Financial Officer to maintain fiduciary relationships with the City's business partners,
- Maintaining and enhancing City-wide internal controls,
- Overseeing the proper collection, disbursement and use of the City's funds,
- Performing on-going fiscal impact analysis of major issues that may affect the City's finances and fiscal position,
- Providing Redevelopment Agency treasury services for the financing of redevelopment activities, and the accounting of Agency funding, and
- Performing fiscal impact analysis of personnel-related issues such as employee salary/benefit proposals and retirement contract costs.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71011 - City-Wide Oversight on Fiscal Strategies**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 710150 - Provide Strategic Analysis of Major Fiscal Issues</b>		
Product: An Issue Addressed		
Costs:	\$36,011	\$37,601
Products:	5	5
Work Hours:	250	250
Product Cost:	\$7,202.12	\$7,520.26
Work Hours/Product:	50.00	50.00
<b>Activity 710160 - Provide Chief Financial Officer Services for the Proper Collection, Disbursement and Use of City Funds</b>		
Product: A Work Hour		
Costs:	\$28,808	\$30,081
Products:	200	200
Work Hours:	200	200
Product Cost:	\$144.04	\$150.41
Work Hours/Product:	1.00	1.00
<b>Activity 710170 - Provide Fiscal Services as Treasurer for Redevelopment Agency</b>		
Product: A Work Hour		
Costs:	\$21,606	\$22,561
Products:	150	150
Work Hours:	150	150
Product Cost:	\$144.04	\$150.41
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71011 - City-Wide Oversight on Fiscal Strategies**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 710180 - Provide Fiscal Analysis of Personnel-Related Services</b>		
Product: An Analysis Provided		
Costs:	\$28,711	\$29,808
Products:	5	5
Work Hours:	150	150
Product Cost:	\$5,742.27	\$5,961.58
Work Hours/Product:	30.00	30.00
<b>Activity 710190 - Monitor Terms of Development-Related Agreements</b>		
Product: A Work Hour		
Costs:	\$62,598	\$63,877
Products:	275	275
Work Hours:	275	275
Product Cost:	\$227.63	\$232.28
Work Hours/Product:	1.00	1.00
<b>Activity 710710 - Maintain and Enhance City-Wide Internal Controls</b>		
Product: An Issue Analyzed		
Costs:	\$19,032	\$19,521
Products:	15	15
Work Hours:	225	225
Product Cost:	\$1,268.78	\$1,301.39
Work Hours/Product:	15.00	15.00
<b>Totals for Service Delivery Plan 71011 - City-Wide Oversight on Fiscal Strategies</b>		
<b>Costs:</b>	<b>\$196,767</b>	<b>\$203,449</b>
<b>Hours:</b>	<b>1,250</b>	<b>1,250</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71012 - Fiscal Impact Analysis of Internal/External Actions Affecting the City**

Evaluate the fiscal impacts of internal and external actions facing the City, by:

- Reviewing pending decisions of regional, state and national regulatory and intergovernmental bodies for potential City impacts,
- Analyzing proposed state and federal legislation and taking appropriate advocacy steps to effect favorable outcomes for the City,
- Providing fiscal impact analysis to requesting departments arising from proposed or actual changes in state and federal legislation/regulation, and
- Conducting special project analyses and studies for the City Council and City management staff.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71012 - Fiscal Impact Analysis of Internal/External Actions Affecting the City**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 710200 - Provide Assistance to Council and City Manager's Office on Intergovernmental Fiscal Matters</b>		
Product: An Assistance Provided		
Costs:	\$10,996	\$11,383
Products:	6	6
Work Hours:	125	125
Product Cost:	\$1,832.67	\$1,897.23
Work Hours/Product:	20.83	20.83
<b>Activity 710210 - Provide Fiscal Impact Analysis of Proposed Federal and State Legislation</b>		
Product: An Analyzed Proposed Legislation		
Costs:	\$15,029	\$15,447
Products:	12	12
Work Hours:	200	200
Product Cost:	\$1,252.45	\$1,287.28
Work Hours/Product:	16.67	16.67
<b>Activity 710220 - Provide Fiscal Impact Analysis In Response to Department Requests</b>		
Product: An Analysis Provided		
Costs:	\$23,729	\$24,155
Products:	15	15
Work Hours:	325	325
Product Cost:	\$1,581.91	\$1,610.36
Work Hours/Product:	21.67	21.67

**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71012 - Fiscal Impact Analysis of Internal/External Actions Affecting the City**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 710230 - Provide Fiscal Impact Analysis of Issues as Identified by the Director of Finance</b>		
Product: An Issue Analyzed		
Costs:	\$31,471	\$32,151
Products:	14	14
Work Hours:	425	425
Product Cost:	\$2,247.92	\$2,296.53
Work Hours/Product:	30.36	30.36
<b>Activity 710240 - Complete In-Depth Analyses and Reports</b>		
Product: A Completed Report		
Costs:	\$47,745	\$48,862
Products:	3	3
Work Hours:	630	630
Product Cost:	\$15,915.06	\$16,287.35
Work Hours/Product:	210.00	210.00
<b>Totals for Service Delivery Plan 71012 - Fiscal Impact Analysis of Internal/External Actions Affecting the City</b>		
<b>Costs:</b>	<b>\$128,970</b>	<b>\$132,000</b>
<b>Hours:</b>	<b>1,705</b>	<b>1,705</b>



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

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71013 - Revenue and Expenditure Management and Analysis**

Ensure that City revenues and expenditures are properly received and accounted for, by:

- Performing systematic and comprehensive review of external revenue collection and allocation methodologies for property tax, sales tax, transient occupancy tax, utility users tax, and other major revenue sources,
- Verifying that any misallocated or unreported revenues are rightfully returned to the City in a timely fashion, and
- Conducting monthly reviews of Citywide revenues and expenditures to compare budget to actual amounts, identify trends, monitor for compliance with established fiscal policies, and to take corrective actions on defined issues.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71013 - Revenue and Expenditure Management and Analysis**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 710300 - Conduct Audits of Major Revenue Sources</b>		
Product: A Revenue Audit Conducted		
Costs:	\$70,042	\$71,614
Products:	3	3
Work Hours:	330	330
Product Cost:	\$23,347.19	\$23,871.28
Work Hours/Product:	110.00	110.00
<b>Activity 710310 - Conduct Compliance Reviews of Individual Service Providers Remitting Tax to the City</b>		
Product: A Compliance Review Conducted		
Costs:	\$58,628	\$59,910
Products:	2	2
Work Hours:	250	250
Product Cost:	\$29,313.76	\$29,954.96
Work Hours/Product:	125.00	125.00
<b>Activity 710320 - Analyze Budget-to-Actual Amounts for Major Revenue Sources Each Accounting Period</b>		
Product: An Analysis Conducted		
Costs:	\$16,528	\$16,973
Products:	14	14
Work Hours:	225	225
Product Cost:	\$1,180.60	\$1,212.33
Work Hours/Product:	16.07	16.07

**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71013 - Revenue and Expenditure Management and Analysis**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 710330 - Analyze Budget-to-Actual for City Expenditures Each Accounting Period</b>		
Product: An Analysis Conducted		
Costs:	\$16,528	\$16,973
Products:	14	14
Work Hours:	225	225
Product Cost:	\$1,180.60	\$1,212.33
Work Hours/Product:	16.07	16.07
<b>Activity 710340 - Prepare Accounting Period Financial Report</b>		
Product: A Report Prepared		
Costs:	\$8,343	\$8,608
Products:	12	12
Work Hours:	115	115
Product Cost:	\$695.22	\$717.35
Work Hours/Product:	9.58	9.58
<b>Totals for Service Delivery Plan 71013 - Revenue and Expenditure Management and Analysis</b>		
<b>Costs:</b>	<b>\$170,069</b>	<b>\$174,077</b>
<b>Hours:</b>	<b>1,145</b>	<b>1,145</b>

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

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71014 - Management and Support Services**

Provide management and supervision activities, by:

- Ensuring adequate staffing of all positions to meet program goals,
- Providing timely and meaningful performance feedback to employees to improve program efficiency and effectiveness,
- Communicating consistently with staff regarding program operations through regular staff meetings, and
- Effectively contributing to organizational improvement.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71014 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 710400 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$32,826	\$33,951
Products:	350	350
Work Hours:	350	350
Product Cost:	\$93.79	\$97.00
Work Hours/Product:	1.00	1.00
<b>Activity 710410 - Department and Citywide Assignments</b>		
Product: An Assignment Completed		
Costs:	\$20,809	\$21,442
Products:	17	17
Work Hours:	250	250
Product Cost:	\$1,224.05	\$1,261.30
Work Hours/Product:	14.71	14.71
<b>Activity 710420 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$8,411	\$8,601
Products:	105	105
Work Hours:	105	105
Product Cost:	\$80.11	\$81.91
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71014 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 710430 - Research and Respond to Public Information Requests</b>		
Product: An Information Request		
Costs:	\$11,095	\$11,406
Products:	20	20
Work Hours:	150	150
Product Cost:	\$554.74	\$570.29
Work Hours/Product:	7.50	7.50
 <b>Totals for Service Delivery Plan 71014 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$73,141</b>	<b>\$75,400</b>
<b>Hours:</b>	<b>855</b>	<b>855</b>

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

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71015 - Fiduciary/Compliance Auditing**

Perform fiduciary/compliance audits of City financial transactions for security, cost effectiveness, and compliance to City, State, and Federal policies, regulations, and laws, by:

- Evaluating internal/external control systems in place for cash management and security,
- Evaluating City financial transactions to ensure all applicable federal, state, and city requirements and laws are followed, and
- Evaluating financial transactions for cost effectiveness.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71015 - Fiduciary/Compliance Auditing**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 710500 - Conduct Initial Fiduciary/Operational Audits</b>		
Product: An Audit Completed		
Costs:	\$72,151	\$73,255
Products:	4	4
Work Hours:	275	275
Product Cost:	\$18,037.71	\$18,313.66
Work Hours/Product:	68.75	68.75
<b>Activity 710510 - Conduct Follow-Up Fiduciary/Operational Audits</b>		
Product: An Audit Completed		
Costs:	\$7,782	\$7,814
Products:	2	2
Work Hours:	100	100
Product Cost:	\$3,891.07	\$3,907.21
Work Hours/Product:	50.00	50.00
<b>Activity 710520 - Fiduciary/Operational Audit Implementation Assistance</b>		
Product: An Assistance Provided		
Costs:	\$7,782	\$7,814
Products:	2	2
Work Hours:	100	100
Product Cost:	\$3,891.07	\$3,907.21
Work Hours/Product:	50.00	50.00



**City of Sunnyvale  
Program Performance Budget**

**Program 710 - Financial Management and Analysis**

**Service Delivery Plan 71015 - Fiduciary/Compliance Auditing**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 710530 - Conduct Quarterly Cash Audits</b>		
Product: An Audit Completed		
Costs:	\$5,837	\$5,861
Products:	4	4
Work Hours:	75	75
Product Cost:	\$1,459.15	\$1,465.20
Work Hours/Product:	18.75	18.75
<b>Totals for Service Delivery Plan 71015 - Fiduciary/Compliance Auditing</b>		
<b>Costs:</b>	<b>\$93,552</b>	<b>\$94,744</b>
<b>Hours:</b>	<b>550</b>	<b>550</b>
<b>Totals for Program 710</b>	<b>\$662,498</b>	<b>\$679,670</b>
	<b>5,505</b>	<b>5,505</b>

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

### **Program 717 - Payroll Administration**

#### **Program Performance Statement**

Provide Payroll Services on a bi-weekly basis in support of City operations in accordance with Administrative Policies and Memoranda of Understanding with employee labor unions (MOU), by:

- Providing accurate and timely payroll services for all city employees,
- Providing regulatory reports to all Federal and State agencies including but not limited to Federal Form 941, State Form DE6 and Public Employees Retirement System (PERS),
- Provide employees with annual W-2,
- Providing timely employee payroll history requests for appropriate outside agencies such as Unemployment Insurance and PERS service credit, employees and managers,
- Reconciling all payroll mandated and voluntary deductions including but not limited to taxes, credit union, charitable contributions and deferred compensation accounts to General Ledger per pay period, accounting period, quarter or annually as appropriate, and
- Maintaining the City's payroll system to ensure its integrity and reliability by providing daily maintenance and troubleshooting; security and structural set-ups and, most current upgrades.

#### **Notes**

1. Increase in payroll hours is due to implementing new payroll software. Once the new software is online ITD will no longer run the processing of payroll after work hours, those duties will fall on Payroll staff during the work day.

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Payroll is distributed bi-weekly with accuracy. - <b>Accuracy Rate</b> - Number of Paychecks	M	<b>95.00%</b> 32,000.00	<b>95.00%</b> 32,000.00
* Bi-Weekly Payroll is distributed on time. - <b>Number of Payrolls</b>	M	<b>100.00%</b>	<b>100.00%</b>
* Manual checks are accurately prepared by date requested. - <b>Accuracy Rate</b> - Number of Manual Checks Issued	I	<b>95.00%</b> 100.00	<b>95.00%</b> 100.00
* The City's Internal Customer Satisfaction Survey indicates that the internal customers are generally satisfied with the payroll services received. - <b>Percent Satisfied</b>	I	<b>90.00%</b>	<b>90.00%</b>

**Productivity**

* Regulatory reports are submitted by due date. - <b>Percent Submitted by Due Date</b>	M	<b>100.00%</b>	<b>100.00%</b>
* Reconciliation processes are completed within 30 days of close of the Accounting Period. - <b>Percent Completed On Time</b>	I	<b>90.00%</b>	<b>90.00%</b>
* Employee history reports are completed within 30 days of request. - <b>Percent Completed On Time</b>	I	<b>90.00%</b>	<b>90.00%</b>
* Structural set-ups and security set-ups for the payroll system are completed within two days after receipt of request. - <b>Percent within Two Days</b>	I	<b>97.00%</b>	<b>97.00%</b>
* The payroll system is available at least 98% of the year. - <b>Percent Available</b>	I	<b>98.00%</b>	<b>98.00%</b>

**Cost Effectiveness**

* The direct cost to issue a payroll check will be less than or equal to the planned cost. - <b>Cost Per Payroll Check</b>	I	<b>\$4</b>	<b>\$5</b>
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**Financial**

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

Program Measures

Financial

\* Actual total expenditures for Payroll Administration will not exceed planned program expenditures.

**- Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
C	<b>\$436,743</b>	<b>\$447,651</b>

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 717 - Payroll Administration**

**Service Delivery Plan 71711 - Process Regular Payroll**

Process the automatic payroll for approximately 1,200 City employees on a bi-weekly basis in an accurate and timely manner, by:

- Transmitting direct deposit and payroll tax payments,
- Inputting timecards, auditing reports and calculating, preparing, reconciling, processing and distributing payroll checks,
- Issuing mandated and voluntary deduction checks requisitions, garnishment payments, wire transfer documents and inputting into the City's General Ledger (GL),
- Processing deferred compensation reports, issue wire transfer form and transmitting to vendor, and
- Attending training classes, pay committee meetings and staff meetings.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71711 - Process Regular Payroll**

		<u>2006/2007</u>	<u>2007/2008</u>
		Adopted	Adopted
<b>Activity 717100 - Process Regular Payroll - Input Timecards, Reconcile Payroll Audit Reports and Distribute Pay Checks, Transmit Direct Deposit and Payroll Taxes</b>			
Product:	A Check Issued		
	Costs:	\$148,102	\$152,621
	Products:	33,000	33,000
	Work Hours:	2,220	2,246
	Product Cost:	\$4.49	\$4.62
	Work Hours/Product:	0.07	0.07
<b>Activity 717110 - Issue Payroll Voluntary Deduction Check Requisitions, Garnishment Checks and Payroll Tax Wires and Input into GL</b>			
Product:	A Check Requisition Issued		
	Costs:	\$6,777	\$6,894
	Products:	975	975
	Work Hours:	106	106
	Product Cost:	\$6.95	\$7.07
	Work Hours/Product:	0.11	0.11
<b>Activity 717120 - Process Deferred Compensation by Auditing Report, Preparing Wire Form and Transmitting or Sending Report to Vendors</b>			
Product:	A Deferred Compensation Carrier		
	Costs:	\$3,760	\$3,825
	Products:	4	4
	Work Hours:	60	60
	Product Cost:	\$939.90	\$956.19
	Work Hours/Product:	15.00	15.00

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71711 - Process Regular Payroll**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 717130 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$7,226	\$4,322
Products:	80	40
Work Hours:	80	40
Product Cost:	\$90.32	\$108.04
Work Hours/Product:	1.00	1.00
<b>Activity 717140 - Payroll System Rental Rates</b>		
Product: A Check Issued		
Costs:	\$127,072	\$132,537
Products:	33,000	33,000
Work Hours:	0	0
Product Cost:	\$3.85	\$4.02
Work Hours/Product:	0.00	0.00
<b>Totals for Service Delivery Plan 71711 - Process Regular Payroll</b>		
<b>Costs:</b>	<b>\$292,936</b>	<b>\$300,198</b>
<b>Hours:</b>	<b>2,466</b>	<b>2,452</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71712 - Issue Manual Checks, Process Special Pay, Corrections and Adjustments**

Calculate, prepare, process and reconcile special pays, by:

- Issuing manual checks,
- Reconciling and processing corrections and adjustments,
- Processing special payrolls including bonus, retros, advanced disability payment to PERS, and
- Preparing interface documents for update to financial system for manual checks, adjustments and voluntary Leaves Without Pay (LWOP).

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71712 - Issue Manual Checks, Process Special Pay, Corrections and Adjustments**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 717200 - Issue Manual Checks and Prepare Manual Check Register</b>		
Product: A Check Issued		
Costs:	\$7,736	\$7,870
Products:	85	85
Work Hours:	122	122
Product Cost:	\$91.01	\$92.59
Work Hours/Product:	1.44	1.44
<b>Activity 717210 - Process Special Payrolls</b>		
Product: A Check Issued		
Costs:	\$4,245	\$4,317
Products:	800	800
Work Hours:	60	60
Product Cost:	\$5.31	\$5.40
Work Hours/Product:	0.08	0.08
<b>Activity 717220 - Update Employee Manual Checks and Work and Leave Time Adjustments In Payroll System</b>		
Product: An Employee Record		
Costs:	\$16,609	\$16,893
Products:	1,000	1,000
Work Hours:	250	250
Product Cost:	\$16.61	\$16.89
Work Hours/Product:	0.25	0.25

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71712 - Issue Manual Checks, Process Special Pay, Corrections and Adjustments**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 717230 - Prepare Journal Vouchers for Corrections and Manual Checks for GL Update</b>		
Product: A PM Document Per Year		
Costs:	\$7,519	\$7,649
Products:	26	26
Work Hours:	120	120
Product Cost:	\$289.20	\$294.21
Work Hours/Product:	4.62	4.62
<b>Activity 717240 - Process Year-End Corrections and Adjustments</b>		
Product: An Adjustment		
Costs:	\$13,335	\$13,561
Products:	50	50
Work Hours:	190	190
Product Cost:	\$266.69	\$271.22
Work Hours/Product:	3.80	3.80
<b>Totals for Service Delivery Plan 71712 - Issue Manual Checks, Process Special Pay, Corrections and Adjustments</b>		
<b>Costs:</b>	<b>\$49,444</b>	<b>\$50,290</b>
<b>Hours:</b>	<b>742</b>	<b>742</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71713 - Regulatory Reporting**

Ensure that all required payroll regulatory reports are submitted accurately by due date, by:

- Issuing PERS reports for automatic and special payrolls,
- Issuing monthly, quarterly and annual Federal and State reports,
- Issuing annual labor census reports, and
- Issuing annual employee W-2s.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71713 - Regulatory Reporting**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 717300 - Process, Reconcile and Issue PERS Reporting for Automatic and Special Payrolls</b>		
Product: A Report		
Costs:	\$2,284	\$2,323
Products:	26	26
Work Hours:	30	30
Product Cost:	\$87.86	\$89.33
Work Hours/Product:	1.15	1.15
<b>Activity 717310 - Process, Reconcile and Issue Monthly, Quarterly and Annual Federal and State Reports</b>		
Product: A Report		
Costs:	\$4,540	\$5,392
Products:	27	27
Work Hours:	66	76
Product Cost:	\$168.15	\$199.69
Work Hours/Product:	2.44	2.81
<b>Activity 717320 - Process, Reconcile and Issue Annual Labor Census</b>		
Product: A Report		
Costs:	\$1,827	\$1,858
Products:	2	2
Work Hours:	24	24
Product Cost:	\$913.74	\$929.01
Work Hours/Product:	12.00	12.00

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71713 - Regulatory Reporting**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 717330 - Process, Reconcile and Issue W-2s</b>		
Product: A W-2		
Costs:	\$7,679	\$7,818
Products:	1,600	1,600
Work Hours:	100	100
Product Cost:	\$4.80	\$4.89
Work Hours/Product:	0.06	0.06
 <b>Totals for Service Delivery Plan 71713 - Regulatory Reporting</b>		
<b>Costs:</b>	<b>\$16,331</b>	<b>\$17,390</b>
<b>Hours:</b>	<b>220</b>	<b>230</b>

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

**Program 717 - Payroll Administration**

**Service Delivery Plan 71714 - Payroll Related Reconciliations**

Reconciliations to the General Ledger (GL) on payroll related accounts are performed in a timely manner, by:

- Reconciling payroll liabilities accounts each accounting period (AP),
- Reconciling the GL account - wages payroll (3900) each accounting period (AP),
- Reconciling the deferred compensation account each quarter,
- Reconciling year-end accruals and payroll receivable accounts at the end of the fiscal year, and
- Reconciling the taxable wages control sheet each payroll.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71714 - Payroll Related Reconciliations**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 717400 - Reconcile Payroll Liabilities Accounts Each Accounting Period</b>		
Product: An Accounting Period		
Costs:	\$3,046	\$3,097
Products:	13	13
Work Hours:	40	40
Product Cost:	\$234.29	\$238.21
Work Hours/Product:	3.08	3.08
<b>Activity 717410 - Reconcile Wages Payable Account (3900) Each Accounting Period</b>		
Product: An Accounting Period		
Costs:	\$4,797	\$4,881
Products:	13	13
Work Hours:	80	80
Product Cost:	\$369.00	\$375.45
Work Hours/Product:	6.15	6.15
<b>Activity 717420 - Reconcile Deferred Compensation Each Quarter</b>		
Product: A Quarter		
Costs:	\$609	\$619
Products:	4	4
Work Hours:	8	8
Product Cost:	\$152.29	\$154.83
Work Hours/Product:	2.00	2.00

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71714 - Payroll Related Reconciliations**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 717430 - Reconcile Year-End Reconciliations for Accruals and Payroll Receivable</b>		
Product: A Reconciliation		
Costs:	\$609	\$619
Products:	4	4
Work Hours:	8	8
Product Cost:	\$152.29	\$154.83
Work Hours/Product:	2.00	2.00
<b>Activity 717440 - Reconcile Payroll Taxable Wages Control Sheet Each Payroll</b>		
Product: A Pay Period		
Costs:	\$1,980	\$2,323
Products:	26	26
Work Hours:	26	30
Product Cost:	\$76.14	\$89.33
Work Hours/Product:	1.00	1.15
<b>Totals for Service Delivery Plan 71714 - Payroll Related Reconciliations</b>		
<b>Costs:</b>	<b>\$11,041</b>	<b>\$11,539</b>
<b>Hours:</b>	<b>162</b>	<b>166</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71715 - Provide Payroll Information and Verifications**

Provide historical payroll information and/or verification to employees, managers and other appropriate outside agencies as requested, by:

- Providing PERS years-of-service requests,
- Providing EDD unemployment insurance verification, and
- Providing additional payroll information to other agencies.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71715 - Provide Payroll Information and Verifications**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 717500 - Provide PERS with Years-of-Service Requests within 30 Days</b>		
Product: A Request		
Costs:	\$5,444	\$5,537
Products:	55	55
Work Hours:	80	80
Product Cost:	\$98.99	\$100.67
Work Hours/Product:	1.45	1.45
<b>Activity 717510 - Provide EDD with Unemployment Insurance Verification Requests within 30 Days</b>		
Product: A Request		
Costs:	\$5,444	\$5,537
Products:	20	20
Work Hours:	80	80
Product Cost:	\$272.22	\$276.86
Work Hours/Product:	4.00	4.00
<b>Activity 717520 - Provide Inquiry Information to Employees, Managers and Other Agencies within 30 Days</b>		
Product: An Inquiry		
Costs:	\$3,484	\$3,543
Products:	20	20
Work Hours:	50	50
Product Cost:	\$174.18	\$177.14
Work Hours/Product:	2.50	2.50

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71715 - Provide Payroll Information and Verifications**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 717530 - Payroll Special Projects</b>		
Product: A Project		
Costs:	\$6,350	\$6,573
Products:	4	4
Work Hours:	60	60
Product Cost:	\$1,587.55	\$1,643.29
Work Hours/Product:	15.00	15.00
<b>Activity 717540 - Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$15,229	\$15,483
Products:	200	200
Work Hours:	200	200
Product Cost:	\$76.14	\$77.42
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 71715 - Provide Payroll Information and Verifications</b>		
<b>Costs:</b>	<b>\$35,951</b>	<b>\$36,674</b>
<b>Hours:</b>	<b>470</b>	<b>470</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71716 - Maintain City's Payroll System**

Maintain the City's payroll system to ensure its integrity and reliability, by:

- Providing most current required enhancements and upgrades as they become available, including extensive testing and scheduling of implementation,
- Providing training to end users,
- Performing daily maintenance, including troubleshooting issues as they occur with the system, and
- Providing system security and essential structural set-ups.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

**Service Delivery Plan 71716 - Maintain City's Payroll System**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 717600 - Perform Daily Maintenance and Troubleshooting of the City's Payroll System</b>		
Product: An Issue Resolved		
Costs:	\$9,349	\$9,506
Products:	60	60
Work Hours:	125	125
Product Cost:	\$155.82	\$158.44
Work Hours/Product:	2.08	2.08
<b>Activity 717610 - Testing and Implementation of Payroll System Upgrades/Enhancements</b>		
Product: An Upgrade		
Costs:	\$5,984	\$6,084
Products:	1	1
Work Hours:	80	80
Product Cost:	\$5,983.63	\$6,083.95
Work Hours/Product:	80.00	80.00
<b>Activity 717620 - Payroll System Security and Structural Set-Ups</b>		
Product: A Request		
Costs:	\$15,707	\$15,970
Products:	120	120
Work Hours:	210	210
Product Cost:	\$130.89	\$133.09
Work Hours/Product:	1.75	1.75
<b>Totals for Service Delivery Plan 71716 - Maintain City's Payroll System</b>		
<b>Costs:</b>	<b>\$31,040</b>	<b>\$31,560</b>
<b>Hours:</b>	<b>415</b>	<b>415</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 717 - Payroll Administration**

<b>Totals for Program 717</b>	<b>Costs:</b>	<b>\$436,743</b>	<b>\$447,651</b>
	<b>Hours:</b>	<b>4,475</b>	<b>4,475</b>

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**City of Sunnyvale  
Program Performance Budget**

**Program 718 - Finance Department Management and Support Services**

**Program Performance Statement**

Provide overall leadership and supervision to department staff, and ensure that administrative support needs are met, by:

- Creating, overseeing and implementing short/long-term operational strategies that maximize the efficiency and effectiveness of the Department,
- Facilitating the resolution of staffing challenges, issues and needs, and
- Maintaining adequate provision of central administrative support services to the department, City staff and members of the public.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 718 - Finance Department Management and Support Services**

**Program Measures**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b><u>Quality</u></b>			
* The established percentage of the planned performance measure targets is met for the services provided by the Department of Finance.	C		
<b>- Percent Met or Exceeded</b>		<b>87.00%</b>	<b>87.00%</b>
- Total Number of Performance Measures Managed by the Department		100.00	100.00
* The satisfaction rating for the services that the Department of Finance provides to other City employees is achieved.	I		
<b>- Percent of Surveys Rated Very and Somewhat Satisfied</b>		<b>85.00%</b>	<b>85.00%</b>
* The satisfaction rating for central administrative support services provided to department staff is achieved.	I		
<b>- Percent of Surveys Rated Very and Somewhat Satisfied</b>		<b>85.00%</b>	<b>85.00%</b>
<b><u>Productivity</u></b>			
* The Department of Finance shall complete the employee performance evaluation process for each full-time and regular part-time staff member supervised, and submit the evaluation to Human Resources in accordance with established procedures and timeframes.	C		
<b>- Percent of Evaluations Submitted to Human Resources by the Scheduled Submittal Date</b>		<b>95.00%</b>	<b>95.00%</b>
- Total Number of Evaluations for which the Department is Responsible		46.00	46.00
* Percentage of department non-routine projects that are completed within initial plan.	D		
<b>- Percent Completed</b>		<b>75.00%</b>	<b>75.00%</b>
- Total Number of Non-Routine Projects		6.00	6.00
<b><u>Cost Effectiveness</u></b>			
* The Department of Finance works to prevent future worker's compensation claims by providing a planned number of training sessions that address the top three causes of worker's compensation injuries for department employees.	I		
<b>- Number of Training Sessions Completed</b>		<b>1.00</b>	<b>1.00</b>
<b><u>Financial</u></b>			
* Actual total expenditures for the Finance Department will not exceed planned department expenditures.	C		
<b>- Total Department Expenditures</b>		<b>\$7,087,328</b>	<b>\$7,260,879</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 718 - Finance Department Management and Support Services**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 718 - Finance Department Management and Support Services**

**Service Delivery Plan 71801 - Provide Department Management and Supervisory Services**

Provide leadership to department staff through effective management and supervision, by:

- Strategically planning for the short and long range needs of the department,
- Coordinating the analysis of department-wide issues to prevent duplication and ensure the consistent application of policies and procedures, and
- Responding to staffing challenges, issues and needs by providing clear direction and constructive feedback.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 718 - Finance Department Management and Support Services**

**Service Delivery Plan 71801 - Provide Department Management and Supervisory Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 718100 - Provide Management and Supervision</b>		
Product: A Work Hour		
Costs:	\$46,920	\$48,816
Products:	275	275
Work Hours:	275	275
Product Cost:	\$170.62	\$177.51
Work Hours/Product:	1.00	1.00
<b>Activity 718110 - Provide Employee Selection, Development and Evaluative Services</b>		
Product: A Work Hour		
Costs:	\$14,404	\$15,041
Products:	100	100
Work Hours:	100	100
Product Cost:	\$144.04	\$150.41
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 71801 - Provide Department Management and Supervisory Services</b>		
<b>Costs:</b>	<b>\$61,324</b>	<b>\$63,856</b>
<b>Hours:</b>	<b>375</b>	<b>375</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 718 - Finance Department Management and Support Services**

**Service Delivery Plan 71802 - Provide Central Administrative Support Services to the Department**

Support the operational effectiveness of the Department of Finance, by:

- Providing centralized phone answer point services to city staff and the general public,
- Performing general administrative tasks to support the department's professional and management staff,
- Distributing financial and related reports to city staff on a timely basis,
- Collecting and distributing interoffice and external mail to department staff.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 718 - Finance Department Management and Support Services**

**Service Delivery Plan 71802 - Provide Central Administrative Support Services to the Department**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 718210 - Provide Mail Sorting and Delivery Services</b>		
Product: A Work Hour		
Costs:	\$50,283	\$51,200
Products:	1,012	1,012
Work Hours:	1,012	1,012
Product Cost:	\$49.69	\$50.59
Work Hours/Product:	1.00	1.00
<b>Activity 718220 - Perform Department-Wide Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$90,911	\$92,578
Products:	1,600	1,600
Work Hours:	1,600	1,600
Product Cost:	\$56.82	\$57.86
Work Hours/Product:	1.00	1.00
<b>Activity 718230 - Provide Administrative Support to the Director of Finance</b>		
Product: A Work Hour		
Costs:	\$58,467	\$59,479
Products:	930	930
Work Hours:	930	930
Product Cost:	\$62.87	\$63.96
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 718 - Finance Department Management and Support Services**

**Service Delivery Plan 71802 - Provide Central Administrative Support Services to the Department**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 718240 - Provide Liaison Services for Reports to Council Submittal Process</b>		
Product: A Liaison Service Provided		
Costs:	\$20,542	\$20,897
Products:	245	245
Work Hours:	325	325
Product Cost:	\$83.84	\$85.29
Work Hours/Product:	1.33	1.33
<b>Activity 718250 - Provide Liaison Services for Department Personnel Actions</b>		
Product: Liaison Service Provided		
Costs:	\$17,543	\$17,846
Products:	50	50
Work Hours:	275	275
Product Cost:	\$350.87	\$356.93
Work Hours/Product:	5.50	5.50
<b>Totals for Service Delivery Plan 71802 - Provide Central Administrative Support Services to the Department</b>		
<b>Costs:</b>	<b>\$237,746</b>	<b>\$242,000</b>
<b>Hours:</b>	<b>4,142</b>	<b>4,142</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 718 - Finance Department Management and Support Services**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 718</b>	<b>Costs:</b>	<b>\$299,070</b>	<b>\$305,856</b>
	<b>Hours:</b>	<b>4,517</b>	<b>4,517</b>



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

**Program 719 - Accounting and Financial Reporting**

**Program Performance Statement**

Provide accounting and financial reporting services to City management and staff, City Council and regulatory agencies to enable them to make informed decisions regarding the financial affairs of the City, by:

- Maintaining the City's Financial System software by providing the required most current system upgrades and enhancements as they become available for continued peak performance,
- Performing daily maintenance of the City's Financial System, including daily balancing of financial tables,
- Managing the City's Financial System software by providing structural setups for new object codes, funds and subfunds, general ledger and subsidiary general ledger accounts, transaction codes, leave policies, pay components and premiums and security setups for new users,
- Providing financial system reports and query tools to City staff,
- Ensuring accounting period reports are made available within ten business days after the accounting period closes,
- Accounting for the City's financial transactions in accordance with generally accepted accounting principles (GAAP) for governments,
- Reconciling all bank and general ledger accounts,
- Monitoring grants and projects,
- Producing the City's annual financial report as specified by the City Charter,
- Preparing and providing financial or budgetary reports to Federal, State and other governmental agencies in order to comply with California law and to satisfy annual grant reporting and funding requirements, and
- Reporting and accounting for the Redevelopment Agency's financial transactions.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* The City's annual financial report is certified by the independent auditors and receives an unqualified opinion. <b>- An Unqualified Opinion</b>	M	<b>1.00</b>	<b>1.00</b>
* The City's annual financial report is completed within 160 days after the close of the fiscal period. <b>- Days After Close of the Fiscal Period</b>	M	<b>160.00</b>	<b>160.00</b>
* City management and staff rates the quality of support received in the area of account analysis as satisfactory or better. <b>- Percent Satisfied</b>	I	<b>85.00%</b>	<b>85.00%</b>
* The financial system is available at least 98% of the year. <b>- Percent Available</b> - Number of Available Hours	I	<b>98.00%</b> 8,476.00	<b>98.00%</b> 8,476.00

**Productivity**

* All regulatory reports are submitted by due date. <b>- Percent Submitted by Due Date</b> - Number of Reports	M	<b>100.00%</b> 8.00	<b>100.00%</b> 8.00
* The accounting records are closed each accounting period and reports are issued within 10 business days or per pre-established deadlines. <b>- Percent On Time</b> - Number of Accounting Periods	I	<b>85.00%</b> 13.00	<b>85.00%</b> 13.00
* Structural set ups and security set-ups for the financial management system are completed within two days after receipt of request. <b>- Percent within Two Days</b>	I	<b>97.00%</b>	<b>97.00%</b>
* Required reconciliations are completed within 45 days after the accounting period closes. <b>- Percent Completed within 45 Days</b> - Number of Accounts Reconciled	I	<b>85.00%</b> 1,262.00	<b>85.00%</b> 1,262.00
* All grant reimbursement requests are submitted within 60 days of expenditure. <b>- Percent Submitted within 60 Days</b> - Number of Grants Billed and Monitored	I	<b>80.00%</b> 62.00	<b>80.00%</b> 62.00

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Program Measures**

**Productivity**

\* Capital projects are reimbursed by the end of the accounting period.

**- Percent Reimbursed by the End of the Accounting Period**

- Number of Capital Projects Monitored

**Cost Effectiveness**

\* The cost to reconcile a bank account will be less than or equal to the planned cost.

**- Cost per Reconciled Bank Account**

**Financial**

\* Actual total expenditures for Accounting and Financial Reporting will not exceed the planned program expenditures.

**- Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
I	<b>80.00%</b> 156.00	<b>80.00%</b> 156.00
D	<b>\$130</b>	<b>\$132</b>
C	<b>\$726,361</b>	<b>\$740,017</b>

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71911 - Maintain Automated Financial Management System**

Maintain the City's automated financial management system to ensure their integrity and reliability, by:

- Providing system upgrades and enhancements as they become available, including extensive testing, scheduling of implementation and rolling out to users,
- Providing training to end users,
- Performing daily maintenance, including ensuring daily balancing of financial tables, and troubleshooting issues as they occur with systems,
- Serving as principal contact point with both vendors and Information Technology Department for financial management system,
- Performing annual rollover of system structure, data and encumbrances, and
- Providing system security and essential structural set-ups.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71911 - Maintain Automated Financial Management System**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 719100 - Perform Daily Maintenance and Troubleshooting of the Financial Management System</b>		
Product: An Issue Resolved		
Costs:	\$9,387	\$9,545
Products:	60	60
Work Hours:	125	125
Product Cost:	\$156.45	\$159.08
Work Hours/Product:	2.08	2.08
<b>Activity 719110 - Testing and Implementation of Financial Management System Upgrades/Enhancements</b>		
Product: An Upgrade		
Costs:	\$10,514	\$10,690
Products:	1	1
Work Hours:	140	140
Product Cost:	\$10,513.51	\$10,689.94
Work Hours/Product:	140.00	140.00
<b>Activity 719120 - Annual Accounting Rollover of Financial Management System Structure, Data and Encumbrances</b>		
Product: A Successful Rollover		
Costs:	\$4,806	\$4,887
Products:	2	2
Work Hours:	64	64
Product Cost:	\$2,403.09	\$2,443.42
Work Hours/Product:	32.00	32.00

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71911 - Maintain Automated Financial Management System**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 719130 - Financial Management System Installation and Training for New Users</b>		
Product: A User		
Costs:	\$2,703	\$2,749
Products:	15	15
Work Hours:	36	36
Product Cost:	\$180.23	\$183.26
Work Hours/Product:	2.40	2.40
<b>Activity 719140 - Financial Management System Security and Structural Set-Ups</b>		
Product: A Request		
Costs:	\$25,533	\$25,961
Products:	150	150
Work Hours:	340	340
Product Cost:	\$170.22	\$173.08
Work Hours/Product:	2.27	2.27
<b>Totals for Service Delivery Plan 71911 - Maintain Automated Financial Management System</b>		
<b>Costs:</b>	<b>\$52,943</b>	<b>\$53,832</b>
<b>Hours:</b>	<b>705</b>	<b>705</b>

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

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71912 - Accounting Periodic Processing and Reporting**

Ensure that all required financial transactions are processed so that accurate and timely financial reports are produced for each of the fourteen accounting periods of the fiscal year, by:

- Preparing and/or reviewing all City-wide accounting transactions and adjustments, including internal services charges, journal entries and fund level allocations,
- Running and monitoring operating programs cost allocation,
- Monitoring the General Ledger and processing periodic adjusting transactions, and
- Distributing hard copy or web-based reports ten business days or per pre-established schedule after the close of the accounting period.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71912 - Accounting Periodic Processing and Reporting**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 719200 - Review and Code City-Wide Accounting Adjustments</b>		
Product: A Request		
Costs:	\$4,495	\$4,573
Products:	260	260
Work Hours:	70	70
Product Cost:	\$17.29	\$17.59
Work Hours/Product:	0.27	0.27
<b>Activity 719210 - Process and Monitor City-Wide Internal Service Charges</b>		
Product: An Allocation		
Costs:	\$7,608	\$7,737
Products:	273	273
Work Hours:	110	110
Product Cost:	\$27.87	\$28.34
Work Hours/Product:	0.40	0.40
<b>Activity 719220 - Review and Update All Pre-Allocation Data, Run and Monitor Monthly Operating Programs Cost Allocation</b>		
Product: An Allocation Job		
Costs:	\$9,012	\$9,163
Products:	14	14
Work Hours:	120	120
Product Cost:	\$643.69	\$654.49
Work Hours/Product:	8.57	8.57

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71912 - Accounting Periodic Processing and Reporting**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 719230 - Monitor General Ledger and Process Periodic Adjusting Transactions</b>		
Product: An Accounting Period		
Costs:	\$29,091	\$29,588
Products:	14	14
Work Hours:	430	430
Product Cost:	\$2,077.90	\$2,113.43
Work Hours/Product:	30.71	30.71
<b>Activity 719240 - Process Fund Level Allocations</b>		
Product: An Allocation		
Costs:	\$11,872	\$12,074
Products:	43	43
Work Hours:	170	170
Product Cost:	\$276.10	\$280.80
Work Hours/Product:	3.95	3.95
<b>Activity 719250 - Process Journal Entries</b>		
Product: A Line Entered		
Costs:	\$34,203	\$34,830
Products:	30,000	30,000
Work Hours:	700	700
Product Cost:	\$1.14	\$1.16
Work Hours/Product:	0.02	0.02

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71912 - Accounting Periodic Processing and Reporting**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 719260 - Distribute and Archive Hard Copy Periodic Reports</b>		
Product: A Report Distributed		
Costs:	\$20,224	\$20,576
Products:	196	196
Work Hours:	328	328
Product Cost:	\$103.18	\$104.98
Work Hours/Product:	1.67	1.67
<b>Totals for Service Delivery Plan 71912 - Accounting Periodic Processing and Reporting</b>		
<b>Costs:</b>	<b>\$116,504</b>	<b>\$118,542</b>
<b>Hours:</b>	<b>1,928</b>	<b>1,928</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71913 - Account Reconciliations**

Perform all required account reconciliations to ensure integrity of the City's General Ledger, by:

- Reconciling 23 bank and 110 general ledger accounts, and
- Following up on reconciling items within 45 days after the close of accounting period.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71913 - Account Reconciliations**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 719300 - Reconcile Bank Accounts and Follow-Up On Reconciling Items</b>		
Product: A Bank Account Reconciliation Completed		
Costs:	\$33,097	\$33,669
Products:	255	255
Work Hours:	520	520
Product Cost:	\$129.79	\$132.04
Work Hours/Product:	2.04	2.04
<b>Activity 719310 - Reconcile General Ledger Accounts and Follow-Up On Reconciling Items</b>		
Product: An Assigned General Ledger Account Reconciled		
Costs:	\$75,044	\$76,339
Products:	848	848
Work Hours:	1,145	1,145
Product Cost:	\$88.50	\$90.02
Work Hours/Product:	1.35	1.35
<b>Totals for Service Delivery Plan 71913 - Account Reconciliations</b>		
<b>Costs:</b>	<b>\$108,141</b>	<b>\$110,009</b>
<b>Hours:</b>	<b>1,665</b>	<b>1,665</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71914 - Grants, Projects and Fixed Asset Accounting**

Monitor expenditures and revenues for all City's intergovernmental grants and capital projects and record fixed assets transactions, by:

- Billing and reimbursing intergovernmental grants,
- Preparing interfund transfers for capital projects, and
- Identifying and collecting information on fixed assets transactions.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71914 - Grants, Projects and Fixed Asset Accounting**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 719400 - Bill Grants and File Grantee Reports</b>		
Product: A Grant Billed and Monitored		
Costs:	\$24,005	\$24,414
Products:	62	62
Work Hours:	350	350
Product Cost:	\$387.17	\$393.77
Work Hours/Product:	5.65	5.65
<b>Activity 719410 - Monitor Capital Projects and Prepare Transfers</b>		
Product: A Capital Project Monitored		
Costs:	\$9,280	\$9,438
Products:	156	156
Work Hours:	135	135
Product Cost:	\$59.48	\$60.50
Work Hours/Product:	0.87	0.87
<b>Activity 719420 - Record Fixed Asset Transactions</b>		
Product: A Fixed Asset Transaction Processed		
Costs:	\$11,132	\$11,321
Products:	125	125
Work Hours:	160	160
Product Cost:	\$89.05	\$90.57
Work Hours/Product:	1.28	1.28
<b>Totals for Service Delivery Plan 71914 - Grants, Projects and Fixed Asset Accounting</b>		
<b>Costs:</b>	<b>\$44,416</b>	<b>\$45,173</b>
<b>Hours:</b>	<b>645</b>	<b>645</b>

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

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71915 - External Financial Audits and Reporting**

Keep interested parties, including creditors and bondholders, informed of the fiscal health of the City and its reporting entities, by:

- Undergoing an independent financial audit annually as required by the City Charter and addressing any audit findings as appropriate and within 120 days for those findings under the Finance Department's control,
- Producing the Comprehensive Annual Financial Report (CAFR) within 160 days after the fiscal year end,
- Preparing other reports that require certification by an independent auditor by applicable due dates, and
- Filing regulatory reports with Federal, State, and Local agencies by the due date.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71915 - External Financial Audits and Reporting**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 719550 - Manage Annual External Audit and Prepare Reports</b>		
Product: A Report Issued		
Costs:	\$196,761	\$200,795
Products:	6	6
Work Hours:	1,440	1,440
Product Cost:	\$32,793.54	\$33,465.90
Work Hours/Product:	240.00	240.00
<b>Activity 719560 - Prepare Regulatory Reports</b>		
Product: A Report Issued		
Costs:	\$14,235	\$14,497
Products:	6	6
Work Hours:	200	200
Product Cost:	\$2,372.51	\$2,416.09
Work Hours/Product:	33.33	33.33
<b>Totals for Service Delivery Plan 71915 - External Financial Audits and Reporting</b>		
<b>Costs:</b>	<b>\$210,996</b>	<b>\$215,292</b>
<b>Hours:</b>	<b>1,640</b>	<b>1,640</b>

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

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71916 - Redevelopment Agency Accounting and Financial Reporting**

Provide accounting and financial reporting services to enable the City management and staff, Redevelopment Agency and regulatory agencies to make informed decisions regarding the financial affairs of the Redevelopment Agency, by:

- Accounting for the Redevelopment Agency's financial transactions including trust account reconciliations and debt service transactions,
- Preparing the Redevelopment Agency's annual financial report, undergoing an independent financial audit, and addressing any findings,
- Preparing and providing financial reports to regulatory agencies, and
- Providing accounting assistance on Redevelopment Agency matters to City staff.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71916 - Redevelopment Agency Accounting and Financial Reporting**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 719600 - Reconcile Bank Accounts and Follow-Up On Reconciling Items</b>		
Product: A Bank Account Reconciled		
Costs:	\$3,464	\$3,523
Products:	24	24
Work Hours:	50	50
Product Cost:	\$144.32	\$146.77
Work Hours/Product:	2.08	2.08
<b>Activity 719610 - Reconcile General Ledger Accounts and Follow-Up On Reconciling Items</b>		
Product: An Assigned General Ledger Account Reconciled		
Costs:	\$6,367	\$6,475
Products:	135	135
Work Hours:	90	90
Product Cost:	\$47.16	\$47.96
Work Hours/Product:	0.67	0.67
<b>Activity 719620 - Prepare Regulatory Reports</b>		
Product: A Report Completed		
Costs:	\$5,746	\$5,843
Products:	2	2
Work Hours:	80	80
Product Cost:	\$2,873.11	\$2,921.70
Work Hours/Product:	40.00	40.00

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71916 - Redevelopment Agency Accounting and Financial Reporting**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 719630 - Manage Annual External Audits and Prepare Reports</b>		
Product: A Report Completed		
Costs:	\$6,528	\$6,677
Products:	1	1
Work Hours:	80	80
Product Cost:	\$6,527.88	\$6,676.67
Work Hours/Product:	80.00	80.00
<b>Activity 719640 - Provide Support Regarding the Redevelopment Agency to City Staff</b>		
Product: A Number of Issues or Requests		
Costs:	\$2,222	\$2,260
Products:	10	10
Work Hours:	30	30
Product Cost:	\$222.25	\$225.99
Work Hours/Product:	3.00	3.00
<b>Totals for Service Delivery Plan 71916 - Redevelopment Agency Accounting and Financial Reporting</b>		
<b>Costs:</b>	<b>\$24,327</b>	<b>\$24,777</b>
<b>Hours:</b>	<b>330</b>	<b>330</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71917 - Management and Support Services**

Provide accounting and financial expertise to all City Departments as needed.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71917 - Management and Support Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 719700 - Research and Provide Financial Information to City Departments</b>		
Product: A Request		
Costs:	\$98,968	\$100,876
Products:	100	100
Work Hours:	1,206	1,206
Product Cost:	\$989.68	\$1,008.76
Work Hours/Product:	12.06	12.06
<b>Activity 719710 - Special Projects</b>		
Product: A Project		
Costs:	\$42,048	\$42,807
Products:	7	7
Work Hours:	620	620
Product Cost:	\$6,006.82	\$6,115.30
Work Hours/Product:	88.57	88.57
<b>Activity 719720 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$15,082	\$15,402
Products:	90	90
Work Hours:	124	124
Product Cost:	\$167.58	\$171.13
Work Hours/Product:	1.38	1.38

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

**Service Delivery Plan 71917 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 719730 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$12,936	\$13,309
Products:	140	140
Work Hours:	140	140
Product Cost:	\$92.40	\$95.06
Work Hours/Product:	1.00	1.00
 <b>Totals for Service Delivery Plan 71917 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$169,034</b>	<b>\$172,393</b>
<b>Hours:</b>	<b>2,090</b>	<b>2,090</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 719 - Accounting and Financial Reporting**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 719</b>	<b>Costs:</b>	<b>\$726,361</b>	<b>\$740,017</b>
	<b>Hours:</b>	<b>9,003</b>	<b>9,003</b>



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

### **Program 720 - Utility Billing, Collection, and Revenue Management**

#### **Program Performance Statement**

Provide utility billing service, customer service, and financial management to enable the provision of high quality water, wastewater, and solid waste services, by:

- Reading meters as required by the Sunnyvale Municipal Code (SMC Section 12.24.020) so that residential meters are read once every other month, and commercial meters are read once a month,
- Working with new and existing customers to start and stop utility services as requested,
- Distributing accurate and timely bills as required by the Sunnyvale Municipal Code (SMC Section 12.24.020) so that residential customers receive a bill once every other month, and commercial customers receive a bill once a month,
- Reviewing and auditing utility accounts regularly to ensure the accuracy and completeness of the data retained in the utility billing system,
- Working with existing customers to receive and process one time orders for service (for example special garbage pickups) and responding to detailed billing inquiries,
- Receiving and processing utility payments daily in a timely and accurate manner,
- Processing penalties on delinquent accounts as required by the Sunnyvale Municipal Code (SMC Section 12.50.050) and distributing reminder notices for those accounts,
- Reviewing delinquent utility accounts and interrupting water service to ensure the collection of delinquent funds weekly,
- Monitoring utility billing system performance and taking timely corrective action to address system problems,
- Setting utility rates that maintain the health of the utility enterprises over a twenty year period,
- Assisting in the preparation of utility operating and capital budgets for the utility enterprises,
- Providing timely and relevant utility billing system training to keep staff skills current with latest system upgrades,
- Auditing five significant areas of risk each year as identified in the program's audit plan with the purpose of maintaining the accuracy and completeness of the data retained in the utility billing system, and
- Preparing and processing utility billing journal vouchers for interface with the City's financial system.

#### **Notes**

1. SDP 72002 - In an effort to improve each customer interaction, staff is placing an emphasis on quality of each call or over the counter contact and de-emphasizing the speed with which we answer calls and the number of calls taken.
2. SDP 72003 - Staff is in the third year of a five year audit plan. The plan focuses on significant risk areas, working to maintain the integrity of our billing database and therefore solidifying the City's utility revenue base.

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Utility payments are applied correctly. - <b>Percentage of Time Payments are Applied Correctly</b> - Number of Payments Processed	C	<b>99.00%</b> 194,400.00	<b>99.00%</b> 194,400.00
* Water meters are read correctly the first time. - <b>Percentage of Water Meters Read Correctly the First Time</b> - Number of Reads	I	<b>99.50%</b> 182,400.00	<b>99.50%</b> 182,400.00
* Customer Service Representatives achieve a minimum overall observer evaluation score. - <b>Average Score On Observer Evaluations</b>	I	<b>95.00%</b>	<b>95.00%</b>
* The Utility Rate Report will be delivered to the City Council no later than the last day of April each fiscal year. - <b>Percentage of Reports Delivered within Planned Timeframe</b>	I	<b>100.00%</b>	<b>100.00%</b>

**Productivity**

* Accounts will have their meter read and account billed within five business days of the established billing and reading schedule. - <b>Percentage of Reading and Billing Done On Schedule</b> - Number of Readings	M	<b>99.00%</b> 182,400.00	<b>99.00%</b> 182,400.00
* Collection of utility revenues will be maintained at the established target. - <b>Percentage of Invoiced Revenues Collected</b> - Total Utility Revenues Invoiced	C	<b>99.00%</b> \$64,800,000	<b>99.00%</b> \$64,800,000
* Customer calls, including queue time, are answered within the established average. - <b>Time, Including Queue Time, to Answer (seconds)</b> - Number of Customer Contacts	I	<b>45.00</b> 36,200.00	<b>45.00</b> 36,200.00
* Customer service surveys rate utility billing customer service as satisfactory or higher. - <b>Percentage of Surveys with a Satisfactory or Higher Rating</b>	I	<b>95.00%</b>	<b>95.00%</b>
* Payments are processed the day they are received. - <b>Percentage of Payments Processed the Day Received</b> - Number of Payments	I	<b>95.00%</b> 194,400.00	<b>95.00%</b> 194,400.00

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Program Measures**

**Productivity**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Service start and stop work orders are completed as scheduled. - <b>Percentage of Work Orders Completed as Scheduled</b> - Number of Work Orders	I	<b>99.00%</b> 9,500.00	<b>99.00%</b> 9,500.00
* Utility Billing Journal Vouchers will be completed in a timely and accurate manner. - <b>Percentage of JVs Completed In a Timely and Accurate Manner</b> - Number of Journal Vouchers	I	<b>92.00%</b> 26.00	<b>92.00%</b> 26.00

**Cost Effectiveness**

* Call center operations are managed so that the unit costs per call is equal to the average unit costs of similar, local call centers. - <b>Cost Per Call</b> - Average Cost Per Call	I	<b>\$10</b> \$10	<b>\$10</b> \$10
* Revenue generated from the audit of utility accounts will exceed the cost to audit these accounts. - <b>Revenue Recovered</b> - Cost of Auditing	I	<b>\$140,000</b> \$129,170	<b>\$140,000</b> \$132,243
* The annual cost to read meters will be less than or equal to the planned cost. - <b>Cost Per Meter</b>	I	<b>\$1</b>	<b>\$1</b>
* The annual cost to process, print, and distribute utility bills will be less than or equal to the planned cost. - <b>Cost Per Bill</b>	I	<b>\$1</b>	<b>\$1</b>

**Financial**

* Actual total expenditures for the Utility Billing, Collection, and Revenue Management Program will not exceed planned program expenditures. - <b>Total Program Expenditures</b>	C	<b>\$1,885,102</b>	<b>\$1,930,884</b>
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**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72001 - Provide Meter Reading Services**

Provide reliable, cost effective, and timely meter reading services that ensure accurate and regular billing, by:

- Maintaining meter reading routes and schedules so that meter reading is completed as required by the Sunnyvale Municipal Code,
- Reading meters daily, in adherence with the meter reading schedule, through automated and manual methods,
- Re-reading meters at the request of customers or the utility billing staff to ensure accuracy,
- Performing field duties related to starting and stopping water service as requested and scheduled,
- Closing work orders and completing related administrative duties in an accurate and timely manner,
- Evaluating and implementing new meter reading technology and techniques that improve safety, cost effectiveness, and efficiency,
- Maintaining the functionality of the City's meter reading hardware and software through evaluating and implementing upgrades as needed, and
- Providing timely and relevant utility billing system training to keep staff skills current with latest system upgrades.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72001 - Provide Meter Reading Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 720000 - Read Water Meters for Billing</b>		
Product: A Meter Read		
Costs:	\$213,336	\$217,308
Products:	184,000	184,000
Work Hours:	3,643	3,643
Product Cost:	\$1.16	\$1.18
Work Hours/Product:	0.02	0.02
<b>Activity 720100 - Prepare Daily Meter Reading Activities</b>		
Product: A Route Assigned		
Costs:	\$57,085	\$58,116
Products:	174	174
Work Hours:	930	930
Product Cost:	\$328.07	\$334.00
Work Hours/Product:	5.34	5.34
<b>Activity 720110 - Re-Read Water Meters for Billing</b>		
Product: A Meter Read		
Costs:	\$7,559	\$7,695
Products:	170	170
Work Hours:	140	140
Product Cost:	\$44.47	\$45.26
Work Hours/Product:	0.82	0.82

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72001 - Provide Meter Reading Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 720120 - Read Water Meters for Utility Account Starts and Stops</b>		
Product: A Meter Read		
Costs:	\$91,460	\$93,154
Products:	9,500	9,500
Work Hours:	1,648	1,648
Product Cost:	\$9.63	\$9.81
Work Hours/Product:	0.17	0.17
<b>Activity 720130 - Provide Utility Billing or Meter Reading System Training</b>		
Product: A Training Session		
Costs:	\$18,412	\$18,772
Products:	30	30
Work Hours:	249	249
Product Cost:	\$613.74	\$625.74
Work Hours/Product:	8.30	8.30
<b>Totals for Service Delivery Plan 72001 - Provide Meter Reading Services</b>		
<b>Costs:</b>	<b>\$387,852</b>	<b>\$395,046</b>
<b>Hours:</b>	<b>6,610</b>	<b>6,610</b>

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

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72002 - Operate Utility Customer Service Center**

Provide high quality, professional, courteous, and cost effective customer service to all customers by:

- Answering calls in a timely manner,
- Providing professional customer service over the phone or counter,
- Starting and stopping utility billing accounts,
- Processing one time orders such as unscheduled garbage service,
- Receiving and appropriately handling non-utility billing related calls,
- Responding to billing inquiries in a professional and courteous manner,
- Responding to and providing additional detailed utility account information as requested,
- Processing account changes and service orders in an accurate and timely manner, and
- Conducting administrative hearings to address appeals of utility charges as requested by customers.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72002 - Operate Utility Customer Service Center**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 720200 - Provide Customer Service</b>		
Product: A Customer Contact		
Costs:	\$347,353	\$354,391
Products:	36,200	36,200
Work Hours:	6,051	6,051
Product Cost:	\$9.60	\$9.79
Work Hours/Product:	0.17	0.17
<b>Activity 720210 - Conduct Administrative Hearings</b>		
Product: An Administrative Hearing Completed		
Costs:	\$13,146	\$13,609
Products:	12	12
Work Hours:	148	148
Product Cost:	\$1,095.51	\$1,134.05
Work Hours/Product:	12.33	12.33
<b>Activity 720220 - Conduct Utility Billing System Training</b>		
Product: A Training Session		
Costs:	\$21,360	\$21,768
Products:	14	14
Work Hours:	252	252
Product Cost:	\$1,525.74	\$1,554.82
Work Hours/Product:	18.00	18.00

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72002 - Operate Utility Customer Service Center**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 720230 - Automated Call Distribution Telephone System Rental Rates</b>		
Product: A Call Received		
Costs:	\$5,797	\$6,047
Products:	30,391	30,391
Work Hours:	0	0
Product Cost:	\$0.19	\$0.20
Work Hours/Product:	0.00	0.00
 <b>Totals for Service Delivery Plan 72002 - Operate Utility Customer Service Center</b>		
<b>Costs:</b>	<b>\$387,657</b>	<b>\$395,814</b>
<b>Hours:</b>	<b>6,451</b>	<b>6,451</b>

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

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72003 - Process Utility Bills and Collect Utility Revenues**

Provide timely, accurate, and consistent utility billing and revenue collection services, by:

- Preparing and processing bimonthly and monthly utility bills as specified by Sunnyvale Municipal Code,
- Reviewing all utility accounts scheduled for billing for accuracy and anomalies,
- Auditing five significant areas of risk each year as identified in the program's audit plan with the purpose of maintaining the accuracy and completeness of the data retained in the utility billing system,
- Ensuring the preparation of accurate and timely bills by maintaining the billing schedule and review and auditing processes,
- Working with the City's contracted bill printer to print and mail utility bills in a timely manner,
- Preparing and processing utility billing journal vouchers for interface with the City's financial system,
- Processing payments as they are received accurately and efficiently, and
- Maintaining the accuracy and completeness of the data retained in the utility billing system.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72003 - Process Utility Bills and Collect Utility Revenues**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 720300 - Review Utility Bills Being Processed for Accuracy</b>		
Product: An Utility Bill Reviewed		
Costs:	\$74,227	\$75,557
Products:	193,800	193,800
Work Hours:	1,080	1,080
Product Cost:	\$0.38	\$0.39
Work Hours/Product:	0.01	0.01
<b>Activity 720310 - Print and Distribute Utility Bills</b>		
Product: An Utility Bill Distributed		
Costs:	\$121,966	\$124,375
Products:	193,800	193,800
Work Hours:	152	152
Product Cost:	\$0.63	\$0.64
Work Hours/Product:	0.00	0.00
<b>Activity 720320 - Process Utility Payments</b>		
Product: A Payment Processed		
Costs:	\$143,841	\$146,940
Products:	194,400	194,400
Work Hours:	2,338	2,338
Product Cost:	\$0.74	\$0.76
Work Hours/Product:	0.01	0.01

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72003 - Process Utility Bills and Collect Utility Revenues**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 720330 - Provide Utility Billing Accounting Services</b>		
Product: An Accounting Document Processed		
Costs:	\$13,223	\$13,491
Products:	24	24
Work Hours:	184	184
Product Cost:	\$550.96	\$562.13
Work Hours/Product:	7.67	7.67
<b>Activity 720340 - Audit Utility Billing Accounts</b>		
Product: An Account Audited		
Costs:	\$129,170	\$132,243
Products:	15,500	15,500
Work Hours:	1,921	1,921
Product Cost:	\$8.33	\$8.53
Work Hours/Product:	0.12	0.12
<b>Totals for Service Delivery Plan 72003 - Process Utility Bills and Collect Utility Revenues</b>		
<b>Costs:</b>	<b>\$482,427</b>	<b>\$492,606</b>
<b>Hours:</b>	<b>5,675</b>	<b>5,675</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72004 - Collect Delinquent Utility Charges**

Maintain a high collection rate of utility charges, by:

- Reviewing and processing delinquent utility accounts,
- Providing accurate and timely notification of delinquency to delinquent customers,
- Working directly with customers to ensure the payment of late balances through the provision of payment arrangements,
- Reviewing and processing delinquent accounts of property owners for placement on the County tax roll,
- Interrupting water service to insure collection of delinquent funds,
- Reviewing garbage only accounts and reducing service to ensure collection of delinquent funds,
- Reviewing and processing bankruptcies and taking action, such as filing a claim, when appropriate, and
- Maximizing collection of delinquent funds through other collection techniques in compliance with applicable laws.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72004 - Collect Delinquent Utility Charges**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 720400 - Collect Delinquent Utility Revenues</b>		
Product: A Delinquent Notice Generated		
Costs:	\$97,317	\$99,199
Products:	20,400	20,400
Work Hours:	1,612	1,612
Product Cost:	\$4.77	\$4.86
Work Hours/Product:	0.08	0.08
<b>Activity 720410 - Interrupt Water Service for Delinquent Accounts</b>		
Product: A Water Service Interrupted		
Costs:	\$27,014	\$27,592
Products:	735	735
Work Hours:	456	456
Product Cost:	\$36.75	\$37.54
Work Hours/Product:	0.62	0.62
<b>Activity 720420 - Conduct Utility Billing System Training</b>		
Product: A Training Session		
Costs:	\$5,673	\$5,773
Products:	6	6
Work Hours:	70	70
Product Cost:	\$945.45	\$962.21
Work Hours/Product:	11.67	11.67

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72004 - Collect Delinquent Utility Charges**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 720430 - Negotiate and Complete Payment Arrangements</b>		
Product: A Payment Arrangement Signed		
Costs:	\$7,162	\$7,302
Products:	72	72
Work Hours:	128	128
Product Cost:	\$99.47	\$101.41
Work Hours/Product:	1.78	1.78
<b>Activity 720440 - Review and Process Bankruptcies</b>		
Product: A Bankruptcy Processed		
Costs:	\$3,131	\$3,203
Products:	20	20
Work Hours:	50	50
Product Cost:	\$156.53	\$160.16
Work Hours/Product:	2.50	2.50
<b>Activity 720450 - Prepare, Review, and Deliver Tax Roll Assessments</b>		
Product: A Property Identified for Assessment		
Costs:	\$7,754	\$7,987
Products:	1	1
Work Hours:	100	100
Product Cost:	\$7,754.08	\$7,987.31
Work Hours/Product:	100.00	100.00
<b>Totals for Service Delivery Plan 72004 - Collect Delinquent Utility Charges</b>		
<b>Costs:</b>	<b>\$148,051</b>	<b>\$151,056</b>
<b>Hours:</b>	<b>2,416</b>	<b>2,416</b>



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

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72006 - Monitor and Maintain the Health of the Utility Enterprise Funds**

Provide financial management to maintain the health of the utility enterprise funds, by:

- Providing the City Council with a yearly report on proposed utility rates for the coming year, including a discussion of utility enterprise fund condition,
- Setting utility rates to ensure recovery of the full cost of providing utility services,
- Reviewing utility fund income statements for accuracy,
- Consulting with Utility managers on an accounting period basis on the health of each utility enterprise,
- Providing financial and operational consulting services to the utility operating programs,
- Preparing a yearly report to council to assess charges for sewer service provided outside the City, and delivering the assessments to the county for processing,
- Querying information contained in the utility billing database to assist other departments in the ongoing management of their budget and provide year to date data trends,  
and
- Assisting in the preparation of utility operating and capital budgets for the utility enterprises.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72006 - Monitor and Maintain the Health of the Utility Enterprise Funds**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 720600 - Provide Financial Management Services to the Utility Operating Programs</b>		
Product: A Request for Service Completed		
Costs:	\$48,670	\$50,368
Products:	100	100
Work Hours:	500	500
Product Cost:	\$486.70	\$503.68
Work Hours/Product:	5.00	5.00
<b>Activity 720610 - Develop, Review and Deliver to Council the Utility Rates</b>		
Product: A Utility Rate Report Completed		
Costs:	\$30,653	\$31,539
Products:	1	1
Work Hours:	280	280
Product Cost:	\$30,653.42	\$31,538.75
Work Hours/Product:	280.00	280.00
<b>Activity 720620 - Review and Prepare Operating Budgets</b>		
Product: A Program Budget Approved		
Costs:	\$23,954	\$24,796
Products:	5	5
Work Hours:	250	250
Product Cost:	\$4,790.89	\$4,959.19
Work Hours/Product:	50.00	50.00

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72006 - Monitor and Maintain the Health of the Utility Enterprise Funds**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 720630 - Review and Prepare Capital Budgets</b>		
Product: A Capital Project Reviewed		
Costs:	\$23,954	\$24,796
Products:	150	150
Work Hours:	250	250
Product Cost:	\$159.70	\$165.31
Work Hours/Product:	1.67	1.67
<b>Activity 720640 - Query Utility Billing Database for Information</b>		
Product: A Report Completed		
Costs:	\$38,247	\$38,889
Products:	100	100
Work Hours:	500	500
Product Cost:	\$382.47	\$388.89
Work Hours/Product:	5.00	5.00
<b>Activity 720650 - Prepare, Review, and Deliver Special Assessments</b>		
Product: An Assessment Roll Delivered to the County		
Costs:	\$5,589	\$5,758
Products:	1	1
Work Hours:	40	40
Product Cost:	\$5,588.66	\$5,758.40
Work Hours/Product:	40.00	40.00
<b>Totals for Service Delivery Plan 72006 - Monitor and Maintain the Health of the Utility Enterprise Funds</b>		
<b>Costs:</b>	<b>\$171,068</b>	<b>\$176,147</b>
<b>Hours:</b>	<b>1,820</b>	<b>1,820</b>

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

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72007 - Maintain Utility Billing Computer Hardware and Software Systems**

Maintain the utility billing, meter reading, and supporting computer hardware and software systems, by:

- Monitoring system performance,
- Taking timely corrective action to address system problems,
- Keeping systems upgraded to the most current version,
- Providing and supporting appropriate staff training to maintain current system knowledge, and
- Interfacing with the Information Technology Department to maintain the integrity of the systems.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72007 - Maintain Utility Billing Computer Hardware and Software Systems**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 720700 - Maintain the Utility Billing System</b>		
Product: An Hour of System Up Time		
Costs:	\$22,280	\$22,694
Products:	2,490	2,490
Work Hours:	242	242
Product Cost:	\$8.95	\$9.11
Work Hours/Product:	0.10	0.10
<b>Activity 720710 - Maintain the Meter Reading System</b>		
Product: An Hour of System Up Time		
Costs:	\$9,566	\$9,762
Products:	2,490	2,490
Work Hours:	120	120
Product Cost:	\$3.84	\$3.92
Work Hours/Product:	0.05	0.05
<b>Activity 720720 - Utility Billing System Rental Rates</b>		
Product: An Hour of System Up Time		
Costs:	\$235,250	\$245,366
Products:	2,490	2,490
Work Hours:	0	0
Product Cost:	\$94.48	\$98.54
Work Hours/Product:	0.00	0.00
<b>Totals for Service Delivery Plan 72007 - Maintain Utility Billing Computer Hardware and Software Systems</b>		
<b>Costs:</b>	<b>\$267,095</b>	<b>\$277,822</b>
<b>Hours:</b>	<b>362</b>	<b>362</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72008 - Management and Support Services**

Provide management and supervision activities, by:

- Ensuring the full staffing of all positions to meet program goals,
- Providing timely and meaningful performance feedback to employees,
- Participating in and completing city wide assignments as required, and
- Communicating consistently with staff regarding program operations through regular staff meetings.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Service Delivery Plan 72008 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 720800 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$40,952	\$42,394
Products:	476	476
Work Hours:	476	476
Product Cost:	\$86.03	\$89.06
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 72008 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$40,952</b>	<b>\$42,394</b>
<b>Hours:</b>	<b>476</b>	<b>476</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

		<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Totals for Program 720</b>	<b>Costs:</b>	<b>\$1,885,102</b>	<b>\$1,930,884</b>
	<b>Hours:</b>	<b>23,810</b>	<b>23,810</b>



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

### **Program 725 - Community Building, Civic Engagement and Volunteering**

#### **Program Performance Statement**

Develop, maintain and grow community partnerships and resources in Sunnyvale, by:

- Providing information and support to neighborhood associations, community organizations, and the general public,
- Enhancing cultural understanding, facilitating the civic involvement of Sunnyvale's multi-cultural population,
- Supporting volunteerism in Sunnyvale and the larger community,
- Encouraging community participation and leadership development, and
- Enhancing access to city services.

The four service delivery areas are:

- Promoting the formation and effectiveness of neighborhood associations by acting as their City liaison, providing timely and useful information, facilitating quarterly meetings of neighborhood leaders, and administering neighborhood grants.
- Creating and maintaining outreach tools, providing information to community members, and coordinating outreach strategies and leadership training.
- Enhancing Sunnyvale's sense of community and access to City services by supporting an inclusive and culturally diverse community, helping community members to resolve issues with the City, supporting community organizations (cultural, educational & faith-based organizations, not for profit agencies service groups, etc.) and administering Americans with Disabilities (ADA) related activities.
- Building community partnerships, augmenting the provision of City services and supporting civic engagement by providing volunteer opportunities in City departments, training City staff to be effective supervisors of volunteers and interns, and promoting a connected community through community service and employee volunteerism.

#### **Notes**

1. This new program blends the former program areas of Neighborhood and Community Resources with Volunteering to better link diverse parts of the community to participation and service.
2. Activity 725450 - "Manage the Volunteer Emergency Response Team (VERT)" provides on-going training for Sunnyvale staff assigned to set-up and operate a Reception/Assignment Center for volunteers in the event of an emergency or disaster.

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Program Measures**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b><u>Quality</u></b>			
* Community members' issues and complaints which are brought to the attention of the Community Liaison office and require cross-departmental coordination are addressed to residents' satisfaction. <b>- Percent Achieved</b>	C	<b>85.00%</b>	<b>85.00%</b>
* Participants rate civic/leadership training class as "good" or "excellent". <b>- Percent Achieved</b>	I	<b>85.00%</b>	<b>85.00%</b>
* Surveyed volunteers/interns rate their experience as "good" or "excellent". <b>- Percent Achieved</b>	I	<b>80.00%</b>	<b>80.00%</b>
* City staff who supervise volunteers rate the services of the Volunteer Program as "good" or "excellent". <b>- Percent Achieved</b>	I	<b>80.00%</b>	<b>80.00%</b>
* Surveyed neighborhood association leaders rate staff support as "good" or "excellent". <b>- Percent Achieved</b>	I	<b>85.00%</b>	<b>85.00%</b>
<b><u>Productivity</u></b>			
* The total unduplicated yearly number of City volunteers remains at least 600. <b>- Number of Volunteers</b>	C	<b>600.00</b>	<b>600.00</b>
* The number of households in Sunnyvale included in neighborhood associations grows by 100 each year from the base year 04-05 (6,995 households - end of 6/2005). <b>- Number of Households</b>	I	<b>7,195.00</b>	<b>7,295.00</b>
* The yearly number of volunteer hours is maintained at 35,000. <b>- Number of Hours</b>	I	<b>35,000.00</b>	<b>35,000.00</b>
* The number of community organizations served by the volunteer office is maintained at 18. <b>- Number of Organizations</b>	I	<b>18.00</b>	<b>18.00</b>
* Advisory Committee on Accessibility meets four times per year. <b>- Number of Meetings</b>	I	<b>4.00</b>	<b>4.00</b>
<b><u>Cost Effectiveness</u></b>			
* The monetary value of volunteer hours is at least 250% of the cost of the Volunteer Resources service delivery plan (SDP). <b>- Percentage of Cost</b>	I	<b>250.00%</b>	<b>250.00%</b>

**Financial**

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Program Measures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
C		
	<b>\$506,613</b>	<b>\$518,830</b>

**Financial**

\* Actual total expenditures for Community Building, Civic Engagement and Volunteering will not exceed planned program expenditures.

**- Total Program Expenditures**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72501 - Support Sunnyvale Neighborhood Associations**

To promote the formation and effectiveness of Neighborhood Associations in Sunnyvale, by:

- Acting as Liaison to the City,
- Providing timely and useful information,
- Facilitating quarterly meetings for neighborhood leaders, and
- Administering Neighborhood Grants.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72501 - Support Sunnyvale Neighborhood Associations**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 725100 - Organize Neighborhood Association Quarterly Meetings</b>		
Product: A Meeting Held		
Costs:	\$4,537	\$4,631
Products:	4	4
Work Hours:	72	72
Product Cost:	\$1,134.22	\$1,157.69
Work Hours/Product:	18.00	18.00
<b>Activity 725110 - Serve as Liaison / Communication Link to Neighborhood Association Leaders</b>		
Product: A Neighborhood Association Leader Served		
Costs:	\$12,504	\$12,779
Products:	50	50
Work Hours:	195	195
Product Cost:	\$250.08	\$255.59
Work Hours/Product:	3.90	3.90
<b>Activity 725120 - Promote and Administer Neighborhood Association Registry Program</b>		
Product: An Association Registered		
Costs:	\$8,671	\$8,831
Products:	13	13
Work Hours:	120	120
Product Cost:	\$666.97	\$679.32
Work Hours/Product:	9.23	9.23

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72501 - Support Sunnyvale Neighborhood Associations**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 725130 - Administer Neighborhood Grants Program</b>		
Product: A Grant Application Processed		
Costs:	\$15,664	\$15,758
Products:	10	10
Work Hours:	95	95
Product Cost:	\$1,566.39	\$1,575.81
Work Hours/Product:	9.50	9.50
<b>Totals for Service Delivery Plan 72501 - Support Sunnyvale Neighborhood Associations</b>		
<b>Costs:</b>	<b>\$41,375</b>	<b>\$41,999</b>
<b>Hours:</b>	<b>482</b>	<b>482</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72502 - Information and Outreach - Educate the Community**

To promote an informed and engaged community, by:

- Creating and maintaining outreach tools,
- Providing information to community members,
- Coordinating outreach strategies, and
- Coordinating leadership training.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72502 - Information and Outreach - Educate the Community**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 725200 - Coordinate Council Outreach Program</b>		
Product: A Council Outreach Meeting Held		
Costs:	\$7,846	\$8,033
Products:	8	8
Work Hours:	120	120
Product Cost:	\$980.77	\$1,004.12
Work Hours/Product:	15.00	15.00
<b>Activity 725210 - Coordinate Speakers Bureau</b>		
Product: A Meeting Coordinated		
Costs:	\$3,899	\$3,960
Products:	14	14
Work Hours:	70	70
Product Cost:	\$278.53	\$282.87
Work Hours/Product:	5.00	5.00
<b>Activity 725220 - Maintain Community Outreach Tools (Community Calendar, NCR Web Sites, Community Line, CONNECT Database)</b>		
Product: An Update Completed		
Costs:	\$10,284	\$10,477
Products:	75	75
Work Hours:	180	180
Product Cost:	\$137.13	\$139.70
Work Hours/Product:	2.40	2.40

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72502 - Information and Outreach - Educate the Community**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 725230 - Consultation and Support for Other City Departments' and Divisions' Outreach Activities</b>		
Product: A Consultation/Support Activity Completed		
Costs:	\$5,063	\$5,174
Products:	15	15
Work Hours:	80	80
Product Cost:	\$337.51	\$344.91
Work Hours/Product:	5.33	5.33
<b>Activity 725240 - Information, Referral and Outreach</b>		
Product: An Information Item Provided		
Costs:	\$23,157	\$23,683
Products:	15	15
Work Hours:	340	340
Product Cost:	\$1,543.83	\$1,578.87
Work Hours/Product:	22.67	22.67
<b>Activity 725250 - Provide Civic/Leadership Training</b>		
Product: A Training Participant		
Costs:	\$7,930	\$8,115
Products:	60	60
Work Hours:	120	120
Product Cost:	\$132.16	\$135.25
Work Hours/Product:	2.00	2.00

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72502 - Information and Outreach - Educate the Community**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 725260 - Coordinate an Annual Community Workshop</b>		
Product: A Workshop Held		
Costs:	\$20,287	\$20,837
Products:	1	1
Work Hours:	200	200
Product Cost:	\$20,286.69	\$20,836.76
Work Hours/Product:	200.00	200.00
<b>Totals for Service Delivery Plan 72502 - Information and Outreach - Educate the Community</b>		
<b>Costs:</b>	<b>\$78,467</b>	<b>\$80,279</b>
<b>Hours:</b>	<b>1,110</b>	<b>1,110</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72503 - Support Community Participation, Community Groups, and Issue Resolution**

Enhance Sunnyvale's sense of community and access to City services, by:

- Working toward an inclusive and culturally diverse community,
- Helping community members to resolve issues with the City,
- Supporting community organizations (e.g. cultural, educational and faith-based organizations, not for profit agencies, service groups, etc.), and
- Administering Americans with Disabilities Act (ADA) related activities.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72503 - Support Community Participation, Community Groups, and Issue Resolution**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 725300 - Conduct Outreach to Ethnic/Cultural Communities</b>		
Product: An Activity Promoting Diversity		
Costs:	\$16,263	\$16,709
Products:	40	40
Work Hours:	170	170
Product Cost:	\$406.58	\$417.73
Work Hours/Product:	4.25	4.25
<b>Activity 725310 - Facilitate Cultural Diversity Training for Staff and Community Members</b>		
Product: An Individual Participating		
Costs:	\$13,300	\$13,666
Products:	150	150
Work Hours:	135	135
Product Cost:	\$88.67	\$91.11
Work Hours/Product:	0.90	0.90
<b>Activity 725320 - Support City Staff in Outreach Activities to Diverse Cultures</b>		
Product: An Outreach Activity Supported		
Costs:	\$9,088	\$9,363
Products:	2	2
Work Hours:	105	105
Product Cost:	\$4,543.94	\$4,681.51
Work Hours/Product:	52.50	52.50

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72503 - Support Community Participation, Community Groups, and Issue Resolution**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 725330 - Provide Community Liaison Service (Help Community Members Get Their Questions Answered and Issues Resolved)</b>		
Product: An Issue Addressed		
Costs:	\$11,806	\$12,029
Products:	40	40
Work Hours:	195	195
Product Cost:	\$295.14	\$300.74
Work Hours/Product:	4.88	4.88
<b>Activity 725340 - Coordinate Advisory Committee on Accessibility</b>		
Product: A Meeting Held		
Costs:	\$9,379	\$9,654
Products:	4	4
Work Hours:	130	130
Product Cost:	\$2,344.72	\$2,413.59
Work Hours/Product:	32.50	32.50
<b>Activity 725350 - Address Americans with Disabilities Act Issues</b>		
Product: An Issue Addressed		
Costs:	\$9,435	\$9,726
Products:	6	6
Work Hours:	120	120
Product Cost:	\$1,572.45	\$1,621.02
Work Hours/Product:	20.00	20.00

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72503 - Support Community Participation, Community Groups, and Issue Resolution**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 725360 - Coordinate Community Event Application Process</b>		
Product: An Application Processed		
Costs:	\$11,706	\$11,963
Products:	17	17
Work Hours:	190	190
Product Cost:	\$688.61	\$703.68
Work Hours/Product:	11.18	11.18
<b>Activity 725370 - Assist Community Organizations in Informing the Community About Their Services and Activities</b>		
Product: A Community Organization Supported		
Costs:	\$12,891	\$13,178
Products:	6	6
Work Hours:	120	120
Product Cost:	\$2,148.45	\$2,196.40
Work Hours/Product:	20.00	20.00
<b>Activity 725380 - Support Community-Initiated Events</b>		
Product: A Support Activity Completed		
Costs:	\$4,459	\$4,548
Products:	8	8
Work Hours:	60	60
Product Cost:	\$557.34	\$568.48
Work Hours/Product:	7.50	7.50
<b>Totals for Service Delivery Plan 72503 - Support Community Participation, Community Groups, and Issue Resolution</b>		
<b>Costs:</b>	<b>\$98,326</b>	<b>\$100,837</b>
<b>Hours:</b>	<b>1,225</b>	<b>1,225</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72504 - Volunteer Resources**

The Volunteer Office builds community partnerships, augments the provision of City services and supports civic engagement in Sunnyvale, by:

- Providing volunteer opportunities in City Departments,
- Training City staff to be effective supervisors of volunteers and interns, and
- Promoting a connected community through community service and employee volunteerism.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72504 - Volunteer Resources**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 725400 - Place Volunteers and Interns in City Departments</b>		
Product: A Volunteer or Intern Placed		
Costs:	\$12,230	\$12,455
Products:	100	100
Work Hours:	200	200
Product Cost:	\$122.30	\$124.55
Work Hours/Product:	2.00	2.00
<b>Activity 725410 - Provide Orientation for Volunteers</b>		
Product: A Volunteer Oriented		
Costs:	\$4,467	\$4,553
Products:	30	30
Work Hours:	70	70
Product Cost:	\$148.91	\$151.77
Work Hours/Product:	2.33	2.33
<b>Activity 725420 - Recognize Volunteers</b>		
Product: A Volunteer Recognized		
Costs:	\$23,794	\$24,219
Products:	200	200
Work Hours:	338	338
Product Cost:	\$118.97	\$121.09
Work Hours/Product:	1.69	1.69

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72504 - Volunteer Resources**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 725430 - Train Staff to Supervise Volunteers</b>		
Product: A Staff Supervisor Trained		
Costs:	\$13,139	\$13,384
Products:	40	40
Work Hours:	225	225
Product Cost:	\$328.47	\$334.59
Work Hours/Product:	5.63	5.63
<b>Activity 725440 - Create New Volunteer Opportunities</b>		
Product: An Opportunity Created		
Costs:	\$8,144	\$8,319
Products:	20	20
Work Hours:	130	130
Product Cost:	\$407.20	\$415.95
Work Hours/Product:	6.50	6.50
<b>Activity 725450 - Manage the Volunteer Emergency Response Team (VERT)</b>		
Product: A Staff Training Event		
Costs:	\$14,940	\$15,243
Products:	3	3
Work Hours:	215	215
Product Cost:	\$4,980.15	\$5,080.94
Work Hours/Product:	71.67	71.67

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72504 - Volunteer Resources**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 725470 - Provide Consultations on Volunteer Management</b>		
Product: A Consultation		
Costs:	\$14,139	\$14,553
Products:	20	20
Work Hours:	190	190
Product Cost:	\$706.94	\$727.63
Work Hours/Product:	9.50	9.50
<b>Activity 725480 - Support Community Organizations</b>		
Product: A Referral		
Costs:	\$15,676	\$15,960
Products:	200	200
Work Hours:	260	260
Product Cost:	\$78.38	\$79.80
Work Hours/Product:	1.30	1.30
<b>Activity 725490 - Promote Employee Volunteerism</b>		
Product: A Volunteer Opportunity Publicized		
Costs:	\$7,057	\$7,199
Products:	12	12
Work Hours:	120	120
Product Cost:	\$588.06	\$599.93
Work Hours/Product:	10.00	10.00

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72504 - Volunteer Resources**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 725500 - Recruit Volunteers</b>		
Product: A New Application Received		
Costs:	\$12,869	\$13,119
Products:	300	300
Work Hours:	210	210
Product Cost:	\$42.90	\$43.73
Work Hours/Product:	0.70	0.70
<b>Activity 725510 - Support Community Volunteer Events</b>		
Product: An Event Supported		
Costs:	\$8,236	\$8,390
Products:	1	1
Work Hours:	130	130
Product Cost:	\$8,236.21	\$8,389.94
Work Hours/Product:	130.00	130.00
<b>Totals for Service Delivery Plan 72504 - Volunteer Resources</b>		
<b>Costs:</b>	<b>\$134,691</b>	<b>\$137,393</b>
<b>Hours:</b>	<b>2,088</b>	<b>2,088</b>

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

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72506 - Management and Support Services**

Provide leadership to Office of the City Manager staff, City Council, the general public, and the business community, by:

- Planning for the long range needs of the department,
- Analyzing financial reports and making recommendations to improve operations,
- Responding to Council, citizen, and business inquiries in a professional and timely manner, and
- Coordinating the analysis of department wide issues to prevent duplication and ensure the even application of policies and procedures.

Support the operation and overall effectiveness of Community Building, Civic Engagement and Volunteering, by:

- Providing answer point services to the general public and business community,
- Supporting the administrative needs of staff and management,
- Accurately filing and retrieving Community Building, Civic Engagement and Volunteering onsite and offsite records,
- Processing purchase requisitions, POs and check requests, and
- Maintaining the operation of office equipment and collection and distribution of interoffice mail.

**Notes**

1. The Program Manager is currently President-elect and will be President (2007) of the National Association of Volunteer Programs in Local Government (NAVPLG).

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72506 - Management and Support Services**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 725600 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$69,953	\$72,602
Products:	647	647
Work Hours:	647	647
Product Cost:	\$108.12	\$112.21
Work Hours/Product:	1.00	1.00
<b>Activity 725610 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$18,175	\$18,461
Products:	360	360
Work Hours:	360	360
Product Cost:	\$50.49	\$51.28
Work Hours/Product:	1.00	1.00
<b>Activity 725620 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$12,838	\$13,164
Products:	138	138
Work Hours:	138	138
Product Cost:	\$93.03	\$95.39
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

**Service Delivery Plan 72506 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 725630 - Community Engagement Studies and New Initiatives</b>		
Product: A Project Completed		
Costs:	\$52,789	\$54,095
Products:	3	3
Work Hours:	804	804
Product Cost:	\$17,596.24	\$18,031.77
Work Hours/Product:	268.00	268.00
<b>Totals for Service Delivery Plan 72506 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$153,754</b>	<b>\$158,322</b>
<b>Hours:</b>	<b>1,949</b>	<b>1,949</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 725 - Community Building, Civic Engagement and Volunteering**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 725</b>	<b>Costs:</b>	<b>\$506,613</b>	<b>\$518,830</b>
	<b>Hours:</b>	<b>6,854</b>	<b>6,854</b>



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

### **Program 726 - Intergovernmental Relations (IGR)**

#### **Program Performance Statement**

Assist City Council in representing the City's interests in intergovernmental activities, and making informed decisions when establishing policies and positions on legislative issues, by:

- Keeping Council informed about intergovernmental relations activities, and
- Responding to bills/issues in a coordinated and timely manner.

Service delivery areas include:

- Advocate on significant issues of concern to Sunnyvale as appropriate.
- Manage and support Council's intergovernmental assignments by maintaining accurate records of Council assignments; notifying intergovernmental agencies of Council assignments at start of calendar year; processing new assignments for Council ratification in a timely way; and training IGR staff City-wide on Council support policies, procedures and expectations.
- Identify and advise Council on pending legislative and intergovernmental issues of significant concern to Sunnyvale by providing balanced analysis of issues, reviewing current City policy, and outlining and evaluating alternative courses of action.
- Provide management and support.

#### **Notes**

1. This new program (formerly addressed by a Service Delivery Plan in Program 732) includes the coordination of staff support to Councilmembers with intergovernmental committee appointments. It also addresses legislative advocacy on issues affecting the City.

**City of Sunnyvale  
Program Performance Budget**

**Program 726 - Intergovernmental Relations (IGR)**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Council indicates overall satisfaction rating with staff's analysis of intergovernmental relations issues. - <b>Percent Satisfaction</b>	I	85.00%	85.00%
* Council indicates overall satisfaction with staff's administration of Council's intergovernmental committee assignments. - <b>Percent Satisfaction</b>	I	85.00%	85.00%
* Council indicates overall satisfaction with staff's administration of Intergovernmental Study Sessions. - <b>Percent Satisfaction</b>	I	85.00%	85.00%
* Council and management staff indicates overall satisfaction with the usefulness of the current year's City priorities and Legislative Advocacy Positions. - <b>Percent Satisfaction</b>	I	85.00%	85.00%

**Productivity**

* Legislative advocacy letters are drafted and mailed within two weeks of request. - <b>Percent On Time</b>	C	85.00%	85.00%
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**Cost Effectiveness**

* The cost of supporting Council assignments by the Office of the City Manager staff does not exceed planned cost. - <b>Cost of Supporting Council Assignments</b>	I	\$2,281	\$2,348
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**Financial**

* Actual total expenditures for Intergovernmental Relations will not exceed planned program expenditures. - <b>Total Program Expenditures</b>	C	\$161,078	\$165,738
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**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 726 - Intergovernmental Relations (IGR)**

**Service Delivery Plan 72601 - Manage Council Intergovernmental (IGR) Assignments**

Manage and support Council's intergovernmental assignments, by:

- Maintaining accurate records of Council assignments,
- Notifying intergovernmental agencies of Council assignments at start of calendar year,
- Processing new assignments for Council ratification in a timely way, and
- Training IGR staff City-wide on Council support policies, procedures and expectations.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 726 - Intergovernmental Relations (IGR)**

**Service Delivery Plan 72601 - Manage Council Intergovernmental (IGR) Assignments**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 726100 - Coordinate Administration of Council's Intergovernmental Activities City-Wide</b>		
Product: A Council IGR Assignment		
Costs:	\$22,370	\$22,896
Products:	50	50
Work Hours:	260	260
Product Cost:	\$447.40	\$457.91
Work Hours/Product:	5.20	5.20
<b>Activity 726110 - Support IGR Staff Liaisons and Staff Assigned to IGR Council Support Roles</b>		
Product: An IGR Staff Liaison or Council Support Staff Trained		
Costs:	\$5,578	\$5,742
Products:	25	25
Work Hours:	90	90
Product Cost:	\$223.11	\$229.68
Work Hours/Product:	3.60	3.60
<b>Activity 726120 - Support Council IGR Committee Assignments Assigned to the Office of the City Manager</b>		
Product: An Assignment Supported		
Costs:	\$11,406	\$11,742
Products:	5	5
Work Hours:	170	170
Product Cost:	\$2,281.11	\$2,348.42
Work Hours/Product:	34.00	34.00

**City of Sunnyvale  
Program Performance Budget**

**Program 726 - Intergovernmental Relations (IGR)**

**Service Delivery Plan 72601 - Manage Council Intergovernmental (IGR) Assignments**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 726130 - Coordinate Intergovernmental Study Sessions</b>		
Product: A Study Session Held		
Costs:	\$4,648	\$4,809
Products:	5	5
Work Hours:	60	60
Product Cost:	\$929.63	\$961.75
Work Hours/Product:	12.00	12.00
<b>Totals for Service Delivery Plan 72601 - Manage Council Intergovernmental (IGR) Assignments</b>		
<b>Costs:</b>	<b>\$44,001</b>	<b>\$45,188</b>
<b>Hours:</b>	<b>580</b>	<b>580</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 726 - Intergovernmental Relations (IGR)**

**Service Delivery Plan 72602 - Bill and Issue Advocacy**

Identify and advise Council on pending legislative and intergovernmental issues of significant concern to Sunnyvale, by:

- Advocating on significant issues of concern to Sunnyvale as appropriate,
- Providing balanced analysis of issues, reviewing current City policy, and
- Outlining and evaluating alternative courses of action.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 726 - Intergovernmental Relations (IGR)**

**Service Delivery Plan 72602 - Bill and Issue Advocacy**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 726200 - Research, Develop, Coordinate and Track Advocacy on Legislation and Issues</b>		
Product: A Piece of Legislation Advocated For or Against		
Costs:	\$13,260	\$13,651
Products:	30	30
Work Hours:	210	210
Product Cost:	\$441.99	\$455.03
Work Hours/Product:	7.00	7.00
<b>Activity 726210 - Develop Annual City Advocacy Priorities and Update Legislative Advocacy Positions</b>		
Product: A Legislative Advocacy Position Supported		
Costs:	\$3,977	\$4,115
Products:	419	419
Work Hours:	50	50
Product Cost:	\$9.49	\$9.82
Work Hours/Product:	0.12	0.12
<b>Activity 726220 - Provide Council with Ballot Measures/League of California Cities (LCC) and National League of Cities Resolutions (NLC) Analysis</b>		
Product: A Report Completed		
Costs:	\$19,091	\$19,607
Products:	5	5
Work Hours:	320	320
Product Cost:	\$3,818.12	\$3,921.47
Work Hours/Product:	64.00	64.00
<b>Totals for Service Delivery Plan 72602 - Bill and Issue Advocacy</b>		
<b>Costs:</b>	<b>\$36,328</b>	<b>\$37,373</b>
<b>Hours:</b>	<b>580</b>	<b>580</b>



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

**Program 726 - Intergovernmental Relations (IGR)**

**Service Delivery Plan 72603 - Management and Support Services and IGR Projects**

Provide leadership to Office of the City Manager staff, City Council, the general public, and the business community, by:

- Planning for the long range needs of the department,
- Analyzing financial reports and making recommendations to improve operations,
- Responding to Council, citizen, and business inquiries in a professional and timely manner, and
- Coordinating the analysis of department wide issues to prevent duplication and ensure the even application of policies and procedures.

Support the operation and overall effectiveness of Intergovernmental Relations, by:

- Supporting the administrative needs of staff and management,
- Accurately filing and retrieving Intergovernmental Relations onsite and offsite records,
- Processing purchase requisitions, POs and check requests, and
- Maintaining the operation of office equipment and collection and distribution of interoffice mail.

**Notes**

1. 726330 Interagency Projects - Some examples of the types of projects that are managed by the IGR program include Moffett Field, NASA Ames, and the Onizuka Air Field projects.

**City of Sunnyvale  
Program Performance Budget**

**Program 726 - Intergovernmental Relations (IGR)**

**Service Delivery Plan 72603 - Management and Support Services and IGR Projects**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 726300 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$22,238	\$23,116
Products:	218	218
Work Hours:	218	218
Product Cost:	\$102.01	\$106.04
Work Hours/Product:	1.00	1.00
<b>Activity 726310 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$14,283	\$14,505
Products:	270	270
Work Hours:	270	270
Product Cost:	\$52.90	\$53.72
Work Hours/Product:	1.00	1.00
<b>Activity 726320 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$4,603	\$4,709
Products:	40	40
Work Hours:	40	40
Product Cost:	\$115.08	\$117.73
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 726 - Intergovernmental Relations (IGR)**

**Service Delivery Plan 72603 - Management and Support Services and IGR Projects**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 726330 - Manage Inter-agency Projects</b>		
Product: An Inter-agency Project Managed		
Costs:	\$39,625	\$40,847
Products:	3	3
Work Hours:	582	582
Product Cost:	\$13,208.30	\$13,615.74
Work Hours/Product:	194.00	194.00
<b>Totals for Service Delivery Plan 72603 - Management and Support Services and IGR Projects</b>		
<b>Costs:</b>	<b>\$80,749</b>	<b>\$83,177</b>
<b>Hours:</b>	<b>1,110</b>	<b>1,110</b>
<b>Totals for Program 726</b>	<b>\$161,078</b>	<b>\$165,738</b>
	<b>2,270</b>	<b>2,270</b>

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

**Program 727 - Policy Analysis and Citywide Process Improvement**

**Program Performance Statement**

Maintain user-friendly, accurate City Council policies and administrative policies, manage the City's Study Issues process, and ensure efficient and effective City-wide work processes, by:

- Developing and maintaining City policies,
- Coordinating policy reviews as needed,
- Managing the City's Study Issues process, and
- Developing and revising City-wide processes.

Service areas include:

- Maintain, review and update Council and administrative policies. Coordinate City-wide review of new legislation, and coordinate updates to City policy as needed.
- Compile and track the City's annual Study Issues process.
- Review and revise City processes to improve efficiency and effectiveness.
- Provide management and support.

**Notes**

1. This new program (formerly addressed by a Service Delivery Plan in 732) includes tasks associated with the City's Study Issue process; it also addresses maintenance of the Council Policy Manual, the City's Administrative Manual, and the review of new State and Federal laws which could impact the City.

**City of Sunnyvale  
Program Performance Budget**

**Program 727 - Policy Analysis and Citywide Process Improvement**

**Program Measures**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b><u>Quality</u></b>			
* Council reports satisfaction with implementation of the Study Issues Process. - <b>Percent Satisfaction</b>	C	<b>95.00%</b>	<b>95.00%</b>
* City staff rate the currency of the Administrative and Legislative Policy Manuals positively. - <b>Percentage Rated Positively</b>	I	<b>85.00%</b>	<b>85.00%</b>
* City staff rate the ease of use of the Administrative and Legislative Policy Manuals positively. - <b>Percentage Rated Positively</b>	I	<b>85.00%</b>	<b>85.00%</b>
* Target customer(s) of City process improvements indicate significant improvement with revisions. - <b>Percent Satisfaction</b>	I	<b>80.00%</b>	<b>80.00%</b>
<b><u>Productivity</u></b>			
* The City reviews and/or updates administrative or legislative policies annually. - <b>Number of Policies Updated or Reviewed</b>	I	<b>31.00</b>	<b>31.00</b>
<b><u>Cost Effectiveness</u></b>			
* The average cost per policy updated or revised does not exceed planned cost. - <b>Average Cost Per Policy</b>	I	<b>\$759</b>	<b>\$777</b>
<b><u>Financial</u></b>			
* Actual total expenditures for Policy Analysis and Citywide Process Improvement will not exceed planned program expenditures. - <b>Total Program Expenditures</b>	C	<b>\$147,409</b>	<b>\$151,689</b>

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 727 - Policy Analysis and Citywide Process Improvement**

**Service Delivery Plan 72701 - Council and Administrative Policies Review and Update**

Review and update Council and administrative policies for accuracy, clarity and relevance. Coordinate department and City-wide review of new legislation, and coordinate updates to City policy as needed. Develop City policy and Council reports on policy issues for the Office of the City Manager.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 727 - Policy Analysis and Citywide Process Improvement**

**Service Delivery Plan 72701 - Council and Administrative Policies Review and Update**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 727100 - Manage, Review and Update Council Policies</b>		
Product: A Council Policy Reviewed/Revised		
Costs:	\$6,830	\$6,994
Products:	9	9
Work Hours:	125	125
Product Cost:	\$758.92	\$777.15
Work Hours/Product:	13.89	13.89
<b>Activity 727110 - Manage, Review, Develop, and Update Administrative Policies</b>		
Product: An Administrative Policy Reviewed/Revised or Developed		
Costs:	\$10,185	\$10,465
Products:	22	22
Work Hours:	175	175
Product Cost:	\$462.97	\$475.70
Work Hours/Product:	7.95	7.95
<b>Activity 727120 - Coordinate Annual City-Wide Review of New Legislation</b>		
Product: A New Law Reviewed		
Costs:	\$3,379	\$3,481
Products:	282	282
Work Hours:	55	55
Product Cost:	\$11.98	\$12.35
Work Hours/Product:	0.20	0.20

**City of Sunnyvale  
Program Performance Budget**

**Program 727 - Policy Analysis and Citywide Process Improvement**

**Service Delivery Plan 72701 - Council and Administrative Policies Review and Update**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 727130 - Develop Council Reports on OCM Related Council Policy Issues</b>		
Product: A Report Completed		
Costs:	\$9,418	\$9,729
Products:	3	3
Work Hours:	145	145
Product Cost:	\$3,139.35	\$3,243.01
Work Hours/Product:	48.33	48.33
<b>Totals for Service Delivery Plan 72701 - Council and Administrative Policies Review and Update</b>		
<b>Costs:</b>	<b>\$29,813</b>	<b>\$30,670</b>
<b>Hours:</b>	<b>500</b>	<b>500</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 727 - Policy Analysis and Citywide Process Improvement**

**Service Delivery Plan 72702 - Manage City-Wide Study Issues Process**

Compile and track the City's annual Study Issues process and develop report for review at annual Council Workshop.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 727 - Policy Analysis and Citywide Process Improvement**

**Service Delivery Plan 72702 - Manage City-Wide Study Issues Process**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 727200 - Compile Citywide Proposed Study Issues, Develop Council Report and Track Workshop Results</b>		
Product: A Proposed Study Issue		
Costs:	\$10,010	\$10,291
Products:	96	96
Work Hours:	160	160
Product Cost:	\$104.27	\$107.20
Work Hours/Product:	1.67	1.67
<b>Activity 727210 - Track Approved Study Issues Through Final Council Review</b>		
Product: A Study Issue Tracked		
Costs:	\$3,611	\$3,716
Products:	39	39
Work Hours:	60	60
Product Cost:	\$92.58	\$95.29
Work Hours/Product:	1.54	1.54
<b>Activity 727220 - Coordinate Study Issues Process - Educate and Inform City Staff and the Public</b>		
Product: An Information Activity Completed		
Costs:	\$7,813	\$8,025
Products:	30	30
Work Hours:	135	135
Product Cost:	\$260.42	\$267.50
Work Hours/Product:	4.50	4.50
<b>Totals for Service Delivery Plan 72702 - Manage City-Wide Study Issues Process</b>		
<b>Costs:</b>	<b>\$21,434</b>	<b>\$22,033</b>
<b>Hours:</b>	<b>355</b>	<b>355</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 727 - Policy Analysis and Citywide Process Improvement**

**Service Delivery Plan 72703 - Process Improvement**

Foster a culture of continuous improvement and ensure that the services delivered by the City of Sunnyvale to both internal and external customers meet service objectives in the most effective, and efficient manner by reviewing and revising City processes annually.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 727 - Policy Analysis and Citywide Process Improvement**

**Service Delivery Plan 72703 - Process Improvement**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 727300 - A Process or City-wide Issue Analyzed and/or Revised</b>		
Product: A Project Completed or City-wide Issue Reviewed		
Costs:	\$31,691	\$32,733
Products:	2	2
Work Hours:	400	400
Product Cost:	\$15,845.37	\$16,366.29
Work Hours/Product:	200.00	200.00
 <b>Totals for Service Delivery Plan 72703 - Process Improvement</b>		
<b>Costs:</b>	<b>\$31,691</b>	<b>\$32,733</b>
<b>Hours:</b>	<b>400</b>	<b>400</b>

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

**Program 727 - Policy Analysis and Citywide Process Improvement**

**Service Delivery Plan 72704 - Management and Support Services**

Provide leadership to Office of the City Manager staff, City Council, the general public, and the business community, by:

- Planning for the long range needs of the department,
- Analyzing financial reports and making recommendations to improve operations,
- Responding to Council, citizen, and business inquiries in a professional and timely manner, and
- Coordinating the analysis of department wide issues to prevent duplication and ensure the even application of policies and procedures.

Support the operation and overall effectiveness of Policy Analysis and City-wide Process Improvement, by:

- Supporting the administrative needs of staff and management,
- Accurately filing and retrieving Policy Analysis and City-wide Process Improvement onsite and offsite records,
- Processing purchase requisitions, POs and check requests, and
- Maintaining the operation of office equipment and collection and distribution of interoffice mail.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 727 - Policy Analysis and Citywide Process Improvement**

**Service Delivery Plan 72704 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 727400 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$30,651	\$31,820
Products:	310	310
Work Hours:	310	310
Product Cost:	\$98.87	\$102.64
Work Hours/Product:	1.00	1.00
<b>Activity 727410 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$23,445	\$23,773
Products:	495	495
Work Hours:	495	495
Product Cost:	\$47.36	\$48.03
Work Hours/Product:	1.00	1.00
<b>Activity 727420 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$10,376	\$10,662
Products:	100	100
Work Hours:	100	100
Product Cost:	\$103.76	\$106.62
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 72704 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$64,472</b>	<b>\$66,254</b>
<b>Hours:</b>	<b>905</b>	<b>905</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 727 - Policy Analysis and Citywide Process Improvement**

<b>Totals for Program 727</b>	<b>Costs:</b>	<b>\$147,409</b>	<b>\$151,689</b>
	<b>Hours:</b>	<b>2,160</b>	<b>2,160</b>

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

**Program 728 - Council - Appointed Advisory Boards and Commissions**

**Program Performance Statement**

Provide effective advisory Boards and Commissions to City Council, by:

- Managing recruitment activities including publicizing to the community the opportunity to participate on advisory boards and commissions,
- Supporting Boards and Commissions member development through orientation and training,
- Supporting staff liaisons to the Boards and Commissions through training and problem-solving,
- Providing recognition of Boards and Commissions member service to Council and the community,
- Providing overall management and support of the Boards and Commissions process, and
- Providing ongoing monitoring of Boards and Commissions activities including attendance records.

**Notes**

1. This new program addresses the coordination of all Boards and Commissions advisory to City Council (formerly in Program 732). This program focuses on strengthening Boards and Commissions member development, ensuring consistency amongst various Boards and Commissions where appropriate, and supporting staff liaisons responsible for Boards and Commissions.



**City of Sunnyvale  
Program Performance Budget**

**Program 728 - Council - Appointed Advisory Boards and Commissions**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Council are satisfied overall with staff efforts to recruit Board and Commission applicants who reflect the demographics of the community. <b>- Average Satisfaction Rating</b>	C	<b>85.00%</b>	<b>85.00%</b>
* Board and Commission applicants are satisfied overall with the City recruitment process. <b>- Average Overall Satisfaction Rating</b>	I	<b>85.00%</b>	<b>85.00%</b>
* New Board and Commission members are satisfied overall with orientation services. <b>- Average Overall Satisfaction Rating</b>	I	<b>85.00%</b>	<b>85.00%</b>
* Board and Commission staff liaisons are satisfied with training and support received. <b>- Average Satisfaction Rating</b>	I	<b>85.00%</b>	<b>85.00%</b>

**Productivity**

* Council is provided with accurate and timely Board and Commission appointment reports, attendance reports, and resignations. <b>- Percent Completed</b> - Number of Items	C	<b>75.00%</b> 8.00	<b>75.00%</b> 8.00
* Board and Commission work plans are coordinated and submitted in accordance with Council-established schedule. <b>- Percent Completed</b> - Number of Work Plans	I	<b>100.00%</b> 10.00	<b>100.00%</b> 10.00
* Number of Board and Commission seats that are vacant for more than one month. <b>- Percent Vacant</b> - Number Vacant	I	<b>6.00%</b> 4.00	<b>6.00%</b> 4.00

**Cost Effectiveness**

* Actual total expenditures for the Boards/Commissions recognition events will not exceed planned expenditures. <b>- Total Expenditures</b>	I	<b>\$18,936</b>	<b>\$18,684</b>
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**Financial**

* Actual total expenditures for Council-Appointed Advisory Boards and Commissions will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$183,095</b>	<b>\$169,115</b>
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**City of Sunnyvale  
Program Performance Budget**

**Program 728 - Council - Appointed Advisory Boards and Commissions**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 728 - Council - Appointed Advisory Boards and Commissions**

**Service Delivery Plan 72801 - Boards and Commissions Assistance and Support**

Provide ongoing support for the Boards and Commissions program, by:

- Providing timely recruitment processes,
- Providing information and training about City policies, programs, and operations, and
- Recognizing service.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 728 - Council - Appointed Advisory Boards and Commissions**

**Service Delivery Plan 72801 - Boards and Commissions Assistance and Support**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 728100 - Recruitment - Including Publicity, Application Processing, Interviews, and Reports to Council Regarding Appointments</b>		
Product: An Application Processed		
Costs:	\$40,276	\$41,974
Products:	50	50
Work Hours:	512	512
Product Cost:	\$805.51	\$839.48
Work Hours/Product:	10.24	10.24
<b>Activity 728110 - Member Development - Including Orientation, Board and Commission Handbooks, and Supplemental Training</b>		
Product: A Board and Commission Member Receiving Training and/or Materials		
Costs:	\$21,792	\$21,892
Products:	225	225
Work Hours:	272	260
Product Cost:	\$96.85	\$97.30
Work Hours/Product:	1.21	1.16
<b>Activity 728120 - Service Recognition - Board and Commission Annual Event</b>		
Product: An Attendee		
Costs:	\$18,936	\$18,684
Products:	75	75
Work Hours:	212	198
Product Cost:	\$252.48	\$249.13
Work Hours/Product:	2.83	2.64
<b>Totals for Service Delivery Plan 72801 - Boards and Commissions Assistance and Support</b>		
<b>Costs:</b>	<b>\$81,004</b>	<b>\$82,550</b>
<b>Hours:</b>	<b>996</b>	<b>970</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 728 - Council - Appointed Advisory Boards and Commissions**

**Service Delivery Plan 72802 - Support Boards and Commissions Staff Liaisons**

Provide ongoing support of Boards and Commissions staff liaisons, by:

-Providing training, quarterly problem-solving discussions, and acting as an on-going resource for Board and Commission liaisons.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 728 - Council - Appointed Advisory Boards and Commissions**

**Service Delivery Plan 72802 - Support Boards and Commissions Staff Liaisons**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 728200 - Staff Training and Development for Liaisons</b>		
Product: An Attendee		
Costs:	\$9,562	\$9,985
Products:	25	25
Work Hours:	120	120
Product Cost:	\$382.46	\$399.41
Work Hours/Product:	4.80	4.80
<b>Activity 728210 - Facilitate Quarterly Problem-Solving Discussions with Staff Liaisons</b>		
Product: An Attendee at Four Sessions		
Costs:	\$7,028	\$7,362
Products:	40	40
Work Hours:	90	90
Product Cost:	\$175.70	\$184.05
Work Hours/Product:	2.25	2.25
<b>Totals for Service Delivery Plan 72802 - Support Boards and Commissions Staff Liaisons</b>		
<b>Costs:</b>	<b>\$16,589</b>	<b>\$17,347</b>
<b>Hours:</b>	<b>210</b>	<b>210</b>

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

**Program 728 - Council - Appointed Advisory Boards and Commissions**

**Service Delivery Plan 72803 - Management and Support Services**

Provide ongoing management and support of the Council-Appointed Advisory Boards and Commissions program, by:

- Providing administrative and clerical support services,
- Providing training and educational opportunities for staff development, and
- Keeping Council informed about status of Boards and Commissions membership participation.

Support the operation and overall effectiveness of Council-Appointed Advisory Boards and Commissions, by:

- Providing answer point services to the general public,
- Supporting the administrative needs of professional staff and management,
- Accurately filing and retrieving Council-Appointed Advisory Boards and Commissions onsite and offsite records,
- Processing purchase requisitions, POs and check requests, and
- Maintaining the operation of office equipment and collection and distribution of interoffice mail.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 728 - Council - Appointed Advisory Boards and Commissions**

**Service Delivery Plan 72803 - Management and Support Services**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 728300 - Management and Supervisory Services for Boards and Commissions and Staff Liaisons</b>		
Product: A Work Hour		
Costs:	\$31,380	\$31,941
Products:	280	269
Work Hours:	280	269
Product Cost:	\$112.07	\$118.74
Work Hours/Product:	1.00	1.00
<b>Activity 728310 - Administrative Support for Boards and Commissions and Staff Liaisons</b>		
Product: A Work Hour		
Costs:	\$25,541	\$25,177
Products:	442	419
Work Hours:	442	419
Product Cost:	\$57.79	\$60.09
Work Hours/Product:	1.00	1.00
<b>Activity 728320 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$5,182	\$5,408
Products:	70	70
Work Hours:	70	70
Product Cost:	\$74.03	\$77.25
Work Hours/Product:	1.00	1.00



**City of Sunnyvale  
Program Performance Budget**

**Program 728 - Council - Appointed Advisory Boards and Commissions**

**Service Delivery Plan 72803 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 728330 - Reporting and Monitoring - Including Maintaining Records, Preparing Quarterly Attendance Reports for Council and Resignation Reports as Needed</b>		
Product: A Report Prepared		
Costs:	\$6,428	\$6,693
Products:	6	6
Work Hours:	93	93
Product Cost:	\$1,071.34	\$1,115.42
Work Hours/Product:	15.50	15.50
<b>Activity 728340 - Special Projects, Non-Election Years</b>		
Product: A Project Completed		
Costs:	\$16,971	
Products:	1	
Work Hours:	204	
Product Cost:	\$16,971.24	
Work Hours/Product:	204.00	
<b>Totals for Service Delivery Plan 72803 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$85,502</b>	<b>\$69,218</b>
<b>Hours:</b>	<b>1,089</b>	<b>851</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 728 - Council - Appointed Advisory Boards and Commissions**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 728</b>	<b>Costs:</b>	<b>\$183,095</b>	<b>\$169,115</b>
	<b>Hours:</b>	<b>2,295</b>	<b>2,031</b>

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

**Program 729 - Office of the City Manager Department Management and Support Services**

**Program Performance Statement**

Ensure the effective and efficient management of the Office of the City Manager by exercising the powers and fulfilling the City-wide duties of the City Manager, such as administering City operations, by:

- Preparing an annual budget recommendation to City Council,
- Administering the City's approved budget,
- Preparing and submitting a year-end financial and administrative report to City Council,
- Advising the Council regarding the financial condition and future needs of the City, and making related recommendations,
- Providing policy recommendations to City Council, and approving all staff reports to Council,
- Making investigations into the City's operations, contracts, and performance,
- Appointing and removing all employees of the City,
- Submitting to the Council at each meeting for its approval a list of all claims and bills approved for payment by the City Manager,
- Serving as the Director of the City's Emergency Operations Center, and
- Providing managerial support and advice to the City Council.

**Notes**

1. Costs for the Executive Assistant to Council have been transferred from this program to that of "Council Budget and Support". Hours for an Administrative Aide have been transferred to this program from "Organizational Excellence". The latter program has been dissolved.

**City of Sunnyvale  
Program Performance Budget**

**Program 729 - Office of the City Manager Department Management and Support Services**

**Program Measures**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b><u>Quality</u></b>			
* City Council indicates overall satisfaction with the managerial support provided by the Office of the City Manager. <b>- Satisfaction Rating Based On Survey</b>	C	<b>85.00%</b>	<b>85.00%</b>
* The Executive Leadership Team indicates overall satisfaction with the guidance and support provided by the Office of the City Manager. <b>- Satisfaction Rating Based On Survey</b>	I	<b>85.00%</b>	<b>85.00%</b>
<b><u>Productivity</u></b>			
* The percent of City-wide performance measures met or exceeded is achieved. <b>- City-Wide Performance Measures Met or Exceeded</b>	C	<b>90.00%</b>	<b>90.00%</b>
* The Office of the City Manager shall complete the employee performance evaluation process for each full-time and regular part-time staff member supervised, and submit the evaluation to Human Resources in accordance with established procedures and timeframes. <b>- Percent of Evaluations Submitted to Human Resources by the Scheduled Submittal Date</b> - Total Number of Evaluations for which the Department is Responsible	C	<b>95.00%</b> 20.00	<b>95.00%</b> 20.00
* Number of Reports to Council processed for review and signature. <b>- Number of Reports to Council Processed</b>	D	<b>500.00</b>	<b>500.00</b>
<b><u>Cost Effectiveness</u></b>			
* The Office of the City Manager works to prevent future worker's compensation claims by providing a planned number of training sessions that address the top three causes of worker's compensation injuries for department employees. <b>- Number of Training Sessions Completed</b>	I	<b>1.00</b>	<b>1.00</b>
<b><u>Financial</u></b>			
* Actual total expenditures for the Office of the City Manager will not exceed planned department expenditures. <b>- Total Department Expenditures</b>	C	<b>\$4,159,520</b>	<b>\$4,695,994</b>
* Actual total expenditures for all City-wide funds will not exceed planned City-wide expenditures. <b>- Percent of Actual Program Expenditures to Planned</b>	C	<b>100.00%</b>	<b>100.00%</b>
* Total City-wide revenue is at least equal to planned amounts. <b>- Percent of Actual Revenue Generated to Planned</b>	C	<b>100.00%</b>	<b>100.00%</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 729 - Office of the City Manager Department Management and Support Services**

Program Measures

Financial

\* Actual total expenditures for Office of the City Manager Department Management and Support Services will not exceed planned program expenditures.

**- Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
C	<b>\$821,752</b>	<b>\$847,126</b>

Priority Legend

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

### **Program 729 - Office of the City Manager Department Management and Support Services**

#### **Service Delivery Plan 72901 - Management Services**

Ensure the effective and efficient management of the Office of the City Manager by exercising the powers and fulfilling the City-wide duties of the City Manager and administering City operations, by:

- Preparing an annual budget recommendation to City Council,
- Administering the City's approved budget,
- Preparing and submitting a year-end financial and administrative report to City Council,
- Advising the Council regarding the financial condition and future needs of the City, and making related recommendations;
- Providing policy recommendations to City Council, and approving all staff reports to Council,
- Making investigations into the City's operations, contracts, and performance,
- Appointing and removing all employees of the City,
- Submitting to the Council at each meeting for its approval a list of all claims and bills approved for payment by the City Manager,
- Serving as the Director of the City's Emergency Operations Center, and
- Providing managerial support and advice to the City Council.

Oversee those Department-specific programs operated by the City Manager's Office (such as Communications; Intergovernmental Relations; City Policy Analysis and City-wide Process Improvement; Columbia Neighborhood Center; Youth, Family and Child Care Resources; Building Community, Civic Engagement, and Volunteerism; Records and Elections; and Boards and Commissions) by providing leadership, budgetary oversight, and clerical and administrative support to the Office of the City Manager.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 729 - Office of the City Manager Department Management and Support Services**

**Service Delivery Plan 72901 - Management Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 729100 - Executive Management - Work and Activities Conducted by the City Manager and Assistant City Manager</b>		
Product: A Work Hour		
Costs:	\$579,128	\$600,433
Products:	3,418	3,418
Work Hours:	3,418	3,418
Product Cost:	\$169.43	\$175.67
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 72901 - Management Services</b>		
<b>Costs:</b>	<b>\$579,128</b>	<b>\$600,433</b>
<b>Hours:</b>	<b>3,418</b>	<b>3,418</b>



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

**Program 729 - Office of the City Manager Department Management and Support Services**

**Service Delivery Plan 72902 - Administrative Support Services**

Support the operation and overall effectiveness of the Office of the City Manager, by:

- Providing answer point services to the general public and business community,
- Supporting the administrative needs of staff and management,
- Accurately filing and retrieving Office of the City Manager onsite and offsite records,
- Processing purchase requisitions, POs and check requests, and
- Maintaining the operation of office equipment and collection and distribution of interoffice mail.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 729 - Office of the City Manager Department Management and Support Services**

**Service Delivery Plan 72902 - Administrative Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 729200 - Administrative Support - Admin and Clerical Support Provided to the Office of the City Manager</b>		
Product: A Work Hour		
Costs:	\$242,625	\$246,693
Products:	3,620	3,620
Work Hours:	3,620	3,620
Product Cost:	\$67.02	\$68.15
Work Hours/Product:	1.00	1.00
 <b>Totals for Service Delivery Plan 72902 - Administrative Support Services</b>		
<b>Costs:</b>	<b>\$242,625</b>	<b>\$246,693</b>
<b>Hours:</b>	<b>3,620</b>	<b>3,620</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 729 - Office of the City Manager Department Management and Support Services**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 729</b>	<b>Costs:</b>	<b>\$821,752</b>	<b>\$847,126</b>
	<b>Hours:</b>	<b>7,038</b>	<b>7,038</b>

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

**Program 735 - Communications**

**Program Performance Statement**

Provide timely, relevant and accurate public information through appropriate media, including KSUN, news media, newsletters, information to neighborhood associations and special projects; Making information about the City of Sunnyvale easy to find, through the City's Web portal, fact sheets, Quarterly Report, photography and visual displays; Assisting City Council and City staff in planning and coordination of public/internal information activities, including Jasmine postings, City-wide e-mails, speech writing, special displays and special projects; and Support community groups and organizations through appropriate public relations activities and/or counseling, to include special activities, limited photographic support and public speaking.

**Notes**

1. This new program replaces "External Relations", and separates the Communication Office's responsibility into two distinct categories: Internal Communications and External Communications. The processing of Special Event Applications from the Community (formerly in "External Relations") will now be handled by "Community Building, Civic Engagement and Volunteering", while responsibility for the City-wide Answerpoint is transferred to Community Development. Responsibility for facilitating City-wide Community Satisfaction Surveys now rests here (formerly in "Organizational Effectiveness").

**City of Sunnyvale  
Program Performance Budget**

**Program 735 - Communications**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Residents and businesses surveyed report that information about the City is easily accessible, timely and relevant on KSUN, Quarterly Report and Web site. - <b>Percent Satisfied</b>	C	<b>88.00%</b>	<b>88.00%</b>
* Media information provided by Communications is accurately submitted to the media. - <b>Percent Accurate Pieces of Information</b>	I	<b>95.00%</b>	<b>95.00%</b>
* City Council indicates satisfaction with Communications speech writing. - <b>Percent Satisfied</b>	I	<b>85.00%</b>	<b>85.00%</b>
* Internal customers indicate overall satisfaction with Communications services. - <b>Percent Satisfied</b>	D	<b>80.00%</b>	<b>80.00%</b>

**Productivity**

* The resident newsletters (Quarterly Report) are published on scheduled. - <b>Number of Published Reports On Schedule</b>	C	<b>4.00</b>	<b>4.00</b>
* The Annual Report is published on schedule. - <b>Number of Published Annual Reports On Schedule</b>	I	<b>1.00</b>	<b>1.00</b>
* The City's internal employee newsletter (Harbinger) is published on schedule. - <b>Number of Published Newsletters On Schedule</b>	I	<b>6.00</b>	<b>6.00</b>
* Number of new releases issued annually by Communications. - <b>Number of News Releases</b>	I	<b>96.00</b>	<b>96.00</b>
* Annual KSUN Cable TV on-air broadcast time (uptime) for Council meetings, Planning Commission, special and public information programming provided to Sunnyvale Residents is achieved. - <b>Percent of On-Air Time</b>	I	<b>95.00%</b>	<b>95.00%</b>
* News media inquiries will be responded to promptly by Communication staff. - <b>Percent of Media Responded to within Three (3) Hours of Receipt</b>	D	<b>85.00%</b>	<b>85.00%</b>
* Amount of KSUN broadcast airtime providing education and/or public information programming is achieved. - <b>Percent of Airtime</b>	D	<b>80.00%</b>	<b>80.00%</b>

**Cost Effectiveness**

**City of Sunnyvale  
Program Performance Budget**

**Program 735 - Communications**

**Program Measures**

**Cost Effectiveness**

\* The cost per issue of the Quarterly Report does not exceed the planned cost.

**- Cost Per Issue**

**Financial**

\* Actual total expenditures for Communications will not exceed planned program expenditures.

**- Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
D	<b>\$31,161</b>	<b>\$32,079</b>
C	<b>\$541,788</b>	<b>\$556,130</b>

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 735 - Communications**

**Service Delivery Plan 73501 - External Communications**

Assure timely, relevant, consistent and accurate public information; and assist City Council and City staff in the coordination of public participation and public informational activities.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 735 - Communications**

**Service Delivery Plan 73501 - External Communications**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 735000 - Prepare Quarterly Report</b>		
Product: A Quarterly Report Published		
Costs:	\$124,644	\$128,316
Products:	4	4
Work Hours:	501	501
Product Cost:	\$31,161.09	\$32,078.99
Work Hours/Product:	125.25	125.25
<b>Activity 735010 - Provide Public Information</b>		
Product: A News Story, Fact Sheet or Media Response		
Costs:	\$70,621	\$72,652
Products:	200	200
Work Hours:	875	875
Product Cost:	\$353.10	\$363.26
Work Hours/Product:	4.38	4.38
<b>Activity 735040 - Support Community Organization In Communication Issues</b>		
Product: A Community Activity Supported		
Costs:	\$12,048	\$12,359
Products:	10	10
Work Hours:	165	165
Product Cost:	\$1,204.83	\$1,235.85
Work Hours/Product:	16.50	16.50



**City of Sunnyvale  
Program Performance Budget**

**Program 735 - Communications**

**Service Delivery Plan 73501 - External Communications**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 735130 - Manage City Web Site Homepage Content</b>		
Product: A Change In Front Page Content		
Costs:	\$23,074	\$23,662
Products:	100	100
Work Hours:	350	350
Product Cost:	\$230.74	\$236.62
Work Hours/Product:	3.50	3.50
<b>Activity 735160 - Prepare Annual Report</b>		
Product: An Annual Report Published		
Costs:	\$24,894	\$25,640
Products:	1	1
Work Hours:	134	134
Product Cost:	\$24,894.12	\$25,640.04
Work Hours/Product:	134.00	134.00
<b>Activity 735170 - Provide Information Via Cable TV</b>		
Product: A Cable Broadcast Hour		
Costs:	\$43,265	\$44,177
Products:	7,884	7,884
Work Hours:	185	185
Product Cost:	\$5.49	\$5.60
Work Hours/Product:	0.02	0.02

**City of Sunnyvale  
Program Performance Budget**

**Program 735 - Communications**

**Service Delivery Plan 73501 - External Communications**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 735180 - Other External Publications (New Resident Guide, City Skills Pamphlet, etc.)</b>		
Product: A Document Published		
Costs:	\$3,309	\$3,391
Products:	5	5
Work Hours:	50	50
Product Cost:	\$661.79	\$678.17
Work Hours/Product:	10.00	10.00
<b>Activity 735190 - Conduct External Satisfaction Survey</b>		
Product: A Survey Completed		
Costs:	\$28,500	\$29,094
Products:	1	1
Work Hours:	125	125
Product Cost:	\$28,500.44	\$29,093.53
Work Hours/Product:	125.00	125.00
<b>Totals for Service Delivery Plan 73501 - External Communications</b>		
<b>Costs:</b>	<b>\$330,355</b>	<b>\$339,290</b>
<b>Hours:</b>	<b>2,385</b>	<b>2,385</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 735 - Communications**

**Service Delivery Plan 73503 - Internal Communications**

Assuring timely, relevant, consistent and accurate internal information; and Assisting City Council and City staff in the development, preparation and dissemination of materials to support employee communication.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 735 - Communications**

**Service Delivery Plan 73503 - Internal Communications**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 735300 - Assist City Departments In Communications-Related Issues</b>		
Product: A Project Completed		
Costs:	\$64,789	\$66,323
Products:	30	30
Work Hours:	1,030	1,030
Product Cost:	\$2,159.62	\$2,210.78
Work Hours/Product:	34.33	34.33
<b>Activity 735310 - Internal Staff Newsletter (Harbinger)</b>		
Product: A Harbinger Issue Published		
Costs:	\$24,489	\$24,986
Products:	6	6
Work Hours:	390	390
Product Cost:	\$4,081.51	\$4,164.29
Work Hours/Product:	65.00	65.00
<b>Activity 735320 - Employee Communications (Jasmine calendar, City-Wide emails, etc.)</b>		
Product: A Project Supported		
Costs:	\$5,133	\$5,243
Products:	10	10
Work Hours:	90	90
Product Cost:	\$513.33	\$524.26
Work Hours/Product:	9.00	9.00

**City of Sunnyvale  
Program Performance Budget**

**Program 735 - Communications**

**Service Delivery Plan 73503 - Internal Communications**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 735330 - Delivery of Communications-Related Staff Training and Development</b>		
Product: A Training Completed		
Costs:	\$2,719	\$2,792
Products:	5	5
Work Hours:	40	40
Product Cost:	\$543.76	\$558.40
Work Hours/Product:	8.00	8.00
<b>Activity 735340 - Other Publication/Internal (Style Guide, Acronym List, etc.)</b>		
Product: A Publication Completed		
Costs:	\$5,231	\$5,404
Products:	5	5
Work Hours:	45	45
Product Cost:	\$1,046.24	\$1,080.81
Work Hours/Product:	9.00	9.00
<b>Activity 735350 - Council Speech Writing</b>		
Product: A Speech Completed		
Costs:	\$8,192	\$8,420
Products:	15	15
Work Hours:	115	115
Product Cost:	\$546.16	\$561.35
Work Hours/Product:	7.67	7.67
<b>Totals for Service Delivery Plan 73503 - Internal Communications</b>		
<b>Costs:</b>	<b>\$110,553</b>	<b>\$113,168</b>
<b>Hours:</b>	<b>1,710</b>	<b>1,710</b>

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

**Program 735 - Communications**

**Service Delivery Plan 73504 - Management and Support Services**

Provide leadership to Office of the City Manager staff, City Council, the general public, and the business community, by:

- Planning for the long range needs of the department,
- Analyzing financial reports and making recommendations to improve operations,
- Responding to Council, citizen, and business inquiries in a professional and timely manner.

Support the operation and overall effectiveness of Communications, by:

- Providing answer point services to the general public and business community,
- Supporting the administrative needs of staff and management,
- Accurately filing and retrieving Communications onsite and offsite records,
- Processing purchase requisitions, POs and check requests, and
- Maintaining the operation of office equipment and collection and distribution of interoffice mail.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 735 - Communications**

**Service Delivery Plan 73504 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 735400 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$39,528	\$40,863
Products:	347	344
Work Hours:	347	344
Product Cost:	\$113.91	\$118.79
Work Hours/Product:	1.00	1.00
<b>Activity 735410 - Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$46,892	\$48,017
Products:	524	524
Work Hours:	524	524
Product Cost:	\$89.49	\$91.64
Work Hours/Product:	1.00	1.00
<b>Activity 735420 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$14,460	\$14,792
Products:	191	191
Work Hours:	191	191
Product Cost:	\$75.70	\$77.44
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 73504 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$100,879</b>	<b>\$103,672</b>
<b>Hours:</b>	<b>1,062</b>	<b>1,059</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 735 - Communications**

<b>Totals for Program 735</b>	<b>Costs:</b>	<b>\$541,788</b>	<b>\$556,130</b>
	<b>Hours:</b>	<b>5,157</b>	<b>5,154</b>



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

**Program 736 - Public Records and City Elections**

**Program Performance Statement**

Ensure official City documents comply with California State Law and City Policy and ensure City elections comply with the State of California Election Code and City policy by accurately and efficiently:

- Preparing for and facilitating Council meetings in accordance with Brown Act and City Charter,
- Providing ongoing management and support of the Public Records and City Elections Program by: attending Council meetings; providing administrative and clerical support services; and providing training and educational opportunities for staff development,
- Maintaining Tentative Council Meeting Agenda Calendar and tracking Information and Action Items-Council direction to staff,
- Maintaining and managing official City legislative records, and
- Administering municipal elections in conjunction with the Santa Clara County Registrar of Voters.

**Notes**

1. City elections are held in November of odd-numbered years only. Significant differences in funding for this program every other year reflect the costs associated with election years as opposed to non-election years.
2. In FY 2005/2006, this new budget structure was developed by an entirely new City Clerk's Office staff without the benefit of good historical data regarding products or costs. The new structure provides greater detail in terms of specific staff activities related to City records and elections, and staff estimates of planned costs and productivity will be "recast" to reflect actual performance at the end of FY 2006/2007.

**City of Sunnyvale  
Program Performance Budget**

**Program 736 - Public Records and City Elections**

**Program Measures**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b><u>Quality</u></b>			
* Council overall satisfaction with preparation of agendas, minutes, and Council binders is achieved. - <b>Average Survey Rating</b>	I	<b>85.00%</b>	<b>85.00%</b>
* City staff overall satisfaction with records management services is achieved. - <b>Average Survey Rating</b>	I	<b>85.00%</b>	<b>85.00%</b>
* The public's (those completing external survey) overall satisfaction with City's response to requests for information is achieved. - <b>Average Survey Rating</b>	I	<b>85.00%</b>	<b>85.00%</b>
* Council candidates (completing survey) overall satisfaction with candidate orientation process and response to election information is achieved. - <b>Average Survey Rating</b>	I	<b>85.00%</b>	<b>85.00%</b>
<b><u>Productivity</u></b>			
* Legal notification requirements for Council meetings are met (24-hour notice for special meetings and 72-hour notice for regular meetings) - <b>Percent of Time</b> - Number of Notifications	M	<b>100.00%</b> 44.00	<b>100.00%</b> 44.00
* Legal notification requirements for maintaining official City legislative records are met. - <b>Percent of Time</b>	M	<b>100.00%</b>	<b>100.00%</b>
* Election procedures are administered accurately and on time. - <b>Percent of Time</b>	M	<b>100.00%</b>	<b>100.00%</b>
* Legal requirements for maintaining election-related disclosure records are met. - <b>Percent of Time</b>	M	<b>100.00%</b>	<b>100.00%</b>
* Council-related materials (agendas, minutes, notifications, digests, and agenda binders) are prepared and are error-free. - <b>Percent of Time</b> - Number of Items Prepared	C	<b>95.00%</b> 1,300.00	<b>95.00%</b> 1,300.00
<b><u>Cost Effectiveness</u></b>			
* The cost to prepare Council-related documents will be less than or equal to the planned cost. - <b>Cost Per Document</b>	I	<b>\$97</b>	<b>\$97</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 736 - Public Records and City Elections**

Program Measures

Financial

\* Actual total expenditures for Public Records and City Elections will not exceed planned program expenditures.

**- Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
C	<b>\$334,979</b>	<b>\$787,018</b>

Priority Legend

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73601 - Records Management**

Ensure Council-related documents are accurately maintained and/or distributed (ordinances, resolutions, contracts, claims, etc.); coordinate records retention and destruction, respond to internal and external requests for information, retrieval of City documents stored off-site, process FPPC 700 forms, and coordinate preparation of mandated costs summaries.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73601 - Records Management**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 736100 - Records Processing</b>		
Product: A Request Processed and /or Record Handled		
Costs:	\$13,544	\$22,984
Products:	600	1,000
Work Hours:	192	320
Product Cost:	\$22.57	\$22.98
Work Hours/Product:	0.32	0.32
<b>Activity 736110 - Respond to Public Records Act Requests</b>		
Product: A Request Received and Processed		
Costs:	\$2,228	\$2,246
Products:	18	18
Work Hours:	40	40
Product Cost:	\$123.76	\$124.78
Work Hours/Product:	2.22	2.22
<b>Activity 736120 - Fair Political Practices Filings (FPPC 700's Statement of Economic Interests)</b>		
Product: A Document Processed		
Costs:	\$9,873	\$9,405
Products:	203	203
Work Hours:	140	130
Product Cost:	\$48.63	\$46.33
Work Hours/Product:	0.69	0.64

**City of Sunnyvale  
Program Performance Budget**

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73601 - Records Management**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 736130 - Records Management Filing/Retrieving (Off-Site Service)</b>		
Product: A Request for Assistance		
Costs:	\$59,289	\$59,730
Products:	315	315
Work Hours:	155	145
Product Cost:	\$188.22	\$189.62
Work Hours/Product:	0.49	0.46
<b>Totals for Service Delivery Plan 73601 - Records Management</b>		
<b>Costs:</b>	<b>\$84,933</b>	<b>\$94,365</b>
<b>Hours:</b>	<b>527</b>	<b>635</b>

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

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73602 - City Elections**

Ensure City elections are carried out in compliance with the State of California Election Code/City policy and coordinate elections-related activities with Santa Clara County Registrar of Voters. Includes all tasks associated with City Council elections and local ballot measures; filing of elections-related Fair Political Practices Commission (FPPC) forms; preparation of information for Council candidates; orientation for Council candidates; and development of informational materials to encourage voter registration.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73602 - City Elections**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 736200 - Elections - Including All Tasks Associated with City Council Election and City Ballot Measures</b>		
Product: An Election-Related Task Completed by Deadline		
Costs:	\$4,929	\$445,363
Products:	2	10
Work Hours:	36	200
Product Cost:	\$2,464.36	\$44,536.31
Work Hours/Product:	18.00	20.00
<b>Activity 736210 - Elections-Related Fair Political Practices Commission (FPPC) Filings</b>		
Product: A Form Processed		
Costs:	\$340	\$3,934
Products:	0	70
Work Hours:	6	54
Product Cost:	\$0.00	\$56.20
Work Hours/Product:	0.00	0.77
<b>Activity 736220 - Support Video Taping of Council Candidate Statements</b>		
Product: Coordination of One Annual Broadcast of Candidate Statements		
Costs:	\$0	\$397
Products:	0	1
Work Hours:	0	5
Product Cost:	\$0.00	\$397.32
Work Hours/Product:	0.00	5.00

**City of Sunnyvale  
Program Performance Budget**

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73602 - City Elections**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 736230 - Develop and Distribute Informational Materials for Potential Council Candidates</b>		
Product: An Informational Material		
Costs:	\$2,138	\$5,025
Products:	2	6
Work Hours:	24	60
Product Cost:	\$1,068.81	\$837.52
Work Hours/Product:	12.00	10.00
<b>Activity 736240 - Develop and Distribute Informational Materials to Encourage Voter Registration</b>		
Product: An Informational Material		
Costs:	\$508	\$4,704
Products:	0	4
Work Hours:	0	55
Product Cost:	\$0.00	\$1,175.90
Work Hours/Product:	0.00	13.75
<b>Activity 736250 - Preparation of Candidate Information (Binders and Updates)</b>		
Product: Number of Candidates		
Costs:	\$1,482	\$4,950
Products:	8	8
Work Hours:	18	64
Product Cost:	\$185.19	\$618.75
Work Hours/Product:	2.25	8.00

**City of Sunnyvale  
Program Performance Budget**

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73602 - City Elections**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 736260 - Orientation of Council Candidates</b>		
Product: Number of Candidates		
Costs:	\$0	\$2,375
Products:	0	8
Work Hours:	0	32
Product Cost:	\$0.00	\$296.88
Work Hours/Product:	0.00	4.00
<b>Totals for Service Delivery Plan 73602 - City Elections</b>		
<b>Costs:</b>	<b>\$9,395</b>	<b>\$466,748</b>
<b>Hours:</b>	<b>84</b>	<b>470</b>

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

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73603 - Management and Support Services**

Provide ongoing management and support of the Public Records and City Elections Program by: providing administrative and clerical support services; and providing training and educational opportunities for staff development.

- Supporting the operation and overall effectiveness of Public Records and City Elections, by:
- Providing answer point services to the general public,
- Supporting the administrative needs of professional staff and management,
- Processing purchase requisitions, POs and check requests, and
- Maintaining the operation of office equipment and collection and distribution of interoffice mail.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73603 - Management and Support Services**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 736300 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$35,985	\$37,273
Products:	330	330
Work Hours:	330	330
Product Cost:	\$109.05	\$112.95
Work Hours/Product:	1.00	1.00
<b>Activity 736310 - Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$21,735	\$20,892
Products:	410	391
Work Hours:	410	391
Product Cost:	\$53.01	\$53.43
Work Hours/Product:	1.00	1.00
<b>Activity 736320 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$12,126	\$12,333
Products:	118	118
Work Hours:	118	118
Product Cost:	\$102.76	\$104.51
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73603 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 736330 - Special Projects, Non-Election Years</b>		
Product: A Project Completed		
Costs:	\$15,981	\$0
Products:	1	0
Work Hours:	206	0
Product Cost:	\$15,981.15	\$0.00
Work Hours/Product:	206.00	0.00
<b>Totals for Service Delivery Plan 73603 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$85,828</b>	<b>\$70,498</b>
<b>Hours:</b>	<b>1,064</b>	<b>839</b>

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

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73604 - Preparation of Council-Related Documents and Preparation for and Attendance at Council Meetings**

Provide ongoing support of all regular and special Council meetings, by:

- Preparing Council meeting-related documents (consistent with Council policy, City Charter, and Brown Act) including agendas, agenda binders/packets, minutes, digests of actions and public notices, and
- Coordinating pre-Council meeting arrangements and attending Council meetings.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 736 - Public Records and City Elections**

**Service Delivery Plan 73604 - Preparation of Council-Related Documents and Preparation for and Attendance at Council Meetings**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 736400 - Preparation of Council-Related Documents (Agendas, Minutes, Digests, and Notices)</b>		
Product: A Document Prepared		
Costs:	\$126,277	\$126,072
Products:	1,300	1,300
Work Hours:	1,522	1,522
Product Cost:	\$97.14	\$96.98
Work Hours/Product:	1.17	1.17
<b>Activity 736410 - Preparation and Attendance at Council Meetings</b>		
Product: Number of Council Meetings		
Costs:	\$28,547	\$29,334
Products:	44	44
Work Hours:	340	340
Product Cost:	\$648.79	\$666.68
Work Hours/Product:	7.73	7.73
<b>Totals for Service Delivery Plan 73604 - Preparation of Council-Related Documents and Preparation for and Attendance at Council Meetings</b>		
<b>Costs:</b>	<b>\$154,824</b>	<b>\$155,406</b>
<b>Hours:</b>	<b>1,862</b>	<b>1,862</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 736 - Public Records and City Elections**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 736</b>	<b>Costs:</b>	<b>\$334,979</b>	<b>\$787,018</b>
	<b>Hours:</b>	<b>3,537</b>	<b>3,806</b>

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

### **Program 739 - City Council Budget and Clerical/Administrative Support to Council**

#### **Program Performance Statement**

Provide the resources and support City Council needs to establish City policy and carry out legislative responsibilities. This includes the budget necessary to allow Council to provide the policy direction required to move the community forward and to guide staff actions (e.g. travel allowance, State of the City expenses, Council recognition and Council salaries). It also provides the clerical and administrative support required by City Council:

- Completing Council Answer-Point Responsibilities: Responding to email, phone, fax, mail, and in-person inquires/complaints for Mayor and Council, and coordinating responses to inquiries with other City department staff; maintaining Council files,
- Assisting Council with the polling/scheduling of City-related meetings and functions, and maintaining Council calendar,
- Providing direct support to the Mayor including scheduling, mail processing, and preparation of correspondence,
- Completing Council conference registrations and travel arrangements for all major annual conferences, including LCC, NLC, USCM, and others,
- Preparing City recognitions, special orders of the day and announcements for Mayor/Council,
- Supporting Council transitions associated with new and departing Councilmembers, or Councilmembers transitioning into and out of the position of Mayor,
- Tracking Council seat number budgets,
- Coordinating duties with City Clerk, as pertaining to the Council and Council Meetings, including items requiring Brown Act compliance, coordination of City presentations and recognitions at Council Meetings, fulfillment of Public Records Act requests, weekly Council packet deliveries, etc., and
- Acting as a liaison between Mayor/Council and other City Departments.

#### **Notes**

1. This budget now includes hours worked by the Executive Assistant to Council, as well as costs for the Mayor's annual State of the City event (formerly budgeted in "External Relations").

**City of Sunnyvale  
Program Performance Budget**

**Program 739 - City Council Budget and Clerical/Administrative Support to Council**

**Program Measures**

**Quality**

- \* City Council indicates overall satisfaction with clerical and administrative support services.  
  - **Satisfaction Rating Based On Survey**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
C	<b>85.00%</b>	<b>85.00%</b>

**Productivity**

- \* Number of Council Meetings held as compared to planned.  
  - **Number of Council Meetings**
  - Number of Study Sessions

D	<b>44.00</b>	<b>44.00</b>
	13.00	13.00

**Cost Effectiveness**

- \* The cost per participant of the Mayor's Annual State of the City event does not exceed planned costs.  
  - **Cost Per Participant**

D	<b>\$60</b>	<b>\$62</b>
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**Financial**

- \* Actual total expenditures for City Council Budget and Clerical/Administrative Support to Council will not exceed planned program expenditures.  
  - **Total Program Expenditures**

C	<b>\$591,040</b>	<b>\$610,335</b>
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**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 739 - City Council Budget and Clerical/Administrative Support to Council**

**Service Delivery Plan 73902 - Conduct Council Business**

Provide the fiscal resources necessary to allow Council to provide the policy direction required to move the community forward and to guide future staff actions.

**Notes**

1. The budget for Annual State of the City Event activity is maintained at the FY 2005/06 level (excluding program wide allocations).

**City of Sunnyvale  
Program Performance Budget**

**Program 739 - City Council Budget and Clerical/Administrative Support to Council**

**Service Delivery Plan 73902 - Conduct Council Business**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 739200 - Council Activities Leading to Policy Directions</b>		
Product: A Council Meeting Held		
Costs:	\$328,282	\$341,187
Products:	44	44
Work Hours:	0	0
Product Cost:	\$7,460.96	\$7,754.24
Work Hours/Product:	0.00	0.00
<b>Activity 739210 - Annual State of the City Event</b>		
Product: A Participant		
Costs:	\$90,212	\$92,501
Products:	1,500	1,500
Work Hours:	643	643
Product Cost:	\$60.14	\$61.67
Work Hours/Product:	0.43	0.43
<b>Totals for Service Delivery Plan 73902 - Conduct Council Business</b>		
<b>Costs:</b>	<b>\$418,494</b>	<b>\$433,688</b>
<b>Hours:</b>	<b>643</b>	<b>643</b>

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

**Program 739 - City Council Budget and Clerical/Administrative Support to Council**

**Service Delivery Plan 73903 - Administrative Support Services**

Provide the clerical and administrative support required by City Council to establish City policy and carry out its legislative responsibilities, by:

- Completing Council AnswerPoint Responsibilities: Responding to email, phone, fax, mail, and in-person inquires/complaints for Mayor and Council, and coordinating responses to inquiries with other City department staff; maintaining Council files,
- Assisting Council with the polling/scheduling of City-related meetings and functions, and maintaining Council calendar,
- Providing direct support to the Mayor including scheduling, mail processing, and preparation of correspondence,
- Completing Council conference registrations and travel arrangements for all major annual conferences, including LCC, NLC, USCM, and others,
- Preparing City Recognitions, Special Orders of the Day and Announcements for Mayor/Council,
- Supporting Council transitions associated with new and departing Councilmembers, or Councilmembers transitioning into and out of the position of Mayor,
- Tracking Council seat number budgets,
- Coordinating duties with City Clerk, as pertaining to the Council and Council meetings, including items requiring Brown Act compliance, coordination of City presentations and recognitions at Council Meetings, fulfillment of Public Records Act requests, weekly Council packet deliveries, etc., and
- Acting as a liaison between Mayor/Council and other City Departments.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 739 - City Council Budget and Clerical/Administrative Support to Council**

**Service Delivery Plan 73903 - Administrative Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 739300 - Administrative Support for Council - Including Clerical Staff Hours</b>		
Product: A Councilmember Supported		
Costs:	\$172,546	\$176,647
Products:	7	7
Work Hours:	1,800	1,800
Product Cost:	\$24,649.42	\$25,235.31
Work Hours/Product:	257.14	257.14
<b>Totals for Service Delivery Plan 73903 - Administrative Support Services</b>		
<b>Costs:</b>	<b>\$172,546</b>	<b>\$176,647</b>
<b>Hours:</b>	<b>1,800</b>	<b>1,800</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 739 - City Council Budget and Clerical/Administrative Support to Council**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 739</b>	<b>Costs:</b>	<b>\$591,040</b>	<b>\$610,335</b>
	<b>Hours:</b>	<b>2,443</b>	<b>2,443</b>



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

### **Program 740 - Purchasing and Payment of City Obligations**

#### **Program Performance Statement**

In accordance with the City Charter and the Sunnyvale Municipal Code, centrally purchase and pay for all goods and services required to support City-wide operations, by:

- Creating and maintaining a fair and open purchasing system that encourages qualified suppliers and contractors to compete for City business,
- Obtaining maximum value for each dollar spent by soliciting formal competitive bids for purchases of goods and/or services and construction projects valued at more than \$50,000 and soliciting informal quotes, when possible, for purchases valued at \$50,000 or less,
- Participating in cooperative procurements with other governmental agencies to achieve cost savings through volume purchases,
- Enhancing competition for City contracts by increasing the vendor pool through effective advertising,
- Establishing purchasing and payment procedures which promote cost effective, efficient and ethical business practices and are in compliance with all laws, rules, regulations and policies,
- Providing assistance and training to City employees to ensure that they understand and comply with the City's purchasing and payment laws, policies and procedures,
- Maintaining a centralized warehouse where City employees are able to obtain commonly used supplies quickly and easily,
- Paying supplier invoices timely, accurately and in compliance with contract terms and conditions and City policies and procedures,
- Issuing purchasing cards to those City employees whose work assignments are such that the cards enhance their productivity and cost effectiveness, and
- Disposing of surplus and obsolete equipment and supplies, using processes that are cost effective, promote recycling and maximize sales revenue to the City.

#### **Notes**

1. The Purchasing Division will be developing an entirely new purchasing and payment training program for City employees. Work hours in FY 2006/07 include program development, as well as, the first round of training presentation. Work hours in FY 2007/08 include ongoing training presentation and only limited program development, if updates are required.

**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

Program Measures

Quality

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* City bidding opportunities are advertised when legally required. - <b>Percent Advertised</b> - Number Requiring Ad	M	<b>100.00%</b> 50.00	<b>100.00%</b> 50.00
* Payments are processed accurately. - <b>Percent Accurate</b> - Number Processed	I	<b>95.00%</b> 29,000.00	<b>95.00%</b> 29,000.00
* The results of the City's Internal Customer Satisfaction Survey indicate that internal customers are generally satisfied with the purchasing and payment services received. - <b>Percent Satisfied</b>	D	<b>85.00%</b>	<b>85.00%</b>
* Purchasing training attendees rate training received as satisfactory or better. - <b>Percent Satisfied</b> - Number of Attendees	D	<b>90.00%</b> 150.00	<b>90.00%</b> 150.00

Productivity

* Contracts are issued for purchases over \$50,000 within 55 calendar days of receipt of requisition. - <b>Percent Issued as Scheduled</b> - Number of Contracts	C	<b>80.00%</b> 82.00	<b>80.00%</b> 82.00
* Contracts are issued for purchases of \$50,000 or less within 13 calendar days of receipt of requisition. - <b>Percent Issued as Scheduled</b> - Number of Contracts	C	<b>80.00%</b> 1,270.00	<b>80.00%</b> 1,270.00
* Contracts are issued for public works projects over \$50,000 within 70 calendar days of receipt of requisition. - <b>Percent Issued as Scheduled</b> - Number of Contracts	C	<b>80.00%</b> 20.00	<b>80.00%</b> 20.00
* Supplier payments are made within 30 days of receipt of invoice. - <b>Percent Paid as Scheduled</b> - Number of Payments	I	<b>75.00%</b> 29,000.00	<b>75.00%</b> 29,000.00
* Central Stores stock turns over at least three times annually. - <b>Turnover Rate</b> - Inventory Value	I	<b>300.00%</b> \$425,000	<b>300.00%</b> \$425,000

**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

**Program Measures**

**Productivity**

\* No more than 1% of items stocked at Central Stores are out of stock at any given time.

**- Percent at Zero On-Hand**  
- Total Items Stocked

D

**2006/2007  
Adopted**

**2007/2008  
Adopted**

**1.00%**  
1,400.00

**1.00%**  
1,400.00

**Cost Effectiveness**

\* Revenue generated from the sales of surplus property is 10 times the cost of disposal.

**- Revenue Over Cost**  
- Revenue Generated

I

**10.00**  
\$87,481

**10.00**  
\$87,481

\* Purchasing staff generates cost savings equal to at least 50% of its planned program costs through bidding or negotiating lower prices than anticipated, standardizing products or services, eliminating ineffective or unnecessary contracted services, or through other innovative processes.

**- Percent of Program Costs**  
- Cost Savings

D

**50.00%**  
\$659,296

**50.00%**  
\$673,859

\* Cost of a purchasing card transaction equals 75% of the cost of an invoice transaction.

**- Percent**  
- Invoice Processing Cost

D

**75.00%**  
\$12

**75.00%**  
\$12

**Financial**

\* Actual total expenditures for Purchasing and Payment of City Obligations will not exceed planned program expenditures.

**- Total Program Expenditures**

C

**\$1,318,592**

**\$1,347,719**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74001 - Centralized Purchasing**

Purchase, or supervise the purchase of equipment, supplies, construction and services as required to support City operations, by:

- Timely processing all purchase requisitions to ensure that necessary goods and services are received without interruption,
- Obtaining maximum value for each dollar spent by soliciting formal competitive bids for purchases of goods and/or services and construction projects valued at more than \$50,000 and soliciting informal quotes, when possible, for purchases valued at \$50,000 or less,
- Providing assistance and training to City employees to ensure that they understand and comply with the City's purchasing and payment laws, policies and procedures, and
- Administering all purchasing-related software applications, including establishing and maintaining system security, setting up user profiles and other critical application functions.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74001 - Centralized Purchasing**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 740000 - Purchase Goods or Services Valued at More Than \$50,000</b>		
Product: A Contract Issued		
Costs:	\$160,155	\$164,098
Products:	82	82
Work Hours:	1,982	1,982
Product Cost:	\$1,953.11	\$2,001.20
Work Hours/Product:	24.17	24.17
<b>Activity 740100 - Purchase Goods or Services Valued at \$50,000 or Less</b>		
Product: A Contract Issued		
Costs:	\$186,519	\$190,386
Products:	1,270	1,270
Work Hours:	2,483	2,483
Product Cost:	\$146.87	\$149.91
Work Hours/Product:	1.96	1.96
<b>Activity 740110 - Bid and Issue Contracts for Public Works Projects</b>		
Product: A Contract Issued		
Costs:	\$101,140	\$103,434
Products:	20	21
Work Hours:	1,300	1,300
Product Cost:	\$5,057.02	\$4,925.44
Work Hours/Product:	65.00	61.90

**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74001 - Centralized Purchasing**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 740120 - Support Automated Purchasing System</b>		
Product: A Work Hour		
Costs:	\$94,684	\$104,676
Products:	1,170	1,270
Work Hours:	1,170	1,270
Product Cost:	\$80.93	\$82.42
Work Hours/Product:	1.00	1.00
<b>Activity 740130 - Provide Purchasing Assistance to City Employees</b>		
Product: A Request for Assistance		
Costs:	\$40,978	\$47,265
Products:	670	720
Work Hours:	485	535
Product Cost:	\$61.16	\$65.65
Work Hours/Product:	0.72	0.74
<b>Activity 740140 - Develop and Conduct Purchasing Training Sessions for City Employees</b>		
Product: A Participant		
Costs:	\$30,044	\$17,351
Products:	40	40
Work Hours:	350	200
Product Cost:	\$751.10	\$433.78
Work Hours/Product:	8.75	5.00
<b>Totals for Service Delivery Plan 74001 - Centralized Purchasing</b>		
<b>Costs:</b>	<b>\$613,520</b>	<b>\$627,211</b>
<b>Hours:</b>	<b>7,770</b>	<b>7,770</b>

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

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74002 - Payment of Non-Payroll Obligations**

Establishing cost effective, efficient and fiscally sound payment practices, by:

- Paying all supplier invoices accurately, timely and in accordance with contract terms and conditions and City policies and procedures,
- Issuing purchasing cards to those City employees whose work assignments are such that the cards enhance their productivity and cost effectiveness,
- Facilitating appropriate business travel by issuing travel advances and processing travel expense reports upon conclusion of travel,
- Maintaining petty cash accounts by which City employees can be quickly reimbursed for incidental out-of-pocket expenditures for City business, and
- Generating all reports required by state and federal agencies in an accurate and timely manner.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74002 - Payment of Non-Payroll Obligations**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 740200 - Administer Purchasing Card Program</b>		
Product: A Purchasing Card Transaction		
Costs:	\$27,294	\$27,815
Products:	13,000	13,000
Work Hours:	350	350
Product Cost:	\$2.10	\$2.14
Work Hours/Product:	0.03	0.03
<b>Activity 740210 - Payment of Invoices and Other Non-Payroll Obligations</b>		
Product: A Payment Vouched		
Costs:	\$250,581	\$255,873
Products:	29,000	29,000
Work Hours:	4,026	4,026
Product Cost:	\$8.64	\$8.82
Work Hours/Product:	0.14	0.14
<b>Activity 740220 - Prepare and Issue IRS Form 1099s</b>		
Product: A 1099 Issued		
Costs:	\$16,530	\$16,850
Products:	250	250
Work Hours:	225	225
Product Cost:	\$66.12	\$67.40
Work Hours/Product:	0.90	0.90

**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74002 - Payment of Non-Payroll Obligations**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 740230 - Prepare and File All Legally-Required Reports</b>		
Product: A Report Generated		
Costs:	\$7,346	\$7,489
Products:	51	51
Work Hours:	100	100
Product Cost:	\$144.05	\$146.84
Work Hours/Product:	1.96	1.96
<b>Activity 740240 - Prepare Ad Hoc Reports</b>		
Product: A Report Generated		
Costs:	\$5,510	\$5,617
Products:	50	50
Work Hours:	75	75
Product Cost:	\$110.20	\$112.33
Work Hours/Product:	1.50	1.50
<b>Activity 740250 - Review and Process Travel Documentation</b>		
Product: An Expense Report Processed		
Costs:	\$18,949	\$19,404
Products:	450	450
Work Hours:	250	250
Product Cost:	\$42.11	\$43.12
Work Hours/Product:	0.56	0.56

**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74002 - Payment of Non-Payroll Obligations**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 740260 - Monitor and Replenish Petty Cash Accounts</b>		
Product: A Petty Cash Transaction		
Costs:	\$2,975	\$3,037
Products:	1,200	1,200
Work Hours:	50	50
Product Cost:	\$2.48	\$2.53
Work Hours/Product:	0.04	0.04
<b>Activity 740270 - Provide Payment Assistance to City Employees</b>		
Product: A Request for Assistance		
Costs:	\$8,852	\$9,094
Products:	250	250
Work Hours:	115	115
Product Cost:	\$35.41	\$36.38
Work Hours/Product:	0.46	0.46
<b>Totals for Service Delivery Plan 74002 - Payment of Non-Payroll Obligations</b>		
<b>Costs:</b>	<b>\$338,037</b>	<b>\$345,178</b>
<b>Hours:</b>	<b>5,191</b>	<b>5,191</b>

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

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74004 - Central Stores**

Maintain and operate a centralized warehouse from which City employees can quickly and easily obtain supplies and dispose of surplus, by:

- Ordering, stocking and distributing commonly-used items that are up-to-date and relevant to City operations, such that stock turns over at least three times per year,
- Maintaining inventory levels that are fiscally responsible while keeping stock outages at a minimum,
- Providing a centralized receiving station for Corporation Yard work units, and
- Removing surplus and obsolete equipment and supplies from work areas throughout the City and disposing of it, using processes that are cost effective, promote recycling and maximize sales revenue to the City.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74004 - Central Stores**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 740400 - Purchase Inventory</b>		
Product: A Inventory Purchase		
Costs:	\$76,592	\$78,134
Products:	3,500	3,500
Work Hours:	1,200	1,200
Product Cost:	\$21.88	\$22.32
Work Hours/Product:	0.34	0.34
<b>Activity 740410 - Receive Inventory</b>		
Product: An Inventory Receipt		
Costs:	\$92,561	\$94,467
Products:	4,000	4,000
Work Hours:	1,409	1,409
Product Cost:	\$23.14	\$23.62
Work Hours/Product:	0.35	0.35
<b>Activity 740420 - Take Physical Inventory</b>		
Product: An Item Inventoried		
Costs:	\$8,650	\$8,824
Products:	100,000	100,000
Work Hours:	136	136
Product Cost:	\$0.09	\$0.09
Work Hours/Product:	0.00	0.00

**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74004 - Central Stores**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 740430 - Issue Stock to City Employees</b>		
Product: An Item Issued		
Costs:	\$77,244	\$78,795
Products:	24,000	24,000
Work Hours:	1,200	1,200
Product Cost:	\$3.22	\$3.28
Work Hours/Product:	0.05	0.05
<b>Activity 740440 - Provide Centralized Receiving for the Corporation Yard</b>		
Product: A Shipment Received		
Costs:	\$26,073	\$26,601
Products:	2,200	2,200
Work Hours:	416	416
Product Cost:	\$11.85	\$12.09
Work Hours/Product:	0.19	0.19
<b>Activity 740450 - Dispose of Surplus</b>		
Product: An Disposed Item		
Costs:	\$8,389	\$8,554
Products:	2,000	2,000
Work Hours:	125	125
Product Cost:	\$4.19	\$4.28
Work Hours/Product:	0.06	0.06
<b>Totals for Service Delivery Plan 74004 - Central Stores</b>		
<b>Costs:</b>	<b>\$289,509</b>	<b>\$295,375</b>
<b>Hours:</b>	<b>4,486</b>	<b>4,486</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74005 - Management and Support Services**

Provide management and support activities, by:

- Ensuring adequate staffing of positions to meet program goals,
- Providing timely and meaningful performance feedback to employees,
- Communicating consistently with staff regarding program operations through regular staff meetings,
- Creating an environment that allows staff members to develop their potential in order to positively impact the goals of the City, and
- Contributing to City-wide improvement projects.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74005 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 740500 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$40,404	\$41,853
Products:	400	400
Work Hours:	400	400
Product Cost:	\$101.01	\$104.63
Work Hours/Product:	1.00	1.00
<b>Activity 740510 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$9,547	\$9,738
Products:	145	145
Work Hours:	145	145
Product Cost:	\$65.84	\$67.16
Work Hours/Product:	1.00	1.00
<b>Activity 740520 - Participate In City-Wide Assignments</b>		
Product: A Project Completed		
Costs:	\$15,152	\$15,695
Products:	5	5
Work Hours:	150	150
Product Cost:	\$3,030.32	\$3,138.95
Work Hours/Product:	30.00	30.00



**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

**Service Delivery Plan 74005 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 740530 - Staff Training and Development</b>		
Product: A Training Session		
Costs:	\$12,424	\$12,669
Products:	13	13
Work Hours:	118	118
Product Cost:	\$955.67	\$974.52
Work Hours/Product:	9.08	9.08
<b>Totals for Service Delivery Plan 74005 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$77,527</b>	<b>\$79,954</b>
<b>Hours:</b>	<b>813</b>	<b>813</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 740 - Purchasing and Payment of City Obligations**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 740</b>	<b>Costs:</b>	<b>\$1,318,592</b>	<b>\$1,347,719</b>
	<b>Hours:</b>	<b>18,260</b>	<b>18,260</b>

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# **City of Sunnyvale**

## **Program Performance Budget**

### **Program 743 - Budget Management**

#### **Program Performance Statement**

Assist the City Manager in annually developing and submitting a budget to City Council, 35 days prior to the beginning of the fiscal year as prescribed in the City Charter, that meets the current and future service demands of the community in an efficient and cost-effective manner, by:

- Developing revenue projections and a fee schedule annually,
- Reviewing and analyzing operating programs and projects in alternating years,
- Developing and updating the long-range financial plans annually,
- Preparing and publishing the recommended and adopted budgets on the City's website, CD-ROM, and hard copy,
- Analyzing the budgetary and fiscal impacts for various City issues arising through Reports to Council, labor negotiations, development proposals, requests for budget modifications and supplements, and requests from the City Manager, Finance Director and Departments,
- Conducting the Fiscal Issues Workshop which includes a mid-year update on the current budget's revenue projections and expenditures, analysis on economic indicators and trends, presentation of budgetary and fiscal challenges facing the City,
- Reviewing and analyzing the year end results and carryover requests for all City programs and projects and preparing the data for presentation to City Council,
- Tracking budgeted revenues and expenditures throughout the year and working with Departments to address any issues, and
- Training program managers and staff support on the budget structure, process and system throughout the year.

#### **Notes**

1. The Government Finance Officer's Association is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. The Distinguished Budget Award recognizes budget documents of the highest quality that meet the needs of decision-makers and citizens.

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Program Measures**

**Quality**

\* The City receives the annual Distinguished Budget Award from the Government Finance Officer's Association by achieving a rating of "proficient" in the four rating areas (policy documents, financial plan, operations guide, communications device).

**- Proficient Ratings**

I

**2006/2007  
Adopted**

**2007/2008  
Adopted**

**4.00**

**4.00**

\* An internal customer satisfaction rating for budget analyses and trainings is achieved.

**- Percent Satisfied**

I

**85.00%**

**85.00%**

\* Actual revenues falls within projections, as estimated in May, for the top six General Fund revenue sources.

**- Percent within Projections**

- Actual Revenues for Top Six Revenues

I

**5.00%**

**5.00%**

\$75,000,000

\$75,000,000

\* An internal customer satisfaction rating for the budget system's usability is achieved.

**- Percent Satisfied**

I

**85.00%**

**85.00%**

**Productivity**

\* The City Charter requirements to adopted the Budget including submittal date, public hearing, and budget adoption date are met.

**- Percent of Requirements Met**

M

**100.00%**

**100.00%**

\* The Budget is submitted to the City Council by the City Manager's established due date.

**- Days Past Due Date**

C

**0.00**

**0.00**

\* The Budget Division staff provides assistance to Departments as requested.

**- Number of Requests**

- Average Number of Hours Per Request

I

**200.00**

**200.00**

4.00

4.00

\* The Project Carry-over Report is submitted to City Council in a timely manner following the end of the fiscal year.

**- Number of Days After Fiscal Year End**

I

**135.00**

**135.00**

**Cost Effectiveness**

\* The cost to publish a budget document will be less than or equal to the planned cost.

**- Cost Per Budget Volume Printed**

I

**\$249**

**\$257**

**Financial**

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

Program Measures

Financial

\* Actual total expenditures for Budget Development and Analysis will not exceed planned program expenditures.

**- Total Program Expenditures**

<u>Priority</u>	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
C	<b>\$721,356</b>	<b>\$744,283</b>

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 743 - Budget Management**

**Service Delivery Plan 74311 - City Budget Development**

Prepare a budget and long-range financial plan for the City annually, by:

- Developing revenue projections through historical and trend analysis, research economic indicators, and update of City fees,
- Reviewing and analyzing proposed operating programs and projects budget submittals in alternating years,
- Developing internal services rental and additive rates to allocate costs for fleet, facilities, information technology and personnel benefits annually to ensure appropriate cost recovery for internal services,
- Developing and updating long range financial plans to convey the City's long term position, and
- Developing supporting budget schedules including the Citywide Budget Summary, Fund Transfers Schedule, Debt Service Schedule, and Citywide Administration/Overhead Allocation Schedule.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74311 - City Budget Development**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 743100 - Develop Revenue Projections and Update City Fees</b>		
Product: An Estimated Revenue Source		
Costs:	\$32,783	\$33,865
Products:	417	417
Work Hours:	414	414
Product Cost:	\$78.62	\$81.21
Work Hours/Product:	0.99	0.99
<b>Activity 743110 - Review and Analyze Two Year Operating Program Budgets with Departments and City Manager</b>		
Product: An Operating Program		
Costs:	\$26,961	\$146,155
Products:	4	90
Work Hours:	360	1,880
Product Cost:	\$6,740.37	\$1,623.95
Work Hours/Product:	90.00	20.89
<b>Activity 743120 - Review and Process Budget Restructures</b>		
Product: An Operating Program		
Costs:	\$10,246	\$10,561
Products:	4	4
Work Hours:	130	130
Product Cost:	\$2,561.58	\$2,640.19
Work Hours/Product:	32.50	32.50



**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74311 - City Budget Development**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 743130 - Review and Analyze Projects Budgets with Departments, Projects Review Committee and City Manager</b>		
Product: A Project Submitted		
Costs:	\$130,558	\$15,836
Products:	410	30
Work Hours:	1,720	200
Product Cost:	\$318.43	\$527.86
Work Hours/Product:	4.20	6.67
<b>Activity 743140 - Develop Internal Services Rental and Additive Rates</b>		
Product: An Internal Service Rate		
Costs:	\$37,555	\$38,786
Products:	13	13
Work Hours:	480	480
Product Cost:	\$2,888.83	\$2,983.57
Work Hours/Product:	36.92	36.92
<b>Activity 743150 - Develop 20-Year Long-Range Financial Plans for All City Funds</b>		
Product: A Financial Plan		
Costs:	\$67,546	\$69,695
Products:	59	59
Work Hours:	860	860
Product Cost:	\$1,144.85	\$1,181.27
Work Hours/Product:	14.58	14.58

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74311 - City Budget Development**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 743160 - Develop Supporting Budget Schedules</b>		
Product: A Schedule		
Costs:	\$14,328	\$14,740
Products:	9	9
Work Hours:	190	190
Product Cost:	\$1,592.04	\$1,637.81
Work Hours/Product:	21.11	21.11
<b>Activity 743170 - Prepare Budget Transmittal Letter</b>		
Product: A Budget Transmittal Letter		
Costs:	\$23,733	\$24,730
Products:	1	1
Work Hours:	185	185
Product Cost:	\$23,733.29	\$24,730.12
Work Hours/Product:	185.00	185.00
<b>Activity 743180 - Provide Oversight and Review of Services for Annual City-Wide Budget Preparation</b>		
Product: A Work Hour		
Costs:	\$79,223	\$82,723
Products:	550	550
Work Hours:	550	550
Product Cost:	\$144.04	\$150.41
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 74311 - City Budget Development</b>		
<b>Costs:</b>	<b>\$422,935</b>	<b>\$437,092</b>
<b>Hours:</b>	<b>4,889</b>	<b>4,889</b>

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

**Program 743 - Budget Management**

**Service Delivery Plan 74312 - Budget Review, Adoption, and Publication**

Prepare the budget for City Council review and adoption and publish the recommended and adopted budget annually, by:

- Submitting the recommended budget to City Council at least 35 days prior to the fiscal year, as prescribed in the City Charter,
- Holding a public hearing and adopting the budget on or before June 30 as specified in the City Charter,
- Conducting budget workshops including the City Manager's Workshop and the 1/8 Operating Program Review,
- Publishing the budget document and distributing the budget through the City's website, CD-ROM, and hard copy, and
- Preparing and distributing supplemental budget communication materials including the Budget Summary Tri-fold and Budget-In-Brief.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74312 - Budget Review, Adoption, and Publication**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 743200 - Publish Recommended and Adopted Budget Documents</b>		
Product: A Budget Volume Printed		
Costs:	\$34,892	\$35,923
Products:	140	140
Work Hours:	310	310
Product Cost:	\$249.23	\$256.59
Work Hours/Product:	2.21	2.21
<b>Activity 743210 - Prepare and Distribute Supplemental Budget Communication Material</b>		
Product: A Supplemental Document Prepared		
Costs:	\$24,533	\$25,264
Products:	8	8
Work Hours:	240	240
Product Cost:	\$3,066.65	\$3,158.01
Work Hours/Product:	30.00	30.00
<b>Activity 743220 - Coordinate and Conduct Budget Workshops</b>		
Product: A Workshop or Meeting		
Costs:	\$14,715	\$15,163
Products:	2	2
Work Hours:	180	180
Product Cost:	\$7,357.57	\$7,581.71
Work Hours/Product:	90.00	90.00

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74312 - Budget Review, Adoption, and Publication**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 743230 - Prepare Reports to Council for the Legally Required Public Hearing and Budget Adoption Council Meetings</b>		
Product: A Report		
Costs:	\$7,996	\$8,253
Products:	3	3
Work Hours:	100	100
Product Cost:	\$2,665.22	\$2,750.92
Work Hours/Product:	33.33	33.33
<b>Totals for Service Delivery Plan 74312 - Budget Review, Adoption, and Publication</b>		
<b>Costs:</b>	<b>\$82,136</b>	<b>\$84,603</b>
<b>Hours:</b>	<b>830</b>	<b>830</b>

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

**Program 743 - Budget Management**

**Service Delivery Plan 74313 - Budget Monitoring and Analysis**

Monitor the current year budget and provide budgetary analysis and resources to Departments, by:

- Analyzing all proposed adjustments to the budget including budget modifications and position allocation adjustment requests,
- Reviewing all carryover requests from one fiscal year budget to the next's budget and preparing a Report to Council,
- Analyzing year-end results for all revenues and expenditures by program and Fund and preparing a Report to Council,
- Preparing and conducting the Fiscal Issues Workshop annually to present mid-year budget update and fiscal issues, and
- Responding to requests for budgetary analysis from Departments and for special projects including review of study and budget issues.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74313 - Budget Monitoring and Analysis**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 743300 - Analyze and Process Budget Modification Requests from Departments</b>		
Product: A Budget Modification		
Costs:	\$14,965	\$15,423
Products:	40	40
Work Hours:	200	200
Product Cost:	\$374.13	\$385.59
Work Hours/Product:	5.00	5.00
<b>Activity 743310 - Analyze and Process Position Allocation Adjustment Requests from Departments</b>		
Product: A Position Allocation Request		
Costs:	\$10,682	\$11,013
Products:	10	10
Work Hours:	140	140
Product Cost:	\$1,068.25	\$1,101.27
Work Hours/Product:	14.00	14.00
<b>Activity 743320 - Analyze Requests for Budget Carry-over from One Fiscal Year to the Next Fiscal Year and Prepare Report to Council</b>		
Product: A Carry-over Item		
Costs:	\$13,872	\$14,339
Products:	300	300
Work Hours:	180	180
Product Cost:	\$46.24	\$47.80
Work Hours/Product:	0.60	0.60

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74313 - Budget Monitoring and Analysis**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 743330 - Analyze Year-End Results and Prepare Report to Council</b>		
Product: A Report		
Costs:	\$13,436	\$13,887
Products:	1	1
Work Hours:	170	170
Product Cost:	\$13,436.17	\$13,886.87
Work Hours/Product:	170.00	170.00
<b>Activity 743340 - Prepare and Conduct Fiscal Issues Workshop</b>		
Product: A Workshop		
Costs:	\$8,953	\$9,245
Products:	1	1
Work Hours:	110	110
Product Cost:	\$8,952.51	\$9,244.74
Work Hours/Product:	110.00	110.00
<b>Activity 743350 - Provide Budgetary and Financial Assistance to Departments- Including Review of Reports to Council, Study and Budget Issues</b>		
Product: A Request		
Costs:	\$50,302	\$51,690
Products:	180	180
Work Hours:	680	680
Product Cost:	\$279.45	\$287.17
Work Hours/Product:	3.78	3.78



**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74313 - Budget Monitoring and Analysis**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 743360 - Provide Analytical Support for Special Projects</b>		
Product: A Project		
Costs:	\$18,527	\$19,133
Products:	20	20
Work Hours:	220	220
Product Cost:	\$926.36	\$956.66
Work Hours/Product:	11.00	11.00
<b>Totals for Service Delivery Plan 74313 - Budget Monitoring and Analysis</b>		
<b>Costs:</b>	<b>\$130,738</b>	<b>\$134,730</b>
<b>Hours:</b>	<b>1,700</b>	<b>1,700</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74314 - Budget Training and System Support**

Provide budgetary training and resources to Departments, by:

- Developing and maintaining the operating and projects budget system, and
- Providing budget training and resources for all City staff.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74314 - Budget Training and System Support**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 743400 - Provide Budget Training to City Staff, Elected Officials, and External Groups</b>		
Product: A Training Session		
Costs:	\$13,471	\$13,876
Products:	35	35
Work Hours:	180	180
Product Cost:	\$384.88	\$396.46
Work Hours/Product:	5.14	5.14
<b>Activity 743410 - Maintain and Update Internal Budget Tools Website</b>		
Product: An Update		
Costs:	\$4,729	\$4,838
Products:	24	24
Work Hours:	70	70
Product Cost:	\$197.04	\$201.56
Work Hours/Product:	2.92	2.92
<b>Activity 743420 - Modify and Maintain Budget Systems</b>		
Product: An Update		
Costs:	\$31,162	\$31,888
Products:	150	150
Work Hours:	460	460
Product Cost:	\$207.75	\$212.59
Work Hours/Product:	3.07	3.07
<b>Totals for Service Delivery Plan 74314 - Budget Training and System Support</b>		
<b>Costs:</b>	<b>\$49,362</b>	<b>\$50,602</b>
<b>Hours:</b>	<b>710</b>	<b>710</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74315 - Management and Support Services**

Support the operation of the Budget Management program, by:

- Managing the program budget, staffing and any personnel related matters,
- Supporting City-wide projects as needed,
- Providing training to enhance technical skills and for professional development, and
- Providing administrative support for the program.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74315 - Management and Support Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 743500 - Staff Training and Development</b>		
Product: A Training Session		
Costs:	\$6,785	\$6,956
Products:	5	5
Work Hours:	50	50
Product Cost:	\$1,357.02	\$1,391.22
Work Hours/Product:	10.00	10.00
<b>Activity 743510 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$16,562	\$17,145
Products:	180	180
Work Hours:	180	180
Product Cost:	\$92.01	\$95.25
Work Hours/Product:	1.00	1.00
<b>Activity 743520 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$6,698	\$6,817
Products:	80	80
Work Hours:	80	80
Product Cost:	\$83.72	\$85.21
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 743 - Budget Management**

**Service Delivery Plan 74315 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 743530 - City-Wide Project Assignments</b>		
Product: An Assignment		
Costs:	\$6,141	\$6,339
Products:	8	8
Work Hours:	76	76
Product Cost:	\$767.60	\$792.33
Work Hours/Product:	9.50	9.50
<b>Totals for Service Delivery Plan 74315 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$36,185</b>	<b>\$37,257</b>
<b>Hours:</b>	<b>386</b>	<b>386</b>
<b>Totals for Program 743</b>	<b>\$721,356</b>	<b>\$744,283</b>
<b>Hours:</b>	<b>8,515</b>	<b>8,515</b>

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

### **Program 744 - Treasury/Cash Management**

#### **Program Performance Statement**

Provide Cash Management, Billing and Treasury Services to ensure prudent management of the public's money, by:

- Managing City-wide cashiering operations,
- Maintaining efficient billing processes of all miscellaneous accounts receivable for all City departments,
- Managing effective collection practices for delinquent receivables, including referring accounts uncollectible by the City to an outside collection agency,
- Reviewing and processing revenue and taxes for all City departments,
- Administering the Transient Occupancy Tax ordinance including accepting, reviewing, and processing tax returns and providing due process (administrative hearings) for the collection of tax owed,
- Administering the Business License Tax ordinance including billing, reviewing, and processing new and renewing applications and issuing license tax certificates,
- Investing City's pooled cash in high quality investments while maintaining the overall objectives of safety, liquidity, and yield,
- Administering all City bank accounts and all banking related activities including credit card processing, securities custody and account analysis of the City's bank accounts,
- Maintaining bond issues and ensuring that all debt service payments and continuing disclosure deadlines are met according to bond covenants, and
- Auditing disbursements to ensure compliance with City policies.

#### **Notes**

1. The costs reflected in the Business Tax activity reflect only Finance's portion of the application process. The zoning approval of the application and any other Community Development costs are not included.



**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Staff verifies the calculations on the Transient Occupancy Tax return and any errors are addressed with the remitter within 21 days. <b>- Percent Accomplished</b> - Number of Transient Occupancy Tax Returns	C	<b>95.00%</b> 408.00	<b>95.00%</b> 408.00
* Staff verifies the calculations on the Business License Tax return and any errors are addressed with the remitter within 60 days. <b>- Percent Accomplished</b> - Number of Business License Tax Returns	I	<b>90.00%</b> 5,000.00	<b>90.00%</b> 5,000.00
* Cashier balances within \$5.00. <b>- Percent Accomplished</b>	I	<b>95.00%</b>	<b>95.00%</b>
* The City shall maintain a minimum of three months of average budgeted operating expenditures in short term investments. <b>- Percent Accomplished</b>	I	<b>100.00%</b>	<b>100.00%</b>
* Internal customers rate accounts receivable services as satisfactory or better. <b>- Percent Accomplished</b>	I	<b>90.00%</b>	<b>90.00%</b>

**Productivity**

* Investment reports are submitted within established timeframes. <b>- Percent Accomplished</b> - Number of Reports	M	<b>80.00%</b> 13.00	<b>80.00%</b> 13.00
* Accounts Receivable bills are generated within 14 working days after receiving the billing request from the department. <b>- Percent Billed</b> - Total Number of Bills	C	<b>90.00%</b> 5,100.00	<b>90.00%</b> 5,100.00
* All debt service is paid on the due date or not more than one business day before the due date. <b>- Percent Accomplished</b> - Number of Debt Service Payments	C	<b>95.00%</b> 16.00	<b>95.00%</b> 16.00
* A list of Bank analysis billing corrections is submitted to the Bank within 30 days of receipt. <b>- Percent Accomplished</b> - Number of Account Analysis Statements	I	<b>90.00%</b> 12.00	<b>90.00%</b> 12.00

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Program Measures**

**Productivity**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Accounts Payables are processed, audited, and disbursed within two days. <b>- Percent Accomplished</b> - Number of Accounts Payable Checks Processed	I	<b>95.00%</b> 11,150.00	<b>95.00%</b> 11,150.00
* Purchasing card statements are audited and followed up for additional information within 30 days of statement receipt. <b>- Percent Accomplished</b> - Number of Purchasing Card Statements	I	<b>80.00%</b> 2,000.00	<b>80.00%</b> 2,000.00
* Special projects as approved by the Director of Finance are completed within initial plan. <b>- Percent Accomplished</b> - Number of Special Projects	D	<b>80.00%</b> 3.00	<b>80.00%</b> 3.00

**Cost Effectiveness**

* The cost for processing an Accounts Receivable account will be less than or equal to the planned cost. <b>- Cost Per Account</b>	I	<b>\$18</b>	<b>\$18</b>
* For every dollar spent on referring accounts to collections, \$3.00 will be collected. <b>- Total Cost</b> - Total Revenue	I	<b>\$30,097</b> \$90,291	<b>\$30,754</b> \$92,263

**Financial**

* Actual total expenditures for Treasury/Cash Management will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$760,309</b>	<b>\$777,756</b>
* Actual revenue generated for Business License Tax will meet or exceed the planned projections. <b>- Annual Revenues</b>	C	<b>\$473,000</b>	<b>\$1,030,000</b>

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74401 - Billing and Receiving Payment For All City Accounts Receivable**

Manage an efficient billing and collection process for all miscellaneous debts owed to the City, by:

- Generating approximately 5,000 bills for all City departments including Public Safety, Public Works, and Parks and Recreation, and
- Employing proper collection techniques on delinquent accounts including referral to an outside collection agency.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74401 - Billing and Receiving Payment For All City Accounts Receivable**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 744000 - Process an Accounts Receivable Account for Debt Owed to the City</b>		
Product: An Account Processed		
Costs:	\$97,637	\$99,623
Products:	5,400	5,400
Work Hours:	1,525	1,525
Product Cost:	\$18.08	\$18.45
Work Hours/Product:	0.28	0.28
<b>Activity 744100 - Refer Delinquent Accounts to Collection Agency</b>		
Product: An Account Referred		
Costs:	\$30,097	\$30,754
Products:	2,100	2,100
Work Hours:	200	200
Product Cost:	\$14.33	\$14.64
Work Hours/Product:	0.10	0.10
<b>Totals for Service Delivery Plan 74401 - Billing and Receiving Payment For All City Accounts Receivable</b>		
<b>Costs:</b>	<b>\$127,734</b>	<b>\$130,377</b>
<b>Hours:</b>	<b>1,725</b>	<b>1,725</b>

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

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74402 - Cash Management**

Provide prudent and efficient management of City cash, by:

- Investing the City's pooled cash portfolio of approximately \$200 million to maximize yield without compromising safety or liquidity,
- Preparing monthly investment reports in accordance with the California Government Code,
- Maintaining the City's excellent credit rating by ensuring that debt service payments and continuing disclosure deadlines for the City's eight (8) outstanding bond issues are met,
- Ensuring that the City receives banking related services (including credit card processing and securities custody services) at the best possible price for its 16 bank accounts, and
- Providing miscellaneous treasury services as requested by department.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74402 - Cash Management**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 744200 - Conduct Investment Transactions</b>		
Product: An Investment Transaction		
Costs:	\$22,396	\$22,908
Products:	268	268
Work Hours:	300	300
Product Cost:	\$83.57	\$85.48
Work Hours/Product:	1.12	1.12
<b>Activity 744210 - Prepare Monthly Investment Reports</b>		
Product: An Investment Report Produced		
Costs:	\$38,717	\$40,132
Products:	13	13
Work Hours:	159	159
Product Cost:	\$2,978.26	\$3,087.10
Work Hours/Product:	12.23	12.23
<b>Activity 744220 - Maintain City's Bond Issues and Ensure that Debt Service Payments and Continuing Disclosure Deadlines are Met</b>		
Product: A Bond Issue Maintained		
Costs:	\$13,751	\$14,227
Products:	8	8
Work Hours:	146	146
Product Cost:	\$1,718.82	\$1,778.35
Work Hours/Product:	18.25	18.25

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74402 - Cash Management**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 744230 - Maintain City's Banking Relationships</b>		
Product: A Bank Account Maintained		
Costs:	\$27,448	\$18,326
Products:	16	16
Work Hours:	340	240
Product Cost:	\$1,715.53	\$1,145.40
Work Hours/Product:	21.25	15.00
<b>Activity 744240 - Provide Miscellaneous Treasury Services</b>		
Product: A Work Hour		
Costs:	\$5,019	\$12,691
Products:	50	126
Work Hours:	50	126
Product Cost:	\$100.39	\$100.72
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 74402 - Cash Management</b>		
<b>Costs:</b>	<b>\$107,332</b>	<b>\$108,284</b>
<b>Hours:</b>	<b>995</b>	<b>971</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74404 - Review and Audit Disbursements**

Review payments initiated by others to ensure compliance with City policies and procedures and to maintain proper internal control, by:

- Auditing all payments made with approximately 200 City issued purchasing cards and ensuring proper documentation exists for each purchase,
- Auditing approximately 11,000 accounts payable checks and ensuring that each payment has the proper documentation and approval, and
- Auditing all 26 payrolls for reasonableness.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74404 - Review and Audit Disbursements**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 744400 - Audit and Disburse All Payments Made through Accounts Payable</b>		
Product: An Accounts Payable Check Processed and Audited		
Costs:	\$79,929	\$81,543
Products:	11,150	11,150
Work Hours:	1,283	1,283
Product Cost:	\$7.17	\$7.31
Work Hours/Product:	0.12	0.12
<b>Activity 744410 - Audit Purchasing Cards</b>		
Product: A Purchasing Card Statement Audited		
Costs:	\$33,684	\$34,481
Products:	2,000	2,000
Work Hours:	535	535
Product Cost:	\$16.84	\$17.24
Work Hours/Product:	0.27	0.27
<b>Activity 744420 - Audit Payroll Disbursements</b>		
Product: A Payroll Audited		
Costs:	\$15,018	\$15,372
Products:	26	26
Work Hours:	239	239
Product Cost:	\$577.61	\$591.24
Work Hours/Product:	9.19	9.19
<b>Totals for Service Delivery Plan 74404 - Review and Audit Disbursements</b>		
<b>Costs:</b>	<b>\$128,631</b>	<b>\$131,397</b>
<b>Hours:</b>	<b>2,057</b>	<b>2,057</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74405 - City-Wide Cashiering**

Manage efficient and fiscally sound cash collection processes, by:

- Providing cashiering oversight to approximately 20 locations to ensure adequate internal controls of City-Wide cash collection,
- Processing approximately 4,000 Cash Receipt Vouchers from all cashiering sites,
- Providing cash handling training to all City cashiers, and
- Providing central cashiering at the City Hall complex including walk-in payments for Business Licensing, Transient Occupancy Tax and Utilities.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74405 - City-Wide Cashiering**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 744500 - City-Wide Cashiering Consulting</b>		
Product: A Project Completed		
Costs:	\$34,693	\$35,803
Products:	3	3
Work Hours:	390	390
Product Cost:	\$11,564.42	\$11,934.35
Work Hours/Product:	130.00	130.00
<b>Activity 744510 - Process Cash Receipt Vouchers for Other Departments</b>		
Product: A Remote Cash Receipt Voucher Processed		
Costs:	\$26,903	\$27,384
Products:	4,000	4,000
Work Hours:	500	500
Product Cost:	\$6.73	\$6.85
Work Hours/Product:	0.13	0.13
<b>Activity 744520 - Provide City-Wide Cashiering Training</b>		
Product: A Training Session		
Costs:	\$8,810	\$8,960
Products:	20	20
Work Hours:	130	130
Product Cost:	\$440.49	\$448.01
Work Hours/Product:	6.50	6.50

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74405 - City-Wide Cashiering**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 744530 - Central Cashiering</b>		
Product: A Transaction at the Counter		
Costs:	\$109,311	\$111,375
Products:	24,000	24,000
Work Hours:	1,842	1,842
Product Cost:	\$4.55	\$4.64
Work Hours/Product:	0.08	0.08
<b>Totals for Service Delivery Plan 74405 - City-Wide Cashiering</b>		
<b>Costs:</b>	<b>\$179,716</b>	<b>\$183,522</b>
<b>Hours:</b>	<b>2,862</b>	<b>2,862</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74406 - Revenue Accounting**

Properly account for revenues received by the City, by:

- Accepting, reviewing and recording Non-City administered taxes remitted by the State and the County of Santa Clara (such as gas tax, sales tax, and property tax) correctly and in a timely manner,
- Reviewing and processing approximately 13,000 revenue transactions collected by the City, and
- Assisting other departments with revenue research and analysis.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74406 - Revenue Accounting**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 744600 - Accounting for Property Tax, Sales Tax and Remittances from Other Agencies</b>		
Product: A Tax Payment Coded		
Costs:	\$14,106	\$14,603
Products:	108	108
Work Hours:	148	148
Product Cost:	\$130.62	\$135.21
Work Hours/Product:	1.37	1.37
<b>Activity 744610 - Reviewing and Recording Revenues from City Departments</b>		
Product: A Revenue Transaction Coded		
Costs:	\$70,780	\$72,053
Products:	11,550	11,550
Work Hours:	1,039	1,039
Product Cost:	\$6.13	\$6.24
Work Hours/Product:	0.09	0.09
<b>Activity 744620 - Revenue Querying and Monitoring In Response to Departmental Requests</b>		
Product: A Query Performed		
Costs:	\$3,388	\$3,446
Products:	200	200
Work Hours:	50	50
Product Cost:	\$16.94	\$17.23
Work Hours/Product:	0.25	0.25
<b>Totals for Service Delivery Plan 74406 - Revenue Accounting</b>		
<b>Costs:</b>	<b>\$88,275</b>	<b>\$90,102</b>
<b>Hours:</b>	<b>1,237</b>	<b>1,237</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74407 - Record City Administered Tax Payments**

Manage an efficient tax collection process, by:

- Accepting, reviewing, and recording payments for City administered taxes including Utility Users Tax on users of utilities such as gas and electric,
- Administering the Transient Occupancy Tax ordinance including accepting, reviewing, and processing tax returns and providing due process (administrative hearings) for the collection of tax owed for short term stays in approximately 34 Sunnyvale hotels, and
- Administering the Business License Tax ordinance including billing, reviewing, and processing new and renewing applications and issuing approximately 5,000 license tax certificates annually to businesses operating in Sunnyvale.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74407 - Record City Administered Tax Payments**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 744700 - Process Business Tax Applications, Renewals and Payments</b>		
Product: A License Tax Certificate Issued		
Costs:	\$69,493	\$71,020
Products:	5,000	5,000
Work Hours:	970	970
Product Cost:	\$13.90	\$14.20
Work Hours/Product:	0.19	0.19
<b>Activity 744710 - Process Utility Users Tax Payments</b>		
Product: A UUT Payment Coded		
Costs:	\$17,989	\$18,303
Products:	2,100	2,100
Work Hours:	300	300
Product Cost:	\$8.57	\$8.72
Work Hours/Product:	0.14	0.14
<b>Activity 744720 - Track Transient Occupancy Tax (TOT) Payments and Remittances</b>		
Product: A TOT Remittance Reviewed		
Costs:	\$7,328	\$7,487
Products:	408	413
Work Hours:	100	100
Product Cost:	\$17.96	\$18.13
Work Hours/Product:	0.25	0.24
<b>Totals for Service Delivery Plan 74407 - Record City Administered Tax Payments</b>		
<b>Costs:</b>	<b>\$94,810</b>	<b>\$96,811</b>
<b>Hours:</b>	<b>1,370</b>	<b>1,370</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74408 - Management and Support**

Provide Management and Support, by:

- Ensuring adequate staffing of positions to meet program goals,
- Providing timely and meaningful performance feedback to employees,
- Communicating consistently with staff regarding program operations through regular staff meetings, and
- Contributing to Citywide improvement projects.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 744 - Treasury/Cash Management**

**Service Delivery Plan 74408 - Management and Support**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 744800 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$26,859	\$27,789
Products:	282	282
Work Hours:	282	282
Product Cost:	\$95.24	\$98.54
Work Hours/Product:	1.00	1.00
<b>Activity 744830 - Staff Training and Development</b>		
Product: A Work Hour		
Costs:	\$6,952	\$9,474
Products:	72	96
Work Hours:	72	96
Product Cost:	\$96.56	\$98.69
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 74408 - Management and Support</b>		
<b>Costs:</b>	<b>\$33,811</b>	<b>\$37,263</b>
<b>Hours:</b>	<b>354</b>	<b>378</b>
<b>Totals for Program 744</b>	<b>\$760,309</b>	<b>\$777,756</b>
<b>Hours:</b>	<b>10,600</b>	<b>10,600</b>

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**City of Sunnyvale  
Program Performance Budget**

**Program 745 - Internal Audits**

**Program Performance Statement**

Conduct internal audits to ensure the honesty, integrity, efficiency, and effectiveness of City programs, processes, and procedures, by:

- Establishing an annual audit schedule using both a risk assessment evaluation tool and criteria to audit not less than 12.5% of the total budgeted amount for all programs,
- Conducting performance audits to validate program results and improve the effectiveness of City operations and performance reporting systems,
- Assisting departments to implement audit recommendations, and
- Providing ad hoc technical assistance in the areas of performance measurement and operational procedures.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 745 - Internal Audits**

**Program Measures**

**Quality**

\* Performance audit recommendations are approved for implementation by City Council.

**- Percent of Recommendations Approved**

- Total Number of Recommendations Made

\* On a scale of 1-5, customers rate their satisfaction with performance measurement technical support service rendered at 3 or higher.

**- Average Survey Score**

**Productivity**

\* A number of Programs or Service Delivery Plans representing not less than 12.5% of the budgeted amount for all programs shall undergo performance auditing each year.

**- Percent of Budget Audited**

- Running Annual Average

- Total City-Wide Operating Budget

**Financial**

\* Actual total expenditures for Internal Audits will not exceed planned program expenditures.

**- Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
I	<b>80.00%</b> 200.00	<b>80.00%</b> 200.00
D	<b>3.00</b>	<b>3.00</b>
C	<b>9.70%</b> 16.90% \$276,506,103	<b>8.40%</b> 16.90% \$280,463,706
C	<b>\$277,297</b>	<b>\$287,042</b>

**Priority Legend**

M: Mandatory

C: Council Highest Priority

I: Important

D: Desirable

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

**Program 745 - Internal Audits**

**Service Delivery Plan 74501 - Performance Auditing**

Conduct performance audits to help the City accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of City operations and performance reporting systems, by:

- Evaluating whether program objectives were achieved,
- Ensuring work processes and performance reporting procedures are efficient and effective while in compliance with all applicable policies and standards,
- Ensuring reported results are true and accurate by reconciling results back to source documentation, and
- Ensuring audit recommendations are implemented by performing follow-up performance audits and providing technical assistance to the departments/programs when needed.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 745 - Internal Audits**

**Service Delivery Plan 74501 - Performance Auditing**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 745100 - Conduct Initial Performance Audit</b>		
Product: An Initial Audit Conducted		
Costs:	\$167,827	\$173,757
Products:	4	4
Work Hours:	2,025	2,025
Product Cost:	\$41,956.78	\$43,439.30
Work Hours/Product:	506.25	506.25
<b>Activity 745110 - Conduct Follow-Up Performance Audit</b>		
Product: A Follow-Up Audit Conducted		
Costs:	\$27,479	\$28,449
Products:	3	3
Work Hours:	350	350
Product Cost:	\$9,159.56	\$9,482.95
Work Hours/Product:	116.67	116.67
<b>Activity 745120 - Performance Audit Implementation Assistance</b>		
Product: A Program Assisted		
Costs:	\$24,007	\$24,854
Products:	5	5
Work Hours:	300	300
Product Cost:	\$4,801.42	\$4,970.87
Work Hours/Product:	60.00	60.00
<b>Totals for Service Delivery Plan 74501 - Performance Auditing</b>		
<b>Costs:</b>	<b>\$219,313</b>	<b>\$227,060</b>
<b>Hours:</b>	<b>2,675</b>	<b>2,675</b>

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

**Program 745 - Internal Audits**

**Service Delivery Plan 74502 - Performance Measurement Technical Assistance**

Providing ad hoc analytical support and technical assistance in the areas of performance measurement and operational procedures, by:

- Providing analysis and recommendations in the area of performance measurement, and
- Assisting departments to improve operational procedures.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 745 - Internal Audits**

**Service Delivery Plan 74502 - Performance Measurement Technical Assistance**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 745200 - Technical Assistance</b>		
Product: A Request Completed		
Costs:	\$12,533	\$12,975
Products:	50	50
Work Hours:	150	150
Product Cost:	\$250.66	\$259.50
Work Hours/Product:	3.00	3.00
<b>Totals for Service Delivery Plan 74502 - Performance Measurement Technical Assistance</b>		
<b>Costs:</b>	<b>\$12,533</b>	<b>\$12,975</b>
<b>Hours:</b>	<b>150</b>	<b>150</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 745 - Internal Audits**

**Service Delivery Plan 74503 - Management and Support Services**

Support the operation of the internal audit program, by:

- Managing the program budget, staffing, and any personnel related matters,
- Supporting City-wide projects that promote interdepartmental communication and teambuilding,
- Enhancing technical skills and providing opportunities for professional development for Internal Audit staff, and
- Providing administrative support to the program.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 745 - Internal Audits**

**Service Delivery Plan 74503 - Management and Support Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 745300 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$22,168	\$22,949
Products:	252	252
Work Hours:	252	252
Product Cost:	\$87.97	\$91.07
Work Hours/Product:	1.00	1.00
<b>Activity 745310 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$6,156	\$6,342
Products:	50	50
Work Hours:	50	50
Product Cost:	\$123.13	\$126.83
Work Hours/Product:	1.00	1.00
<b>Activity 745320 - City-Wide Project Assignments</b>		
Product: An Assignment		
Costs:	\$6,508	\$6,737
Products:	4	4
Work Hours:	80	80
Product Cost:	\$1,626.95	\$1,684.36
Work Hours/Product:	20.00	20.00

**City of Sunnyvale  
Program Performance Budget**

**Program 745 - Internal Audits**

**Service Delivery Plan 74503 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 745330 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$10,618	\$10,979
Products:	118	118
Work Hours:	118	118
Product Cost:	\$89.99	\$93.04
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 74503 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$45,450</b>	<b>\$47,007</b>
<b>Hours:</b>	<b>500</b>	<b>500</b>
<b>Totals for Program 745</b>	<b>\$277,297</b>	<b>\$287,042</b>
	<b>3,325</b>	<b>3,325</b>

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

**Program 751 - Comprehensive Legal Services**

**Program Performance Statement**

To provide the City Council, City Manager and City Departments with professional, timely and cost-effective legal advice and representation on all matters involving municipal, state and federal law affecting the City of Sunnyvale. Provide pro-active counseling to the City Council and City Departments to minimize legal problems and liability whenever possible, and provide aggressive and effective litigation of matters when appropriate with a positive outcome for the City.

**Notes**

1. Beginning in FY 2006/2007, all outside legal services are consolidated in the Office of the City Attorney for administration and supervision.

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Provide timely and thorough legal advice to City Manager and City departments. <b>- Legal Advice Provided by Established Due Date</b>	C	<b>90.00%</b>	<b>90.00%</b>
* An internal customer satisfaction rating for City Attorney responsiveness and quality of advice is achieved. <b>- Rating of Good or Excellent</b>	I	<b>95.00%</b>	<b>95.00%</b>
* Litigation and administrative hearings handled with acceptable results for City in light of facts and liability exposure. <b>- Percent within Range of Acceptable Results</b> - Total Number of Cases Resolved	I	<b>80.00%</b> 5.00	<b>80.00%</b> 5.00

**Productivity**

* City Attorney-initiated amendments to City ordinances or procedures to comply with changes to law are completed in a timely manner. <b>- Completed by Established Due Date</b> - Number of Amendments	M	<b>90.00%</b> 4.00	<b>90.00%</b> 4.00
* Response to council/board/commission requests for legal advice and/or opinions related to City business and their official capacities provided in a timely manner. <b>- Response by Established Due Dates</b> - Number of Responses	C	<b>95.00%</b> 50.00	<b>95.00%</b> 50.00
* Attendance at Council/Board/Commission meetings and providing legal advice and support. <b>- Number of Council/Board Meetings Attended</b>	C	<b>50.00</b>	<b>50.00</b>
* The Office of the City Attorney shall complete the employee performance evaluation process for each full-time and regular part-time staff member supervised, and submit the evaluation to Human Resources in accordance with established procedures and timeframes. <b>- Percent of Evaluations Submitted to Human Resources by the Scheduled Submittal Date</b> - Total Number of Evaluations for which the Department is Responsible	C	<b>95.00%</b> 5.00	<b>95.00%</b> 5.00

**Cost Effectiveness**

* The Office of the City Attorney works to prevent future worker's compensation claims by providing a planned number of training sessions that address the top three causes of worker's compensation injuries for department employees. <b>- Number of Training Sessions Completed</b>	I	<b>1.00</b>	<b>1.00</b>
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**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

Program Measures

Financial

\* Actual total expenditures for Comprehensive Legal Services will not exceed planned program expenditures.

**- Total Program Expenditures**

<u>Priority</u>	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
C	<b>\$1,560,196</b>	<b>\$1,608,614</b>

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable



**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

**Service Delivery Plan 75101 - Provide Legal Advice - Written and Oral**

To provide legal advice, opinions and document review in support of the Council and City Departments, including:

- Advice and opinions to Council, Boards and Commissions on matters related to City business and their official capacities,
- Attend all Council and Commission meetings and provide advice as required,
- Advice and document drafting/review to all City Departments, and
- Initiate and draft revisions to city ordinances and regulations to comply with changes in state and federal law.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

**Service Delivery Plan 75101 - Provide Legal Advice - Written and Oral**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 751000 - Respond to Council/Board/Commission Requests for Legal Advice</b>		
Product: A Response (Written or Oral) Completed		
Costs:	\$63,744	\$66,201
Products:	50	50
Work Hours:	470	470
Product Cost:	\$1,274.88	\$1,324.02
Work Hours/Product:	9.40	9.40
<b>Activity 751010 - Initiate and Draft Revisions to City Ordinances and Regulations to Comply with State and Federal Law or to Update Ordinances</b>		
Product: A Revision of Ordinance or Regulation Completed		
Costs:	\$30,638	\$31,855
Products:	4	4
Work Hours:	235	235
Product Cost:	\$7,659.43	\$7,963.82
Work Hours/Product:	58.75	58.75
<b>Activity 751020 - Prepare for and Attend Council/Board/Commission Meeting</b>		
Product: A Council/Board/Commission Meeting Attended		
Costs:	\$67,879	\$70,434
Products:	75	75
Work Hours:	500	500
Product Cost:	\$905.05	\$939.13
Work Hours/Product:	6.67	6.67

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

**Service Delivery Plan 75101 - Provide Legal Advice - Written and Oral**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 751160 - Provide Legal Advice and Document Drafting/Review for City Departments</b>		
Product: A Response (Written or Oral) Completed		
Costs:	\$424,886	\$442,530
Products:	750	750
Work Hours:	3,510	3,510
Product Cost:	\$566.51	\$590.04
Work Hours/Product:	4.68	4.68
<b>Activity 751170 - Provide Responses to Citizen Inquiries, As Appropriate</b>		
Product: A Response to Citizen Inquiry Completed		
Costs:	\$5,410	\$5,615
Products:	10	10
Work Hours:	40	40
Product Cost:	\$541.01	\$561.54
Work Hours/Product:	4.00	4.00
<b>Activity 751180 - Provide Legal Advice and Representation for Redevelopment Agency Issues</b>		
Product: A Response (Written or Oral) Completed		
Costs:	\$10,750	\$11,143
Products:	10	10
Work Hours:	75	75
Product Cost:	\$1,074.95	\$1,114.30
Work Hours/Product:	7.50	7.50
<b>Totals for Service Delivery Plan 75101 - Provide Legal Advice - Written and Oral</b>		
<b>Costs:</b>	<b>\$603,307</b>	<b>\$627,779</b>
<b>Hours:</b>	<b>4,830</b>	<b>4,830</b>

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

**Program 751 - Comprehensive Legal Services**

**Service Delivery Plan 75104 - Provide Representation In Litigation and Administrative Matters**

Provide professional, cost-effective and successful representation for the City of Sunnyvale and its departments in the areas of code enforcement, litigation (including tort, employment, civil rights and land use), and administrative matters (Personnel Board, PUC, labor arbitrations, other administrative proceedings and outside legal services).

Provide direction and oversight on all outside legal services to ensure cost efficiency and quality of implementation.

**Notes**

1. The budget for the Redevelopment Agency (RDA) legal services is included in special project 824570 Outside Counsel Services for RDA.

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

**Service Delivery Plan 75104 - Provide Representation In Litigation and Administrative Matters**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 751060 - Representation of City In Litigated Matters (Non-Code Enforcement) - Including Discovery, Trial, Motions and Appellate Matters</b>		
Product: A Litigation Case Opened		
Costs:	\$115,865	\$119,691
Products:	25	25
Work Hours:	600	600
Product Cost:	\$4,634.60	\$4,787.63
Work Hours/Product:	24.00	24.00
<b>Activity 751070 - Representation of City In Administrative Proceedings</b>		
Product: An Administrative Case Opened		
Costs:	\$69,255	\$72,105
Products:	32	32
Work Hours:	565	565
Product Cost:	\$2,164.23	\$2,253.28
Work Hours/Product:	17.66	17.66
<b>Activity 751190 - Provide Legal Advice and Representation for Municipal Code Enforcement Activities</b>		
Product: A Code Enforcement Matter/Complaint Resolved		
Costs:	\$38,861	\$40,538
Products:	55	55
Work Hours:	350	350
Product Cost:	\$706.56	\$737.05
Work Hours/Product:	6.36	6.36

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

**Service Delivery Plan 75104 - Provide Representation In Litigation and Administrative Matters**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 751200 - Manage and Direct Outside Counsel Services In Litigation and Administrative Matters</b>		
Product: A Case		
Costs:	\$212,370	\$216,787
Products:	20	20
Work Hours:	75	75
Product Cost:	\$10,618.48	\$10,839.34
Work Hours/Product:	3.75	3.75
<b>Activity 751400 - Manage and Direct Outside Counsel Services - Redevelopment Agency</b>		
Product: A Contract Administered		
Costs:	\$2,283	\$2,360
Products:	1	1
Work Hours:	15	15
Product Cost:	\$2,282.66	\$2,359.93
Work Hours/Product:	15.00	15.00
<b>Activity 751410 - Manage and Direct Outside Counsel Services - Personnel</b>		
Product: A Contract Administered		
Costs:	\$29,942	\$30,562
Products:	1	1
Work Hours:	10	10
Product Cost:	\$29,941.78	\$30,561.68
Work Hours/Product:	10.00	10.00

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

**Service Delivery Plan 75104 - Provide Representation In Litigation and Administrative Matters**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 751420 - Manage and Direct Outside Counsel Services - City Liability and Property Administration</b>		
Product: A Contract Administered		
Costs:	\$122,980	\$125,570
Products:	1	1
Work Hours:	50	50
Product Cost:	\$122,979.89	\$125,570.46
Work Hours/Product:	50.00	50.00
<b>Activity 751430 - Manage and Direct Outside Counsel Services - Wastewater Treatment</b>		
Product: A Contract Administered		
Costs:	\$27,900	\$28,497
Products:	1	1
Work Hours:	15	15
Product Cost:	\$27,899.63	\$28,497.42
Work Hours/Product:	15.00	15.00
<b>Activity 751440 - Manage and Direct Outside Counsel Services - Solid Waste Treatment</b>		
Product: A Contract Administered		
Costs:	\$3,032	\$3,133
Products:	1	1
Work Hours:	15	15
Product Cost:	\$3,032.13	\$3,132.57
Work Hours/Product:	15.00	15.00

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

**Service Delivery Plan 75104 - Provide Representation In Litigation and Administrative Matters**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 751450 - Manage and Direct Outside Counsel Services - Materials Recovery and Refuse Transfer (SMaRT)</b>		
Product: A Contract Administered		
Costs:	\$9,122	\$9,344
Products:	1	1
Work Hours:	15	15
Product Cost:	\$9,122.13	\$9,344.37
Work Hours/Product:	15.00	15.00
<b>Activity 751460 - Manage and Direct Outside Counsel Services - Below Market Rate Housing</b>		
Product: A Contract Administered		
Costs:	\$6,761	\$6,787
Products:	1	1
Work Hours:	5	5
Product Cost:	\$6,760.89	\$6,786.64
Work Hours/Product:	5.00	5.00
<b>Totals for Service Delivery Plan 75104 - Provide Representation In Litigation and Administrative Matters</b>		
<b>Costs:</b>	<b>\$638,370</b>	<b>\$655,373</b>
<b>Hours:</b>	<b>1,715</b>	<b>1,715</b>



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

**Program 751 - Comprehensive Legal Services**

**Service Delivery Plan 75108 - Management and Support Services**

Provide management and support services for the Office of the City Attorney. Attend programs consistent with the State requirements for continuing legal education and review new court cases, statutes and other legal materials to keep abreast of developments in municipal law and specialized areas within municipal law.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

**Service Delivery Plan 75108 - Management and Support Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 751210 - Continuing Legal Education for Office of the City Attorney</b>		
Product: A Work Hour		
Costs:	\$25,816	\$26,832
Products:	200	200
Work Hours:	200	200
Product Cost:	\$129.08	\$134.16
Work Hours/Product:	1.00	1.00
<b>Activity 751220 - Provide Administration, Budget Review, and Goal Development for Office of the City Attorney</b>		
Product: A Work Hour		
Costs:	\$28,798	\$29,935
Products:	225	225
Work Hours:	225	225
Product Cost:	\$127.99	\$133.04
Work Hours/Product:	1.00	1.00
<b>Activity 751230 - Participate In City-Wide Management and Administration</b>		
Product: An Attendance/Participation In City-Wide Management Meeting or Task		
Costs:	\$19,783	\$20,453
Products:	50	50
Work Hours:	130	130
Product Cost:	\$395.66	\$409.06
Work Hours/Product:	2.60	2.60

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

**Service Delivery Plan 75108 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 751240 - Provide General Clerical Support to City Attorney's Office</b>		
Product: A Work Hour		
Costs:	\$244,123	\$248,242
Products:	3,600	3,600
Work Hours:	3,600	3,600
Product Cost:	\$67.81	\$68.96
Work Hours/Product:	1.00	1.00
 <b>Totals for Service Delivery Plan 75108 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$318,520</b>	<b>\$325,462</b>
<b>Hours:</b>	<b>4,155</b>	<b>4,155</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 751 - Comprehensive Legal Services**

		<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Totals for Program 751</b>	<b>Costs:</b>	<b>\$1,560,196</b>	<b>\$1,608,614</b>
	<b>Hours:</b>	<b>10,700</b>	<b>10,700</b>

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

### **Program 755 - Recruitment, Classification, and Compensation**

#### **Program Performance Statement**

Provide effective, efficient, and timely recruitment and classification services, and compensation plan management for a workforce of 1,200 employees in direct support of City-wide operations, by:

- Developing partnerships with customer departments to provide effective staffing through the administration of mutually agreed upon recruitment plans,
- Conducting an average of 40 recruitments per year to fill vacancies at the executive, management, professional, paraprofessional, technical, service maintenance, administrative, and clerical levels; and for public safety and dispatch positions,
- Managing the placement of temporary employees, at an average of 140 placements per year, and administering the City's temporary placement agency contract,
- Administering the City's classification plan to optimize classification structure and to best support staffing needs,
- Preparing, reviewing, and updating job specifications to accurately reflect the classification definition; distinguishing characteristics; essential and other functions; required minimum qualifications, including education and experience, licences, and other certifications, as may be appropriate; and required knowledge, skills, and abilities,
- Administering the City's compensation plan to support attracting and retaining qualified employees through regular market and other analysis,
- Assisting with the development/refinement of City departmental organization structure, and
- Providing clear, timely, and accurate information to customers regarding recruitment, classification, and compensation issues.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 755 - Recruitment, Classification, and Compensation**

**Program Measures**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b><u>Quality</u></b>			
* The satisfaction rating for recruitment services provided by the Department of Human Resources is achieved. <b>- Percent of Customers Who Rate Services as Satisfactory or Higher</b>	I	<b>85.00%</b>	<b>85.00%</b>
* The satisfaction rating for classification services provided by the Department of Human Resources is achieved. <b>- Percent of Customers Who Rate Services as Satisfactory or Higher</b>	I	<b>85.00%</b>	<b>85.00%</b>
<b><u>Productivity</u></b>			
* Recruitments are completed in accordance with mutually agreed upon recruitment plans. <b>- Percent of Recruitments Completed</b> - Number of Recruitment Plans Completed In the Year	C	<b>85.00%</b> 45.00	<b>85.00%</b> 45.00
* Classification/compensation analysis is conducted within established timeframes. <b>- Percent of Analyses Conducted within Established Timeframes</b> - Number of Analyses Conducted During the Year	C	<b>85.00%</b> 42.00	<b>85.00%</b> 42.00
* The hiring manager is contacted within three (3) business days of receipt of the hiring requisition. <b>- Percent of Hiring Managers Contacted within Three Business Days</b> - Number of Hiring Requisitions Received Per Year	I	<b>90.00%</b> 50.00	<b>90.00%</b> 50.00
* A manager or employee requesting classification assistance is contacted within three (3) business days of initial inquiry. <b>- Percent of Managers/Employees Contacted within Three Business Days</b>	I	<b>90.00%</b>	<b>90.00%</b>
<b><u>Cost Effectiveness</u></b>			
* The cost of conducting a recruitment for regular employee's will be less than or equal to the planned cost. <b>- Cost Per Recruitment for Regular Employee's</b>	I	<b>\$13,601</b>	<b>\$13,862</b>
* The cost of completing a classification study will be less than or equal to the planned cost. <b>- Cost Per Classification Study</b>	I	<b>\$6,358</b>	<b>\$6,512</b>
<b><u>Financial</u></b>			
* Actual total expenditures for Recruitment, Classification, and Compensation will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$1,188,596</b>	<b>\$1,227,180</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 755 - Recruitment, Classification, and Compensation**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable



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

**Program 755 - Recruitment, Classification, and Compensation**

**Service Delivery Plan 75501 - Recruitment Services**

Provide effective, efficient, and timely recruitment services through partnerships with customer departments to provide effective staffing, by:

- Guiding customers through the recruitment processes,
- Ensuring compliance with employment laws and regulations, City policies, rules and regulations, and applicable memorandum of understanding provisions,
- Designing innovative recruitment strategies,
- Administering timely recruitments that provide quality eligible lists,
- Coordinating appropriate pre-employment testing and other required pre-employment screening and processing,
- Managing the placement of temporary employees,
- Administering the City's temporary placement agency contract, and
- Providing clear, timely, and accurate information to customers.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 755 - Recruitment, Classification, and Compensation**

**Service Delivery Plan 75501 - Recruitment Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 755100 - Temporary Employee Processing</b>		
Product: A Temporary Employee Processed		
Costs:	\$57,435	\$58,526
Products:	140	140
Work Hours:	850	850
Product Cost:	\$410.25	\$418.04
Work Hours/Product:	6.07	6.07
<b>Activity 755110 - Pre-Employment Services</b>		
Product: A Candidate Processed		
Costs:	\$107,240	\$123,423
Products:	80	100
Work Hours:	1,300	1,300
Product Cost:	\$1,340.50	\$1,234.23
Work Hours/Product:	16.25	13.00
<b>Activity 755120 - Recruitment Services - Management/Executive</b>		
Product: A Management / Executive Recruitment Conducted		
Costs:	\$172,811	\$176,441
Products:	7	7
Work Hours:	1,100	1,100
Product Cost:	\$24,687.34	\$25,205.83
Work Hours/Product:	157.14	157.14

**City of Sunnyvale  
Program Performance Budget**

**Program 755 - Recruitment, Classification, and Compensation**

**Service Delivery Plan 75501 - Recruitment Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 755130 - Recruitment Services - Regular Employees</b>		
Product: A Regular Recruitment Conducted		
Costs:	\$516,837	\$526,748
Products:	38	38
Work Hours:	5,852	5,852
Product Cost:	\$13,600.99	\$13,861.80
Work Hours/Product:	154.00	154.00
<b>Activity 755140 - Recruitment Services - PSOIT/Lateral</b>		
Product: A PSOIT / Lateral Recruitment Conducted		
Costs:	\$48,881	\$49,404
Products:	3	3
Work Hours:	1,000	1,000
Product Cost:	\$16,293.61	\$16,467.99
Work Hours/Product:	333.33	333.33
<b>Totals for Service Delivery Plan 75501 - Recruitment Services</b>		
<b>Costs:</b>	<b>\$903,205</b>	<b>\$934,542</b>
<b>Hours:</b>	<b>10,102</b>	<b>10,102</b>

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

**Program 755 - Recruitment, Classification, and Compensation**

**Service Delivery Plan 75502 - Classification and Compensation Services**

Provide effective, efficient, and timely classification plan administration to optimize classification structure and to best support staffing needs, by:

- Conducting classification analysis, compensation studies and surveys,
- Conducting staffing and department structure analysis,
- Consulting with management regarding analysis results,
- Administering and processing requests for budgeted position allocation changes,
- Reviewing job specifications and essential function worksheets prior to recruitments being conducted,
- Maintaining a current and accurate classification plan,
- Developing and administering compensation systems that are competitive with relevant markets, and
- Providing clear, timely, and accurate information to customers.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 755 - Recruitment, Classification, and Compensation**

**Service Delivery Plan 75502 - Classification and Compensation Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 755200 - Classification Services</b>		
Product: A Classification Study Completed		
Costs:	\$95,365	\$97,673
Products:	15	15
Work Hours:	900	900
Product Cost:	\$6,357.67	\$6,511.56
Work Hours/Product:	60.00	60.00
<b>Activity 755210 - Staffing Consultation</b>		
Product: An Analysis Conducted		
Costs:	\$9,291	\$9,614
Products:	10	10
Work Hours:	100	100
Product Cost:	\$929.07	\$961.43
Work Hours/Product:	10.00	10.00
<b>Activity 755220 - Budgeted Position Allocation Reviews</b>		
Product: A Review Completed		
Costs:	\$9,291	\$9,614
Products:	10	10
Work Hours:	100	100
Product Cost:	\$929.07	\$961.43
Work Hours/Product:	10.00	10.00

**City of Sunnyvale  
Program Performance Budget**

**Program 755 - Recruitment, Classification, and Compensation**

**Service Delivery Plan 75502 - Classification and Compensation Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 755230 - Compensation Analysis</b>		
Product: An Analysis/Study Completed		
Costs:	\$29,168	\$30,154
Products:	7	7
Work Hours:	300	300
Product Cost:	\$4,166.79	\$4,307.66
Work Hours/Product:	42.86	42.86
<b>Totals for Service Delivery Plan 75502 - Classification and Compensation Services</b>		
<b>Costs:</b>	<b>\$143,114</b>	<b>\$147,056</b>
<b>Hours:</b>	<b>1,400</b>	<b>1,400</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 755 - Recruitment, Classification, and Compensation**

**Service Delivery Plan 75503 - Provide Management and Support Services**

To provide management and support services to the Recruitment, Classification, and Compensation program.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 755 - Recruitment, Classification, and Compensation**

**Service Delivery Plan 75503 - Provide Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 755300 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$33,850	\$35,284
Products:	268	268
Work Hours:	268	268
Product Cost:	\$126.31	\$131.66
Work Hours/Product:	1.00	1.00
<b>Activity 755310 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$92,621	\$94,145
Products:	1,792	1,792
Work Hours:	1,792	1,792
Product Cost:	\$51.69	\$52.54
Work Hours/Product:	1.00	1.00
<b>Activity 755320 - Staff Training and Development</b>		
Product: A Training Session		
Costs:	\$15,807	\$16,153
Products:	10	10
Work Hours:	88	88
Product Cost:	\$1,580.66	\$1,615.33
Work Hours/Product:	8.80	8.80
<b>Totals for Service Delivery Plan 75503 - Provide Management and Support Services</b>		
<b>Costs:</b>	<b>\$142,278</b>	<b>\$145,583</b>
<b>Hours:</b>	<b>2,148</b>	<b>2,148</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 755 - Recruitment, Classification, and Compensation**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 755</b>	<b>Costs:</b>	<b>\$1,188,596</b>	<b>\$1,227,180</b>
	<b>Hours:</b>	<b>13,650</b>	<b>13,650</b>

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

**Program 757 - Employee/Labor Relations and Employee Development**

**Program Performance Statement**

Provide effective, efficient, and timely employee/labor relations management and employee development/training for a workforce of approximately 1,200 City employees in direct support of City-wide operations, by:

- Managing the City's employee/labor relations program for four (4) recognized bargaining units and two (2) unrepresented groups: Communication Officers Association (COA), Public Safety Officers Association (PSOA), Service Employees International Union-Local 715 (SEIU), and Sunnyvale Employees Association (SEA), and Unrepresented Management and Confidential employees in accordance with the Meyers-Milias Brown Act (MMBA),
- Partnering with customer departments to proactively resolve employee/labor relations issues,
- Managing the City's employee development/training program, including supervisory training, skills, professional, and leadership development, succession planning, and out placement services,
- Coordinating the new employee orientation program,
- Developing and managing the City-wide employee performance and evaluation programs,
- Assisting managers with employee performance issues,
- Providing counseling and assistance to employees on performance and other employee relations issues, and
- Providing clear, timely, and accurate information regarding the City's Human Resources policies and procedures.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* The satisfaction rating for employee/labor relations services provided by the Department of Human Resources is achieved. <b>- Percent of Customers Who Rate Services as Satisfactory or Higher</b>	I	85.00%	85.00%
* The satisfaction rating for the employee development/training program provided by the Department of Human Resources is achieved. <b>- Percent of Customers Who Rate Services as Satisfactory or Higher</b>	I	85.00%	85.00%

**Productivity**

* Labor Relations are conducted in accordance with the Meyers-Milias Brown Act, and the City will meet and confer in good faith on matters within the scope of bargaining/representation, under the jurisdiction of the Public Employment Relations Board. <b>- Percent of Labor Relations Matters Conducted In Accordance with Legal Requirements</b>	M	100.00%	100.00%
* For contract negotiations, timely information is provided to the City Council, including options to address contract issues, and regular updates are provided during the course of negotiations in accordance with the timeline developed by Council. <b>- Percent of Time that Information is Provided On Time</b>	C	100.00%	100.00%
* The customer is contacted within three (3) business days of a request for Memoranda of Understanding (MOU) interpretation, and is provided an accurate and timely response. <b>- Percent of Customers Contacted within Three Business Days</b>	C	90.00%	90.00%
* The annual training program is developed and conducted as scheduled during the year. <b>- Percent of Planned Training Sessions Provided</b> - Number of Training Sessions Provided	C	90.00% 40.00	90.00% 40.00
* The annual performance evaluation process is conducted in accordance with established procedures. <b>- Percent of Customers Who Rate the Evaluation Process as Satisfactory or Higher</b>	I	85.00%	85.00%

**Cost Effectiveness**

* The cost of managing labor relations will be less than or equal to the planned cost. <b>- Cost Per Bargaining Unit</b>	I	\$39,170	\$40,360
* The cost of managing the employee development/training program will be less than or equal to the planned cost. <b>- Cost Per Employee Trained</b>	I	\$230	\$235

**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

Program Measures

Financial

\* Actual total expenditures for Employee/Labor Relations and Employee Development will not exceed planned program expenditures.

**- Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
C	<b>\$713,478</b>	<b>\$732,820</b>

Priority Legend

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

**Service Delivery Plan 75701 - Employee / Labor Relations**

Provide effective, efficient, and timely employee/labor relations management, by:

- Partnering with customer departments to effectively resolve employee/labor relations issues,
- Developing strategies to proactively address employee/labor relations issues,
- Representing the City in collective bargaining of memoranda of understanding (MOU) and related issues,
- Developing effective working relationships with the bargaining units,
- Conducting MOU-based compensation and benefit surveys and studies,
- Assisting departments in responding to grievances,
- Assisting departments with disciplinary actions,
- Conducting/coordinating investigations, and
- Providing clear, timely, and accurate information to customers.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

**Service Delivery Plan 75701 - Employee / Labor Relations**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 757100 - Labor Relations</b>		
Product: A Bargaining Unit		
Costs:	\$156,680	\$161,440
Products:	4	4
Work Hours:	1,100	1,100
Product Cost:	\$39,170.07	\$40,360.02
Work Hours/Product:	275.00	275.00
<b>Activity 757110 - Collective Bargaining</b>		
Product: A MOU Negotiated		
Costs:	\$111,165	\$114,270
Products:	2	2
Work Hours:	600	600
Product Cost:	\$55,582.32	\$57,135.10
Work Hours/Product:	300.00	300.00
<b>Activity 757120 - Grievance Assistance</b>		
Product: A Formal Grievance Responded To		
Costs:	\$9,317	\$9,641
Products:	2	2
Work Hours:	100	100
Product Cost:	\$4,658.26	\$4,820.60
Work Hours/Product:	50.00	50.00

**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

**Service Delivery Plan 75701 - Employee / Labor Relations**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 757130 - Disciplinary Action Consultation</b>		
Product: A Consultation		
Costs:	\$40,798	\$42,168
Products:	24	24
Work Hours:	400	400
Product Cost:	\$1,699.93	\$1,756.98
Work Hours/Product:	16.67	16.67
<b>Activity 757140 - Investigations</b>		
Product: An Investigation		
Costs:	\$31,224	\$32,026
Products:	6	6
Work Hours:	250	250
Product Cost:	\$5,203.92	\$5,337.67
Work Hours/Product:	41.67	41.67
<b>Activity 757150 - Employee Relations</b>		
Product: A Consultation		
Costs:	\$4,658	\$4,821
Products:	20	20
Work Hours:	50	50
Product Cost:	\$232.92	\$241.03
Work Hours/Product:	2.50	2.50
<b>Totals for Service Delivery Plan 75701 - Employee / Labor Relations</b>		
<b>Costs:</b>	<b>\$353,841</b>	<b>\$364,366</b>
<b>Hours:</b>	<b>2,500</b>	<b>2,500</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

**Service Delivery Plan 75702 - Employee Development**

Provide an effective, efficient, and timely employee development/training program, by:

- Providing an annual training program targeting employee developmental and future staffing needs,
- Providing new employee orientation,
- Conducting exit interviews and separation analysis, and
- Providing clear, timely, and accurate information to customers.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

**Service Delivery Plan 75702 - Employee Development**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 757200 - Employee Training / Development Program</b>		
Product: An Employee Trained		
Costs:	\$229,686	\$234,861
Products:	1,000	1,000
Work Hours:	1,700	1,700
Product Cost:	\$229.69	\$234.86
Work Hours/Product:	1.70	1.70
<b>Activity 757210 - Provide Employee Orientation</b>		
Product: An Orientation Session		
Costs:	\$14,197	\$14,422
Products:	10	10
Work Hours:	200	200
Product Cost:	\$1,419.75	\$1,442.25
Work Hours/Product:	20.00	20.00
<b>Totals for Service Delivery Plan 75702 - Employee Development</b>		
<b>Costs:</b>	<b>\$243,883</b>	<b>\$249,283</b>
<b>Hours:</b>	<b>1,900</b>	<b>1,900</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

**Service Delivery Plan 75703 - Employee Performance**

Provide effective, efficient, and timely assistance to managers/supervisors for employee performance issues, by:

- Partnering with customer departments to effectively resolve issues,
- Developing strategies to proactively address employee performance issues,
- Administering the new hire performance review process,
- Administering the annual employee performance review process, and
- Providing clear, timely, and accurate information to customers.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

**Service Delivery Plan 75703 - Employee Performance**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 757300 - Employee Evaluation and Performance</b>		
Product: An Evaluation Reviewed		
Costs:	\$82,402	\$85,186
Products:	730	730
Work Hours:	910	910
Product Cost:	\$112.88	\$116.69
Work Hours/Product:	1.25	1.25
<b>Totals for Service Delivery Plan 75703 - Employee Performance</b>		
<b>Costs:</b>	<b>\$82,402</b>	<b>\$85,186</b>
<b>Hours:</b>	<b>910</b>	<b>910</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

**Service Delivery Plan 75704 - Provide Management and Support Services**

To provide management and support services for the Employee/Labor Relations and Employee Development program.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

**Service Delivery Plan 75704 - Provide Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 757400 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$1,677	\$1,735
Products:	18	18
Work Hours:	18	18
Product Cost:	\$93.17	\$96.41
Work Hours/Product:	1.00	1.00
<b>Activity 757410 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$21,794	\$22,139
Products:	300	300
Work Hours:	300	300
Product Cost:	\$72.65	\$73.80
Work Hours/Product:	1.00	1.00
<b>Activity 757420 - Staff Training and Development</b>		
Product: A Training Session		
Costs:	\$9,881	\$10,111
Products:	5	5
Work Hours:	72	72
Product Cost:	\$1,976.16	\$2,022.18
Work Hours/Product:	14.40	14.40
<b>Totals for Service Delivery Plan 75704 - Provide Management and Support Services</b>		
<b>Costs:</b>	<b>\$33,352</b>	<b>\$33,985</b>
<b>Hours:</b>	<b>390</b>	<b>390</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 757 - Employee/Labor Relations and Employee Development**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 757</b>	<b>Costs:</b>	<b>\$713,478</b>	<b>\$732,820</b>
	<b>Hours:</b>	<b>5,700</b>	<b>5,700</b>

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

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Program Performance Statement**

Provide effective, efficient, and timely administration of employee insurances, benefits, leave, HRIS, workers' compensation, safety, and wellness in accordance with current laws, legal mandates, memoranda of understanding, and City policies for a workforce of approximately 1,200 City employees, by:

- Proactively managing the City's employee insurance contracts to ensure that services provided are cost-effective and meet the needs of the organization,
- Managing City health care benefits and related costs,
- Providing ongoing evaluation of benefits to ensure that cost effective benefits are provided for employees,
- Providing customers with a central point of contact for prompt and effective assistance with insurance, benefits, pay, and retirement issues,
- Effectively managing the City's human resources information systems (HRIS), including Human Resources payroll activities,
- Providing customers with a central point of contact for leave issues, including leaves under the Family and Medical Leave Act (FMLA), California Family Rights Act (CFRA), and Americans with Disabilities Act (ADA),
- Providing oversight of the disability leave program, including ongoing review of leave usage,
- Providing guidance, and partnering with managers to proactively resolve benefit and leave issues,
- Managing the City's workers' compensation program, including administration of claims, review of leave usage, management of the third-party administrator contract, and securing legal counsel when appropriate,
- Managing city-wide safety and wellness (injury and illness prevention),
- Meeting reporting and regulatory requirements,
- Partnering with managers and customer departments to proactively resolve issues, and
- Providing clear, timely, and accurate information regarding program policies and procedures.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Program Measures**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b><u>Quality</u></b>			
* The satisfaction rating for benefit services provided by the Department of Human Resources is achieved. <b>- Percent of Customers Who Rate Services as Satisfactory or Higher</b>	I	<b>85.00%</b>	<b>85.00%</b>
* The satisfaction rating for guidance and assistance provided by the Department of Human Resources to managers for benefit issues is achieved. <b>- Percent of Managers Who Rate Services as Satisfactory or Higher</b>	I	<b>85.00%</b>	<b>85.00%</b>
* The satisfaction rating for workers' compensation services provided by the Department of Human Resources is achieved. <b>- Percent of Customers Who Rate Services as Satisfactory or Higher</b>	I	<b>85.00%</b>	<b>85.00%</b>
* The satisfaction rating for guidance and assistance provided by the Department of Human Resources to managers for workers' compensation issues is achieved. <b>- Percent of Managers Who Rate Services as Satisfactory or Higher</b>	I	<b>85.00%</b>	<b>85.00%</b>
* The satisfaction rating for safety and wellness services provided by the Department of Human Resources is achieved. <b>- Percent of Managers Who Rate Services as Satisfactory or Higher</b>	I	<b>85.00%</b>	<b>85.00%</b>
<b><u>Productivity</u></b>			
* Required benefits reporting/response to outside agencies (including PERS, insurance vendors, Employment Development Department [Unemployment Insurance], Department of Self Insurance) are submitted in a timely manner. <b>- Percent of Reportings/Responses Made On Time</b> - Number of Reportings/Responses	M	<b>95.00%</b> 15.00	<b>95.00%</b> 15.00
* Workers' compensation claims will be administered in accordance with State Law and City policy, and to minimize lost work time. <b>- Percent of Claims Processed within Required Timeframes</b> - Number of Claims	M	<b>95.00%</b> 150.00	<b>95.00%</b> 150.00
* Employee insurance contracts are reviewed and renewed/implemented in a timely manner. <b>- Percent of Contracts Implemented/Renewed On Time</b> - Number of Contracts	C	<b>85.00%</b> 4.00	<b>85.00%</b> 4.00

**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Program Measures**

**Productivity**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* HRIS and benefit transactions are processed accurately and in a timely manner. <b>- Percent of Pay and Benefits Transactions Made Correctly within Required Timeframes</b> - Number of Transactions	C	<b>95.00%</b> 5,000.00	<b>95.00%</b> 5,000.00
* Workers' compensation excess insurance and third party administrator contracts are renewed/implemented in a timely manner. <b>- Percent of Contracts Implemented/Renewed On Time</b> - Number of Contracts	C	<b>100.00%</b> 2.00	<b>100.00%</b> 2.00
* The number of workers' compensation penalties assessed will not exceed the average number of penalties assessed during the prior two (2) years. <b>- Number of Penalties Imposed</b>	I	<b>1.00</b>	<b>1.00</b>
* Each year, at least one section of the City's Injury and Illness Prevention Program will be reviewed for compliance with current Federal and State regulations, and updated as necessary. <b>- Number of Sections Reviewed</b> - Number of Sections	I	<b>1.00</b> 15.00	<b>1.00</b> 15.00

**Cost Effectiveness**

* The annual cost to administer the City's employee insurance contracts will be less than or equal to the planned cost. <b>- Cost Per Employee Insurance Contract</b>	I	<b>\$5,023</b>	<b>\$5,214</b>
* The cost to process a workers' compensation claim will be less than or equal to the planned cost. <b>- Cost Per Claim</b>	I	<b>\$371</b>	<b>\$380</b>
* The cost to administer City-wide employee safety services will be less than or equal to the planned cost. <b>- Cost Per Issue Addressed</b>	I	<b>\$333</b>	<b>\$342</b>

**Financial**

* Actual total expenditures for Employee Benefits, HRIS, Workers' Comp, Safety, and Wellness Administration will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$1,649,028</b>	<b>\$1,692,331</b>
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**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75801 - Employee Insurance and Contract Administration**

Provide effective, efficient, and timely contract administration for the following employee insurances: medical, dental, vision, life and accidental death and dismemberment, long-term disability, and the employee assistance program (EAP), by:

- Managing contracts to ensure compliance with current laws, memoranda of understanding, and City policies and procedures,
- Regularly reviewing contracts to ensure that the most cost-effective method of providing required insurances is maintained,
- Regularly reviewing contracts to ensure that they meet the needs of the organization, and
- Providing contract interpretation, and acting as a liaison between the provider and the customer employee.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75801 - Employee Insurance and Contract Administration**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 758100 - Employee Insurance Contract Administration</b>		
Product: A Contract Reviewed/Processed		
Costs:	\$20,091	\$20,857
Products:	4	4
Work Hours:	210	210
Product Cost:	\$5,022.76	\$5,214.22
Work Hours/Product:	52.50	52.50
<b>Totals for Service Delivery Plan 75801 - Employee Insurance and Contract Administration</b>		
<b>Costs:</b>	<b>\$20,091</b>	<b>\$20,857</b>
<b>Hours:</b>	<b>210</b>	<b>210</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75802 - Employee Benefits and Leave Administration**

Provide effective, efficient, and timely employee benefits and leave administration, by:

- Ensuring compliance with current laws, legal mandates, memoranda of understanding, and City policies and procedures,
- Providing clear, timely, and accurate information to employees regarding their benefits, including retirement,
- Managing benefit provider services, and regularly reviewing for best practices,
- Timely and accurately processing of benefit transactions,
- Timely and accurately processing of payments and submitting information to vendors in accordance with contract provisions,
- Processing insurance enrollments, terminations, and other transactions in a timely manner,
- Providing clear, timely, and accurate information to employees regarding insurance programs,
- Providing an annual benefit statement to employees,
- Processing employee separations and retirements,
- Providing clear, timely, and accurate information to employees and managers regarding leaves and leave usage, and
- Providing benefit interpretation, and partnering with managers to proactively resolve benefit and leave issues.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75802 - Employee Benefits and Leave Administration**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 758200 - Administer Employee Benefits</b>		
Product: An Employee Benefit Transaction		
Costs:	\$308,351	\$315,537
Products:	1,000	1,000
Work Hours:	4,262	4,262
Product Cost:	\$308.35	\$315.54
Work Hours/Product:	4.26	4.26
<b>Activity 758210 - Administer Employee Leaves</b>		
Product: An Employee Leave Transaction		
Costs:	\$90,893	\$93,020
Products:	3,000	3,000
Work Hours:	1,250	1,250
Product Cost:	\$30.30	\$31.01
Work Hours/Product:	0.42	0.42
<b>Totals for Service Delivery Plan 75802 - Employee Benefits and Leave Administration</b>		
<b>Costs:</b>	<b>\$399,244</b>	<b>\$408,557</b>
<b>Hours:</b>	<b>5,512</b>	<b>5,512</b>

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

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75803 - Human Resources Information Systems (HRIS) Administration**

Provide effective, efficient, and timely personnel administration through the utilization of Human Resources Systems (HRIS), by:

- Ensuring compliance with current laws, memoranda of understanding, and City policies and procedures,
- Providing clear, timely, and accurate information to employees regarding their compensation,
- Ensuring accurate and timely set-up and data input in the payroll system, including reconciliation of all personnel actions, payroll changes, and management of related record-keeping,
- Timely and accurate processing of bi-weekly payroll and related transactions,
- Timely and accurate distribution of information to managers, and
- Providing compensation interpretation, and partnering with managers to proactively resolve compensation issues.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75803 - Human Resources Information Systems (HRIS) Administration**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 758300 - Administer HRIS Systems</b>		
Product: A Transaction Processed		
Costs:	\$481,530	\$497,535
Products:	5,000	5,000
Work Hours:	3,092	3,092
Product Cost:	\$96.31	\$99.51
Work Hours/Product:	0.62	0.62
<b>Totals for Service Delivery Plan 75803 - Human Resources Information Systems (HRIS) Administration</b>		
<b>Costs:</b>	<b>\$481,530</b>	<b>\$497,535</b>
<b>Hours:</b>	<b>3,092</b>	<b>3,092</b>

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

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75804 - Workers' Compensation Administration**

Provide effective, efficient, and timely employee Workers' Compensation administration, by:

- Ensuring compliance with current laws, memoranda of understanding, and City policies and procedures,
- Providing clear, timely, and accurate information to employees regarding their workers' compensation benefits,
- Providing timely management of employee workers' compensation claims,
- Ensuring accurate and timely data input and reconciliation for internal data management systems, and legally-mandated reporting requirements,
- Providing benefit interpretation, and partnering with managers to proactively resolve workers' compensation issues,
- Timely and accurately distribution of information to managers,
- Developing strategies to reduce workers' compensation claims City-wide,
- Contracting with a proactive third-party administrator (TPA) to effectively manage claims and contain costs,
- Securing legal counsel, as appropriate, for litigation and defense of workers' compensation claims, and
- Securing the most cost-effective Workers' Compensation Excess Insurance available for public agencies with a workforce similar in composition to that of the City of Sunnyvale, and effectively managing the contract.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75804 - Workers' Compensation Administration**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 758400 - Process Workers' Compensation Claims</b>		
Product: A Claim		
Costs:	\$55,653	\$57,069
Products:	150	150
Work Hours:	692	692
Product Cost:	\$371.02	\$380.46
Work Hours/Product:	4.61	4.61
<b>Activity 758410 - Workers' Compensation Program Administration - External Resources, including TPA and Attorneys</b>		
Product: An External Contact		
Costs:	\$45,235	\$46,162
Products:	3,500	3,500
Work Hours:	500	500
Product Cost:	\$12.92	\$13.19
Work Hours/Product:	0.14	0.14
<b>Activity 758420 - Workers' Compensation Program Administration - Internal Customer Assistance</b>		
Product: An Internal Contact		
Costs:	\$162,783	\$166,964
Products:	3,000	3,000
Work Hours:	2,150	2,150
Product Cost:	\$54.26	\$55.65
Work Hours/Product:	0.72	0.72
<b>Totals for Service Delivery Plan 75804 - Workers' Compensation Administration</b>		
<b>Costs:</b>	<b>\$263,671</b>	<b>\$270,195</b>
<b>Hours:</b>	<b>3,342</b>	<b>3,342</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75805 - Safety and Wellness (Injury and Illness Prevention) Administration**

Provide effective, efficient, and timely employee Safety and Wellness (Injury and Illness Prevention) services, by:

- Ensuring compliance with current laws, memoranda of understanding, and City policies and procedures,
- Serving as the City's contact for California Occupational Safety and Health Act (Cal/OSHA) inquiries/issues,
- Developing strategies to maintain safe working conditions in the workplace and to promote employee wellness,
- Partnering with managers and customer departments to proactively address and resolve safety and wellness issues,
- Implementing and managing mandated and adopted occupational safety rules and regulations,
- Providing training for prevention and correction of unsafe work conditions and practices,
- Managing the City's Safety Committee, and coordinating committee activities,
- Inspecting City facilities to identify safety/health exposures and hazards, and facilitating the mitigation of exposures/hazards,
- Providing wellness services/training to assist in reduction of lost work time,
- Managing the City's Federally Mandated Department of Transportation (DOT) Commercial Drivers License Drug and Alcohol Testing and the Department of Motor Vehicles (DMV) Drivers License Pull Notice Program,
- Conducting testing as required by law and/or City policies, such as hearing tests, self-contained breathing apparatus (SCBA) physicals, and other health-related testing,
- Timely reporting of incidents and accidents, as required, by regulatory agencies,
- Ensuring accurate and timely data input and reconciliation for internal data management systems, and legally-mandated reporting requirements, and
- Providing clear, timely, and accurate information to managers/supervisors and employees.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75805 - Safety and Wellness (Injury and Illness Prevention) Administration**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 758500 - Administer Employee Safety Services</b>		
Product: An Issue Addressed		
Costs:	\$99,994	\$102,595
Products:	300	300
Work Hours:	450	450
Product Cost:	\$333.31	\$341.98
Work Hours/Product:	1.50	1.50
<b>Activity 758510 - Provide Occupational Health Safety Education/Training</b>		
Product: A Training Session		
Costs:	\$41,047	\$41,783
Products:	25	25
Work Hours:	293	293
Product Cost:	\$1,641.89	\$1,671.32
Work Hours/Product:	11.72	11.72
<b>Activity 758520 - Inspect City Facilities, Identify, Evaluate, and Mitigate Hazards/Safety Issues</b>		
Product: An Inspection		
Costs:	\$17,613	\$17,907
Products:	38	38
Work Hours:	200	200
Product Cost:	\$463.50	\$471.24
Work Hours/Product:	5.26	5.26

**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75805 - Safety and Wellness (Injury and Illness Prevention) Administration**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 758530 - Coordinate Mandated Health Testing</b>		
Product: A Test Administered		
Costs:	\$57,831	\$58,959
Products:	400	400
Work Hours:	100	100
Product Cost:	\$144.58	\$147.40
Work Hours/Product:	0.25	0.25
<b>Activity 758540 - Coordinate DOT Activities</b>		
Product: A Test Conducted		
Costs:	\$22,306	\$22,723
Products:	35	35
Work Hours:	100	100
Product Cost:	\$637.31	\$649.23
Work Hours/Product:	2.86	2.86
<b>Activity 758550 - Administer MOU-Related Safety Equipment Services</b>		
Product: A Safety Shoe Allowance Processed / Safety Glasses Authorized		
Costs:	\$69,775	\$71,164
Products:	300	300
Work Hours:	25	25
Product Cost:	\$232.58	\$237.21
Work Hours/Product:	0.08	0.08

**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75805 - Safety and Wellness (Injury and Illness Prevention) Administration**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 758560 - Coordinate the City's Wellness Program</b>		
Product: A Participant		
Costs:	\$109,690	\$111,938
Products:	500	500
Work Hours:	100	100
Product Cost:	\$219.38	\$223.88
Work Hours/Product:	0.20	0.20
<b>Totals for Service Delivery Plan 75805 - Safety and Wellness (Injury and Illness Prevention) Administration</b>		
<b>Costs:</b>	<b>\$418,256</b>	<b>\$427,069</b>
<b>Hours:</b>	<b>1,268</b>	<b>1,268</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75806 - Provide Management and Support Services**

To provide management and support services for the Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration program.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

**Service Delivery Plan 75806 - Provide Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 758600 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$26,985	\$28,118
Products:	218	218
Work Hours:	218	218
Product Cost:	\$123.78	\$128.98
Work Hours/Product:	1.00	1.00
<b>Activity 758610 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$23,979	\$24,361
Products:	342	342
Work Hours:	342	342
Product Cost:	\$70.11	\$71.23
Work Hours/Product:	1.00	1.00
<b>Activity 758620 - Staff Training and Development</b>		
Product: A Training Session		
Costs:	\$15,272	\$15,640
Products:	11	11
Work Hours:	136	136
Product Cost:	\$1,388.34	\$1,421.80
Work Hours/Product:	12.36	12.36
<b>Totals for Service Delivery Plan 75806 - Provide Management and Support Services</b>		
<b>Costs:</b>	<b>\$66,235</b>	<b>\$68,118</b>
<b>Hours:</b>	<b>696</b>	<b>696</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 758 - Employee Benefits, Human Resources Information Systems (HRIS), Workers' Comp, Safety and Wellness Administration**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 758</b>	<b>Costs:</b>	<b>\$1,649,028</b>	<b>\$1,692,331</b>
	<b>Hours:</b>	<b>14,120</b>	<b>14,120</b>

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

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Program Performance Statement**

Provide customers with a central point of contact for human resources issues, and facilitate the cohesive and cost-effective operation of the Department of Human Resources, by:

- Providing high level customer service through timely and accurate first point of contact services for employees, managers, job seekers, and other visitors to the Department of Human Resources,
- Developing, implementing, and managing short/long-term operational strategies that maximize the efficiency and effectiveness of the department,
- Centralizing department-wide management activities,
- Centralizing department-wide support activities,
- Managing/coordinating City-wide recognition programs, including years of service and/or annual celebration, as determined each year,
- Managing City-wide activities, such as the Internal Customer Satisfaction Survey, as determined each year,
- Promoting community activities, such as the Employee Giving Campaign, as determined each year, and
- Providing clear, timely, and complete information to customers.

**Notes**

1. Beginning in Fiscal Year 2006/2007, the Internal Customer (Employee) Satisfaction Survey will be conducted by the Human Resources Department. Previously, the survey was conducted by the Office of the City Manager.

**City of Sunnyvale  
Program Performance Budget**

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Program Measures**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b><u>Quality</u></b>			
* First point of contact telephone and in-person assistance is available during regular business hours of Monday through Friday, 8:00 a.m. to 5:00 p.m., excluding holidays.	C		
<b>- Percent of Time that Services Are Available During Regular Business Hours</b>		<b>95.00%</b>	<b>95.00%</b>
- Number of Business Hours Per Fiscal Year		2,250.00	2,250.00
* The established percentage of the planned performance measure targets is met for the services provided by the Department of Human Resources.	C		
<b>- Percent of Performance Measures Met or Exceeded</b>		<b>85.00%</b>	<b>85.00%</b>
- Number of Performance Measures Managed by the Department		45.00	45.00
* The satisfaction rating for first point of contact services provided by the Department of Human Resources is achieved.	I		
<b>- Percent of Customers Who Rate Services as Satisfactory or Higher</b>		<b>85.00%</b>	<b>85.00%</b>
* The satisfaction rating for the Human Resources web-page is achieved.	I		
<b>- Percent of Customers Who Rate Services as Satisfactory or Higher</b>		<b>85.00%</b>	<b>85.00%</b>
<b><u>Productivity</u></b>			
* The Department of Human Resources shall complete the employee performance evaluation process for each full-time and regular part-time staff member supervised, and submit the evaluation to Human Resources in accordance with established procedures and timeframes.	C		
<b>- Percent of Evaluations Submitted to Human Resources by the Scheduled Submittal Date</b>		<b>95.00%</b>	<b>95.00%</b>
- Total Number of Evaluations for which the Department is Responsible		19.00	19.00
* The average wait time for customer calls to the main answer point will not exceed 50 seconds.	I		
<b>- Percent of Calls for Which the Wait Time is Within Established Timeframe</b>		<b>85.00%</b>	<b>85.00%</b>
- Number of Calls Received Per Year		4,000.00	4,000.00
* The Department of Human Resources Web-Page will be maintained to provide current and accurate information.	I		
<b>- Percent of Customers Who Rate Web-Page Information as Satisfactory or Higher</b>		<b>85.00%</b>	<b>85.00%</b>
* The Department of Human Resources Reports to Council and Personnel Board Agendas will be prepared to meet established deadlines.	I		
<b>- Percent of Reports and Agendas Prepared to Meet Established Deadlines</b>		<b>95.00%</b>	<b>95.00%</b>

**Cost Effectiveness**

**City of Sunnyvale  
Program Performance Budget**

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Program Measures**

**Cost Effectiveness**

\* The cost of providing Department of Human Resources first point of contact services will be less than or equal to the planned cost.

**- Cost Per Client Contact**

\* The Department of Human Resources works to prevent future workers' compensation claims by providing a planned number of training sessions that address the top three causes of workers' compensation injuries for department employees.

**- Number of Training Sessions Completed**

**Financial**

\* Actual total expenditures for Human Resources Department Public Information, Management, and Support Services will not exceed planned program expenditures.

**- Total Program Expenditures**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
	I		
		<b>\$3</b>	<b>\$3</b>
	I		
		<b>1.00</b>	<b>1.00</b>
	C		
		<b>\$401,156</b>	<b>\$412,234</b>

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Service Delivery Plan 75901 - Public Information and Client Services**

Provide high level customer service through timely and accurate first point of contact services to employees, managers, job seekers, and other visitors to the Department of Human Resources, by:

- Providing telephone, electronic mail, and in-person assistance,
- Responding to inquiries and requests for information,
- Directing inquiries and requests for information to appropriate department staff, and
- Maintaining the Human Resources internal and external webpages through regular web-site review and update.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Service Delivery Plan 75901 - Public Information and Client Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 759100 - HR Front Counter Client Services</b>		
Product: A Client Contact		
Costs:	\$15,367	\$15,664
Products:	5,245	5,245
Work Hours:	300	300
Product Cost:	\$2.93	\$2.99
Work Hours/Product:	0.06	0.06
<b>Totals for Service Delivery Plan 75901 - Public Information and Client Services</b>		
<b>Costs:</b>	<b>\$15,367</b>	<b>\$15,664</b>
<b>Hours:</b>	<b>300</b>	<b>300</b>



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

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Service Delivery Plan 75902 - Human Resources Management**

Provide leadership to the Department of Human Resources responsive to customer needs, by:

- Analyzing, evaluating, and prioritizing human resources services,
- Strategically planning for the short and long range needs of the department,
- Monitoring the ongoing financial condition and results of operations of human resources programs,
- Coordinating the analysis of department-wide issues to ensure the consistent application of policies and procedures,
- Coordinating the preparation of operating budgets with Human Resources managers,
- Coordinating the analysis of legislative and legal issues,
- Providing clear, timely, and complete information to customers,
- Providing effective management and supervision, and
- Responding to staffing challenges, issues, and needs by providing clear direction and constructive feedback.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Service Delivery Plan 75902 - Human Resources Management**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 759200 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$96,338	\$100,143
Products:	700	700
Work Hours:	700	700
Product Cost:	\$137.63	\$143.06
Work Hours/Product:	1.00	1.00
<b>Activity 759210 - Policy Research and Analysis</b>		
Product: A Policy Researched / Analyzed		
Costs:	\$32,589	\$33,720
Products:	20	20
Work Hours:	350	350
Product Cost:	\$1,629.47	\$1,685.99
Work Hours/Product:	17.50	17.50
<b>Activity 759220 - IGR Liaison and Legislative Analysis</b>		
Product: An Analysis		
Costs:	\$13,967	\$14,451
Products:	25	25
Work Hours:	150	150
Product Cost:	\$558.67	\$578.05
Work Hours/Product:	6.00	6.00

**City of Sunnyvale  
Program Performance Budget**

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Service Delivery Plan 75902 - Human Resources Management**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 759230 - Departmental Budget Preparation and Monitoring</b>		
Product: A Work Hour		
Costs:	\$27,934	\$28,903
Products:	300	300
Work Hours:	300	300
Product Cost:	\$93.11	\$96.34
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 75902 - Human Resources Management</b>		
<b>Costs:</b>	<b>\$170,828</b>	<b>\$177,217</b>
<b>Hours:</b>	<b>1,500</b>	<b>1,500</b>

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

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Service Delivery Plan 75903 - Centralized Administrative Support Services for the Department**

Support the operation and overall effectiveness of the Department of Human Resources, by:

- Supporting the administrative needs of Human Resources professional staff and management,
  - Maintaining the operation of office equipment, procuring office and general supplies,
  - Collecting and distributing interoffice and external department mail,
  - Processing and managing department-wide purchase requisitions, purchase orders, check requests, and contract payments to meet deadlines; maintaining appropriate logs,
- and
- Notifying Building Services of facility-related issues.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Service Delivery Plan 75903 - Centralized Administrative Support Services for the Department**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 759300 - Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$100,880	\$102,723
Products:	1,300	1,300
Work Hours:	1,300	1,300
Product Cost:	\$77.60	\$79.02
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 75903 - Centralized Administrative Support Services for the Department</b>		
<b>Costs:</b>	<b>\$100,880</b>	<b>\$102,723</b>
<b>Hours:</b>	<b>1,300</b>	<b>1,300</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Service Delivery Plan 75904 - Employee Recognition, Internal Customer Satisfaction Survey, and Giving Campaign**

Provide employee recognition awards and events, manage city-wide activities, and promote community activities, by:

- Recognizing employees for years of service or by other means of recognition, as determined each year,
- Managing the Internal Customer Satisfaction Survey (City-wide activity), and
- Promoting and managing the Employee Giving Campaign (Community activity).

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 759 - Human Resources Department Public Information, Management and Support Services**

**Service Delivery Plan 75904 - Employee Recognition, Internal Customer Satisfaction Survey, and Giving Campaign**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 759400 - Employee Recognition</b>		
Product: An Employee Recognized		
Costs:	\$58,536	\$59,746
Products:	150	167
Work Hours:	250	250
Product Cost:	\$390.24	\$357.76
Work Hours/Product:	1.67	1.50
<b>Activity 759410 - City Internal Customer Satisfaction Survey</b>		
Product: A Survey		
Costs:	\$47,635	\$48,832
Products:	1	1
Work Hours:	400	400
Product Cost:	\$47,635.24	\$48,832.23
Work Hours/Product:	400.00	400.00
<b>Activity 759420 - Coordinate Employee Giving Campaign</b>		
Product: A Campaign		
Costs:	\$7,909	\$8,052
Products:	1	1
Work Hours:	100	100
Product Cost:	\$7,908.89	\$8,052.44
Work Hours/Product:	100.00	100.00
<b>Totals for Service Delivery Plan 75904 - Employee Recognition, Internal Customer Satisfaction Survey, and Giving Campaign</b>		
<b>Costs:</b>	<b>\$114,080</b>	<b>\$116,630</b>
<b>Hours:</b>	<b>750</b>	<b>750</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 759 - Human Resources Department Public Information, Management and Support Services**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 759</b>	<b>Costs:</b>	<b>\$401,156</b>	<b>\$412,234</b>
	<b>Hours:</b>	<b>3,850</b>	<b>3,850</b>



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**General Services  
Operating Programs**

# General Services

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There are certain operating programs that do not fit into one of the seven General Plan elements. These General Services programs are used to account for the financing of goods and services provided by one program to other programs that are a part of the seven elements. The General Services operating programs include internal operations like fleet and facilities management, employee leaves and benefits, workers' compensation, insurance and information technology.

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**City of Sunnyvale  
Program Performance Budget**

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

**Program Performance Statement**

Support City operations with a safe, functional and dependable fleet of vehicles at the lowest possible cost, by:

- Performing preventative maintenance and corrective repairs to minimize operating cost and maximize reliability of City vehicles and motorized equipment,
- Supplying City programs with necessary and appropriate vehicles and motorized equipment, and
- Generating and maintaining long range replacement plans to anticipate future vehicle and equipment needs.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

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

**Program Measures**

**Quality**

\* Customers are satisfied with Provision of Vehicles and Motorized Equipment Services.

**- Percent of Customers Satisfied**

- Number of Internal Customer Survey Respondents

Priority	2006/2007 Adopted	2007/2008 Adopted
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D	86.00%	86.00%
	175.00	175.00

**Productivity**

\* Percentage of time that city vehicles and equipment are available for usage (also known as "uptime").

**- Percent Available**

- Number of City Vehicles and Equipment

C	97.50%	97.50%
	531.00	531.00

**Cost Effectiveness**

\* The monthly rental cost for vehicles and motorized equipment is maintained at a level that is below commercial rates.

**- Percent Below Commercial Rate**

I	60.00%	60.00%
---	--------	--------

\* The cost for a vehicular preventive maintenance service or inspection will not exceed the planned cost.

**- Cost Per Service or Inspection**

- Number of Vehicular Preventive Maintenance Services or Inspections

D	\$169	\$173
	1,800.00	1,800.00

\* The cost for an equipment related preventive maintenance service or inspection will not exceed the planned cost.

**- Cost Per Service or Inspection**

- Number of Equipment Preventive Maintenance Services or Inspections

D	\$138	\$141
	450.00	450.00

\* The cost for a vehicular repair will not exceed the planned cost.

**- Cost Per Vehicular Repair**

- Number of Vehicular Repairs

D	\$167	\$170
	4,400.00	4,400.00

\* The cost for an equipment related repair will not exceed the planned cost.

**- Cost Per Equipment Repair**

- Number of Equipment Repairs

D	\$141	\$144
	1,100.00	1,100.00

**Financial**

\* Actual total expenditures for Provision of Vehicles and Motorized Equipment will not exceed planned program expenditures.

**- Total Program Expenditures**

C	\$2,472,793	\$2,457,363
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**City of Sunnyvale  
Program Performance Budget**

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

Program Measures

<u>Priority</u>	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
I	\$3,007,544	\$3,007,544

Financial

- \* The actual cost of replacing fleet assets shall be at or below planned annual cost.  
     - Annual Rental Rate Schedule

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**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**

Optimize safety, functionality and availability of vehicles and motorized equipment to support City operations, by:

- Performing comprehensive "class specific" preventive maintenance per manufacturer specifications to City vehicles and motorized equipment to reduce unscheduled repairs and maintain vehicle warranties,
- Correcting mechanical deficiencies and completing necessary modifications to City vehicles and motorized equipment, and
- Providing and managing fuel services for all City vehicles and motorized equipment.

**Notes**



**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>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 763060 - Facility Maintenance - Time Spent by Fleet Staff Maintaining Fleet Shop</b>		
Product: A Daily Cleaning of Fleet Shop or Associated Facilities		
Costs:	\$52,133	\$53,324
Products:	249	249
Work Hours:	850	850
Product Cost:	\$209.37	\$214.15
Work Hours/Product:	3.41	3.41
<b>Activity 763070 - Transportation - Time Spent by Fleet Staff Transporting City Vehicles and Motorized Equipment to City Sites and Vendors</b>		
Product: A Vehicle/Motorized Equipment Transported		
Costs:	\$78,825	\$76,775
Products:	2,500	2,400
Work Hours:	1,500	1,440
Product Cost:	\$31.53	\$31.99
Work Hours/Product:	0.60	0.60
<b>Activity 763080 - Vehicle Preventive Maintenance - Periodic, Scheduled Maintenance and Inspection Services for City Vehicles</b>		
Product: A Preventive Maintenance Service or Inspection Performed		
Costs:	\$304,942	\$311,313
Products:	1,800	1,800
Work Hours:	4,100	4,100
Product Cost:	\$169.41	\$172.95
Work Hours/Product:	2.28	2.28

**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>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 763090 - Equipment Preventive Maintenance - Periodic, Scheduled Maintenance and Inspection Services for City Motorized Equipment</b>		
Product: A Preventive Maintenance Service or Inspection Performed		
Costs:	\$62,005	\$63,289
Products:	450	450
Work Hours:	800	800
Product Cost:	\$137.79	\$140.64
Work Hours/Product:	1.78	1.78
<b>Activity 763100 - Vehicle Repairs - Includes Repairs to City Vehicles, such as Corrective Repairs, Modification, Warranty Repair, Tire Repair and Installation, and Public Safety Training Vehicle Repairs</b>		
Product: A Vehicle Repair		
Costs:	\$736,533	\$712,304
Products:	4,400	4,180
Work Hours:	7,290	6,910
Product Cost:	\$167.39	\$170.41
Work Hours/Product:	1.66	1.65
<b>Activity 763110 - Equipment Repairs - Includes Repairs to City Motorized Equipment, such as Corrective Repairs, Modification, Warranty Repair, Tire Repair and Installation</b>		
Product: A Motorized Equipment Repair		
Costs:	\$155,470	\$150,157
Products:	1,100	1,045
Work Hours:	1,455	1,377
Product Cost:	\$141.34	\$143.69
Work Hours/Product:	1.32	1.32

**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**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 763120 - Provide Fuel and Petroleum Products for City Vehicles and Motorized Equipment</b>		
Product: A Vehicle/Motorized Equipment Provided with Fuel		
Costs:	\$649,301	\$650,353
Products:	531	531
Work Hours:	255	255
Product Cost:	\$1,222.79	\$1,224.77
Work Hours/Product:	0.48	0.48
<b>Activity 763130 - Maintenance Coordination - Planning Work Schedules and Working with Vendors by the Lead Equipment Mechanics</b>		
Product: A Vehicle/Motorized Equipment Serviced or Repaired		
Costs:	\$78,211	\$76,973
Products:	7,750	7,480
Work Hours:	1,140	1,100
Product Cost:	\$10.09	\$10.29
Work Hours/Product:	0.15	0.15
<b>Activity 763140 - Shop Support Services - Includes Shop Inventory and Parts Pick-Up</b>		
Product: A Vehicle/Motorized Equipment Service or Repaired		
Costs:	\$45,015	\$43,565
Products:	7,750	7,475
Work Hours:	500	485
Product Cost:	\$5.81	\$5.83
Work Hours/Product:	0.06	0.06
<b>Totals for Service Delivery Plan 76301 - Vehicle and Motorized Equipment Operation and Maintenance</b>		
<b>Costs:</b>	<b>\$2,162,435</b>	<b>\$2,138,053</b>
<b>Hours:</b>	<b>17,890</b>	<b>17,317</b>

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

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

**Service Delivery Plan 76302 - Vehicle and Motorized Equipment Acquisition and Disposal**

Support city operating programs with necessary and appropriate vehicles and motorized equipment and dispose of surplus inventory, by:

- Providing vehicles and motorized equipment to operating programs in a cost effective manner,
- Acquiring appropriate vehicles and motorized equipment that meet the needs of operating programs,
- Preparing and placing newly acquired vehicles into service,
- Disposing of retired vehicles and motorized equipment in accordance with City standards, and
- Generating and maintaining long range replacement plans to anticipate future vehicle and equipment needs based on the following criteria:
  1. Condition of existing vehicle or equipment.
  2. Current and historic 'up-time' of existing vehicle or equipment.
  3. Current and cumulative usage of existing vehicle or equipment in hours or miles.
  4. Age of existing vehicle or equipment.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

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

**Service Delivery Plan 76302 - Vehicle and Motorized Equipment Acquisition and Disposal**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 763200 - Acquire Vehicles and Motorized Equipment - Includes Developing Vehicle and Motorized Equipment Specifications and "Build-Up" Work</b>		
Product: A Vehicle/Motorized Equipment Acquired		
Costs:	\$44,874	\$46,017
Products:	55	55
Work Hours:	605	605
Product Cost:	\$815.90	\$836.67
Work Hours/Product:	11.00	11.00
<b>Activity 763220 - Disposal of Surplus Vehicles/Motorized Equipment</b>		
Product: A Surplus Vehicle/Motorized Equipment Disposed		
Costs:	\$9,255	\$9,491
Products:	55	55
Work Hours:	140	140
Product Cost:	\$168.27	\$172.56
Work Hours/Product:	2.55	2.55
<b>Activity 763240 - Manage Rental Rate and Replacement Schedules</b>		
Product: A Vehicle/Motorized Equipment Rental Rate Class Processed		
Costs:	\$41,716	\$43,156
Products:	72	72
Work Hours:	520	520
Product Cost:	\$579.38	\$599.38
Work Hours/Product:	7.22	7.22

**City of Sunnyvale  
Program Performance Budget**

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

**Service Delivery Plan 76302 - Vehicle and Motorized Equipment Acquisition and Disposal**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 763250 - Operator Certification</b>		
Product: An Internal Certification Completed		
Costs:	\$15,955	\$16,458
Products:	545	545
Work Hours:	210	210
Product Cost:	\$29.28	\$30.20
Work Hours/Product:	0.39	0.39
<b>Totals for Service Delivery Plan 76302 - Vehicle and Motorized Equipment Acquisition and Disposal</b>		
<b>Costs:</b>	<b>\$111,800</b>	<b>\$115,122</b>
<b>Hours:</b>	<b>1,475</b>	<b>1,475</b>

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

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

**Service Delivery Plan 76303 - Management and Support Services**

Support the operation of the Provision of Vehicles and Motorized Equipment Program, by:

- Actively managing the day to day operations of staff,
- Maintaining complete and thorough records to support operations and planning,
- Providing timely and accurate administrative support services, and
- Providing training to enhance staff skills.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

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

**Service Delivery Plan 76303 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 763300 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$81,596	\$84,660
Products:	890	890
Work Hours:	890	890
Product Cost:	\$91.68	\$95.12
Work Hours/Product:	1.00	1.00
<b>Activity 763310 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$73,957	\$75,608
Products:	1,320	1,320
Work Hours:	1,320	1,320
Product Cost:	\$56.03	\$57.28
Work Hours/Product:	1.00	1.00
<b>Activity 763320 - Staff Training and Development</b>		
Product: A Training Session Completed		
Costs:	\$43,006	\$43,921
Products:	347	347
Work Hours:	670	670
Product Cost:	\$123.94	\$126.57
Work Hours/Product:	1.93	1.93
<b>Totals for Service Delivery Plan 76303 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$198,559</b>	<b>\$204,189</b>
<b>Hours:</b>	<b>2,880</b>	<b>2,880</b>



**City of Sunnyvale  
Program Performance Budget**

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

<b>Totals for Program 763</b>	<b>Costs:</b>	<b>\$2,472,793</b>	<b>\$2,457,363</b>
	<b>Hours:</b>	<b>22,245</b>	<b>21,672</b>

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

### **Program 769 - Facility Services**

#### **Program Performance Statement**

Maintain 84 City buildings, approximately 484,535 square feet, including Public Safety, Library, 6 Fire Stations, Civic Center, Community Center, and Senior Center, in a safe, functional, clean and cost effective manner for all users, by:

- Providing building inspections to ensure the safety, functionality, and code requirements of all City buildings and building components are met,
- Providing preventive maintenance including proactive service to HVAC, plumbing, electrical and other building systems to ensure City-maintained buildings meet applicable codes and components function in an efficient and effective manner,
- Providing a secured access control and fire monitoring system for the safety of City buildings and building occupants, issuing electronic and mechanical access keys, and maintaining records and associated equipment,
- Responding to building related urgent calls for service requests such as flooding, electrical outages, HVAC failure and structural building issues,
- Performing scheduled maintenance and responding to over 2,500 building related non-urgent repair requests each year including temperature malfunctions or concerns, leaking water pipes and faucets, lighting and other electrical repairs, furniture and appliance repair and malfunctioning doors and windows,
- Providing scheduled and non-scheduled contractual janitorial services to 330,000 square feet of buildings,
- Managing, preparing, and implementing internal charges for City building occupied space and facility related equipment and their associated maintenance and repair costs,
- Making City buildings ADA (American Disabilities Act) compliant by developing plans and implementing Capital Improvement Projects that allow for mandated federal ADA related upgrades to buildings, and
- Maintaining the City building infrastructure in a manner that provides necessary utilities (natural gas, electricity, and potable water) for building users, and implementing comprehensive methods and practices to help conserve energy and water resources.

#### **Notes**

1. The product cost variance between janitorial services to the Columbia Neighborhood Center (Activity 769110) and janitorial services to other City buildings (Activity 769100) is due to the fact that the Columbia Neighborhood Center receives janitorial services seven days each week, as opposed to most other buildings that receive services five days each week. Additionally, the janitorial company must be mobilized to service the Columbia Neighborhood Center since it is located away from the Civic Center.
2. The original janitorial services contract was for a two year period with an option to renew annually for an additional three years. The City is currently in the third year of the contract, and the price was increased by 3% this year. For the remaining two contract years, the price inflator is tied to the metropolitan San Francisco Bay Area Consumer Price Index, with a cap of 3% per year.

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

Program Measures

Quality

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* The customer satisfaction rating for facility repair turn around time for non-urgent requests is at an acceptable level as determined by internal customer satisfaction surveys. <b>- Percent of Customers Satisfied</b>	I	<b>75.00%</b>	<b>75.00%</b>
* The customer satisfaction rating for facility cleanliness is at an acceptable level as determined by internal customer satisfaction surveys. <b>- Percent of Customers Satisfied</b>	I	<b>60.00%</b>	<b>60.00%</b>
* The customer satisfaction rating for facilities is at an acceptable level as determined by internal customer satisfaction surveys. <b>- Percent of Customers Satisfied</b>	I	<b>70.00%</b>	<b>70.00%</b>
* Percent of buildings surveyed that are determined to be safe. <b>- Percent of Buildings Surveyed Annually</b> - Total Number of Buildings	I	<b>85.00%</b> 50.00	<b>85.00%</b> 50.00
* Percent of buildings surveyed that are determined to be functional. <b>- Percent of Buildings Surveyed Annually</b> - Total Number of Buildings	I	<b>75.00%</b> 50.00	<b>75.00%</b> 50.00
* Internal quality surveys are performed monthly by Facilities staff to insure city buildings and related components are clean as per current standards. <b>- Percent of Buildings Surveyed Annually</b> - Total Number of Buildings	D	<b>70.00%</b> 12.00	<b>70.00%</b> 12.00

Productivity

* Urgent call for service requests result in the issue being mitigated within 24 hours of notification to Facility Services. <b>- Percent Mitigated</b> - Total Number of Calls	C	<b>90.00%</b> 441.00	<b>90.00%</b> 441.00
* Non-urgent service requests are completed within 15 days of notification to Facility Services. <b>- Percent Completed</b> - Total Number of Requests	C	<b>80.00%</b> 2,571.00	<b>80.00%</b> 2,571.00

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Program Measures**

**Productivity**

\* Perform facility related inspections to minimize unforeseen conditions to buildings and related components.

**- Percent of Facilities Inspected**

- Total Number of Inspections

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
-----------------	------------------------------	------------------------------

I

**90.00%**

**90.00%**

5,741.00

5,741.00

**Cost Effectiveness**

\* The consumption of utilities (electricity, gas, and water) is at or below planned costs.

**- Kilowatt Hours**

- Therms Consumed

- 100 Cubic Feet

I

**5,968,986.00**

**5,968,986.00**

154,825.00

154,825.00

40,827.00

40,827.00

\* The cost of maintenance per building square foot is at or below the proposed cost.

**- Total Maintenance Square Footage**

- Cost Per Building Square Feet

I

**484,535.00**

**484,535.00**

\$8

\$8

**Financial**

\* Actual total expenditures for Facility Services will not exceed planned program expenditures.

**- Total Program Expenditures**

C

**\$3,671,150**

**\$3,723,677**

**Priority Legend**

M: Mandatory

C: Council Highest Priority

I: Important

D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76901 - Provide Janitorial Services to City Buildings**

Maintain City buildings in a clean and cost effective manner for all users, by:

- Providing monthly building inspections to ensure the service levels for cleaning of City buildings are met,
- Managing the janitorial contract for the cleaning of approximately 330,000 sq.ft. of City buildings and serving as a liaison between the janitorial contractor and the City, and
- Providing scheduled and non-scheduled janitorial services to City buildings.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76901 - Provide Janitorial Services to City Buildings**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 769100 - Provide Janitorial Services to City Buildings including Civic Center, Library, Public Safety, Community Center, Senior Center, WPCP, Corpyard</b>		
Product: A Square Foot Served		
Costs:	\$342,874	\$349,725
Products:	272,361	272,361
Work Hours:	208	208
Product Cost:	\$1.26	\$1.28
Work Hours/Product:	0.00	0.00
<b>Activity 769110 - Provide Janitorial Services to the Columbia Neighborhood Center Building</b>		
Product: A Square Foot Served		
Costs:	\$37,678	\$38,003
Products:	19,735	19,735
Work Hours:	18	18
Product Cost:	\$1.91	\$1.93
Work Hours/Product:	0.00	0.00
<b>Activity 769120 - Provide Janitorial Services to the Sunnyvale Office Center</b>		
Product: A Square Foot Served		
Costs:	\$26,027	\$26,546
Products:	35,500	35,500
Work Hours:	11	11
Product Cost:	\$0.73	\$0.75
Work Hours/Product:	0.00	0.00

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76901 - Provide Janitorial Services to City Buildings**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 769130 - Provide Training for Janitorial Services</b>		
Product: A Training Provided		
Costs:	\$16,414	\$16,746
Products:	167	167
Work Hours:	251	251
Product Cost:	\$98.29	\$100.27
Work Hours/Product:	1.50	1.50
<b>Activity 769140 - Provide Janitorial Maintenance by Contract</b>		
Product: A Work Hour		
Costs:	\$76,774	\$78,157
Products:	1,358	1,358
Work Hours:	1,358	1,358
Product Cost:	\$56.53	\$57.55
Work Hours/Product:	1.00	1.00
<b>Activity 769150 - Provide Janitorial Supplemental Cleaning</b>		
Product: A Service Rendered		
Costs:	\$23,474	\$23,894
Products:	400	400
Work Hours:	400	400
Product Cost:	\$58.69	\$59.73
Work Hours/Product:	1.00	1.00



**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76901 - Provide Janitorial Services to City Buildings**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 769160 - Provide Janitorial Contract Management</b>		
Product: A Work Hour		
Costs:	\$21,085	\$21,669
Products:	283	283
Work Hours:	283	283
Product Cost:	\$74.64	\$76.71
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 76901 - Provide Janitorial Services to City Buildings</b>		
<b>Costs:</b>	<b>\$544,326</b>	<b>\$554,739</b>
<b>Hours:</b>	<b>2,529</b>	<b>2,529</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76902 - Facilities Maintenance Services**

Maintain city buildings in a safe, functional, and cost effective manner, by:

- Providing building inspections and preventative maintenance to 84 City buildings and related components to ensure safety, functionality, and applicable code compliance,
- Maintaining access control and fire monitoring system for City buildings to ensure occupant safety and monitoring. Functions include electronic and mechanical key issuance and charting, electronic component maintenance, and monitoring building access and fire suppression systems,
- Performing repairs to 84 City buildings and related components such as HVAC, electrical and plumbing systems, furniture, and equipment, and
- Responding to urgent calls for service for mitigating building related issues maintaining a safe environment for building occupants, and preserving the city's infrastructure.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76902 - Facilities Maintenance Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 769200 - Perform Preventative Maintenance</b>		
Product: A Service Provided		
Costs:	\$158,020	\$160,958
Products:	2,067	2,067
Work Hours:	1,573	1,573
Product Cost:	\$76.45	\$77.87
Work Hours/Product:	0.76	0.76
<b>Activity 769210 - Provide Structural Maintenance, Repairs, and Painting</b>		
Product: A Service Rendered		
Costs:	\$276,387	\$281,459
Products:	1,637	1,637
Work Hours:	3,200	3,200
Product Cost:	\$168.84	\$171.94
Work Hours/Product:	1.95	1.95
<b>Activity 769220 - Provide Service to Facility Access &amp; Fire Control Systems</b>		
Product: A Service Rendered		
Costs:	\$141,164	\$143,742
Products:	2,323	2,323
Work Hours:	1,665	1,665
Product Cost:	\$60.77	\$61.88
Work Hours/Product:	0.72	0.72

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76902 - Facilities Maintenance Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 769230 - Provide Service to Facility HVAC Systems</b>		
Product: A Service Rendered		
Costs:	\$175,624	\$178,820
Products:	4,243	4,243
Work Hours:	1,916	1,916
Product Cost:	\$41.39	\$42.14
Work Hours/Product:	0.45	0.45
<b>Activity 769240 - Provide Service to Facility Electrical Systems</b>		
Product: A Service Rendered		
Costs:	\$180,752	\$184,041
Products:	3,763	3,763
Work Hours:	2,301	2,301
Product Cost:	\$48.03	\$48.91
Work Hours/Product:	0.61	0.61
<b>Activity 769250 - Provide Service to Facility Plumbing Systems</b>		
Product: A Service Rendered		
Costs:	\$131,337	\$133,706
Products:	1,201	1,201
Work Hours:	1,727	1,727
Product Cost:	\$109.36	\$111.33
Work Hours/Product:	1.44	1.44

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76902 - Facilities Maintenance Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 769260 - Provide Maintenance Services to Columbia Neighborhood Center</b>		
Product: A Service Rendered		
Costs:	\$34,601	\$35,255
Products:	134	134
Work Hours:	293	293
Product Cost:	\$258.21	\$263.09
Work Hours/Product:	2.18	2.18
<b>Activity 769270 - Provide Facilities Maintenance Services to the Sunnyvale Office Center</b>		
Product: A Service Rendered		
Costs:	\$223,838	\$225,954
Products:	347	347
Work Hours:	1,148	1,148
Product Cost:	\$645.07	\$651.16
Work Hours/Product:	3.31	3.31
<b>Activity 769280 - Provide Services to Facilities Furniture &amp; Equipment</b>		
Product: A Service Rendered		
Costs:	\$37,901	\$38,607
Products:	271	271
Work Hours:	392	392
Product Cost:	\$139.85	\$142.46
Work Hours/Product:	1.45	1.45

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76902 - Facilities Maintenance Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 769290 - Provide Training for Facilities Maintenance Services</b>		
Product: A Training Provided		
Costs:	\$31,361	\$32,054
Products:	307	307
Work Hours:	460	460
Product Cost:	\$102.15	\$104.41
Work Hours/Product:	1.50	1.50
<b>Activity 769300 - Provide Inspections to City Buildings</b>		
Product: An Inspection		
Costs:	\$141,191	\$143,983
Products:	5,741	5,741
Work Hours:	2,130	2,130
Product Cost:	\$24.59	\$25.08
Work Hours/Product:	0.37	0.37
<b>Activity 769310 - Provide Grounds Maintenance to the SOC</b>		
Product: A Service Rendered		
Costs:	\$50,538	\$51,433
Products:	104	104
Work Hours:	830	830
Product Cost:	\$485.94	\$494.55
Work Hours/Product:	7.98	7.98

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76902 - Facilities Maintenance Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 769320 - Provide Facility Contract Management</b>		
Product: A Work Hour		
Costs:	\$47,131	\$48,603
Products:	600	600
Work Hours:	600	600
Product Cost:	\$78.55	\$81.01
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 76902 - Facilities Maintenance Services</b>		
<b>Costs:</b>	<b>\$1,629,845</b>	<b>\$1,658,616</b>
<b>Hours:</b>	<b>18,234</b>	<b>18,234</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76905 - Provide Utilities to City Facilities**

Provide electricity, gas, and water to city buildings in a cost effective manner, by:

- Purchasing electricity, natural gas, and water for the users of city buildings,
- Monitoring utility usage in city buildings and implementing comprehensive methods and products to conserve energy and building water resources, and
- Maintaining the city building infrastructure in a manner that provides necessary utilities for building users.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76905 - Provide Utilities to City Facilities**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 769500 - Provide Electricity</b>		
Product: A Kilowatt Hour Consumed		
Costs:	\$818,930	\$818,933
Products:	5,968,986	5,968,986
Work Hours:	1	1
Product Cost:	\$0.14	\$0.14
Work Hours/Product:	0.00	0.00
<b>Activity 769510 - Provide Gas</b>		
Product: A Therm Consumed		
Costs:	\$191,381	\$191,384
Products:	154,825	154,825
Work Hours:	1	1
Product Cost:	\$1.24	\$1.24
Work Hours/Product:	0.00	0.00
<b>Activity 769520 - Provide Water</b>		
Product: 100 Cubic Feet Consumed		
Costs:	\$110,984	\$113,339
Products:	40,827	40,827
Work Hours:	1	1
Product Cost:	\$2.72	\$2.78
Work Hours/Product:	0.00	0.00

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76905 - Provide Utilities to City Facilities**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 769530 - Utility Usage Monitoring and Conservation</b>		
Product: A Service Rendered		
Costs:	\$29,984	\$30,553
Products:	117	117
Work Hours:	483	483
Product Cost:	\$256.27	\$261.14
Work Hours/Product:	4.13	4.13
<b>Activity 769540 - Provide Training for Utilities Services</b>		
Product: A Training Provided		
Costs:	\$11,285	\$11,513
Products:	138	138
Work Hours:	175	175
Product Cost:	\$81.78	\$83.43
Work Hours/Product:	1.27	1.27
<b>Totals for Service Delivery Plan 76905 - Provide Utilities to City Facilities</b>		
<b>Costs:</b>	<b>\$1,162,564</b>	<b>\$1,165,723</b>
<b>Hours:</b>	<b>661</b>	<b>661</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76907 - Management and Supervisory Services**

Support the operation of the Facility Services Program, by:

- Actively managing program staff and the day to day operation of the Facility Services Program,
- Providing administrative support to the program and functions of the program including accurate record keeping, and
- Providing the necessary planning and implementation of approved systems to make the Facility Services Program meet stated goals.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

**Service Delivery Plan 76907 - Management and Supervisory Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 769700 - Provide Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$255,416	\$264,184
Products:	2,671	2,671
Work Hours:	2,671	2,671
Product Cost:	\$95.63	\$98.91
Work Hours/Product:	1.00	1.00
<b>Activity 769710 - Provide Administrative Support</b>		
Product: A Work Hour		
Costs:	\$78,999	\$80,416
Products:	1,340	1,340
Work Hours:	1,340	1,340
Product Cost:	\$58.95	\$60.01
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 76907 - Management and Supervisory Services</b>		
<b>Costs:</b>	<b>\$334,415</b>	<b>\$344,600</b>
<b>Hours:</b>	<b>4,011</b>	<b>4,011</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 769 - Facility Services**

		<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Totals for Program 769</b>	<b>Costs:</b>	<b>\$3,671,150</b>	<b>\$3,723,677</b>
	<b>Hours:</b>	<b>25,434</b>	<b>25,434</b>

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

### **Program 773 - Central Information Technology Systems and Networks**

#### **Program Performance Statement**

Provide central information technology systems and networks, together with related services and products, to City departments so they can use technology and share information to perform their daily business operations, by:

- Maintaining and operating the central computer systems used to run major applications such as Public Safety Computer-Aided Dispatch and records management systems, utility billing and library to ensure maximum number of uptime hours,
- Maintaining, operating and monitoring the hardware infrastructure (switches, routers, firewalls, servers) to provide the Wide Area Network (WAN), Local Area Networks (LANs), electronic mail, Internet and Intranet, and World Wide Web as securely as possible to mitigate risk of loss to the City's computer resources through information security audits, investigations, education and developing security guidelines for City departments,
- Providing and maintaining the voice systems and networks, including planning and installation, working with an outside vendor for radio, voice and data circuits and payphones, and monitoring telephone usage to ensure compliance with City policies,
- Providing technical support for desktop computing hardware and software through a help desk, on-site technician, group and individualized training on IT-supported enterprise desktop software as well as usage policies, and negotiating support agreements and contracts,
- Acquiring and replacing computing hardware and software, including maintaining updated equipment inventories; performing needs assessments and cost-benefit analyses; designing new systems with specifications based on customer needs and cost effectiveness; developing equipment standards; installing or coordinating the installation of new systems; and surplus equipment that is no longer useful, and
- Preparing for the long-term needs of the City by developing and maintaining the 20-year capital equipment replacement schedules to ensure necessary funding is available through rentals charged to departments to replace equipment and recover operating costs, as well as monitoring and evaluating emerging technologies (such as Voice Over Internet Protocol) to ensure the City is well-positioned to take advantage of opportunities in the future.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Percentage of network log-in scripts that take 90 seconds or less. - <b>Percent of Log-In Scripts</b> - Total Number of Log-In Scripts	C	<b>95.00%</b> 1,300.00	<b>95.00%</b> 1,300.00
* Percentage of Internet e-mail messages (outbound only) smaller than 2MB leave the City's system within 5 minutes after the message is sent. - <b>Percent of E-Mail Messages</b> - Total Number of E-Mail Messages	C	<b>95.00%</b> 730,000.00	<b>95.00%</b> 730,000.00
* Critical information systems (Computer-Aided Dispatch, Library, Utility Billing, HR/Payroll) are restored and turned over to the applications staff within 24 hours of a hardware or operating system failure. - <b>Percent of Restored Systems</b> - Total Number of Restored Systems	C	<b>80.00%</b> 5.00	<b>80.00%</b> 5.00
* Internal customers are satisfied with the overall services provided by the Central Information Technology Systems and Networks Program. - <b>Percent of Satisfied Customers</b>	I	<b>85.00%</b>	<b>85.00%</b>
* IT Systems and Networking staff will complete service requests within the established service levels or mutually agreed upon completion dates to enable users to be as productive and efficient as possible. - <b>Percent of Service Requests Completed</b> - Total Number of Service Requests	I	<b>85.00%</b> 8,705.00	<b>85.00%</b> 8,705.00

**Productivity**

* Percentage of hours that the mission critical central computer systems (Public Safety Computer Aided Dispatch, Utility Billing and Library) are operational and available to users (also known as "uptime"). - <b>Percent of Uptime Hours</b> - Total Uptime Hours	C	<b>98.00%</b> 19,978.00	<b>98.00%</b> 19,978.00
* The City's network is operational and available to users (also known as "uptime") 24 hours per day, 365 calendar days per year. - <b>Percent of Uptime Hours</b> - Total Uptime Hours	C	<b>98.00%</b> 8,760.00	<b>98.00%</b> 8,760.00



**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Program Measures**

**Productivity**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* The City's telephone and voicemail systems are operational and available to users (also known as "uptime") 24 hours per day, 365 calendar days per year. <b>- Percent of Uptime Hours</b> - Total Uptime Hours	C	<b>98.00%</b> 17,520.00	<b>98.00%</b> 17,520.00
* Percentage of junk e-mail messages that are classified as spam are blocked saving employees the time they would have spent reviewing and processing "spam" and protecting them from offensive e-mail and the productivity loss associated with inappropriate materials in the work place. <b>- Percent of Spam E-Mails Blocked</b> - Total Number of E-Mails Classified as Spam	C	<b>80.00%</b> 1,200,000.00	<b>80.00%</b> 1,200,000.00
* In emergency situations where IT is informed by a reliable source that a computer virus or worm is imminent, IT will begin the process of remedying the situation within 24 hours of notification (or before the day and time that the computer virus or worm attack is expected) to ensure that the City's network infrastructure and client workstations are secured. <b>- Percent of Remedies Implemented</b> - Total Number of Computer Virus or Worm Notifications	C	<b>83.00%</b> 12.00	<b>83.00%</b> 12.00
* Percentage of employees who received training report improvements in their ability to use IT-supported desktop applications as measured by the training survey. <b>- Percent of Employees</b> - Total Number of Employees	I	<b>80.00%</b> 200.00	<b>80.00%</b> 200.00
* New or replacement equipment is purchased and installed within 45 working days after the request is approved. <b>- Percent of Equipment Requests</b> - Total Number of Equipment Requests	I	<b>85.00%</b> 140.00	<b>85.00%</b> 140.00
<b><u>Cost Effectiveness</u></b>			
* The actual cost for completing a service request for on-site technical computing support provided by IT staff and vendors is at or below the budgeted cost. <b>- Budgeted Cost</b> - Total Number of Requests Per Year	I	<b>\$78</b> 1,190.00	<b>\$80</b> 1,190.00

**Financial**

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

Program Measures

Financial

\* Actual total expenditures for Central Information Technology Systems and Networks will not exceed planned program expenditures.

**- Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
C	<b>\$2,178,041</b>	<b>\$2,221,425</b>

Priority Legend

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77301 - Maintain and Operate Central Computer Systems**

Maintain and operate the City's central computer systems such as HR/Payroll, utility billing, library, financial performance, computer-aided dispatch, and records management system for Public Safety to provide secure and reliable resources to City departments, businesses, citizens, outside agencies and interested individuals to ensure that the systems are available for the maximum amount of uptime hours to conduct business processes in an efficient and cost-effective manner, by:

- Monitoring system performance and capacity planning,
- Scheduling jobs including tape management and backups,
- Creating user profiles and system security based on access rights needed for the applications,
- Printing and distributing reports,
- Properly backing up the systems for speedy recovery in the event of a system failure,
- Updating system utilities (tape management, job rescue, etc.),
- Installing new system equipment, and
- Actively evaluating and monitoring vendor support agreements and contracts on an annual basis and negotiating financial and business terms that are beneficial to the City.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77301 - Maintain and Operate Central Computer Systems**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 773100 - Maintain and Operate the City's Utility Billing Hardware System</b>		
Product: An Uptime Hour		
Costs:	\$39,218	\$39,947
Products:	2,408	2,408
Work Hours:	307	307
Product Cost:	\$16.29	\$16.59
Work Hours/Product:	0.13	0.13
<b>Activity 773110 - Maintain and Operate the Department of Public Safety's Computer Aided Dispatch Hardware System</b>		
Product: An Uptime Hour		
Costs:	\$35,731	\$36,384
Products:	8,585	8,585
Work Hours:	228	228
Product Cost:	\$4.16	\$4.24
Work Hours/Product:	0.03	0.03
<b>Activity 773120 - Maintain and Operate the City's Library Hardware System</b>		
Product: An Uptime Hour		
Costs:	\$22,534	\$22,924
Products:	8,585	8,585
Work Hours:	223	223
Product Cost:	\$2.62	\$2.67
Work Hours/Product:	0.03	0.03

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77301 - Maintain and Operate Central Computer Systems**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 773130 - Maintain and Operate the Department of Public Safety's Records Management System Hardware</b>		
Product: An Uptime Hour		
Costs:	\$13,366	\$13,616
Products:	2,137	2,137
Work Hours:	123	123
Product Cost:	\$6.25	\$6.37
Work Hours/Product:	0.06	0.06
<b>Activity 773140 - Maintain and Operate the City's Human Resources/Payroll Hardware System</b>		
Product: An Uptime Hour		
Costs:	\$54,365	\$55,373
Products:	2,137	2,137
Work Hours:	571	571
Product Cost:	\$25.44	\$25.91
Work Hours/Product:	0.27	0.27
<b>Activity 773150 - Maintain and Operate the City's Financial Hardware System</b>		
Product: An Uptime Hour		
Costs:	\$111,679	\$113,849
Products:	2,137	2,137
Work Hours:	460	460
Product Cost:	\$52.26	\$53.27
Work Hours/Product:	0.22	0.22

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77301 - Maintain and Operate Central Computer Systems**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 773160 - Manage, Negotiate and Renew Hardware System Maintenance and Support Agreements</b>		
Product: A Maintenance and Support Agreement		
Costs:	\$2,089	\$2,146
Products:	12	12
Work Hours:	30	30
Product Cost:	\$174.09	\$178.85
Work Hours/Product:	2.50	2.50
<b>Totals for Service Delivery Plan 77301 - Maintain and Operate Central Computer Systems</b>		
<b>Costs:</b>	<b>\$278,983</b>	<b>\$284,239</b>
<b>Hours:</b>	<b>1,942</b>	<b>1,942</b>

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

### **Program 773 - Central Information Technology Systems and Networks**

#### **Service Delivery Plan 77302 - Maintain and Operate the Wide Area Network and Local Area Networks**

Maintain and operate the City's wide area network and local area network systems, including e-mail and the Internet/Intranet to provide secure and reliable resources to City departments so that they can deliver their business services and share accurate and timely information with businesses, citizens, outside agencies and interested individuals, by:

- Maintaining, operating and monitoring the hardware infrastructures (switches, routers, firewalls, servers) for the Wide Area Network (WAN) and Local Area Networks (LANs), voice, electronic mail, Internet and Intranet, and World Wide Web. Maintaining includes updates to the operating systems on the hardware and performing routine assessments to ensure that the latest updates are applied to reduce security risks. Proactively monitoring the hardware systems to detect troubles and resolve them before they affect users. Tracking Internet and other systems usage and providing appropriate reports to departments. Installing new equipment including cabling,
- Securing access to the network and computing systems. Conducting security audits, investigations and developing security guidelines for the City. Monitoring the networks for attempts to breach security and for network throughput and response times,
- Properly backing up the systems and restoring files from network user and shared folders,
- Setting up and deleting user folders and accounts. Managing user network folders and storage space as well as enterprise print services used by all departments,
- Monitoring accounts including annual audits for licensing purposes,
- Providing web-related services to post documents on the Internet and Intranet. Working with user departments on how to create and post documents,
- Monitoring the Internet traffic to ensure that the resource is used for City business purposes. Providing statistical reports on usage to departments on a regular basis, and
- Actively evaluating and monitoring vendor support agreements and contracts on an annual basis and negotiating financial and business terms that are beneficial to the City.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77302 - Maintain and Operate the Wide Area Network and Local Area Networks**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 773200 - Manage the Network Infrastructure (Routers, Switches, Firewalls, Wireless Access Points, Internet Service and Other Infrastructure Equipment)</b>		
Product: An Uptime Hour		
Costs:	\$260,399	\$266,510
Products:	8,585	8,585
Work Hours:	1,262	1,262
Product Cost:	\$30.33	\$31.04
Work Hours/Product:	0.15	0.15
<b>Activity 773210 - Administer Network and E-mail System and Accounts</b>		
Product: A Request Completed		
Costs:	\$122,029	\$124,212
Products:	950	950
Work Hours:	988	988
Product Cost:	\$128.45	\$130.75
Work Hours/Product:	1.04	1.04
<b>Activity 773220 - Manage Servers</b>		
Product: A Server Maintained		
Costs:	\$154,890	\$157,584
Products:	63	63
Work Hours:	1,455	1,455
Product Cost:	\$2,458.57	\$2,501.34
Work Hours/Product:	23.10	23.10



**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77302 - Maintain and Operate the Wide Area Network and Local Area Networks**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 773230 - Provide Design, Analysis and Installation Services</b>		
Product: A Request Completed		
Costs:	\$52,137	\$53,016
Products:	20	20
Work Hours:	606	606
Product Cost:	\$2,606.86	\$2,650.81
Work Hours/Product:	30.30	30.30
<b>Activity 773240 - Manage, Negotiate and Renew Network Infrastructure and Server Maintenance and Service Agreements</b>		
Product: A Maintenance and Support Agreement		
Costs:	\$5,189	\$5,322
Products:	29	29
Work Hours:	80	80
Product Cost:	\$178.94	\$183.53
Work Hours/Product:	2.76	2.76
<b>Activity 773250 - Post Agendas, Reports and Minutes to the Website</b>		
Product: A Document Posted		
Costs:	\$23,034	\$23,431
Products:	513	513
Work Hours:	300	300
Product Cost:	\$44.90	\$45.67
Work Hours/Product:	0.58	0.58

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77302 - Maintain and Operate the Wide Area Network and Local Area Networks**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 773260 - Support Customers on Web-Related Services (Develop or Redesign Websites, Identify Items to be Posted on Intranet, Research Information)</b>		
Product: A Request Completed		
Costs:	\$36,087	\$36,708
Products:	869	869
Work Hours:	470	470
Product Cost:	\$41.53	\$42.24
Work Hours/Product:	0.54	0.54
 <b>Totals for Service Delivery Plan 77302 - Maintain and Operate the Wide Area Network and Local Area Networks</b>		
<b>Costs:</b>	<b>\$653,765</b>	<b>\$666,784</b>
<b>Hours:</b>	<b>5,161</b>	<b>5,161</b>

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

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77303 - Maintain and Operate Voice Systems**

Support, plan and install voice systems and networks (including services provided by an outside vendor such as for radio, voice and data circuits and payphones) for City staff so that they can communicate with each other and the citizens, by:

- Maintaining telephone services such as T1s, T3s, 1-Measured Business lines, voice and radio circuits and payphones provided by outside vendors including timely processing of invoices to ensure uninterrupted services,
- Tracking trunk/port availability,
- Setting up and deleting voicemail accounts,
- Placing repair calls to vendors for telephone equipment (including facsimile machines) and following up with customers to ensure problems are resolved,
- Physically moving, installing and removing telephone equipment and cabling,
- Updating system databases for changes to extension assignments, coverage paths and calling areas. Updating information published in telephone directories,
- Monitoring and tracking telephone usage and distributing reports to user departments on a regular basis. Following up with departments to ensure that the appropriate action is taking regarding usage, and
- Actively evaluating and monitoring vendor support agreements and contracts on an annual basis and negotiating financial and business terms that are beneficial to the City.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77303 - Maintain and Operate Voice Systems**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 773300 - Maintain Telephone and Voicemail Systems</b>		
Product: An Uptime Hour		
Costs:	\$54,964	\$56,057
Products:	17,170	17,170
Work Hours:	20	20
Product Cost:	\$3.20	\$3.26
Work Hours/Product:	0.00	0.00
<b>Activity 773310 - Process Invoices for Leased Lines and Circuits, Local and Long-Distance Calling Services</b>		
Product: A Leased Line		
Costs:	\$394,936	\$402,843
Products:	404	404
Work Hours:	76	76
Product Cost:	\$977.56	\$997.14
Work Hours/Product:	0.19	0.19
<b>Activity 773320 - Administer Voice Systems and Accounts</b>		
Product: A Request Completed		
Costs:	\$27,327	\$27,791
Products:	84	84
Work Hours:	330	330
Product Cost:	\$325.32	\$330.84
Work Hours/Product:	3.93	3.93

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77303 - Maintain and Operate Voice Systems**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 773330 - Maintain Telephone Sets, Headsets and Other Equipment</b>		
Product: A Request Completed		
Costs:	\$80,613	\$82,096
Products:	104	104
Work Hours:	490	490
Product Cost:	\$775.13	\$789.38
Work Hours/Product:	4.71	4.71
<b>Activity 773340 - Coordinate Repair of Facsimile Machines with Vendor</b>		
Product: A Request Completed		
Costs:	\$20,453	\$20,859
Products:	15	15
Work Hours:	30	30
Product Cost:	\$1,363.51	\$1,390.57
Work Hours/Product:	2.00	2.00
<b>Activity 773350 - Provide Telephone Services Support for NOVA</b>		
Product: A Request Completed		
Costs:	\$14,626	\$14,873
Products:	25	25
Work Hours:	170	170
Product Cost:	\$585.04	\$594.90
Work Hours/Product:	6.80	6.80

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77303 - Maintain and Operate Voice Systems**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 773360 - Move and Relocate Telephone Equipment</b>		
Product: A Service Request Completed		
Costs:	\$21,509	\$21,871
Products:	59	59
Work Hours:	250	250
Product Cost:	\$364.56	\$370.70
Work Hours/Product:	4.24	4.24
<b>Activity 773370 - Manage, Negotiate and Renew Telephone and Voicemail System Maintenance and Support Agreements</b>		
Product: A Maintenance and Support Agreement		
Costs:	\$5,378	\$5,494
Products:	7	7
Work Hours:	80	80
Product Cost:	\$768.30	\$784.80
Work Hours/Product:	11.43	11.43
<b>Activity 773380 - Analyze and Acquire Telephone and Fax Equipment</b>		
Product: A Request Completed		
Costs:	\$6,948	\$7,106
Products:	20	20
Work Hours:	80	80
Product Cost:	\$347.42	\$355.30
Work Hours/Product:	4.00	4.00

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77303 - Maintain and Operate Voice Systems**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 773390 - Update Inventories, Prepare Rental Rate/Replacement Schedules for Telephone Systems</b>		
Product: A Piece of Equipment/Leased Line		
Costs:	\$2,614	\$2,678
Products:	1,200	1,200
Work Hours:	30	30
Product Cost:	\$2.18	\$2.23
Work Hours/Product:	0.03	0.03
 <b>Totals for Service Delivery Plan 77303 - Maintain and Operate Voice Systems</b>		
<b>Costs:</b>	<b>\$629,367</b>	<b>\$641,667</b>
<b>Hours:</b>	<b>1,556</b>	<b>1,556</b>

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

### **Program 773 - Central Information Technology Systems and Networks**

#### **Service Delivery Plan 77304 - Provide Technical Support for Desktop Computing Systems**

Provide and maintain desktop computing hardware and desktop software so that employees can use the technology tools in their positions as efficiently and effectively as possible and have access to accurate information to deliver City services, by:

- Providing first level technical support to resolve issues upon initial request over-the-telephone, by e-mail, or through remote access tools,
- Providing network user ID and password administration and "how to" training for customized City specific software (such as PAMS),
- Providing in-person assistance for small software development projects such as templates and databases and with documentation of processes such as the RTC and Study Issue processes,
- Providing assistance or setting up IT loaner equipment such as presentation equipment (laptop, overhead projector) and the technology systems in the Council Chambers for meetings,
- Providing on-site technical support including repairing hardware, installing or removing IT-supported desktop software and hardware, and moving computing equipment,
- Proactively tracking repairs and maintenance history. Following up with customers to ensure problem was resolved. Reviewing requests and producing reports to monitor response times,
- Educating employees on IT-supported desktop software as well as on the policies related to usage and providing training and advanced software support specifically customized for City staff such as PAMS, Budget, etc., and
- Actively evaluating and monitoring vendor support agreements and contracts on an annual basis and negotiating financial and business terms that are beneficial to the City.

#### **Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77304 - Provide Technical Support for Desktop Computing Systems**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 773400 - Resolve Request Upon Initial Contact to Help Desk</b>		
Product: A Request Completed		
Costs:	\$119,868	\$122,009
Products:	5,500	5,500
Work Hours:	1,545	1,545
Product Cost:	\$21.79	\$22.18
Work Hours/Product:	0.28	0.28
<b>Activity 773410 - Provide Help Desk Assistance Requiring Additional Research</b>		
Product: A Request Completed		
Costs:	\$19,195	\$19,526
Products:	250	250
Work Hours:	250	250
Product Cost:	\$76.78	\$78.10
Work Hours/Product:	1.00	1.00
<b>Activity 773420 - Create Service Request for Other IT Staff</b>		
Product: A Service Request Created		
Costs:	\$26,873	\$27,336
Products:	2,500	2,500
Work Hours:	350	350
Product Cost:	\$10.75	\$10.93
Work Hours/Product:	0.14	0.14

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77304 - Provide Technical Support for Desktop Computing Systems**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 773430 - Provide In-Person and Special Project Assistance</b>		
Product: A Request Completed		
Costs:	\$36,855	\$37,489
Products:	160	160
Work Hours:	480	480
Product Cost:	\$230.34	\$234.31
Work Hours/Product:	3.00	3.00
<b>Activity 773440 - Perform General Help Desk Activities - Such as City-Wide Communication Alerts, Reviewing Service Requests and Producing Reports</b>		
Product: A Communication or Report Produced		
Costs:	\$3,839	\$3,905
Products:	50	50
Work Hours:	50	50
Product Cost:	\$76.78	\$78.10
Work Hours/Product:	1.00	1.00
<b>Activity 773450 - Set-up Presentation Equipment for Meetings In the Council Chambers and Conference Rooms</b>		
Product: A Meeting Set-Up		
Costs:	\$6,142	\$6,248
Products:	80	80
Work Hours:	80	80
Product Cost:	\$76.78	\$78.10
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77304 - Provide Technical Support for Desktop Computing Systems**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 773460 - Troubleshoot and Repair Computing Equipment On-Site</b>		
Product: A Service Request Completed		
Costs:	\$92,903	\$94,642
Products:	1,190	1,190
Work Hours:	814	814
Product Cost:	\$78.07	\$79.53
Work Hours/Product:	0.68	0.68
<b>Activity 773470 - Manage Repair of Computing Equipment with Vendors (Pay Invoices, Meet with Vendors, Negotiate Contracts)</b>		
Product: A Service Request Completed		
Costs:	\$39,445	\$40,247
Products:	98	98
Work Hours:	70	70
Product Cost:	\$402.50	\$410.68
Work Hours/Product:	0.71	0.71
<b>Activity 773480 - Configure New Desktop Systems, Install and Remove Desktop Computing Equipment and Software</b>		
Product: A Service Request Completed		
Costs:	\$56,818	\$57,796
Products:	370	370
Work Hours:	740	740
Product Cost:	\$153.56	\$156.21
Work Hours/Product:	2.00	2.00

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77304 - Provide Technical Support for Desktop Computing Systems**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 773490 - Move and Relocate Computing Equipment</b>		
Product: A Service Request Completed		
Costs:	\$4,607	\$4,686
Products:	40	40
Work Hours:	60	60
Product Cost:	\$115.17	\$117.15
Work Hours/Product:	1.50	1.50
<b>Activity 773500 - Provide Training to City Staff on Desktop Computing Hardware and Software, and on Telephone and Voicemail Systems</b>		
Product: An Individual Trained		
Costs:	\$14,685	\$14,978
Products:	220	220
Work Hours:	175	175
Product Cost:	\$66.75	\$68.08
Work Hours/Product:	0.80	0.80
<b>Totals for Service Delivery Plan 77304 - Provide Technical Support for Desktop Computing Systems</b>		
<b>Costs:</b>	<b>\$421,229</b>	<b>\$428,863</b>
<b>Hours:</b>	<b>4,614</b>	<b>4,614</b>

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

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77306 - Acquire, Replace, Dispose Computing Systems**

Support City departments with necessary and appropriate computing hardware and desktop software (Office products, e-mail, anti-virus, etc.) so that employees have access to the technology to maximize the delivery of their respective services to customers in a cost-effective and efficient manner, by:

- Consulting with customer to perform needs assessment with cost/benefit analysis, creating specifications and acquiring equipment that meets the requirements of the requesting department or program,
- Developing equipment standards,
- Declaring equipment surplus and disposing equipment according to City policies,
- Approving all non-expendable purchase requests submitted by City departments,
- Developing and maintaining the equipment replacement schedules to plan for funding to be able to replace equipment, and
- Developing annual rental rate schedules to fully recover the capital and operating costs for providing the IT equipment and services.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77306 - Acquire, Replace, Dispose Computing Systems**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 773600 - Evaluate, Develop Specifications, Procure and Implement Major Computing Systems</b>		
Product: An Equipment Request Completed		
Costs:	\$41,103	\$42,408
Products:	10	10
Work Hours:	410	410
Product Cost:	\$4,110.27	\$4,240.81
Work Hours/Product:	41.00	41.00
<b>Activity 773610 - Procure Computing Equipment Based on Equipment Standards</b>		
Product: An Equipment Request Completed		
Costs:	\$64,819	\$66,421
Products:	110	110
Work Hours:	760	760
Product Cost:	\$589.26	\$603.83
Work Hours/Product:	6.91	6.91
<b>Activity 773620 - Declare Non-Working Equipment as Surplus, Prepare Surplus Equipment Inventory and Prepare Equipment for Pick-up and Disposal by Central Stores</b>		
Product: An Item Declared Surplus		
Costs:	\$2,998	\$3,069
Products:	416	416
Work Hours:	35	35
Product Cost:	\$7.21	\$7.38
Work Hours/Product:	0.08	0.08

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77306 - Acquire, Replace, Dispose Computing Systems**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 773630 - Prepare Rental Rate/Replacement Schedules for Computing Hardware and Desktop Software, and Update Inventories</b>		
Product: A Piece of Equipment		
Costs:	\$13,853	\$14,285
Products:	1,300	1,300
Work Hours:	140	140
Product Cost:	\$10.66	\$10.99
Work Hours/Product:	0.11	0.11
 <b>Totals for Service Delivery Plan 77306 - Acquire, Replace, Dispose Computing Systems</b>		
<b>Costs:</b>	<b>\$122,772</b>	<b>\$126,183</b>
<b>Hours:</b>	<b>1,345</b>	<b>1,345</b>

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

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77307 - Management and Support Services**

Provide ongoing management and support for the Central Information Technology Systems and Networks program, by:

- Providing administrative and clerical support services,
- Providing training and educational opportunities for staff development,
- Managing budgetary resources,
- Analyzing financial reports and making recommendations to improve operations,
- Planning for the long-range needs of the program, and
- Responding to Council and citizen inquiries in a professional and timely manner.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

**Service Delivery Plan 77307 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 773700 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$24,799	\$25,669
Products:	230	230
Work Hours:	230	230
Product Cost:	\$107.82	\$111.61
Work Hours/Product:	1.00	1.00
<b>Activity 773710 - Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$7,797	\$7,945
Products:	70	70
Work Hours:	70	70
Product Cost:	\$111.39	\$113.49
Work Hours/Product:	1.00	1.00
<b>Activity 773720 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$39,329	\$40,075
Products:	340	340
Work Hours:	340	340
Product Cost:	\$115.67	\$117.87
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 77307 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$71,924</b>	<b>\$73,689</b>
<b>Hours:</b>	<b>640</b>	<b>640</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 773 - Central Information Technology Systems and Networks**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 773</b>	<b>Costs:</b>	<b>\$2,178,041</b>	<b>\$2,221,425</b>
	<b>Hours:</b>	<b>15,258</b>	<b>15,258</b>

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

### **Program 774 - Telecommunications Franchises and New Agreements**

#### **Program Performance Statement**

Administer and create new agreements so that citizens and subscribers to telecommunications services such as cable television, wireless Internet, and cellular receive quality service area coverage, customer support and competitive choices, by:

- Negotiating, receiving approval, and executing new telecommunications franchises and agreements for use of City property that are in accordance with the City's General Plan to promote competition for telecommunications services so that citizens have access to affordable services; ensure the City is fairly compensated for use of its public rights-of-way and property and that the terms and conditions are in the best interest of the City; and fully recover the cost of administration of agreement,

- Ensuring customers are receiving the level of services for which they subscribe by conducting periodic reviews to determine the quality of service being provided by the franchisee, providing a second-level of contact for subscriber complaints in areas in which the City has control, and initiating corrective actions for non-compliance issues,

- Analyzing, responding to, and tracking intergovernmental issues related to telecommunications legislation by drafting communications to elected officials and others, as appropriate, supporting or opposing legislation based on the City's General Plan or Legislative Advocacy Positions,

- Preparing annual or special reports on items that the City approves such as cable television rate increases each year, and

- Administering existing telecommunications franchises and agreements to ensure companies are in compliance with terms and conditions of the agreement as well as local, state and federal regulations.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 774 - Telecommunications Franchises and New Agreements**

**Program Measures**

**Quality**

\* Percentage of enforcement actions initiated for material non-compliance of the terms and conditions, as identified in periodic evaluation reports and routine review of agreements, within 30 days of the completion of the evaluation report or review.

**- Percent of Actions**

- Total Number of Actions

I

**2006/2007  
Adopted**

**2007/2008  
Adopted**

**75.00%**

8.00

**75.00%**

8.00

\* Percentage of unplanned outages affecting five (5) or more subscribers that are corrected within 12 hours based on outage reports submitted by the provider.

**- Percent of Outages Corrected**

- Total Number of Outages

I

**90.00%**

370.00

**90.00%**

370.00

**Productivity**

\* Customer complaints with cable TV and other franchised telecommunications services from subscribers are responded to by City staff within 1 working day.

**- Percent of Complaints Responded**

- Total Number of Complaints

C

**95.00%**

40.00

**95.00%**

40.00

\* New agreements for cellular telephone sites on City-owned property are signed within 12 months of formal request.

**- Percent of New Agreements**

- Total Number of Requests for New Agreements

I

**66.00%**

6.00

**66.00%**

6.00

**Cost Effectiveness**

\* The actual cost for responding to a complaint for franchised services is at or below the budgeted cost.

**- Budgeted Cost**

- Total Number of Complaints Per Year

I

**\$59**

40.00

**\$60**

40.00

**Financial**

\* Actual total expenditures for Telecommunications Franchises and New Agreements will not exceed planned program expenditures.

**- Total Program Expenditures**

C

**\$46,769**

**\$48,111**

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

**Program 774 - Telecommunications Franchises and New Agreements**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 774 - Telecommunications Franchises and New Agreements**

**Service Delivery Plan 77401 - Administer and Negotiate Franchise Agreements**

Administer franchise agreements to ensure that companies are in compliance with the terms and conditions of the agreement and with local, state and federal regulations and that customers are receiving the level of services for which they subscribe and create new opportunities for competitive services to be available to the community, by:

- Receiving and responding to customer complaints when the subscriber escalates issues to the City if inadequate response is not received by the franchisee. Forwarding the information to the primary contact at the cable or wireless operator. Following up with the cable or wireless operator and the subscriber to ensure appropriate action was taken,
- Monitoring reports for compliance with customer service standards,
- Conducting periodic reviews pursuant to the terms of the franchise agreement including approval of equipment locations on City-owned property (such as streetlight poles),
- Initiating corrective action for non-compliance issues identified in periodic reviews or routine reviews of reports provided by franchisees,
- Preparing annual or special reports such as the annual cable rate increase report to Council,
- Working with companies on the development of new franchise agreements including reviewing proposed agreements with the Office of the City Attorney, Public Works and Finance Departments. Drafting new agreements, ordinances and submitting proposals to Council for approval, and
- Analyzing, responding to and tracking intergovernmental issues related to telecommunications legislation. Drafting communications to elected officials and others as appropriate supporting or opposing legislation based on the City's General Plan or Legislative Advocacy Positions.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 774 - Telecommunications Franchises and New Agreements**

**Service Delivery Plan 77401 - Administer and Negotiate Franchise Agreements**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 774100 - Administer and Negotiate Franchise Agreements</b>		
Product: A Franchise Agreement		
Costs:	\$20,729	\$21,301
Products:	2	2
Work Hours:	205	205
Product Cost:	\$10,364.33	\$10,650.75
Work Hours/Product:	102.50	102.50
<b>Activity 774110 - Handle Intergovernmental Issues (Legislation) Related to Telecommunications Franchises</b>		
Product: An Issue Identified		
Costs:	\$3,009	\$3,114
Products:	5	5
Work Hours:	30	30
Product Cost:	\$601.81	\$622.71
Work Hours/Product:	6.00	6.00
<b>Activity 774120 - Handle Customer Complaints</b>		
Product: A Complaint Handled		
Costs:	\$2,359	\$2,404
Products:	40	40
Work Hours:	35	35
Product Cost:	\$58.98	\$60.11
Work Hours/Product:	0.88	0.88
<b>Totals for Service Delivery Plan 77401 - Administer and Negotiate Franchise Agreements</b>		
<b>Costs:</b>	<b>\$26,097</b>	<b>\$26,819</b>
<b>Hours:</b>	<b>270</b>	<b>270</b>

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

**Program 774 - Telecommunications Franchises and New Agreements**

**Service Delivery Plan 77402 - Administer and Negotiate Wireless Tower Lease Agreements**

Working with cellular wireless carriers to maintain or install new sites on City-owned property so that the City is fairly compensated for use of its property, the proper processes and procedures for City approval of agreements and permits are followed and that subscribers receive adequate coverage for the wireless cellular services, by:

- Administering the tower lease agreement including ensuring that the current certificates of insurance are on file and that the required rent payments are made on time,
- Submitting the rent payments to the Finance Department to deposit to the appropriate revenue account,
- Responding to inquiries regarding placement of sites on City-owned property,
- Coordinating actions with the respective City departments, primarily Parks and Recreation and the Planning Division of Community Development, to review proposed new cell sites on City-owned property. Reviewing plans submitted by the carriers,
- Negotiating tower lease agreements for use of City-owned ground space and towers. Working with respective departments on review and approval of new agreements,
- Submitting names to the Public Safety Department for background checks of wireless employees and contractors prior to access to City sites, and
- Receiving and responding to customer complaints when there is damage to the City property and following up with both the carrier and the customer to ensure that the repairs were made.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 774 - Telecommunications Franchises and New Agreements**

**Service Delivery Plan 77402 - Administer and Negotiate Wireless Tower Lease Agreements**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 774200 - Administer Existing Tower Lease Agreements</b>		
Product: An Existing Agreement		
Costs:	\$3,200	\$3,297
Products:	7	7
Work Hours:	35	35
Product Cost:	\$457.16	\$471.06
Work Hours/Product:	5.00	5.00
<b>Activity 774210 - Negotiate New Tower Lease Agreements</b>		
Product: A New Agreement		
Costs:	\$12,619	\$13,045
Products:	6	6
Work Hours:	130	130
Product Cost:	\$2,103.13	\$2,174.24
Work Hours/Product:	21.67	21.67
<b>Activity 774220 - Handle Customer Complaints</b>		
Product: A Complaint Handled		
Costs:	\$1,275	\$1,294
Products:	20	20
Work Hours:	20	20
Product Cost:	\$63.76	\$64.71
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 77402 - Administer and Negotiate Wireless Tower Lease Agreements</b>		
<b>Costs:</b>	<b>\$17,094</b>	<b>\$17,637</b>
<b>Hours:</b>	<b>185</b>	<b>185</b>

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

**Program 774 - Telecommunications Franchises and New Agreements**

**Service Delivery Plan 77403 - Management and Support Services**

Provide ongoing management and support for the Telecommunications Franchises and New Agreements program, by:

- Providing administrative and clerical support services,
- Providing training and educational opportunities for staff development,
- Managing budgetary resources,
- Planning for the long-range needs of the program,
- Analyzing financial reports and making recommendations to improve operations,
- Responding to Council, citizen and business inquiries in a professional and timely manner, and
- Planning for the long-range needs of the program.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 774 - Telecommunications Franchises and New Agreements**

**Service Delivery Plan 77403 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 774300 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$1,003	\$1,038
Products:	10	10
Work Hours:	10	10
Product Cost:	\$100.30	\$103.79
Work Hours/Product:	1.00	1.00
<b>Activity 774310 - Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$2,575	\$2,617
Products:	40	40
Work Hours:	40	40
Product Cost:	\$64.38	\$65.42
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 77403 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$3,578</b>	<b>\$3,655</b>
<b>Hours:</b>	<b>50</b>	<b>50</b>
<b>Totals for Program 774</b>	<b>\$46,769</b>	<b>\$48,111</b>
<b>Hours:</b>	<b>505</b>	<b>505</b>

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

### **Program 775 - Office and Mail Systems**

#### **Program Performance Statement**

Provide and maintain comprehensive office, mail, printing and photocopy systems to City departments so that they can perform and deliver services to their customers as efficiently and cost-effectively as possible, by:

- Providing and maintaining electronic office equipment such as typewriters, TV monitors, recording systems, cameras, sound systems, cash registers and microform equipment to City staff,
- Providing centralized mail services including picking up from and delivering mail to the United States Postal Service, picking up from and delivering mail to off-campus locations, processing outgoing mail and packages, maintaining bulk mailing permits, and assisting customers with preparing mail for bulk mailing,
- Providing centralized print/copy and bindery services including determining whether customer requests should be completed in-house or outsourced based on time, quality, and cost criteria; ensuring full cost recovery of services; and performing quality assurance,
- Providing satellite copy services including leasing or purchasing satellite copier equipment, serving as a centralized source for reporting issues, and tracking usage,
- Managing vendors providing services to the City including negotiating support agreements with vendors for products and services that contain financial and business terms beneficial to the City, monitoring service levels to ensure that vendors are meeting the terms of their support agreements, placing service calls and ensuring satisfactory resolution of service issues, renewing contracts before expiration dates, and paying invoices on a timely manner to ensure uninterrupted service,
- Acquiring and replacing office equipment, including maintaining updated equipment inventories; performing needs assessments and cost-benefit analyses; designing new systems with specifications based on customer needs and cost effectiveness; developing equipment standards; installing or coordinating the installation of new systems; and surplus equipment that is no longer useful, and
- Preparing for the long-term needs of the City by developing and maintaining the 20-year capital equipment replacement schedules to ensure necessary funding is available through rentals charged to departments to replace equipment and recover operating costs, as well as monitoring and evaluating emerging technologies to ensure the City is well-positioned to take advantage of opportunities in the future.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 775 - Office and Mail Systems**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Mail will be delivered to City locations and the U.S. Postal Service pursuant to established schedules. <b>- Percent of Working Days</b> - Total Number of Working Days	C	<b>98.00%</b> 250.00	<b>98.00%</b> 250.00
* Internal customers are satisfied with the overall services provided by the Office and Mail Systems program. <b>- Percent of Satisfied Customers</b>	I	<b>85.00%</b>	<b>85.00%</b>

**Productivity**

* Percentage of service requests for satellite copiers and office equipment that are completed within the timeframes specified by the contracts or upon mutually agreed upon completion dates to ensure maximum availability of equipment. <b>- Percent of Service Requests Completed</b> - Total Number of Service Requests	I	<b>85.00%</b> 200.00	<b>85.00%</b> 200.00
* The centralized print/copy center completes the majority of jobs rather than vending them out so that the customers receive quality jobs at the lowest cost. <b>- Percent of Requests</b> - Total Number of Requests	I	<b>65.00%</b> 1,300.00	<b>65.00%</b> 1,300.00
* New or replacement office, copier or print/mail equipment is purchased and installed within 45 working days after the request is approved. <b>- Percent of Equipment Requests</b> - Total Number of Equipment Requests	I	<b>80.00%</b> 15.00	<b>80.00%</b> 15.00

**Cost Effectiveness**

* The cost per copy for centralized copying services is maintained at a level that is below commercial rates. <b>- Percent Below Commercial Rate</b> - Cost Per Copy	I	<b>15.00%</b> \$0	<b>15.00%</b> \$0
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**Financial**

* Actual total expenditures for Office and Mail Systems will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$938,786</b>	<b>\$957,469</b>
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**City of Sunnyvale**  
**Program Performance Budget**

**Program 775 - Office and Mail Systems**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

### **Program 775 - Office and Mail Systems**

#### **Service Delivery Plan 77501 - Provide and Maintain Electronic Office Equipment**

Provide and maintain the electronic office equipment such as typewriters, TV monitors, recording systems and microform equipment used by City staff so that City departments have access to the equipment needed to carry out the functions of their respective service areas, by:

- Providing a centralized source for reporting equipment problems. Placing repair calls to vendors. Tracking equipment repairs and following up with the vendors and customers. Updating equipment inventories and vendor support contact lists,
- Contracting with vendors to provide services and products according to established service levels. Monitoring repairs and completion times to ensure that vendors are meeting service levels. Renewing contracts and paying invoices to ensure uninterrupted service. Meeting with vendors to review contracts and service history,
- Procuring new and replacement equipment including consultations with the customer, needs assessment, specification development, acquisition and installation of equipment, and
- Preparing and updating equipment replacement schedules. Developing and submitting rental rates each year to fully recover the capital and operating costs of providing and maintaining electronic office equipment.

#### **Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 775 - Office and Mail Systems**

**Service Delivery Plan 77501 - Provide and Maintain Electronic Office Equipment**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 775100 - Provide and Maintain Office Equipment</b>		
Product: A Service Request Completed		
Costs:	\$36,161	\$36,892
Products:	20	20
Work Hours:	80	80
Product Cost:	\$1,808.07	\$1,844.59
Work Hours/Product:	4.00	4.00
<b>Activity 775110 - Acquire New and Replacement Equipment</b>		
Product: A Request Completed		
Costs:	\$4,018	\$4,125
Products:	12	12
Work Hours:	45	45
Product Cost:	\$334.85	\$343.71
Work Hours/Product:	3.75	3.75
<b>Activity 775120 - Prepare Rental Rate / Replacement Schedules for Electronic Office Equipment</b>		
Product: A Piece of Equipment		
Costs:	\$2,353	\$2,422
Products:	460	460
Work Hours:	25	25
Product Cost:	\$5.12	\$5.26
Work Hours/Product:	0.05	0.05
<b>Totals for Service Delivery Plan 77501 - Provide and Maintain Electronic Office Equipment</b>		
<b>Costs:</b>	<b>\$42,533</b>	<b>\$43,438</b>
<b>Hours:</b>	<b>150</b>	<b>150</b>

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

**Program 775 - Office and Mail Systems**

**Service Delivery Plan 77502 - Provide Centralized Mail Services**

Provide centralized mail services to ensure that written communications are available to City departments and distributed internally or mailed, by:

- Picking up mail from the US Postal Service and from off-campus locations,
- Delivering mail to the US Postal Service and to off-campus locations,
- Delivering office supplies and general supplies from Central Stores to City facilities. Delivering and picking up print shop jobs from vendors,
- Sorting incoming mail picked up from the US Postal Service and from off-campus locations,
- Processing outgoing mail including first class, bulk, express, parcel, UPS or utility billing late notices. Renewing vendor contracts and paying invoices. Placing repair calls for mailing equipment to vendors,
- Preparing postage costs and submitting information to Finance each accounting period, and
- Preparing and updating equipment replacement schedules. Developing and submitting rental rates each year to fully recover the capital and operating costs for mail services.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 775 - Office and Mail Systems**

**Service Delivery Plan 77502 - Provide Centralized Mail Services**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 775200 - Deliver Mail, Supplies and Print Shop Jobs</b>		
Product: A Daily Mail Stop		
Costs:	\$66,568	\$67,896
Products:	13,500	13,500
Work Hours:	1,343	1,343
Product Cost:	\$4.93	\$5.03
Work Hours/Product:	0.10	0.10
<b>Activity 775210 - Process Outgoing Mail</b>		
Product: A Piece of Outgoing Mail		
Costs:	\$24,358	\$24,821
Products:	270,500	270,500
Work Hours:	435	435
Product Cost:	\$0.09	\$0.09
Work Hours/Product:	0.00	0.00
<b>Activity 775220 - Provide Mail Services Support, Consult with Customers, Train Customers and Attend Related Meetings</b>		
Product: A Work Hour		
Costs:	\$10,933	\$11,129
Products:	203	203
Work Hours:	203	203
Product Cost:	\$53.85	\$54.82
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 775 - Office and Mail Systems**

**Service Delivery Plan 77502 - Provide Centralized Mail Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 775230 - Sort Incoming Mail</b>		
Product: A Work Hour		
Costs:	\$26,173	\$26,668
Products:	549	549
Work Hours:	549	549
Product Cost:	\$47.67	\$48.58
Work Hours/Product:	1.00	1.00
<b>Activity 775240 - Prepare Rental Rate / Replacement Schedules for Mail Services</b>		
Product: A Piece of Equipment		
Costs:	\$1,065	\$1,103
Products:	4	4
Work Hours:	10	10
Product Cost:	\$266.35	\$275.67
Work Hours/Product:	2.50	2.50
<b>Totals for Service Delivery Plan 77502 - Provide Centralized Mail Services</b>		
<b>Costs:</b>	<b>\$129,097</b>	<b>\$131,616</b>
<b>Hours:</b>	<b>2,540</b>	<b>2,540</b>

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

### **Program 775 - Office and Mail Systems**

#### **Service Delivery Plan 77503 - Provide and Maintain Satellite Copy Services**

Provide satellite copy services to City departments so that they have access to the technology to reproduce printed images and documents used to deliver their services or to share information, by:

- Leasing or purchasing equipment to provide the best solution for producing relevant materials and document,
- Providing a centralized source for reporting equipment problems. Placing repair calls to vendors. Tracking equipment repairs and following up with the vendors and customers. Updating equipment inventories and vendor support contact lists,
- Contracting with vendors to provide services and products according to established service levels. Monitoring repairs and completion times to ensure that vendors are meeting service levels. Renewing contracts and paying invoices to ensure uninterrupted service. Meeting with vendors to review contracts and service history,
- Tracking copies made on the central City Hall copier and preparing information on copies made to submit to Finance each accounting period to recover capital and operating costs of the equipment,
- Procuring new and replacement equipment including consultations with the customer, needs assessment, specification development, acquisition and installation of equipment, and
- Preparing and updating equipment replacement schedules. Developing and submitting rental rates each year to fully recover the capital and operating costs of providing and maintaining satellite copier equipment.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 775 - Office and Mail Systems**

**Service Delivery Plan 77503 - Provide and Maintain Satellite Copy Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 775300 - Provide and Maintain Satellite Copier Equipment</b>		
Product: A Service Request Completed		
Costs:	\$192,179	\$196,006
Products:	180	180
Work Hours:	210	210
Product Cost:	\$1,067.66	\$1,088.92
Work Hours/Product:	1.17	1.17
<b>Activity 775310 - Acquire New and Replacement Equipment</b>		
Product: A Request Completed		
Costs:	\$4,018	\$4,125
Products:	3	3
Work Hours:	45	45
Product Cost:	\$1,339.41	\$1,374.84
Work Hours/Product:	15.00	15.00
<b>Activity 775320 - Prepare Rental Rate / Replacement Schedules for Satellite Copiers</b>		
Product: A Piece of Equipment		
Costs:	\$2,575	\$2,638
Products:	47	47
Work Hours:	30	30
Product Cost:	\$54.79	\$56.13
Work Hours/Product:	0.64	0.64
<b>Totals for Service Delivery Plan 77503 - Provide and Maintain Satellite Copy Services</b>		
<b>Costs:</b>	<b>\$198,772</b>	<b>\$202,769</b>
<b>Hours:</b>	<b>285</b>	<b>285</b>

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

**Program 775 - Office and Mail Systems**

**Service Delivery Plan 77504 - Provide Centralized Print/Copy Services**

Provide centralizing print/copy services so that customers receive printed and copied materials and documents at the lowest possible cost and within the expected turnaround times, by:

- Operating centralized copier and print shop equipment including folder, cutter and other bindery services. Performing quality control, ordering supplies for the copier and copy jobs and consulting with customers. Placing and tracking repair calls to vendors,
- Providing outsourced print/copy services. Consulting with customers, developing job specifications, obtaining quotes, reviewing proofs, paying invoices and managing vendor contracts,
- Operate the print/copy center by accepting and logging in jobs, logging out jobs, tracking status of jobs, stocking shelves with paper and General Purpose forms, and editing and correcting forms and documents submitted electronically,
- Costing out and submitting costs for print/copy center jobs completed each accounting period to Finance for internal chargeback (rental rates),
- Monitoring the revenue and costs on a regular basis to determine that the per copy charge is fully recovering the cost of providing the service. Adjusting the cost per copy accordingly, and
- Preparing and updating equipment replacement schedules. Developing and submitting rental rates each year to fully recover the capital and operating costs of providing centralized print/copy services.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 775 - Office and Mail Systems**

**Service Delivery Plan 77504 - Provide Centralized Print/Copy Services**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 775400 - Operate and Maintain Centralized Copier and Print Shop Equipment</b>		
Product: An Impression Produced		
Costs:	\$145,692	\$148,420
Products:	2,600,000	2,600,000
Work Hours:	1,884	1,884
Product Cost:	\$0.06	\$0.06
Work Hours/Product:	0.00	0.00
<b>Activity 775410 - Provide Outsourced Print/Copy Services</b>		
Product: A Job Request Vended		
Costs:	\$406,783	\$414,903
Products:	455	455
Work Hours:	900	900
Product Cost:	\$894.03	\$911.88
Work Hours/Product:	1.98	1.98
<b>Activity 775420 - Attend Skills Training Workshops, Certifications and Related Safety Courses</b>		
Product: A Training Hour		
Costs:	\$1,313	\$1,337
Products:	16	16
Work Hours:	16	16
Product Cost:	\$82.04	\$83.58
Work Hours/Product:	1.00	1.00



**City of Sunnyvale  
Program Performance Budget**

**Program 775 - Office and Mail Systems**

**Service Delivery Plan 77504 - Provide Centralized Print/Copy Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 775430 - Prepare Rental Rate / Replacement Schedules for Print/Copy Center</b>		
Product: A Piece of Equipment		
Costs:	\$2,886	\$2,973
Products:	10	10
Work Hours:	30	30
Product Cost:	\$288.57	\$297.30
Work Hours/Product:	3.00	3.00
<b>Totals for Service Delivery Plan 77504 - Provide Centralized Print/Copy Services</b>		
<b>Costs:</b>	<b>\$556,674</b>	<b>\$567,634</b>
<b>Hours:</b>	<b>2,830</b>	<b>2,830</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 775 - Office and Mail Systems**

**Service Delivery Plan 77505 - Management and Support Services**

Provide ongoing management and support for the Office and Mail Systems program, by:

- Providing administrative and clerical support services,
- Providing training and educational opportunities for staff development,
- Managing budgetary resources,
- Analyzing financial reports and making recommendations to improve operations, and
- Planning for the long-range needs of the program.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 775 - Office and Mail Systems**

**Service Delivery Plan 77505 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 775500 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$5,327	\$5,513
Products:	50	50
Work Hours:	50	50
Product Cost:	\$106.54	\$110.27
Work Hours/Product:	1.00	1.00
<b>Activity 775510 - Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$3,768	\$3,835
Products:	60	60
Work Hours:	60	60
Product Cost:	\$62.80	\$63.92
Work Hours/Product:	1.00	1.00
<b>Activity 775520 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$2,615	\$2,664
Products:	40	40
Work Hours:	40	40
Product Cost:	\$65.38	\$66.61
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 77505 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$11,710</b>	<b>\$12,013</b>
<b>Hours:</b>	<b>150</b>	<b>150</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 775 - Office and Mail Systems**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 775</b>	<b>Costs:</b>	<b>\$938,786</b>	<b>\$957,469</b>
	<b>Hours:</b>	<b>5,955</b>	<b>5,955</b>

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

### **Program 776 - Wireless Communications Operations**

#### **Program Performance Statement**

Provide cost-effective services and support for City-owned two-way radio emergency and non-emergency radio communication systems and 9-1-1 system used primarily by the Departments of Public Safety, Public Works and Parks and Recreation, as well as other wireless technologies such as cellular telephones and pagers used by all City departments so that customers can experience uninterrupted communications, by:

- Maintaining and repairing communications systems and other wireless technologies, including providing preventive and corrective maintenance for infrastructure and equipment; ensuring necessary accessories are available and reliable; programming, installing and removing equipment; and tracking usage and ensuring compliance with usage policies,
- Ensuring essential external contracts and permits are current and meet the needs of the City by contracting for vendor services for cellular telephones, pagers, and specialized communication equipment; negotiating support agreements for products and services and monitoring those agreements once they are in place to ensure service levels are being met; and reviewing and applying for Federal Communications Commission licenses for frequencies used by the City,
- Acquiring and replacing communications equipment, including maintaining updated equipment inventories; performing needs assessments and cost-benefit analyses; designing new systems with specifications based on customer needs and cost effectiveness; developing equipment standards; installing or coordinating the installation of new systems; and surplus equipment that is no longer useful, and
- Preparing for the long-term needs of the City by developing and maintaining 20-year capital equipment replacement schedules to ensure necessary funding is available through rentals charged to departments to replace equipment and recover operating costs, as well as monitoring and evaluating emerging technologies to ensure the City is well-positioned to take advantage of opportunities in the future.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 776 - Wireless Communications Operations**

**Program Measures**

**Quality**

\* Internal customers are satisfied with the overall services provided by the Wireless Communications Operations program.

**- Percent of Satisfied Customers**

I

**2006/2007  
Adopted**

**2007/2008  
Adopted**

**85.00%**

**85.00%**

\* Service requests will be completed within established service levels, vendor contracts or mutually agreed upon completion dates to enable users to be as productive and efficient as possible.

**- Percent of Service Requests Completed**

- Total Number of Service Requests

I

**85.00%**  
541.00

**85.00%**  
541.00

**Productivity**

\* The Public Safety 2-way radio system is operational and available to users (also known as "uptime") 24 hours per day, 365 calendar days per year.

**- Percent of Uptime Hours**

- Total Uptime Hours

C

**100.00%**  
8,760.00

**100.00%**  
8,760.00

\* The Public Safety 9-1-1 system is operational and available to users (also known as "uptime") 24 hours per day, 365 calendar days per year.

**- Percent of Uptime Hours**

- Total Uptime Hours

C

**100.00%**  
8,760.00

**100.00%**  
8,760.00

\* The non-emergency 2-way radio system is operational and available to users (also known as "uptime") 24 hours per day, 365 working days per year.

**- Percent of Uptime Hours**

- Total Uptime Hours

I

**98.00%**  
8,760.00

**98.00%**  
8,760.00

**Cost Effectiveness**

\* The actual cost for maintaining emergency radios, cellular phones, pagers, and communications equipment is at or below the budgeted cost.

**- Budgeted Cost**

- Total Number of Requests per Year

I

**\$147,344**  
401.00

**\$150,061**  
401.00

\* The actual cost for maintaining non-emergency radios, cellular phones, pagers, and communications equipment is at or below the budgeted cost.

**- Budgeted Cost**

- Total Number of Requests per Year

I

**\$76,820**  
140.00

**\$78,275**  
140.00

**Financial**

**City of Sunnyvale  
Program Performance Budget**

**Program 776 - Wireless Communications Operations**

Program Measures

Financial

\* Actual total expenditures for Wireless Communications Operations will not exceed planned program expenditures.

**- Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
C	<b>\$417,180</b>	<b>\$425,377</b>

Priority Legend

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

### **Program 776 - Wireless Communications Operations**

#### **Service Delivery Plan 77601 - Provide and Maintain Emergency Communications Systems**

Provide and maintain the City-owned two-way radio communications system and 9-1-1 system and other wireless technologies such as cellular telephones, pagers and specialized equipment used by the Department of Public Safety so that the Department can deliver its critical services to the community to protect and preserve life and property, by:

- Troubleshooting, upgrading and repairing the two-way radio infrastructure consisting of base stations, repeaters and antennas,
- Placing repair calls to the vendor and service provider of the 9-1-1 system,
- Updating inventories, placing repair calls to vendors and maintaining and negotiating support contracts with vendors for products and services,
- Reviewing service requests and response times to ensure that the established service levels are being met,
- Meeting with vendors on a regular basis to review terms and conditions of support agreements and service history,
- Troubleshooting and maintaining mobile and portable radios, mobile video audio recording systems, mobile data computers used with the computer-aided dispatch system and other wireless communications equipment,
- Repairing, troubleshooting and ordering accessories for cellular telephones and pagers. Routinely monitoring cellular telephone usage, adjusting calling plans accordingly and providing monthly reports to management staff for review and appropriate action, and
- Consulting with the customer to determine needs assessment to procure new or replacement equipment. Creating specifications and installing or coordinating the installation of equipment.

#### **Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 776 - Wireless Communications Operations**

**Service Delivery Plan 77601 - Provide and Maintain Emergency Communications Systems**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 776100 - Manage Vendor Repair of Two-Way Radio Infrastructure and E-911 Systems</b>		
Product: An Uptime Hour		
Costs:	\$131,046	\$133,660
Products:	17,520	17,520
Work Hours:	10	10
Product Cost:	\$7.48	\$7.63
Work Hours/Product:	0.00	0.00
<b>Activity 776110 - Provide and Maintain Mobile and Portable Radios, Mobile Video Audio Recording Systems and Other Specialized Communications Equipment</b>		
Product: A Service Request Completed		
Costs:	\$77,703	\$79,226
Products:	115	115
Work Hours:	100	100
Product Cost:	\$675.68	\$688.92
Work Hours/Product:	0.87	0.87
<b>Activity 776120 - Provide and Maintain Laptops, Modems and Related Equipment Used for Computer-Aided Dispatch</b>		
Product: A Service Request Completed		
Costs:	\$27,090	\$27,562
Products:	176	176
Work Hours:	176	176
Product Cost:	\$153.92	\$156.60
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 776 - Wireless Communications Operations**

**Service Delivery Plan 77601 - Provide and Maintain Emergency Communications Systems**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 776130 - Provide and Maintain Cellular Telephones</b>		
Product: A Service Request Completed		
Costs:	\$40,535	\$41,226
Products:	100	100
Work Hours:	440	440
Product Cost:	\$405.35	\$412.26
Work Hours/Product:	4.40	4.40
<b>Activity 776140 - Provide and Maintain Pagers</b>		
Product: A Service Request Completed		
Costs:	\$2,016	\$2,048
Products:	10	10
Work Hours:	30	30
Product Cost:	\$201.59	\$204.75
Work Hours/Product:	3.00	3.00
<b>Activity 776150 - Acquire New and Replacement Emergency Communications Equipment</b>		
Product: A Request Completed		
Costs:	\$22,742	\$23,247
Products:	15	15
Work Hours:	395	395
Product Cost:	\$1,516.13	\$1,549.81
Work Hours/Product:	26.33	26.33

**City of Sunnyvale  
Program Performance Budget**

**Program 776 - Wireless Communications Operations**

**Service Delivery Plan 77601 - Provide and Maintain Emergency Communications Systems**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 776160 - Prepare Rental Rate/Replacement Schedules for the Wireless Communications and 911 Systems</b>		
Product: A Piece of Equipment		
Costs:	\$2,654	\$2,732
Products:	600	600
Work Hours:	30	30
Product Cost:	\$4.42	\$4.55
Work Hours/Product:	0.05	0.05
 <b>Totals for Service Delivery Plan 77601 - Provide and Maintain Emergency Communications Systems</b>		
<b>Costs:</b>	<b>\$303,786</b>	<b>\$309,700</b>
<b>Hours:</b>	<b>1,181</b>	<b>1,181</b>

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

### **Program 776 - Wireless Communications Operations**

#### **Service Delivery Plan 77602 - Provide and Maintain Non-Emergency Communications Systems**

Provide and maintain the City-owned two-way radio communications system and other wireless technologies such as cellular telephones, pagers and specialized equipment used by all City departments (except the Department of Public Safety) so that users can communicate effectively with each other in the field or in the office and deliver services to their customers as cost effectively and efficiently as possible, by:

- Troubleshooting, upgrading and repairing the two-way radio infrastructure consisting of base stations, repeaters and antennas,
- Updating inventories, placing repair calls to vendors and maintaining and negotiating support contracts with vendors for products and services,
- Reviewing service requests and response times to ensure that the established service levels are being met,
- Meeting with vendors on a regular basis to review terms and conditions of support agreements and service history,
- Troubleshooting and maintaining mobile and portable radios and other wireless communications equipment,
- Repairing, troubleshooting and ordering accessories for cellular telephones and pagers. Routinely monitoring cellular telephone usage, adjusting calling plans accordingly and providing monthly reports to management staff for review and appropriate action, and
- Consulting with the customer to determine needs assessment to procure new or replacement equipment. Creating specifications and installing or coordinating the installation of equipment.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 776 - Wireless Communications Operations**

**Service Delivery Plan 77602 - Provide and Maintain Non-Emergency Communications Systems**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 776200 - Manage Vendor Repair of Two-Way Radio Infrastructure for Non-Emergency Users</b>		
Product: An Uptime Hour		
Costs:	\$14,842	\$15,134
Products:	8,585	8,585
Work Hours:	10	10
Product Cost:	\$1.73	\$1.76
Work Hours/Product:	0.00	0.00
<b>Activity 776210 - Provide and Maintain Mobile and Portable Radios and Other Communications Equipment</b>		
Product: A Service Request Completed		
Costs:	\$21,225	\$21,636
Products:	35	35
Work Hours:	40	40
Product Cost:	\$606.42	\$618.18
Work Hours/Product:	1.14	1.14
<b>Activity 776220 - Provide and Maintain Cellular Telephones</b>		
Product: A Service Request Completed		
Costs:	\$49,095	\$50,022
Products:	90	90
Work Hours:	220	220
Product Cost:	\$545.50	\$555.80
Work Hours/Product:	2.44	2.44

**City of Sunnyvale  
Program Performance Budget**

**Program 776 - Wireless Communications Operations**

**Service Delivery Plan 77602 - Provide and Maintain Non-Emergency Communications Systems**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 776230 - Provide and Maintain Pagers</b>		
Product: A Service Request Completed		
Costs:	\$6,501	\$6,617
Products:	15	15
Work Hours:	50	50
Product Cost:	\$433.37	\$441.14
Work Hours/Product:	3.33	3.33
<b>Activity 776240 - Acquire New and Replacement Non-Emergency Communications Equipment</b>		
Product: A Request Completed		
Costs:	\$10,144	\$10,388
Products:	30	30
Work Hours:	150	150
Product Cost:	\$338.12	\$346.28
Work Hours/Product:	5.00	5.00
<b>Activity 776250 - Prepare Rental Rate/Replacement Schedules for Wireless Communications</b>		
Product: A Piece of Equipment		
Costs:	\$2,654	\$2,732
Products:	340	340
Work Hours:	30	30
Product Cost:	\$7.81	\$8.04
Work Hours/Product:	0.09	0.09
<b>Totals for Service Delivery Plan 77602 - Provide and Maintain Non-Emergency Communications Systems</b>		
<b>Costs:</b>	<b>\$104,460</b>	<b>\$106,530</b>
<b>Hours:</b>	<b>500</b>	<b>500</b>

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

**Program 776 - Wireless Communications Operations**

**Service Delivery Plan 77603 - Management and Support Services**

Provide ongoing management and support for the Wireless Communications Operations program, by:

- Providing administrative and clerical support services,
- Providing training and educational opportunities for staff development,
- Managing budgetary resources,
- Analyzing financial reports and making recommendations to improve operations,
- Planning for the long-range needs of the program, and
- Responding to Council and citizen inquiries in a professional and timely manner.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 776 - Wireless Communications Operations**

**Service Delivery Plan 77603 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 776300 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$3,952	\$4,089
Products:	40	40
Work Hours:	40	40
Product Cost:	\$98.81	\$102.23
Work Hours/Product:	1.00	1.00
<b>Activity 776310 - Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$3,550	\$3,603
Products:	60	60
Work Hours:	60	60
Product Cost:	\$59.16	\$60.04
Work Hours/Product:	1.00	1.00
<b>Activity 776320 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$1,432	\$1,455
Products:	24	24
Work Hours:	24	24
Product Cost:	\$59.68	\$60.63
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 77603 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$8,934</b>	<b>\$9,147</b>
<b>Hours:</b>	<b>124</b>	<b>124</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 776 - Wireless Communications Operations**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 776</b>	<b>Costs:</b>	<b>\$417,180</b>	<b>\$425,377</b>
	<b>Hours:</b>	<b>1,805</b>	<b>1,805</b>

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

### **Program 777 - Evaluate, Procure, and Implement Major Computer Software**

#### **Program Performance Statement**

Ensure that major computer software applications, such as the financial system, Computer Aided Dispatch (CAD), payroll system and the City's website, and related system software and database management systems support and enhance the City's business technological needs, by:

- Proactively identifying opportunities to enhance City business processes through the upgrade or acquisition of major software applications,
- Reviewing and approving major computer software application needs assessments and determining if new software initiatives provide value on investment, e.g. cost savings, or if changing business needs warrant the upgrade or replacement of existing software. Value on investment (VOI) will be determined through a systematic and objective evaluation process developed by the Department of Information Technology. Examples of VOI include: software applications that assist in the protection of life and safety, allow for process streamlining, result in cost containment or revenue enhancement, address a community need or provide for a critical financial internal control,
- Ensuring that new or replacement software aligns with organizational objectives such as the City's General Plan. Software application alignment with organizational objectives will be determined as part of a systematic and objective evaluation process developed by the Department of Information Technology,
- Providing project management and technical support in partnership with the end users who requested the software for the selection, installation and testing of major computer software applications, and
- Actively negotiating contracts for off-the-shelf vendor software solutions so that they contain financial and business terms beneficial to the City.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 777 - Evaluate, Procure, and Implement Major Computer Software**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Major computer software applications, system software or database management systems acquired, upgraded or developed have demonstrated value on investment (VOI) to the City. <b>- Percent of Software Applications</b> - Number of Software Applications	C	<b>80.00%</b> 15.00	<b>80.00%</b> 15.00
* City staff who partnered with ITD in a major computer software application implementation who feel ITD's project leadership added value to the overall project implementation. <b>- Percent of Satisfied Staff</b> - Number of Participating Staff	I	<b>80.00%</b> 50.00	<b>80.00%</b> 50.00
* Requests for software applications, system software or database management systems are reviewed to ensure that the acquisition, replacement, development or upgrade is beneficial to the City within 90 days from the request date. <b>- Percent of Software Requests Reviewed within 90 Days</b> - Number of Software Requests Received	I	<b>80.00%</b> 20.00	<b>80.00%</b> 20.00
* Software applications acquired, developed or upgraded align with organizational objectives such as the City's General Plan. <b>- Percent of Software Applications</b> - Number of Software Applications	I	<b>80.00%</b> 15.00	<b>80.00%</b> 15.00
* No critical software defects exist when major software applications are fully implemented. <b>- Percent of Software Applications Free From Critical Defects</b> - Number of Software Applications	I	<b>100.00%</b> 15.00	<b>100.00%</b> 15.00

**Productivity**

* Major software application project milestones are completed by planned deadlines. <b>- Percent Software Application Milestones Completed by Deadline</b> - Total Number of Milestones	D	<b>75.00%</b> 50.00	<b>75.00%</b> 50.00
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**Cost Effectiveness**

* Software application contract costs are reduced and/or business terms are more beneficial to the City due to active contract negotiations. <b>- Percent of Contracts</b> - Total Number of Contracts	I	<b>80.00%</b> 7.00	<b>80.00%</b> 7.00
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**Financial**

**City of Sunnyvale  
Program Performance Budget**

**Program 777 - Evaluate, Procure, and Implement Major Computer Software**

**Program Measures**

**Financial**

\* Actual total expenditures for Evaluate, Procure, and Implement Major Computer Software will not exceed planned program expenditures.

**- Total Program Expenditures**

<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
C	<b>\$474,120</b>	<b>\$483,431</b>

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 777 - Evaluate, Procure, and Implement Major Computer Software**

**Service Delivery Plan 77701 - Evaluate Requests for Software Applications for Acquisition, Upgrade, or Development**

The Department of Information Technology (ITD) will provide a systematic and objective approach for the selection and prioritization of requests for major software application projects, by:

- Ensuring that major computer software initiatives provide value on investment (VOI) to the City, e.g. assist in the protection of life, property or safety, allow for process streamlining or result in cost containment of savings,
- Ensuring that major computer software initiatives meet the City's new and evolving business technological needs,
- Ensuring that major computer software initiatives align with organizational objectives such as the City's General Plan,
- Prioritizing and scheduling selected projects based upon available funding and staffing, and
- Proactively assessing new and changing business needs of the City to determine how these needs can be best met through the deployment of new software applications or enhanced software functionality.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 777 - Evaluate, Procure, and Implement Major Computer Software**

**Service Delivery Plan 77701 - Evaluate Requests for Software Applications for Acquisition, Upgrade, or Development**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 777100 - Review Requests for Software Applications for Acquisition, Upgrade, or Development</b>		
Product: A Software Application Reviewed		
Costs:	\$25,781	\$26,443
Products:	20	20
Work Hours:	310	310
Product Cost:	\$1,289.03	\$1,322.13
Work Hours/Product:	15.50	15.50
<b>Totals for Service Delivery Plan 77701 - Evaluate Requests for Software Applications for Acquisition, Upgrade, or Development</b>		
<b>Costs:</b>	<b>\$25,781</b>	<b>\$26,443</b>
<b>Hours:</b>	<b>310</b>	<b>310</b>

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

**Program 777 - Evaluate, Procure, and Implement Major Computer Software**

**Service Delivery Plan 77702 - Procure and Implement Major Computer Software**

The Department of Information Technology (ITD) will provide project leadership for the evaluation, procurement and implementation of major software application projects, by:

- Identifying broad business requirements, conducting market surveys of available off-the-shelf vendor software applications and making the decision of whether the software application should be acquired, upgraded or developed by in-house programming staff,
- Developing major software applications in-house to meet Sunnyvale's unique business needs, for which an off-the-shelf product is not available; e.g. the City's Budgeting and PAMS,
- Working with the requesting department to develop detailed business requirements, product specifications and Requests for Proposals,
- Actively participating in the selection process, which may include the review of responses to RFP's, site visits and vendor reference checks, and
- Actively negotiating with selected software vendors to ensure that software license, maintenance, and support agreements contain financial and business terms that are beneficial to the City.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 777 - Evaluate, Procure, and Implement Major Computer Software**

**Service Delivery Plan 77702 - Procure and Implement Major Computer Software**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 777200 - Acquire Software Applications - Includes Market Surveys, Specification Development, Request for Proposals, Product Selection, and Contract Negotiations</b>		
Product: A Software Application Acquired		
Costs:	\$27,112	\$27,844
Products:	7	7
Work Hours:	315	315
Product Cost:	\$3,873.20	\$3,977.68
Work Hours/Product:	45.00	45.00
<b>Activity 777210 - Develop and Integrate Software Applications</b>		
Product: A Software Application Developed and/or Integrated		
Costs:	\$100,303	\$101,765
Products:	7	7
Work Hours:	1,156	1,156
Product Cost:	\$14,329.07	\$14,537.88
Work Hours/Product:	165.14	165.14
<b>Activity 777220 - Provide Software Application Project Management</b>		
Product: A Software Application Project Milestone Completed		
Costs:	\$83,755	\$86,307
Products:	50	50
Work Hours:	905	905
Product Cost:	\$1,675.09	\$1,726.15
Work Hours/Product:	18.10	18.10

**City of Sunnyvale  
Program Performance Budget**

**Program 777 - Evaluate, Procure, and Implement Major Computer Software**

**Service Delivery Plan 77702 - Procure and Implement Major Computer Software**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 777230 - Provide Software Application Project Technical Support</b>		
Product: A Technical Support Process Completed		
Costs:	\$179,589	\$182,072
Products:	50	50
Work Hours:	2,338	2,338
Product Cost:	\$3,591.78	\$3,641.44
Work Hours/Product:	46.76	46.76
<b>Totals for Service Delivery Plan 77702 - Procure and Implement Major Computer Software</b>		
<b>Costs:</b>	<b>\$390,760</b>	<b>\$397,988</b>
<b>Hours:</b>	<b>4,714</b>	<b>4,714</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 777 - Evaluate, Procure, and Implement Major Computer Software**

**Service Delivery Plan 77703 - Management and Support Services**

Provide ongoing management and support to the Evaluate, Procure, and Implement Major Computer Software program by:

- Providing administrative and clerical support services,
- Providing training and educational opportunities for staff development,
- Managing budgetary resources,
- Planning for the long range needs of the Program, and
- Analyzing financial reports and making recommendations to improve operations.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 777 - Evaluate, Procure, and Implement Major Computer Software**

**Service Delivery Plan 77703 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 777300 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$23,570	\$24,384
Products:	240	240
Work Hours:	240	240
Product Cost:	\$98.21	\$101.60
Work Hours/Product:	1.00	1.00
<b>Activity 777310 - Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$16,190	\$16,427
Products:	250	250
Work Hours:	250	250
Product Cost:	\$64.76	\$65.71
Work Hours/Product:	1.00	1.00
<b>Activity 777320 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$17,819	\$18,188
Products:	120	120
Work Hours:	120	120
Product Cost:	\$148.49	\$151.57
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 77703 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$57,579</b>	<b>\$59,000</b>
<b>Hours:</b>	<b>610</b>	<b>610</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 777 - Evaluate, Procure, and Implement Major Computer Software**

<b>Totals for Program 777</b>	<b>Costs:</b>	<b>\$474,120</b>	<b>\$483,431</b>
	<b>Hours:</b>	<b>5,634</b>	<b>5,634</b>

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## **City of Sunnyvale**

### **Program Performance Budget**

#### **Program 778 - Maintain and Support Major Computer Software**

##### **Program Performance Statement**

Ensure that City staff are able to conduct City business that relies upon major computer software applications, such as the financial system, Computer Aided Dispatch (CAD), Library Catalogue, payroll system, City's Website, and related system software and database management systems. This includes ensuring that critical applications are functioning and available. Critical applications include those that, if inoperable, may result in a liability or financial loss to the City, may impact life and property safety or would negatively impact the direct provision of service to the City's constituents, by:

- Responding to service requests for modification and corrective action on major computer software applications within timeframes that are mutually agreed upon between programming staff and the requesting party,
- Escalating corrective action for those critical service requests that present a potential liability to the organization, result in a financial loss, impact life and property safety, result in the failure to meet urgent deadlines or negatively impact direct service to the City's constituents,
- Providing system administration to minimize "downtime" for software applications that are critical to the operations of the City,
- Completing recurring data processing within schedule, e.g. producing actual to budget operating reports each accounting period, and
- Actively evaluating, managing and enforcing vendor maintenance and support agreements for major computer software applications.

##### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 778 - Maintain and Support Major Computer Software**

**Program Measures**

**Quality**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
* Critical service requests for major computer software will be completed within timeframes that are mutually agreed upon between ITD Programming support staff and their customers. <b>- Percent of Service Requests</b> - Total Number of Service Requests	C	<b>90.00%</b> 200.00	<b>90.00%</b> 200.00
* Major computer software that is critical to the operations of the organization will be operational and available for use (also known as "uptime"). <b>- Percent of Available Hours</b> - Total Number of Hours	C	<b>98.00%</b> 44,248.00	<b>98.00%</b> 44,248.00
* Critical major computer software applications (such as CAD, Library, HR/Payroll, etc.) will be restored within 24 hours from the time that the application became unavailable or within 24 hours from the time that the hardware system is rebuilt in the event of a hardware failure. <b>- Percent of Restored Applications</b> - Number of Restored Applications	C	<b>90.00%</b> 5.00	<b>90.00%</b> 5.00
* Internal City customers are satisfied with the maintenance and support services provided for major computer software. <b>- Percent of Satisfied Customers</b>	I	<b>80.00%</b>	<b>80.00%</b>

**Productivity**

* Recurring high-level information processing is completed as scheduled. Recurring processes include, for example, the production of Operating Reports each accounting period. <b>- Percent of Recurring Processes Completed on Schedule</b> - Total Number of Recurring Processes	I	<b>85.00%</b> 775.00	<b>85.00%</b> 775.00
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**Cost Effectiveness**

* The actual costs for providing programming support for the City's website is at or below budgeted costs. <b>- Costs for Programming Support</b>	I	<b>\$139,553</b>	<b>\$141,610</b>
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**Financial**

* Actual total expenditures for Maintenance and Support of Major Computer Software will not exceed planned program expenditures. <b>- Total Program Expenditures</b>	C	<b>\$1,466,777</b>	<b>\$1,492,042</b>
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**City of Sunnyvale**  
**Program Performance Budget**

**Program 778 - Maintain and Support Major Computer Software**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 778 - Maintain and Support Major Computer Software**

**Service Delivery Plan 77801 - Complete Requests for Service and Provide System Administration for Major Computer Software**

Ensure that City Staff are able to conduct City business that relies upon major computer software applications and related system software and database management systems, by:

- Responding to service requests for modification and corrective action on major computer software applications within timeframes that are mutually agreed upon between programming staff and the requesting party. Corrective action will be escalated for those critical service requests that present a potential liability to the organization, would result in a financial loss, impact life and property safety, would result in the failure to meet urgent deadlines or would negatively impact direct service to the City's constituents,
- Providing system administration to minimize "downtime" for software applications that are critical to the operations of the City. Critical applications include those that, if inoperable, may result in a liability or financial loss to the City, may impact life and property safety or would negatively impact the direct provision of service to the City's constituents. Examples include: Computer Aided Dispatch (CAD), Library Catalogue, Financial System and Payroll System, and
- Completing day-to-day data processing activities within schedule, e.g. producing actual to budget operating reports each accounting period.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 778 - Maintain and Support Major Computer Software**

**Service Delivery Plan 77801 - Complete Requests for Service and Provide System Administration for Major Computer Software**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 778100 - Provide Programming Support Services for the City's Budget Software Application System - Includes Service Requests, Recurring Data Processing and System Administration</b>		
Product: A Support Action Completed		
Costs:	\$37,253	\$37,798
Products:	45	45
Work Hours:	405	405
Product Cost:	\$827.85	\$839.96
Work Hours/Product:	9.00	9.00
<b>Activity 778110 - Provide Programming Support for the Department of Public Safety's Major Software Application Systems - Includes Service Requests, Recurring Data Processing and System Administration</b>		
Product: A Support Action Completed		
Costs:	\$139,492	\$141,569
Products:	1,290	1,290
Work Hours:	1,732	1,732
Product Cost:	\$108.13	\$109.74
Work Hours/Product:	1.34	1.34
<b>Activity 778120 - Provide Programming Support for Human Resources/Payroll - Includes Service Requests, Recurring Data Processing and System Administration</b>		
Product: A Support Action Completed		
Costs:	\$76,738	\$77,877
Products:	291	291
Work Hours:	930	930
Product Cost:	\$263.70	\$267.62
Work Hours/Product:	3.20	3.20

**City of Sunnyvale  
Program Performance Budget**

**Program 778 - Maintain and Support Major Computer Software**

**Service Delivery Plan 77801 - Complete Requests for Service and Provide System Administration for Major Computer Software**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 778130 - Provide Programming Support Services for the City's Financial System Software Application - Includes Service Requests, Recurring Data Processing and System Administration</b>		
Product: A Support Action Completed		
Costs:	\$45,828	\$46,506
Products:	384	384
Work Hours:	560	560
Product Cost:	\$119.34	\$121.11
Work Hours/Product:	1.46	1.46
<b>Activity 778140 - Provide Programming Support Services for the City's Geographic Information System (GIS) - Includes Service Requests, Recurring Data Processing and System Administration</b>		
Product: A Support Action Completed		
Costs:	\$131,806	\$133,775
Products:	279	279
Work Hours:	1,650	1,650
Product Cost:	\$472.42	\$479.48
Work Hours/Product:	5.91	5.91
<b>Activity 778150 - Provide Programming Support Services for the City's Library System Software Application - Includes Service Requests, Recurring Data Processing and System Administration</b>		
Product: A Support Action Completed		
Costs:	\$3,687	\$3,741
Products:	25	25
Work Hours:	45	45
Product Cost:	\$147.49	\$149.63
Work Hours/Product:	1.80	1.80

**City of Sunnyvale  
Program Performance Budget**

**Program 778 - Maintain and Support Major Computer Software**

**Service Delivery Plan 77801 - Complete Requests for Service and Provide System Administration for Major Computer Software**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 778160 - Provide Programming Support Services for the City's Utility Billing Software Application - Includes Service Requests, Recurring Data Processing and System Administration</b>		
Product: A Support Action Completed		
Costs:	\$21,938	\$22,265
Products:	80	80
Work Hours:	275	275
Product Cost:	\$274.23	\$278.31
Work Hours/Product:	3.44	3.44
<b>Activity 778170 - Provide Programming Support Services for the City's Website - Includes Service Requests, Recurring Data Processing and System Administration</b>		
Product: A Support Action Completed		
Costs:	\$139,553	\$141,610
Products:	263	263
Work Hours:	1,495	1,495
Product Cost:	\$530.62	\$538.44
Work Hours/Product:	5.68	5.68
<b>Activity 778180 - Provide Programming Support Services for the City's Other Major Software Applications - Includes Service Requests, Recurring Data Processing and System Administration</b>		
Product: A Support Action Completed		
Costs:	\$281,069	\$285,248
Products:	1,759	1,759
Work Hours:	3,390	3,390
Product Cost:	\$159.79	\$162.16
Work Hours/Product:	1.93	1.93
<b>Totals for Service Delivery Plan 77801 - Complete Requests for Service and Provide System Administration for Major Computer Software</b>		
<b>Costs:</b>	<b>\$877,364</b>	<b>\$890,389</b>
<b>Hours:</b>	<b>10,482</b>	<b>10,482</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 778 - Maintain and Support Major Computer Software**

**Service Delivery Plan 77802 - Manage Major Software Application Maintenance and Support Agreements**

Ensure that major software applications purchased from software vendors are operational and meet the business needs of City staff, by:

- Ensuring that software vendors are responsive in correcting defects or issues that render the software inoperable,
- Ensuring that software vendors are providing software support in accordance with the related maintenance and support agreement, and
- Actively evaluating vendor maintenance and support agreements on an annual basis, and negotiating financial and business terms that are beneficial to the City.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 778 - Maintain and Support Major Computer Software**

**Service Delivery Plan 77802 - Manage Major Software Application Maintenance and Support Agreements**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 778200 - Coordinate Correction of Vendor Software Defects</b>		
Product: A Software Defect Corrected		
Costs:	\$6,100	\$6,312
Products:	10	10
Work Hours:	60	60
Product Cost:	\$610.01	\$631.18
Work Hours/Product:	6.00	6.00
<b>Activity 778210 - Manage Terms and Conditions of Vendor Software Maintenance and Support Agreements</b>		
Product: An Enforcement of a Software Application Maintenance and Support Agreement Term		
Costs:	\$4,839	\$4,972
Products:	10	10
Work Hours:	60	60
Product Cost:	\$483.89	\$497.21
Work Hours/Product:	6.00	6.00
<b>Activity 778220 - Reviewing and Renewing Software Application Maintenance and Support Agreements</b>		
Product: A Software Application Maintenance and Support Agreement Reviewed		
Costs:	\$5,856	\$6,024
Products:	47	47
Work Hours:	70	70
Product Cost:	\$124.59	\$128.17
Work Hours/Product:	1.49	1.49

**City of Sunnyvale  
Program Performance Budget**

**Program 778 - Maintain and Support Major Computer Software**

**Service Delivery Plan 77802 - Manage Major Software Application Maintenance and Support Agreements**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 778230 - Process Software Application Maintenance and Support Agreements</b>		
Product: A Software Application Maintenance and Support Agreement		
Costs:	\$5,118	\$5,198
Products:	47	47
Work Hours:	105	105
Product Cost:	\$108.90	\$110.60
Work Hours/Product:	2.23	2.23
<b>Activity 778240 - Software Maintenance and Support Agreement Costs</b>		
Product: A Maintenance and Support Agreement		
Costs:	\$473,330	\$482,797
Products:	47	47
Work Hours:	0	0
Product Cost:	\$10,070.85	\$10,272.27
Work Hours/Product:	0.00	0.00
<b>Totals for Service Delivery Plan 77802 - Manage Major Software Application Maintenance and Support Agreements</b>		
<b>Costs:</b>	<b>\$495,243</b>	<b>\$505,303</b>
<b>Hours:</b>	<b>295</b>	<b>295</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 778 - Maintain and Support Major Computer Software**

**Service Delivery Plan 77803 - Management and Support Services**

Provide ongoing management and support for the maintenance and support of major computer software, by:

- Providing administrative and clerical support services,
- Providing Training and educational opportunities for staff development,
- Managing budgetary resources,
- Planning for the long range need of the Program, and
- Analyzing financial reports and making recommendations to improve operations.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 778 - Maintain and Support Major Computer Software**

**Service Delivery Plan 77803 - Management and Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 778300 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$39,267	\$40,536
Products:	390	390
Work Hours:	390	390
Product Cost:	\$100.69	\$103.94
Work Hours/Product:	1.00	1.00
<b>Activity 778310 - Administrative Support Services</b>		
Product: A Work Hour		
Costs:	\$19,382	\$19,681
Products:	355	355
Work Hours:	355	355
Product Cost:	\$54.60	\$55.44
Work Hours/Product:	1.00	1.00
<b>Activity 778320 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$35,521	\$36,134
Products:	240	240
Work Hours:	240	240
Product Cost:	\$148.00	\$150.56
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 77803 - Management and Support Services</b>		
<b>Costs:</b>	<b>\$94,170</b>	<b>\$96,351</b>
<b>Hours:</b>	<b>985</b>	<b>985</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 778 - Maintain and Support Major Computer Software**

		<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Totals for Program 778</b>	<b>Costs:</b>	<b>\$1,466,777</b>	<b>\$1,492,042</b>
	<b>Hours:</b>	<b>11,762</b>	<b>11,762</b>

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

**Program 779 - Information Technology Department Management and Support Services**

**Program Performance Statement**

Manage the efficient and cost-effective operation of the Information Technology Department in accordance with the policies, guidelines and standards of conduct of the City of Sunnyvale, by:

- Planning for the long-range needs of the Department,
- Providing leadership and direction of the internal management of the department, including budgeting, work operations and personnel,
- Providing support and leadership within the Executive Leadership Team for management of the entire City of Sunnyvale organization,
- Providing clear, timely and complete information to support City-wide operations, and
- Providing adequate central administrative support services to the department, City staff and the public.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 779 - Information Technology Department Management and Support Services**

**Program Measures**

	<b>Priority</b>	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b><u>Quality</u></b>			
* The established percentage of the planned performance measure targets is met for the services provided by the Information Technology Department. <b>- Percent of Measure Targets</b> - Number of Program Performance Measures	C	<b>90.00%</b> 56.00	<b>90.00%</b> 56.00
* The customer satisfaction rating for the services offered by the IT Department to the community is maintained. <b>- Percent of Satisfied Customers</b>	I	<b>85.00%</b>	<b>85.00%</b>
* The customer satisfaction rating for the services that the IT Department provides to other City employees is maintained. <b>- Percent of Satisfied Customers</b>	I	<b>85.00%</b>	<b>85.00%</b>
<b><u>Productivity</u></b>			
* The Department of Information Technology shall complete the employee performance evaluation process for each full-time and regular part-time staff member supervised, and submit the evaluation to Human Resources in accordance with established procedures and timeframes. <b>- Percent of Evaluations Submitted to Human Resources by the Scheduled Submittal Date</b> - Total Number of Evaluations for which the Department is Responsible	C	<b>95.00%</b> 23.00	<b>95.00%</b> 23.00
<b><u>Cost Effectiveness</u></b>			
* The Department of Information Technology works to prevent future worker's compensation claims by providing a planned number of training sessions that address the top three causes of worker's compensation injuries for department employees. <b>- Number of Training Sessions Completed</b>	I	<b>1.00</b>	<b>1.00</b>
<b><u>Financial</u></b>			
* Actual total expenditures of the Information Technology Department will not exceed planned department expenditures. <b>- Total Department Expenditures</b>	C	<b>\$5,820,398</b>	<b>\$5,938,199</b>
* The actual total revenues (excluding rental rates) for the IT Department will be received as compared to the total revenue projection for the programs managed by the Department. <b>- Percent of Projected Revenues</b> - Total Revenues	C	<b>95.00%</b> \$1,171,941	<b>95.00%</b> \$1,236,996

**City of Sunnyvale  
Program Performance Budget**

**Program 779 - Information Technology Department Management and Support Services**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

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

**Program 779 - Information Technology Department Management and Support Services**

**Service Delivery Plan 77901 - Information Technology Management**

Provide leadership to IT staff, City Council, the general public and the business community by:

- Planning for the long-range needs of the Department,
- Analyzing financial reports and making recommendations to improve operations,
- Coordinating the preparation of operating or capital project budgets with IT managers and outside departments,
- Coordinating the preparation of rental rate schedules as a General Services Program department,
- Responding to Council, citizen and business inquiries in a professional and timely manner, and
- Coordinating the analysis of Department-wide issues to prevent duplication and ensure the even application of policies and procedures.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 779 - Information Technology Department Management and Support Services**

**Service Delivery Plan 77901 - Information Technology Management**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 779100 - Management and Supervisory Services</b>		
Product: A Work Hour		
Costs:	\$247,355	\$258,182
Products:	1,800	1,800
Work Hours:	1,800	1,800
Product Cost:	\$137.42	\$143.43
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 77901 - Information Technology Management</b>		
<b>Costs:</b>	<b>\$247,355</b>	<b>\$258,182</b>
<b>Hours:</b>	<b>1,800</b>	<b>1,800</b>

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

**Program 779 - Information Technology Department Management and Support Services**

**Service Delivery Plan 77902 - IT Administrative Support Services**

Support the operation and overall effectiveness of the IT Department by:

- Providing main answer point services to the general public and business community,
- Supporting the administrative needs of the IT professional staff and management,
- Accurately filing and retrieving IT onsite and offsite records,
- Processing purchase requisitions, purchase orders and check requests, and
- Maintaining the operation of office equipment and collection and distribution of interoffice mail.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 779 - Information Technology Department Management and Support Services**

**Service Delivery Plan 77902 - IT Administrative Support Services**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 779200 - Administrative Support</b>		
Product: A Work Hour		
Costs:	\$45,695	\$46,383
Products:	770	770
Work Hours:	770	770
Product Cost:	\$59.34	\$60.24
Work Hours/Product:	1.00	1.00
<b>Activity 779210 - Staff Training and Development</b>		
Product: A Training Hour		
Costs:	\$5,676	\$5,778
Products:	40	40
Work Hours:	40	40
Product Cost:	\$141.91	\$144.46
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 77902 - IT Administrative Support Services</b>		
<b>Costs:</b>	<b>\$51,371</b>	<b>\$52,161</b>
<b>Hours:</b>	<b>810</b>	<b>810</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 779 - Information Technology Department Management and Support Services**

		<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Totals for Program 779</b>	<b>Costs:</b>	<b>\$298,726</b>	<b>\$310,343</b>
	<b>Hours:</b>	<b>2,610</b>	<b>2,610</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 781 - Employee Leave Benefits - Leave Earned/Usage Information**

**Program Performance Statement**

This program is utilized solely to track the dollars and hours associated with the various leaves available for employees.

There are no performance measures associated with this program.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 781 - Employee Leave Benefits - Leave Earned/Usage Information**

**Service Delivery Plan 78101 - Employee Leaves**

Tracking employee leave accrual and usage for the following leaves:

- Mandated Leaves such as Jury Duty, Voting, Military, and Family and Medical Care Leave (FMLA) (except employee disability),
- Negotiated/Discretionary Leaves taken or accrued such as PTO, Vacation, Holiday, Bereavement, Medical Appointment, Family Emergency, Military Reservist,
- Disability Leave such as short term non-FMLA, short term paid FMLA, short term unpaid FMLA, long term unpaid, and
- Leave Without Pay.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 781 - Employee Leave Benefits - Leave Earned/Usage Information**

**Service Delivery Plan 78101 - Employee Leaves**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 781100 - Mandated Leaves</b>		
Product: An Hour of Leave Used		
Costs:	\$3,321,848	\$3,398,640
Products:	82,283	82,283
Work Hours:	82,283	82,283
Product Cost:	\$40.37	\$41.30
Work Hours/Product:	1.00	1.00
<b>Activity 781110 - Negotiated / Discretionary Leaves</b>		
Product: An Hour of Leave Accrued/Taken/Credited		
Costs:	\$6,846,582	\$6,994,089
Products:	162,982	156,856
Work Hours:	162,982	156,856
Product Cost:	\$42.01	\$44.59
Work Hours/Product:	1.00	1.00
<b>Activity 781120 - Disability Leave</b>		
Product: An Hour of Leave Taken		
Costs:	\$1,880,155	\$1,917,759
Products:	52,659	48,200
Work Hours:	52,659	48,200
Product Cost:	\$35.70	\$39.79
Work Hours/Product:	1.00	1.00

**City of Sunnyvale  
Program Performance Budget**

**Program 781 - Employee Leave Benefits - Leave Earned/Usage Information**

**Service Delivery Plan 78101 - Employee Leaves**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 781130 - Leave Without Pay</b>		
Product: An Hour of Leave Taken		
Costs:	\$0	\$0
Products:	6,340	6,340
Work Hours:	6,340	6,340
Product Cost:	\$0.00	\$0.00
Work Hours/Product:	1.00	1.00
 <b>Totals for Service Delivery Plan 78101 - Employee Leaves</b>		
<b>Costs:</b>	<b>\$12,048,585</b>	<b>\$12,310,488</b>
<b>Hours:</b>	<b>304,264</b>	<b>293,679</b>
 <b>Totals for Program 781</b>		
<b>Costs:</b>	<b>\$12,048,585</b>	<b>\$12,310,488</b>
<b>Hours:</b>	<b>304,264</b>	<b>293,679</b>



**City of Sunnyvale  
Program Performance Budget**

**Program 784 - Retirement, Insurances, and Taxes - Usage Information**

**Program Performance Statement**

This program is utilized solely to track the City's expenses associated with employee retirement and insurance benefits, and employer/employee taxes.

There are no performance measures associated with this program.

**Notes**

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

**Program 784 - Retirement, Insurances, and Taxes - Usage Information**

**Service Delivery Plan 78407 - Retirement, Insurances, and Taxes Usage**

Tracking of the City's expenses for retirement, health insurances, and employer/employee taxes including:

- CalPERS retirement costs for the City's two plans: Miscellaneous and Safety,
- City's contribution for Deferred Compensation,
- Health insurance expenses for Medical, Dental, Vision, Employee Assistance Program, Life/AD&D, Long Term Disability, and
- Employer/Employee Taxes for FICA, Medicare, Unemployment.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 784 - Retirement, Insurances, and Taxes - Usage Information**

**Service Delivery Plan 78407 - Retirement, Insurances, and Taxes Usage**

	<u>2006/2007</u> <u>Adopted</u>	<u>2007/2008</u> <u>Adopted</u>
<b>Activity 784700 - Miscellaneous PERS Retirement</b>		
Product: An Expenditure		
Costs:	\$10,316,845	\$10,622,457
Products:	10,286,907	10,583,586
Work Hours:	0	0
Product Cost:	\$1.00	\$1.00
Work Hours/Product:	0.00	0.00
<b>Activity 784710 - Safety PERS Retirement</b>		
Product: An Expenditure		
Costs:	\$11,280,085	\$10,902,881
Products:	11,184,067	10,801,458
Work Hours:	0	0
Product Cost:	\$1.01	\$1.01
Work Hours/Product:	0.00	0.00
<b>Activity 784720 - Deferred Compensation - City Contribution</b>		
Product: An Expenditure		
Costs:	\$535,255	\$551,313
Products:	535,255	551,313
Work Hours:	0	0
Product Cost:	\$1.00	\$1.00
Work Hours/Product:	0.00	0.00

**City of Sunnyvale  
Program Performance Budget**

**Program 784 - Retirement, Insurances, and Taxes - Usage Information**

**Service Delivery Plan 78407 - Retirement, Insurances, and Taxes Usage**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 784730 - Health Insurances</b>		
Product: An Expenditure		
Costs:	\$12,423,772	\$13,571,655
Products:	12,423,772	13,571,655
Work Hours:	0	0
Product Cost:	\$1.00	\$1.00
Work Hours/Product:	0.00	0.00
<b>Activity 784740 - Employer / Employee Taxes</b>		
Product: An Expenditure		
Costs:	\$1,235,738	\$1,295,863
Products:	1,235,738	1,295,863
Work Hours:	0	0
Product Cost:	\$1.00	\$1.00
Work Hours/Product:	0.00	0.00
<b>Totals for Service Delivery Plan 78407 - Retirement, Insurances, and Taxes Usage</b>		
<b>Costs:</b>	<b>\$35,791,695</b>	<b>\$36,944,169</b>
<b>Hours:</b>	<b>0</b>	<b>0</b>
<b>Totals for Program 784</b>		
<b>Costs:</b>	<b>\$35,791,695</b>	<b>\$36,944,169</b>
<b>Hours:</b>	<b>0</b>	<b>0</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 785 - Workers' Compensation Excess Insurance, Cost of Claims, and Leave Hours Taken - Usage Information**

**Program Performance Statement**

This program is utilized solely to track the dollars and hours associated with the workers' compensation excess insurance, claims cost, and leave usage.

There are no performance measures associated with this program.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 785 - Workers' Compensation Excess Insurance, Cost of Claims, and Leave Hours Taken - Usage Information**

**Service Delivery Plan 78512 - Workers' Compensation Excess Insurance, Third Party Administrator Contract and Claims**

Tracking of Workers' Compensation Excess Insurance Costs and Cost of Claims.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 785 - Workers' Compensation Excess Insurance, Cost of Claims, and Leave Hours Taken - Usage Information**

**Service Delivery Plan 78512 - Workers' Compensation Excess Insurance, Third Party Administrator Contract and Claims**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 785200 - Workers' Compensation Excess Insurance</b>		
Product: A Dollar Paid		
Costs:	\$391,384	\$399,212
Products:	391,384	399,212
Work Hours:	0	0
Product Cost:	\$1.00	\$1.00
Work Hours/Product:	0.00	0.00
<b>Activity 785210 - Workers' Compensation Cost of Claims</b>		
Product: A Dollar Paid		
Costs:	\$1,755,776	\$1,718,026
Products:	1,755,776	1,718,026
Work Hours:	0	0
Product Cost:	\$1.00	\$1.00
Work Hours/Product:	0.00	0.00
<b>Activity 785220 - Workers' Compensation Third Party Administrator Contract</b>		
Product: A Dollar Spent		
Costs:	\$250,000	\$255,000
Products:	250,000	255,000
Work Hours:	0	0
Product Cost:	\$1.00	\$1.00
Work Hours/Product:	0.00	0.00
<b>Totals for Service Delivery Plan 78512 - Workers' Compensation Excess Insurance, Third Party Administrator Contract and Claims</b>		
<b>Costs:</b>	<b>\$2,397,160</b>	<b>\$2,372,238</b>
<b>Hours:</b>	<b>0</b>	<b>0</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 785 - Workers' Compensation Excess Insurance, Cost of Claims, and Leave Hours Taken - Usage Information**

**Service Delivery Plan 78513 - Safety Employee Workers' Compensation Leave Usage**

Tracking of Safety Employee Workers' Compensation Leave Usage Pursuant to Labor Code 4850, and Light Duty Work Hours.

**Notes**



**City of Sunnyvale  
Program Performance Budget**

**Program 785 - Workers' Compensation Excess Insurance, Cost of Claims, and Leave Hours Taken - Usage Information**

**Service Delivery Plan 78513 - Safety Employee Workers' Compensation Leave Usage**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 785300 - Safety Employee WC Leave Usage - Full Day</b>		
Product: An Hour of Leave Taken		
Costs:	\$762,286	\$745,897
Products:	12,160	11,552
Work Hours:	12,160	11,552
Product Cost:	\$62.69	\$64.57
Work Hours/Product:	1.00	1.00
<b>Activity 785310 - Safety Employee WC Leave Usage - Partial Day/Medical Appointment</b>		
Product: An Hour of Leave Taken		
Costs:	\$30,803	\$31,727
Products:	966	966
Work Hours:	966	966
Product Cost:	\$31.89	\$32.84
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 78513 - Safety Employee Workers' Compensation Leave Usage</b>		
<b>Costs:</b>	<b>\$793,089</b>	<b>\$777,625</b>
<b>Hours:</b>	<b>13,126</b>	<b>12,518</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 785 - Workers' Compensation Excess Insurance, Cost of Claims, and Leave Hours Taken - Usage Information**

**Service Delivery Plan 78514 - Miscellaneous Employees Workers' Compensation Leave Usage**

Tracking of Miscellaneous Employee Workers' Compensation Leave Usage.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 785 - Workers' Compensation Excess Insurance, Cost of Claims, and Leave Hours Taken - Usage Information**

**Service Delivery Plan 78514 - Miscellaneous Employees Workers' Compensation Leave Usage**

	<b>2006/2007 Adopted</b>	<b>2007/2008 Adopted</b>
<b>Activity 785400 - Miscellaneous Employees WC Leave Usage - Full Day</b>		
Product: An Hour of Leave Taken		
Costs:	\$240,722	\$235,547
Products:	3,840	3,648
Work Hours:	3,840	3,648
Product Cost:	\$62.69	\$64.57
Work Hours/Product:	1.00	1.00
<b>Activity 785410 - Miscellaneous Employees WC Leave Usage - Partial Day/Medical Appointment</b>		
Product: An Hour of Leave Taken		
Costs:	\$36,160	\$37,245
Products:	1,134	1,134
Work Hours:	1,134	1,134
Product Cost:	\$31.89	\$32.84
Work Hours/Product:	1.00	1.00
<b>Totals for Service Delivery Plan 78514 - Miscellaneous Employees Workers' Compensation Leave Usage</b>		
<b>Costs:</b>	<b>\$276,882</b>	<b>\$272,791</b>
<b>Hours:</b>	<b>4,974</b>	<b>4,782</b>
<b>Totals for Program 785</b>		
<b>Costs:</b>	<b>\$3,467,131</b>	<b>\$3,422,654</b>
<b>Hours:</b>	<b>18,100</b>	<b>17,300</b>

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

### **Program 786 - City Liability and Property Administration**

#### **Program Performance Statement**

To protect the assets of the City and its constituents through a comprehensive liability and insurance program (self-insured and pooled risk) that assures appropriate insurance coverage in the event of loss, by:

- Managing the self-funded property and liability program, including the investigation and processing of claims in compliance with State law and City policy,
- Representing the City in Small Claims Court actions,
- Proactively managing the purchase of appropriate insurance, including employee bonds and theft policies, property coverage, boiler and machinery coverage, to ensure that policies are cost-effective and meet the needs of the organization,
- Ensuring appropriate loss recovery in the event of City property damage,
- Proactively identifying and coordinating the reduction of potential liability exposures,
- Providing City departments with advice on exposure reduction,
- Coordinating review of citizen complaints relating to potential liability exposures with responsible departments,
- Coordinating the mitigation of identified liability exposures with responsible departments,
- Coordinating and managing all activities required to maintain membership in a joint powers insurance risk pool, including preparation of financial reports, maintaining claims logs, and attend required meetings, and
- Assisting City departments with contract reviews and insurance compliance.

#### **Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 786 - City Liability and Property Administration**

**Program Measures**

**Quality**

\* The City performs all necessary activities to maintain its membership in the joint powers insurance risk pool (JPA).

**- Membership is Maintained in the JPA**

Priority	2006/2007 Adopted	2007/2008 Adopted
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C

**100.00%**

**100.00%**

**Productivity**

\* Claims are investigated, administered, and adjusted or denied within established timeframes.

**- Percent of Claims Investigated/Adjusted/Denied within Established Timeframes**

- Number of Claims

C

**90.00%**

**90.00%**

30.00

30.00

\* Insurance contracts are reviewed and renewed/implemented in a timely manner.

**- Percent of Contracts Implemented/Renewed On Time**

- Number of Contracts

I

**85.00%**

**85.00%**

10.00

10.00

\* Responsible departments are notified of liability exposures within five (5) business days of being identified to ensure appropriate mitigation.

**- Percent Notified within Five Business Days of Identification**

- Number of Liability Exposures Identified

I

**100.00%**

**100.00%**

10.00

10.00

**Cost Effectiveness**

\* The cost of managing investigations and claims will be less than or equal to the planned cost.

**- Cost Per Claim Investigated**

I

**\$2,046**

**\$2,105**

**Financial**

\* Actual total expenditures for City Liability and Property Administration will not exceed planned program expenditures.

**- Total Program Expenditures**

C

**\$1,151,833**

**\$1,174,908**

**Priority Legend**

- M: Mandatory
- C: Council Highest Priority
- I: Important
- D: Desirable

**City of Sunnyvale  
Program Performance Budget**

**Program 786 - City Liability and Property Administration**

**Service Delivery Plan 78601 - Self-Funded Property and Liability Program**

Manage the self-funded property and liability program in compliance with State law and City policy, by:

- Maintaining the City's joint powers insurance pool membership (JPA),
- Investigating claims in a timely and effective manner,
- Administering and adjusting claims,
- Representing the City in Small Claims Court actions,
- Managing the purchase of appropriate insurance, including employee bonds and theft policies, property coverage, boiler and machinery coverage, to ensure that the City obtains the most cost-effective policies,
- Ensuring appropriate loss recovery in the event of City property damage,
- Providing clear, timely, and accurate information to customers,
- Proactively identifying and coordinating the reduction of potential liability exposures, and
- Coordinating the mitigation of identified liability exposures with responsible departments.

**Notes**

**City of Sunnyvale  
Program Performance Budget**

**Program 786 - City Liability and Property Administration**

**Service Delivery Plan 78601 - Self-Funded Property and Liability Program**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 786100 - Claims Investigation, Processing and Oversight</b>		
Product: A Claim Investigated		
Costs:	\$61,382	\$63,142
Products:	30	30
Work Hours:	700	700
Product Cost:	\$2,046.06	\$2,104.74
Work Hours/Product:	23.33	23.33
<b>Activity 786110 - Claims Liability Settled</b>		
Product: A Claim Settled		
Costs:	\$274,050	\$279,531
Products:	15	15
Work Hours:	0	0
Product Cost:	\$18,270.00	\$18,635.40
Work Hours/Product:	0.00	0.00
<b>Activity 786160 - Liability Exposure Reduction/Mitigation</b>		
Product: An Identified Potential Exposure		
Costs:	\$27,203	\$27,597
Products:	100	100
Work Hours:	400	400
Product Cost:	\$272.03	\$275.97
Work Hours/Product:	4.00	4.00



**City of Sunnyvale  
Program Performance Budget**

**Program 786 - City Liability and Property Administration**

**Service Delivery Plan 78601 - Self-Funded Property and Liability Program**

	<u>2006/2007 Adopted</u>	<u>2007/2008 Adopted</u>
<b>Activity 786170 - Provide Excess Liability Insurance</b>		
Product: An Annual Membership		
Costs:	\$564,659	\$575,920
Products:	1	1
Work Hours:	80	80
Product Cost:	\$564,658.93	\$575,919.94
Work Hours/Product:	80.00	80.00
<b>Activity 786180 - Provide Property Fire Liability Insurance</b>		
Product: An Annual Membership		
Costs:	\$208,730	\$212,901
Products:	3	3
Work Hours:	10	10
Product Cost:	\$69,576.70	\$70,966.89
Work Hours/Product:	3.33	3.33
<b>Activity 786190 - Provide Fidelity Bond Insurance</b>		
Product: A Bond Insurance		
Costs:	\$15,809	\$15,818
Products:	6	6
Work Hours:	10	10
Product Cost:	\$2,634.85	\$2,636.36
Work Hours/Product:	1.67	1.67
<b>Totals for Service Delivery Plan 78601 - Self-Funded Property and Liability Program</b>		
<b>Costs:</b>	<b>\$1,151,833</b>	<b>\$1,174,908</b>
<b>Hours:</b>	<b>1,200</b>	<b>1,200</b>

**City of Sunnyvale  
Program Performance Budget**

**Program 786 - City Liability and Property Administration**

<b>Totals for Program 786</b>	<b>Costs:</b>	<b>\$1,151,833</b>	<b>\$1,174,908</b>
	<b>Hours:</b>	<b>1,200</b>	<b>1,200</b>

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**CITY OF SUNNYVALE  
BUDGET SUPPLEMENTS  
ESTIMATED REVENUES AND EXPENDITURES BY FUND  
JULY 1, 2006 TO JUNE 30, 2016**

	Adopted Budget Final Action	PROPOSED 2006/2007	PROPOSED 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	PLAN 2014/2015	PLAN 2015/2016	FY 2006/2007 TO FY 2015/2016 TOTAL
<b><u>GENERAL FUND</u></b>												
<b>REVENUES</b>												
#4 Proposal to Eliminate the Library's DVD/Videotape Feature Film Rental Fee	Included	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(1,060,900)
#9 Public Safety Enhanced Traffic Enforcement	Included	96,914	98,852	101,818	104,872	108,019	111,259	114,597	118,035	121,576	125,223	1,101,165
<b>TOTAL REVENUES</b>		<b>(9,176)</b>	<b>(7,238)</b>	<b>(4,272)</b>	<b>(1,218)</b>	<b>1,929</b>	<b>5,169</b>	<b>8,507</b>	<b>11,945</b>	<b>15,486</b>	<b>19,133</b>	<b>40,265</b>
<b>EXPENDITURES</b>												
#1 Liquidambar Street Tree Removal	Included	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	547,486
#2 Identify Sunnyvale - Promote Sunnyvale as a Destination for Shopping, Entertainment, Dining and Lodging	Included	35,000	0	0	0	0	0	0	0	0	0	35,000
#3 Funding for Expanded Neighborhood Grant Program	Included	11,740	11,975	12,214	12,459	12,708	12,962	13,221	13,486	13,755	14,030	128,550
#4 Proposal to Eliminate the Library's DVD/Videotape Feature Film Rental Fee	Included	(100,000)	(102,000)	(104,040)	(106,121)	(108,243)	(110,408)	(112,616)	(114,869)	(117,166)	(119,509)	(1,094,972)
#6 Restoration of Street Sweeping Service Level												
Option A	Not Included	315,804	325,278	335,036	345,088	355,440	366,103	377,086	388,399	400,051	412,053	3,620,339
Option B	Not Included	260,448	268,261	276,309	284,599	293,137	301,931	310,989	320,318	329,928	339,826	2,985,744
Option C	Not Included	246,252	253,640	261,249	269,086	277,159	285,474	294,038	302,859	311,945	321,303	2,823,006
#7 Construct Restroom Building at San Antonio Park <i>*Operating costs only. See Park Dedication Fund for project costs.</i>	Included	0	20,511	21,140	21,788	22,457	23,146	23,857	24,591	25,345	26,125	208,960
#8 Reduce Service Level for Median Island Landscaping	Included	(36,898)	(37,405)	(38,527)	(39,683)	(40,874)	(42,100)	(43,363)	(44,664)	(46,004)	(47,384)	(416,903)
#9 Public Safety Enhanced Traffic Enforcement	Included	96,914	98,852	101,818	104,872	108,019	111,259	114,597	118,035	121,576	125,223	1,101,165
#10 Public Safety Officer Recruitment	Included	3,222,084	4,651,146	3,251,820	1,902,239	3,276,839	2,162,295	2,953,052	3,801,640	3,842,487	3,981,123	33,044,726
<b>TOTAL CITY MANAGER RECOMMENDED - GENERAL FUND</b>		<b>3,278,840</b>	<b>4,673,568</b>	<b>3,275,305</b>	<b>1,926,826</b>	<b>3,302,570</b>	<b>2,189,212</b>	<b>2,981,199</b>	<b>3,831,062</b>	<b>3,873,231</b>	<b>4,013,238</b>	<b>33,345,051</b>
<b>TOTAL NET INCREASE</b>		<b>3,288,016</b>	<b>4,680,805</b>	<b>3,279,577</b>	<b>1,928,044</b>	<b>3,300,641</b>	<b>2,184,043</b>	<b>2,972,692</b>	<b>3,819,117</b>	<b>3,857,745</b>	<b>3,994,105</b>	<b>33,304,786</b>

**CITY OF SUNNYVALE  
BUDGET SUPPLEMENTS  
ESTIMATED REVENUES AND EXPENDITURES BY FUND  
JULY 1, 2006 TO JUNE 30, 2016**

	Adopted Budget Final Action	PROPOSED 2006/2007	PROPOSED 2007/2008	PLAN 2008/2009	PLAN 2009/2010	PLAN 2010/2011	PLAN 2011/2012	PLAN 2012/2013	PLAN 2013/2014	PLAN 2014/2015	PLAN 2015/2016	FY 2006/2007 TO FY 2015/2016 TOTAL
<b><u>PARK DEDICATION FUND</u></b>												
EXPENDITURES												
#7 Construct Restroom Building at San Antonio Park <i>*Project costs only. See General Fund for operating costs.</i>	Included	278,000	3,333	3,400	3,468	3,537	3,608	3,680	3,753	3,829	3,905	310,513
TOTAL CITY MANAGER RECOMMENDED - PARK DEDICATION FUND		0	0	0	0	0	0	0	0	0	0	0
TOTAL NET INCREASE		0	0	0	0	0	0	0	0	0	0	0
<b><u>COMMUNITY RECREATION FUND</u></b>												
REVENUES												
#5 Case Management for Seniors	Included	20,000	0	0	0	0	0	0	0	0	0	20,000
TOTAL REVENUES		20,000	0	0	0	0	0	0	0	0	0	20,000
EXPENDITURES												
#5 Case Management for Seniors	Included	60,000	0	0	0	0	0	0	0	0	0	60,000
#12 Community Recreation Fund Budget Imbalance	Included	(349,566)	(356,557)	(367,254)	(378,272)	(389,620)	(401,308)	(413,348)	(425,748)	(438,521)	(451,676)	(3,971,870)
TOTAL CITY MANAGER RECOMMENDED - COMMUNITY REC FUND		(289,566)	(356,557)	(367,254)	(378,272)	(389,620)	(401,308)	(413,348)	(425,748)	(438,521)	(451,676)	(3,911,870)
TOTAL NET INCREASE		(309,566)	(356,557)	(367,254)	(378,272)	(389,620)	(401,308)	(413,348)	(425,748)	(438,521)	(451,676)	(3,931,870)
<b><u>GENERAL SERVICES FUND</u></b>												
EXPENDITURES												
#11 Request for Email Subscription Management Application	Included	0	42,003	22,483	22,974	23,476	23,989	24,514	25,051	25,600	26,161	236,250
TOTAL CITY MANAGER RECOMMENDED - GENERAL SERVICES FUND		0	42,003	22,483	22,974	23,476	23,989	24,514	25,051	25,600	26,161	236,250
TOTAL NET INCREASE		0	42,003	22,483	22,974	23,476	23,989	24,514	25,051	25,600	26,161	236,250
CITY MANAGER RECOMMENDED SUPPLEMENTS INCREASE BY FUND SUMMARY												
General Fund		3,288,016	4,680,805	3,279,577	1,928,044	3,300,641	2,184,043	2,972,692	3,819,117	3,857,745	3,994,105	33,304,786
Park Dedication Fund		0	0	0	0	0	0	0	0	0	0	0
General Services Fund		0	42,003	22,483	22,974	23,476	23,989	24,514	25,051	25,600	26,161	236,250
Community Recreation Fund		(309,566)	(356,557)	(367,254)	(378,272)	(389,620)	(401,308)	(413,348)	(425,748)	(438,521)	(451,676)	(3,931,870)
TOTAL INCREASE BY FUND		2,978,450	4,366,251	2,934,806	1,572,746	2,934,497	1,806,724	2,583,859	3,418,420	3,444,824	3,568,590	29,609,167

**CITY OF SUNNYVALE  
BUDGET SUPPLEMENTS  
ESTIMATED REVENUES AND EXPENDITURES  
JULY 1, 2016 TO JUNE 30, 2026**

	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	PLAN 2025/2026	FY 2016/17 TO FY 2025/26 TOTAL	FY 2006/07 TO FY 2025/26 TOTAL
<b><u>GENERAL FUND</u></b>												
<b>REVENUES</b>												
#4 Proposal to Eliminate the Library's DVD/Videotape Feature Film Rental Fee	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(106,090)	(1,060,900)	(2,121,800)
#9 Public Safety Enhanced Traffic Enforcement	130,232	135,441	140,859	146,493	152,353	158,447	164,785	171,376	178,232	185,361	1,563,580	2,664,745
<b>TOTAL REVENUES</b>	<b>24,142</b>	<b>29,351</b>	<b>34,769</b>	<b>40,403</b>	<b>46,263</b>	<b>52,357</b>	<b>58,695</b>	<b>65,286</b>	<b>72,142</b>	<b>79,271</b>	<b>502,680</b>	<b>542,945</b>
<b>EXPENDITURES</b>												
#1 Liquidambar Street Tree Removal	61,547	63,394	65,295	67,254	69,272	71,350	73,491	75,695	77,966	80,305	705,570	1,253,056
#2 Identify Sunnyvale - Promote Sunnyvale as a Destination for Shopping, Entertainment, Dining and Lodging	0	0	0	0	0	0	0	0	0	0	0	35,000
#3 Funding for Expanded Neighborhood Grant Program	14,451	14,885	15,331	15,791	16,265	16,753	17,256	17,773	18,306	18,856	165,668	294,218
#4 Proposal to Eliminate the Library's DVD/Videotape Feature Film Rental Fee	(123,095)	(126,787)	(130,591)	(134,509)	(138,544)	(142,700)	(146,981)	(151,391)	(155,932)	(160,610)	(1,411,141)	(2,506,113)
#6 Restoration of Street Sweeping Service Level												
Option A	428,535	445,676	463,503	482,043	501,325	521,378	542,233	563,922	586,479	609,938	5,145,033	8,765,372
Option B	353,419	367,555	382,258	397,548	413,450	429,988	447,187	465,075	483,678	503,025	4,243,181	7,228,926
Option C	334,155	347,522	361,422	375,879	390,915	406,551	422,813	439,726	457,315	475,607	4,011,906	6,834,911
#7 Construct Restroom Building at San Antonio Park <i>*Operating costs only. See Park Dedication Fund for project costs.</i>	27,110	28,131	29,193	30,295	31,440	32,629	33,863	35,146	36,479	37,863	322,148	531,108
#8 Reduce Service Level for Median Island Landscaping	(49,279)	(51,250)	(53,300)	(55,433)	(57,650)	(59,956)	(62,354)	(64,848)	(67,442)	(70,140)	(591,653)	(1,008,556)
#9 Public Safety Enhanced Traffic Enforcement	130,232	135,441	140,859	146,493	152,353	158,447	164,785	171,376	178,232	185,361	1,563,580	2,664,745
#10 Public Safety Officer Recruitment	3,588,397	3,871,682	4,363,175	5,499,829	5,086,368	4,736,673	6,086,712	7,233,388	5,116,945	766,565	46,349,732	79,394,458
<b>TOTAL CITY MANAGER RECOMMENDED - GENERAL FUND</b>	<b>3,622,253</b>	<b>3,907,364</b>	<b>4,400,769</b>	<b>5,539,426</b>	<b>5,128,064</b>	<b>4,780,567</b>	<b>6,132,908</b>	<b>7,281,994</b>	<b>5,168,074</b>	<b>820,336</b>	<b>46,781,757</b>	<b>80,126,808</b>
<b>TOTAL NET INCREASE</b>	<b>3,598,111</b>	<b>3,878,013</b>	<b>4,366,000</b>	<b>5,499,023</b>	<b>5,081,801</b>	<b>4,728,210</b>	<b>6,074,213</b>	<b>7,216,707</b>	<b>5,095,933</b>	<b>741,065</b>	<b>46,279,077</b>	<b>79,583,863</b>

**CITY OF SUNNYVALE  
BUDGET SUPPLEMENTS  
ESTIMATED REVENUES AND EXPENDITURES  
JULY 1, 2016 TO JUNE 30, 2026**

	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	PLAN 2025/2026	FY 2016/17 TO FY 2025/26 TOTAL	FY 2006/07 TO FY 2025/26 TOTAL
<b><u>PARK DEDICATION FUND</u></b>												
EXPENDITURES												
#7 Construct Restroom Building at San Antonio Park <i>*Project costs only. See General Fund for operating costs.</i>	4,022	4,143	4,267	4,395	4,527	4,663	4,803	4,947	5,095	5,248	46,111	356,624
TOTAL CITY MANAGER RECOMMENDED - PARK DEDICATION FUND	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL NET INCREASE	0	0	0	0	0	0	0	0	0	0	0	0
<b><u>COMMUNITY RECREATION FUND</u></b>												
REVENUES												
#5 Case Management for Seniors	0	0	0	0	0	0	0	0	0	0	0	20,000
TOTAL REVENUES	0	0	0	0	0	0	0	0	0	0	0	20,000
EXPENDITURES												
#5 Case Management for Seniors	0	0	0	0	0	0	0	0	0	0	0	60,000
#12 Community Recreation Fund Budget Imbalance	(469,743)	(488,533)	(508,074)	(528,397)	(549,533)	(571,514)	(594,375)	(618,150)	(642,876)	(668,591)	(5,639,787)	(9,611,657)
TOTAL CITY MANAGER RECOMMENDED - COMMUNITY RECREATION FUND	(469,743)	(488,533)	(508,074)	(528,397)	(549,533)	(571,514)	(594,375)	(618,150)	(642,876)	(668,591)	(5,639,787)	(9,551,657)
TOTAL NET INCREASE	(469,743)	(488,533)	(508,074)	(528,397)	(549,533)	(571,514)	(594,375)	(618,150)	(642,876)	(668,591)	(5,639,787)	(9,571,657)
<b><u>GENERAL SERVICES FUND</u></b>												
EXPENDITURES												
#11 Request for Email Subscription Management Application	26,996	27,859	28,750	29,669	30,618	31,599	32,611	33,656	34,735	35,849	312,342	548,592
TOTAL CITY MANAGER RECOMMENDED - GENERAL SERVICES	26,996	27,859	28,750	29,669	30,618	31,599	32,611	33,656	34,735	35,849	312,342	548,592
TOTAL NET INCREASE	26,996	27,859	28,750	29,669	30,618	31,599	32,611	33,656	34,735	35,849	312,342	548,592
CITY MANAGER RECOMMENDED SUPPLEMENTS INCREASE BY FUND SUMMARY												
General Fund	3,598,111	3,878,013	4,366,000	5,499,023	5,081,801	4,728,210	6,074,213	7,216,707	5,095,933	741,065	46,279,077	79,583,863
Park Dedication Fund	0	0	0	0	0	0	0	0	0	0	0	0
General Services Fund	26,996	27,859	28,750	29,669	30,618	31,599	32,611	33,656	34,735	35,849	312,342	548,592
Community Recreation Fund	(469,743)	(488,533)	(508,074)	(528,397)	(549,533)	(571,514)	(594,375)	(618,150)	(642,876)	(668,591)	(5,639,787)	(9,571,657)
TOTAL INCREASE BY FUND	3,155,364	3,417,339	3,886,676	5,000,295	4,562,886	4,188,294	5,512,448	6,632,213	4,487,792	108,324	40,951,632	70,560,799



## **BUDGET SUPPLEMENT NO: 1**

**May 23, 2006**

**SUBJECT: Liquidambar Street Tree Removal**

### **BUDGET SUPPLEMENT REQUEST SUMMARY**

At the Fiscal Issues Workshop special meeting on January 30, 2006 the Council forwarded the Liquidambar Street Trees budget issue on to the City Manager for consideration as part of the recommended FY 2006/2007 Budget. This Budget Supplement proposes \$50,000 in additional ongoing funding to allow for an increase in the removal and replacement of Liquidambar street trees by approximately forty-two trees per year. With this increase the total number of Liquidambar removed and replaced by the City will increase to about seventy trees per year. The 20-year impact is a cost increase of \$1,253,056 with inflation.

With the current Liquidambar street tree inventory of 3,791 trees the removal and replacement of all Liquidambar street trees will take fifty-four years if this supplement is approved. This replacement rate could increase as the current Liquidambar inventory gets older and the failure rate naturally increases with age.

This increase in Liquidambar street tree replacements does not significantly impact the entire Sunnyvale street tree inventory of 36,917 trees.

### **BACKGROUND**

On August 9, 2005 City Council acted on **RTC 05-228 – Liquidambar Street Trees – Nuisance Fruit Problem – Study Issue**. Two motions were passed associated with this RTC. The first motion approved Alternative #7 which allowed property owners the ability to request a permit to remove the Liquidambar street tree adjacent to their home and replace it with an alternative species at their expense. The second motion directed staff to submit a budget supplement for Council budget consideration in the future.

On January 24, 2006 Council reviewed and received public comment on **RTC 06-035 – Public Hearing on Budget Issues for Consideration in the City Manager’s Recommendation FY 2006-07 Budget and Long Term Financial Plan**. At the Fiscal Issues Workshop special meeting on January 30, 2006 the Council forwarded this budget issue on to the City Manager for consideration as part of the recommended FY 2006/2007 Budget.

## **EXISTING POLICY**

City Policy for street tree removal is set forth in Sunnyvale Municipal Code Chapter 13.16.060. Permit Required (See Attachment A.); and

Chapter 13.16.080. Removal of Damaged Trees (See Attachment B.) Street trees that become damaged or destroyed from any cause which in the opinion of the superintendent results in such a tree becoming an immediate threat to the safety of life or property shall be removed by the City.

## **DISCUSSION**

The Street Tree Services program (218) funds the removal and replacement of damaged street trees. Activity 218220 – Tree Removal accounts for street tree removals. The actual number of street trees removed varies from year to year but an average of 350 trees are funded for removal each year.

This budget supplement creates a new service. Currently only trees recognized by the City Arborist as hazardous and an eminent threat of failure by either major limb, trunk or root failure are removed. Healthy trees or trees with correctable defects are not removed.

As a result of Council action on RTC 05-0228, the fruit balls generated by the street tree species *Liquidambar styraciflua* are considered a hazardous nuisance. Property owners can request a permit to remove the Liquidambar street tree adjacent to their home and replace it with an alternative species at their expense.

For the proposed \$50,000 budget supplement approximately forty-two (42) Liquidambar street trees can be removed and replaced with an alternative tree species at the City's expense. As of April 2006 the Sunnyvale street tree inventory of Liquidambar trees is 3,791. The tree and stump removal will need to be done by contract. The cost for Liquidambar tree removal can range between \$650 to \$2,200 per tree depending on the size of the tree and other site conditions.

## **SERVICE LEVEL IMPACT**

At the current annual average of 350 street trees (all species) removed and replaced per year the addition of 42 additional street trees removed will not significantly change the existing service levels. With the street tree inventory at 36,917, the replacement rate will increase around a tenth of a percent (0.11%) per year.

Of the Liquidambar trees in the inventory the removal rate would increase from around twenty-eight Liquidambar trees to around seventy trees per year. This

represents a loss rate increase of 1.11% over what is removed now, ie. 70 removed and replaced out of 3,791 total Liquidambar. At a rate of about 70 trees removed per year it would take fifty-four years to remove and replace all the current Liquidambar street trees.

### **FISCAL IMPACT**

The Street Tree Services program (218) budget will increase by \$50,000. The proposed budget for Fiscal Year 2006/07 for Program 218 would increase from \$1,343,029 to \$1,393,029. This is an ongoing operating cost increase to the General Fund. The 20-year impact is a cost increase of \$1,253,056 with inflation.

### **CONCLUSION**

The addition of \$50,000 to the Street Tree Services program will significantly increase the removal and replacement of mature Liquidambar street trees. With a natural loss of Liquidambar street trees now at around twenty-eight trees per year it will take 135 years for all Liquidambar to be replaced. By increasing the removal and replacement by forty-two more trees per year, the replacement period is reduced to around fifty-four years.

From an arboricultural standpoint, trees in urban/suburban conditions live much shorter lives than trees in their native locations. The natural failure rate of the Liquidambar street tree is expected to increase as they age. Even though the numerical calculation indicates that the natural loss of Liquidambar would be 135 years, it is expected that the current Liquidambar in Sunnyvale will be replaced within seventy-five years. The natural loss rate is expected to increase with time.

In the short term, for the next ten to twenty years, the removal and replacement of Liquidambar at seventy trees per year will have little impact on the total inventory of street trees in the City of Sunnyvale.

Prepared by:

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Leonard E. Dunn  
Urban Landscape Supervisor

Reviewed by:

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Marvin A. Rose  
Director of Public Works

Reviewed by:

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Mary J. Bradley  
Director of Finance

**City Manager's Recommendation**

Approve Budget Supplement for funding

Do Not Approve Budget Supplement for funding

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Amy Chan  
City Manager

**Attachments:**

Attachment A – SMC 13.16.060 – Permits Required

Attachment B – SMC 13.16.080 – Removal of Damaged Trees

Attachment C – Budget Supplement Detail

**13.16.060. Permits required.**

(a) Planting. It is unlawful for any person to plant or set out any tree within the public right-of-way without first procuring a permit from the superintendent.

(b) Maintenance and Removal. It is unlawful for any person to trim, prune, spray, fertilize, remove, cut above ground, or otherwise disturb any city tree without first procuring a permit from the superintendent. The permit shall be issued when the superintendent determines that the required work is necessary and that the proposed method is in accordance with generally accepted arboricultural specifications and standards of practice.

(c) Construction. It is unlawful for any person to make any excavation, place any fill, compact the soil, or construct any structure, walkway, driveway, pavement or public utility within fifteen feet of any city tree without first obtaining a permit for such work from the superintendent and conducting such work in accordance with such permit. As a condition of issuing such permit, the superintendent shall require that the work be done in accordance with such generally accepted arboricultural specifications and standards of practice necessary to protect the vitality of the tree.

(d) Permits.

(1) Applications for permits must be made at least forty-eight hours in advance of the time the work is to be started.

(2) The application shall contain, but shall not be limited to, the following:

(A) The number of trees to be planted or set out, the location, grade, size, quality, species, cultivar or variety of each tree, the method of planting, and such other information as the superintendent may require;

(B) The number and kinds of trees to be sprayed, fertilized, trimmed/pruned, removed, relocated or otherwise preserved, the kind of treatment to be administered, the composition of the spray or fertilizer material to be applied, and such other information as the superintendent may require;

(C) The written agreement of each applicant for a permit that the applicant will comply with the requirements, regulations and standards of this chapter;

(D) The time schedule for the proposed work; and

(E) Such other information as the superintendent deems necessary. (Ord. 2374-91 § 2 (part)).

**13.16.080. Removal of damaged trees.**

(a) Official or unofficial city trees shall be removed immediately by the city in the event such a tree is damaged or destroyed from any cause which in the opinion of the superintendent results in such a tree becoming an immediate threat to the safety of life or property.

(b) City trees shall be ordered removed when the superintendent finds such action necessary to prevent a hazard to public safety or to prevent the spread of disease or insects to public trees and places.

(1) The property owner who is notified of such order shall have the right within five days from the service of the order to file a written appeal with the director of public works.

(2) The director may revoke or modify the order if the director finds that the removal of the tree is not necessary to prevent a hazard to public safety or to prevent the spread of disease or insects to public trees and places.

(3) The total cost of the removal of city trees shall be borne by the city. An official city tree shall be planted, when practical, as a replacement in a location approved by the superintendent. The cost of the official city tree replacement shall be borne by the city.

(c) Unofficial city trees ordered removed shall be allowed to remain if each of the following conditions is complied with:

(1) The property owner obtains a permit to prune the tree above and below ground; the property owner provides the city a signed written statement satisfactory to the city indemnifying and holding harmless the city from any liability or loss from the continued maintenance of the tree.

(2) The total cost of removing the unofficial city trees, when it becomes necessary in the future, shall be paid by the property owner or successor in title, which obligation shall be evidenced by a written document satisfactory to the city and recorded in the office of the county recorder.

(d) The superintendent shall initiate a tree replacement program in those areas of the city in which city trees are required to be removed. (Ord. 2374-91 § 2 (part)).



**BUDGET SUPPLEMENT FORM**  
**Fiscal Year 2006/2007**

BUDGET SUPPLEMENT #1: LIQUIDAMBAR STREET TREE REMOVAL

FISCAL IMPACT :	\$50,000
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TOTAL PROPOSED COSTS (Savings) :	\$50,000
TOTAL PROPOSED REVENUES :	\$0
<b>NET IMPACT :</b>	<b>\$50,000</b>

20-YEAR IMPACT :	\$1,253,056
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**DESCRIPTION OF THE TYPE OF RESOURCES AND THE PURPOSE FOR WHICH THEY ARE BEING REQUESTED:**

Additional funds to increase the number of Liquidambar street trees being removed and/or replaced.

CURRENT		PROPOSED	
<b>PROGRAM 218 – STREET TREE SERVICES</b>			
<b>STATEMENT</b>		<b>STATEMENT</b>	
Promote the safety, environmental functionality and aesthetics of the City's street trees for residents, visitors and the business community...		No Proposed Changes	
<b>PROGRAM MEASURES</b>			
<b>MEASURE</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TARGET</b>
Remove and replace street trees that are damaged, diseased, dead or otherwise have become hazardous as determined by the City Arborist.	98%	No Proposed Changes	
<b>SERVICE DELIVERY PLAN 218-02</b>			
<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>		<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>	
Provide street trees that enhance the aesthetics, environmental quality and safety of the City...		No Proposed Changes	

<b>CURRENT</b>				<b>PROPOSED</b>			
<b>ACTIVITIES/PRODUCTS</b>							
<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCTS</b>	<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCTS</b>
218200	Replacement Tree Planting	A Tree Planted	350	218200	Replacement Tree Planting	A Tree Planted	392
218220	Tree Removal Down to Stump	A Tree Felled	350	218220	Tree Removal Down to Stump	A Tree Felled	392
218230	Tree Stump Removal (by Contract)	A Tree Stump Removed	350	218230	Tree Stump Removal (by Contract)	A Tree Stump Removed	392
<b>FISCAL IMPACT</b>							
<b>TOTAL SDP COSTS – CURRENT</b>			<b>\$257,236</b>	<b>TOTAL SDP COSTS – PROPOSED</b>			<b>\$307,236</b>

**ACTIVITY DETAIL  
COST, HOURS AND PRODUCTS**

**SERVICE DELIVERY PLAN 218-02**

**PERSONNEL**

<b>ACTIVITY #</b>	<b>JOB CODE</b>	<b>CLASSIFICATION</b>	<b>WORK HOURS</b>	<b>PRODUCTS</b>	<b>COSTS</b>
218200	5650	Senior Public Works Leader	8.80	42	\$546
218220	5650	Senior Public Works Leader	10.60	42	\$658
218230	5650	Senior Public Works Leader	10.60	42	\$658
<b>TOTALS</b>			<b>30.00</b>	<b>126</b>	<b>\$1,862</b>

**PURCHASED GOODS AND SERVICES**

<b>ACTIVITY #</b>	<b>OBJECT LEVEL</b>	<b>OBJECT NAME</b>	<b>COSTS</b>
218200	5165	Services to Maintain Land Improvements	\$6,138
218220	5165	Services to Maintain Land Improvements	\$33,600
218230	5165	Services to Maintain Land Improvements	\$8,400
<b>TOTAL</b>			<b>\$48,138</b>

**GRAND TOTAL** **\$50,000**

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## BUDGET SUPPLEMENT NO: 2

May 23, 2006

**SUBJECT: Identify Sunnyvale – Promote Sunnyvale as a Destination for Shopping, Entertainment, Dining and Lodging**

### **BUDGET SUPPLEMENT REQUEST SUMMARY**

A budget supplement in the amount of \$35,000 is requested for the Economic Development Program for FY 2006/2007 for one year, funded by the General Fund. The funds will be placed in a new activity to encourage residents and businesses to patronize Sunnyvale companies for entertainment, shopping and lodging.

### **BACKGROUND**

The request for the budget supplement was made by representatives of the Sunnyvale hotel and motel industry to highlight the city as a destination and increase revenues to local businesses. At the January 30, 2006 Fiscal Issues Workshop, the City Council reviewed the request for a project budget in the amount of \$65,000 to support one newspaper ad per month, one email communication per month and a contract with an advertising agency. City Council recommended a reduced project cost of \$35,000 and that the money be added to the Department of Community Development budget specifically in the Economic Development program for FY 2006/2007 for one year.

### **EXISTING POLICY**

This budget issue is related to the Land Use and Transportation Element (LUTE) with one set of Goals, Policies and Action Statements. Specifically the following Goal, policies, and action statements:

- **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 C1.2 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 Statement C1.2.1* Promote downtown as a unique place that is interesting and accessible to the whole City and the region.
  - Policy C4.1 Maintain a diversity of commercial enterprises and industrial uses to sustain and bolster the local economy.

- *Action Statement C4.1.2* Encourage businesses that provide a range of job opportunities.
- *Action Statement C4.1.3* Promote commercial uses that respond to the current and future retail service needs of the community.
- *Action Statement C4.1.4* Create a strong, identifiable central business district that provides regional and Citywide shopping opportunities.

## **DISCUSSION**

A member of the hospitality industry and the Sunnyvale Chamber of Commerce's Chairman asked if some of the Transient Occupancy Tax (TOT) funds could be used to support Sunnyvale's hospitality industry.

Based on the provisions of Proposition 218, the City would not be able to allocate a portion of the TOT revenue to the hospitality industry without putting the issue up for a vote. If Council wants to allocate funding to support the hospitality industry, the funds would have to be taken from the General Fund 20-Year Resource Allocation Plan Reserve.

The City Manager has convened a group of Sunnyvale business and community representatives to discuss how to promote Sunnyvale both inside and outside the city to business travelers, residents and out of town visitors to encourage them to patronize Sunnyvale businesses at restaurant and entertainment venues and to stay in Sunnyvale hotels. This group is exploring what level of promotion is necessary and how to best leverage participation by both the private and public sectors. This group expects to formalize its recommendations by the end of fiscal year 2005/06.

## **SERVICE LEVEL IMPACT**

The "Identify Sunnyvale" activity will add resources to encourage residents and businesses to patronize Sunnyvale companies for entertainment, shopping and lodging. As part of the ongoing Shop Sunnyvale activities, this is intended to increase revenues to those businesses, thereby increasing revenues to the City from Transient Occupancy Tax and Sales Tax. This will help to achieve the performance measure "New revenue generated from property tax, sales tax and TOT from companies assisted by Economic Development exceeds the Economic Development budget."

## **FISCAL IMPACT**

Approval of the Budget Supplement for "Identify Sunnyvale" will increase the FY 2006/07 budget for Economic Development by \$35,000, funded by the General Fund 20-Year Resource Allocation Plan Reserve for one year. Staff will

review the financial impact of implementing the promotional activity after one year of operations. Staff will present the operational results to City Council as part of the FY 2007/08 Budget and request Council direction for future funding support.

**CONCLUSION**

This Budget Supplement will provide resources to conduct broader outreach within and outside of Sunnyvale to promote the community as a destination with the intent of increasing the volume of business at restaurant, entertainment and shopping venues and increasing occupancy at Sunnyvale hotels.

Prepared by:

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Karen L. Davis  
Economic Development Manager

Reviewed by:

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Robert Paternoster  
Director of Community Development

Reviewed by:

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Mary J. Bradley  
Director of Finance

**City Manager's Recommendation**

[ ] Approve Budget Supplement for funding

[ ] Do Not Approve Budget Supplement for funding

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Amy Chan  
City Manager

**Attachments:**

Attachment A – Budget Supplement Form



**BUDGET SUPPLEMENT FORM**  
**Fiscal Year 2006/2007**

BUDGET SUPPLEMENT #2: IDENTIFY SUNNYVALE – PROMOTE SUNNYVALE AS A DESTINATION FOR SHOPPING, ENTERTAINMENT, DINING AND LODGING

FISCAL IMPACT :	\$35,000
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TOTAL PROPOSED COSTS (Savings) :	\$35,000
TOTAL PROPOSED REVENUES :	\$0
<b>NET IMPACT :</b>	<b>\$35,000</b>

20-YEAR IMPACT :	\$35,000
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**DESCRIPTION OF THE TYPE OF RESOURCES AND THE PURPOSE FOR WHICH THEY ARE BEING REQUESTED:**

Additional funds to promote Sunnyvale as a destination for residents and visitors for shopping, restaurants, entertainment and overnight stays at local hotels and motels.

CURRENT		PROPOSED	
<b>PROGRAM 247 – ECONOMIC DEVELOPMENT</b>			
<b>STATEMENT</b>		<b>STATEMENT</b>	
Promote and maintain a strong and diverse local economy to provide jobs and services for our residents and tax revenue for the City to fund public services...		No Proposed Changes	
<b>PROGRAM MEASURES</b>			
<b>MEASURE</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TARGET</b>
New revenue generated from property tax, sales tax and TOT from companies assisted by Economic Development exceeds the Economic Development budget.		No Proposed Changes	
<b>SERVICE DELIVERY PLAN 247-02</b>			
<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>		<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>	
Provide an environment that encourages businesses to remain in Sunnyvale...		No Proposed Changes	

<b>CURRENT</b>				<b>PROPOSED</b>			
<b>ACTIVITIES/PRODUCTS</b>							
<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCTS</b>	<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCTS</b>
N/A	N/A	N/A	N/A	New	Promote Sunnyvale as a Destination	Promotional Piece Completed	12
<b>FISCAL IMPACT</b>							
<b>TOTAL SDP COSTS – CURRENT</b>			<b>\$274,953</b>	<b>TOTAL SDP COSTS – PROPOSED</b>			<b>\$309,953</b>

**ACTIVITY DETAIL  
COST, HOURS AND PRODUCTS**

**SERVICE DELIVERY PLAN 247-02**

**PERSONNEL**

ACTIVITY #	JOB CODE	CLASSIFICATION	WORK HOURS	PRODUCTS	COSTS
NEW	1250	Administrative Analyst	20.00	24	\$1,141
<b>TOTALS</b>			20.00	24	<b>\$1,141</b>

**PURCHASED GOODS AND SERVICES**

ACTIVITY #	OBJECT LEVEL	OBJECT NAME	COSTS
NEW	5040	Advertising Services	\$33,859
<b>TOTAL</b>			<b>\$33,859</b>

**GRAND TOTAL** **\$35,000**

**THIS PAGE NOT USED**

## **BUDGET SUPPLEMENT NO: 3**

**May 23, 2006**

**SUBJECT: Funding for Expanded Neighborhood Grant Program**

### **BUDGET SUPPLEMENT REQUEST SUMMARY**

In August 2005 staff presented a study issue to Council exploring neighborhood grant programs (*RTC #05-244, Feasibility of a Neighborhood Grant Program in Sunnyvale (Study Issue)*). Council directed staff to develop a framework for an expanded neighborhood association grant program, and to include implementation costs for the program in the City Manager's FY 2006/2007 recommended operating budget. The annual total grant funding approved at the August meeting was \$2,500, but Council also directed staff to consider increasing that to \$10,000 (with an individual grant limit of \$1,500) when submitting the FY 2006/07 budget. At the January 30, 2006 Fiscal Issues Workshop Council again requested that staff consider an increase in neighborhood grant funding. This supplement proposes to increase the budget for neighborhood grant funds from the current level of \$700 to \$10,000 with a limit of \$1,000 per individual grant. The total cost of this supplement is \$11,740 (\$9,300 in additional grants; \$2,440 in additional administrative costs). The 20-year fiscal impact is a cost increase of \$294,218 to the General Fund with inflation.

### **BACKGROUND**

In FY 2001/2002, as part of the Integrated Neighborhood Services Initiative, staff conducted best practices research on how cities connect with and engage their residents. Neighborhood grant programs warranted further study and staff proposed it as a 2005 Study Issue. Council ranked this study issue two out of nine for the Office of the City Manager, and the study issue was presented to Council in August. The study issue explored the feasibility of a City-sponsored neighborhood grant program that would provide grants directly to groups of residents or neighborhood associations for neighborhood improvement.

### **EXISTING POLICY**

Goal 7.2B: Achieve a community in which citizens and businesses are actively involved in shaping the quality of life and participate in local community and government activities.

Action Statement 7.2B.3a: Identify and strengthen contacts between the City and community organizations.

Action Statement 7.2B.4: Community Self-Reliance: Encourage and support the development of greater community self-reliance for problem solving through effective community and neighborhood organizations.

Action Statement 7.2B.4a: Identify and support mechanisms to strengthen the capability of community organizations to achieve community-wide goals.

Action Statement 7.2B.6a: Seek opportunities for the City to be a catalyst to increase the frequency, amount and impact of contributions from citizens, community organizations and businesses.

## **DISCUSSION**

Neighborhood associations play an important role in building community in Sunnyvale. Sunnyvale's neighborhood associations are a cost-effective means of linking City Hall to its residents, fostering community pride and neighborhood attractiveness, and building bridges between cultures. Five new neighborhood associations have formed since January 2005, bringing the total number of active neighborhood associations in Sunnyvale to 17. The City's neighborhood associations represent roughly 7,400 of the City's approximately 54,000 households.

Neighborhood grant programs have been cited by many cities as an effective way of building community partnerships and civic engagement. Grant programs leverage resources within the community, empowering residents to work toward improving the quality of life within their neighborhoods, and at the same time building a stronger sense of community. Grant programs can also be an effective means of cultivating self-sustaining neighborhood associations.

Consistent with Council direction in August 2005, in FY 2005/06 staff has been developing a framework for an expanded neighborhood grant program. The framework includes development of applicant eligibility criteria, application/award timeline, grant application, award criteria, and award follow-up and evaluation. As proposed, grant funds are intended to strengthen neighborhood association and can be used for such projects as neighborhood-improvement, start-up events which improve communication and participation within a neighborhood, outreach between cultural groups, or signage that enhances neighborhood pride and identity. Grant eligibility criteria will include participation from neighborhood residents (such as volunteer hours). Specific examples of the types of neighborhood activities that may be funded include:

- Services to develop (not maintain) an association web site;
- Flyers to advertise a meeting or event;
- Refreshments/materials for a block party, potluck activity celebrating the diversity of the neighborhood, National Night Out event, etc.;
- Neighborhood cleanup projects (pay for extra dumpsters, trash bags, etc.);
- Neighborhood Watch materials (extra signs, decals, publications, etc.);
- Prizes for neighborhood event/contest;

- Emergency preparedness materials for the neighborhood;
- Registration fees for annual United Neighborhoods of Santa Clara County conference or other neighborhood leadership conferences;
- Start-up costs for neighborhood association fundraising event/activities;
- Welcoming signage at entrance to neighborhood denoting neighborhood's name;
- Neighborhood beautification project (i.e. landscaping, planting of trees, etc.).

Currently, the city's neighborhood grant program is limited to one-time start-up grants of \$100 to newly registered neighborhood associations, and staff outreach to neighborhood association leaders about grant opportunities provided by other agencies (e.g. Community Foundation Silicon Valley's Neighborhood Grants Program). The recommended FY 2006/07 Budget for neighborhood grants assumes that this "base" level of funding will continue. The budget includes \$700 for grant awards, and \$3,067 for administration for a total base budget of \$3,767.

In August 2005 Council directed staff to develop (for implementation in FY 2006/07) a neighborhood grant program with total grant funding of \$2,500 with a maximum individual grant of \$500, and \$1,626 in additional operating costs to administer the grants (30 Administrative Aide hours). Council also directed staff to consider increasing total grant funding to \$10,000 (with a maximum individual grant limit of \$1,500) when submitting the FY 2006/07 budget for Council review.

At the January 6, 2006 Fiscal Issues Workshop Council again encouraged the City Manager to consider total grant funding of \$10,000 with individual grant awards of less than \$1,500. This supplement proposes \$10,000 in total grant funding with a maximum individual grant limit of \$1,000, and an additional \$2,440 administration costs (45 Administrative Aide hours). This option would require total additional funding of \$11,740 above the base budget of \$3,767.

### **SERVICE LEVEL IMPACT**

Currently, the city's neighborhood grant program is limited to one-time start-up grants of \$100 to newly-formed registered neighborhood associations, and outreach to neighborhood association leaders about grant opportunities provided by other agencies (e.g. Community Foundation Silicon Valley's Neighborhood Grants Program). The expanded neighborhood grant program would increase the total funds available for neighborhood grants from \$700 to \$10,000, with a maximum amount of \$1,000 for each individual grant. Additionally, newly forming associations, as well as existing neighborhood associations could participate. The proposed program's expanded funding and scope should increase participation in the grants program, spur interest in

neighborhood associations, and result in increased opportunities for residents to work together to improve the quality of life in their neighborhoods.

### **FISCAL IMPACT**

A comparison of the ongoing implementation costs of the current and expanded programs is provided in Table 1. This supplement proposes \$10,000 in total grant funding with a maximum individual grant limit of \$1,000, and associated administration costs of \$5,507. This option would require an additional \$11,740 in total funding. The 20-year fiscal impact is a cost increase of \$294,218 to the General Fund with inflation.

*Table 1: Comparison of ongoing costs of current and expanded grant programs*

	<b>Total Grant Funding for Awards</b>	<b>Administrative Costs</b>	<b>Total Grant Program Costs</b>	<b>Increase over the Base Budget</b>
<b>FY 2006/07 Base Budget</b>	\$700 (\$100 per award)	\$3,067	\$3,767	\$0
<b>Minimum Expansion Option</b>	\$2,500 (up to \$500 per award)	\$4,693	\$7,193	\$3,426
<b>Expansion Option Proposed by this Supplement</b>	\$10,000 (up to \$1,000 per award)	\$5,507	\$15,507	\$11,740

### **CONCLUSION**

It is staff's recommendation that Council continue to strengthen Sunnyvale's neighborhood associations and increase community participation by approving this Budget Supplement, which expands the City's neighborhood grant program to provide total annual grant funds of \$10,000, with individual grant awards not to exceed \$1,000. The total cost of this supplement is \$11,740 (\$9,300 in additional grants; \$2,440 in additional administrative costs). The 20-year fiscal impact is a cost increase of \$294,218 to the General Fund with inflation.



Prepared by:

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Coryn Campbell  
Neighborhood and Community Resources Manager

Reviewed by:

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Robert Walker  
Assistant City Manager

Reviewed by:

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Mary J. Bradley  
Director of Finance

**City Manager's Recommendation**

Approve Budget Supplement for funding

Do Not Approve Budget Supplement for funding

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Amy Chan  
City Manager

**Attachments**

Attachment A – Budget Supplement Form

**BUDGET SUPPLEMENT FORM**  
**Fiscal Year 2006/2007**

BUDGET SUPPLEMENT #3: FUNDING FOR EXPANDED NEIGHBORHOOD GRANT PROGRAM

FISCAL IMPACT :	\$11,740
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TOTAL PROPOSED COSTS (Savings) :	\$11,740
TOTAL PROPOSED REVENUES :	\$0
NET IMPACT :	<b>\$11,740</b>

20-YEAR IMPACT :	\$294,218
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**DESCRIPTION OF THE TYPE OF RESOURCES AND THE PURPOSE FOR WHICH THEY ARE BEING REQUESTED:**

Expands the City's neighborhood grant program to provide total annual grant funds of \$10,000, with individual grant awards not to exceed \$1,000.

CURRENT		PROPOSED	
<b>PROGRAM 725 – COMMUNITY BUILDING, CIVIC ENGAGEMENT &amp; VOLUNTEERING</b>			
<b>STATEMENT</b>		<b>STATEMENT</b>	
Develop, maintain and grow community partnerships and resources in Sunnyvale...		No Proposed Changes	
<b>PROGRAM MEASURES</b>			
<b>MEASURE</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TARGET</b>
The number of households in Sunnyvale included in neighborhood associations grows by 100 each year...		No Proposed Changes	
<b>SERVICE DELIVERY PLAN 725-01</b>			
<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>		<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>	
To promote the formation and effectiveness of Neighborhood Associations in Sunnyvale...		No Proposed Changes	

<b>CURRENT</b>				<b>PROPOSED</b>			
<b>ACTIVITIES/PRODUCTS</b>							
<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCTS</b>	<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCTS</b>
725130	Administer Neighborhood Grants Program	A Grant Application Processed	7	725130	Administer Neighborhood Grants Program	A Grant Application Processed	10
<b>FISCAL IMPACT</b>							
<b>TOTAL SDP COSTS – CURRENT</b>		<b>\$29,487</b>		<b>TOTAL SDP COSTS - PROPOSED</b>		<b>\$41,227</b>	

**ACTIVITY DETAIL  
COST, HOURS AND PRODUCTS**

**SERVICE DELIVERY PLAN 725-01**

**PERSONNEL**

ACTIVITY #	JOB CODE	CLASSIFICATION	WORK HOURS	PRODUCTS	COSTS
725130	1100	Administrative Aide	45	3	\$2,240
<b>TOTALS</b>			45	3	<b>\$2,240</b>

**PURCHASED GOODS AND SERVICES**

ACTIVITY #	OBJECT LEVEL	OBJECT NAME	COSTS
725130	5242	Contracts / Service Agreements	\$9,300
<b>TOTAL</b>			<b>\$9,300</b>

**GRAND TOTAL** **\$11,740**

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## **BUDGET SUPPLEMENT NO: 4**

**May 23, 2006**

**SUBJECT: Proposal to Eliminate the Library's DVD/Videotape Feature Film Rental Fee in FY 2006/2007**

### **BUDGET SUPPLEMENT REQUEST SUMMARY**

This request is to: 1) Eliminate the \$1.50 per item fee when users borrow materials from the Sunnyvale Library's DVD/Videotape Feature Film collection; and 2) Bridge the gap by making strategic cuts to the Library's budget in order to keep the budget balanced. If approved, the fee would end June 30, 2006 and the accompanying cut in the Library's budget would take place in Fiscal Year 2006/2007.

The original purpose of the DVD/Videotape Feature Film rental fee was to raise revenue as an alternative to making additional but more drastic cuts to the Library's budget as a result of the City's budget crisis in FY 2002/2003. The fee was implemented in the FY 2004/2005 budget. During that year it became clear that the \$300,000 revenue projected in rental fees would not be met. As a result, the target amount for the revenue was adjusted mid-year to \$100,000 instead, and the Library made a number of other cuts to its budget to make up the difference.

The Library now has more experience with the rental fee so that the various problems and challenges for the public and staff associated with the fee have become more evident. Also, there are concerns about the reliability of this fee as a long-term revenue source to help make up the Library's budget. Changes to Library operations and other opportunities that have presented themselves suggest that this is an optimum time to consider eliminating the DVD/Videotape Feature Film rental fee, and instead balance the Library's budget through strategic cuts.

### **BACKGROUND**

In FY 2002/2003 the City was experiencing a \$15 million a year deficit. All departments were asked to present a 15% cut or revenue increase for Council consideration. The Library needed to bridge a budget gap of \$300,000 even after a number of budget cuts had been made. The prospect of making reductions in addition to the previous cuts would have involved laying off staff and drastic cuts to services. It was proposed instead to raise revenues by implementing a rental fee of \$1.50 for library users to borrow materials from the DVD/Videotape Feature Film collection. This idea also was in response to a question raised by a Councilmember about the appropriateness of having a Feature Film collection at the Library, the underlying thought being that the Library's collection might be in competition with video store services.

Since the circulation of the DVD and Videotape collection was very healthy at the time, staff believed that the collection was popular enough to withstand

charging a nominal rental fee to borrow the items. The fee proposed was lower than charges paid at the video stores. Staff realized there would be some loss of circulation as a result of introducing the fee, so the projection of revenue was \$300,000, which was still lower than the amount staff felt could be recouped, based on circulation of the materials at that time. Due to the preparation required to implement the DVD/Videotape Feature Film rental fee, Council agreed to allow staff to implement the fee in FY 2004/2005. The preparations planned involved minor construction, modification of the database records for the entire collection, and physically relocating the collection.

During the initial months of implementation, there were a number of negative comments from library users about the new rental fee. This sentiment was echoed resoundingly by library users through their actions; many of them simply stopped checking out feature films at Sunnyvale Library. The rental of items from the collection did not reach anywhere near the \$300,000 mark anticipated. In fact, staff saw the use of the DVD/Videotape Feature Film collection plummet from over 360,000 circulations in FY 2003/2004 to approximately 90,000 circulations in FY 2004/2005, a decrease of 74%. Furthermore, circulation of feature films in videotape format decreased 89%. As a result of the decrease in circulation, staff had to make other cuts mid-year to meet the projected budget and the revenue projection was changed to \$100,000.

The revised revenue projection of \$100,000 for the DVD/Videotape Feature Film rental fee was conservatively based on actual volume of rentals experienced. Having failed to meet the original projection, staff did not want to risk over projecting. The difference between the projected amount and the original \$300,000 was \$200,000, which was made up primarily by freezing a vacant Administrative Librarian position and cutting the vacant positions associated with the higher volume of work projected for the DVD/Videotape Feature Film rentals in the FY 2005/2006 budget.

### **EXISTING POLICY**

There are a number of goals, policies and action statements that relate in principle to the service provided by the DVD/Videotape Feature Film collection. According to the Library Sub-element, "The ultimate goal of the Sunnyvale Public Library is to provide a full service library which will meet the needs of the community. Library services will be provided free of charge to library users." Additionally, the Library Sub-element has the following goals, policies and action statements that apply to the DVD/Videotape Feature Film service.

Goal 6.2A: Provide a broad and diverse collection of books and other Library materials to meet the varied interests and needs of the community



Policy 6.2A.1a Provide a collection of materials in print, audiovisual and electronic formats in support of all Library services

Action Statements:

6.2A.1a Provide a collection of adequate size, quality and diversity that reflects the changing needs of its customers

6.2A.1b Acquire and maintain current and relevant materials in response to community interest and demand

Policy 6.2A.5 Give high priority to developing the Library's collection of Popular Materials

Action Statements:

6.2A.5b Provide a collection of media

Goal 6.2B Provide Library services to help the community find and use the materials and information they need

Policy 6.2B.2 Organize and present materials so library users can find what they need

Action Statements:

6.2B.2e Classify materials and provide catalog access with the end result of a user friendly system

Policy 6.2B.3 Ensure lending procedures that are convenient to Library users

Action Statements:

6.2B3b Evaluate the need and purpose for library overdue fines and library fees

Goal 6.2F Foster a collaborative organization to attain a high performance and customer-focused Library

Policy 6.2F.4 Adopt practices and systems which streamline workflow to make library services and materials available to the public

Action Statements:

6.2F.4a Value the multiple demands on customers' time and provide services efficiently

6.2F.4b Encourage customers to be self-sufficient when possible in order to allow Library staff to do what is most important to serve the customers

## **DISCUSSION**

### ***Results of the Rental Fee***

Library staff and the public have had a fair amount of experience with the DVD/Videotape Feature Film rental collection by now, allowing for a realistic assessment of the service. Other mitigating factors that impact services are more stable too, such as the Library's staffing levels needed for current volume of work, implementation of new computer systems, and the decision to end the Sc(i)<sup>3</sup> partnership with the United States Patent and Trademark Office. Also, by now the public's choice is clear regarding DVD/Videotape Feature Film rental. Many Sunnyvale Library users decided not to pay to borrow DVDs and Videotape Feature Films; they started going to other libraries in the surrounding area to borrow such materials free of charge.

In FY 2004/2005 when the rental fee was implemented, the Library's overall circulation declined by 312,608 (14.7%) from 2,130,978 in FY 2003/2004 to 1,818,370. Staff believes that the decline was attributed to: 1) A significant drop in loans from the entire DVD/Videotape collection from 460,938 to 203,952 (overall a drop of 55.8% - which included items loaned for free as well as items for which the fee was applicable); and 2) Sunnyvale Library users' interest in, and use of newer libraries in the surrounding area. Materials that involved the rental fee declined the most - DVDs dropped 65%, while checkout of videos from that collection declined 89%. Anecdotally, when people mention that they have started using other libraries, they say it is due to the rental fee and their ability to borrow free of charge elsewhere. As a result, these individuals end up going to the other libraries where they can make one stop for most of the library materials they want to borrow.

While it was understood that the DVD/Videotape Feature Film rental would require patrons to check out the materials at the Circulation Desk in order for staff to collect the fee, it was not anticipated that there would be such a drastic drop in the use of the Self Checkout machines. The Self Checkout machines are a tool to give library users the choice of privacy when checking out their own materials, and it allows them to do so at their own convenience. The Self Checkout machines also provide efficiencies in service for the Library. However, since implementation of the DVD/Videotape Feature Film rental fee, use of the Self Checkout machines has declined from 41% of the total volume of circulation to 20%. More staff time is needed as a result to check out materials.

Staff finds that the transactions at the Circulation Desk are more complex and lengthier. Staff has to collect the funds, walk over to the cash register to record the payment and make the appropriate change for the transaction, go back to the circulation station to give the patron their receipt and the change. Staff has to handle more of the regular circulation transactions as well because people who are checking out other materials along with the DVDs and Videotape

Feature Films now do so at the Circulation Desk. In the past, all of these items could have been borrowed via the Self Checkout machines. The staff spends additional time explaining to library users why there is a charge and acknowledging complaints about the fee, although there have been a few compliments on the low cost in comparison to the video stores, too.

An unanticipated problem is that the online catalog does not have an efficient way to display the records for items subject to the rental fee. Generally, libraries do not charge for collections so this type of service is not accommodated in the Innovative Interfaces, Inc., system. In order to block the circulation of these items at the Self Checkout machines so that staff may collect the fee at the Circulation Desk, staff had to place a special code in the records for these item types. When searched, the online catalog indicates these materials are "Library Use Only." As a result, the system makes it more difficult, rather than easier for people to find the Feature Films that they want. When library users check the catalog for Feature Films, based on the messages they get in response, they may assume that they cannot borrow the materials. This is counterproductive. Also, the information is incorrect, which is embarrassing to staff, and inefficient since it requires further explanation.

#### **Future Prospects of the DVD/Videotape Feature Film Rental Collection**

On Tuesdays when new Feature Films are released from the movie studios, there is an expectation that the Library will have the new titles on hand just like the video stores do. Also changing formats this year – Blu-Ray and HD-DVD are in demand. New releases of Feature Films via cable television, downloading to computer systems, and personal devices are turning into big business. Competition between the cable companies and phone companies for movie-related services is really heating up. There appear to be major media wars in the making. The funding source to augment the DVD/Videotape Feature Film collection is a source of concern also. Without continuous, high level investment in the collection, the revenue from rental fees could drop. In general, staff members believe that the library will not be able to hold its own for the long term.

The entire concept of the rental fee was based on a desire to raise revenue. As a result, there is a need to keep up the rental volume in order to maintain the revenue stream. This has impacted the nature of the Library's DVD/Videotape Feature Film collection, shifting it toward purchasing numerous copies of highly popular items that otherwise might not have been purchased before the rental fee came into being. Some of these titles are relatively short-lived as interest wanes and other releases are forthcoming soon. In the past, the collection was composed of more classics, award-winners, and informational, or "how to" items.

Staff also fears that DVD/Videotape Feature Film rental fees will take on a life of their own in the City budget. Originally there was a need to make up a \$300,000 deficit which was met with cuts of \$200,000 by eliminating positions, leaving \$100,000 that needed to be collected through rental fees. As the library happens to bring in more revenue, it is easy to see the requirement grow to keep the higher level of revenue as the goal, increasing the Library's obligation above the original amount and deepening potential cuts when the Library eventually cannot sustain this special revenue stream.

### **Proposed Strategy to Eliminate the DVD/Videotape Feature Film Rental Fee**

Library staff would like to continue the City's tradition of delivering high-level, customer-centered service. It is the staff's hope to offer more efficient, convenient service by making the Self Checkout machines a more viable alternative again, and making the checkout experience a faster, more pleasant interaction. Staff also would like to once again serve the many community members who have moved on to other libraries as a result of the DVD/Videotape Feature Film rental fee.

At the time the fee was proposed, the Library did not have the same opportunities as are currently available, nor did staff have the experience from the results of the rental fee. Library staff is in agreement that the rental program has not worked well from a public service perspective and has not met revenue expectations. The current service is inefficient and generally does not offer a positive experience or garner positive feelings about the Library and the City.

If the DVD/Videotape Feature Film rental fee is to be eliminated, doing so in FY 2006/2007 could be advantageous from a budget strategy perspective because of the California State Library's Maintenance of Effort (MOE) requirement for granting the annual Public Library Fund (PLF) monies. The MOE requires that the City maintain certain budgetary funding levels for the Library from year to year. Strategically, it could be better for the Library to take the \$100,000 cut in its budget in FY 2006/2007 while some budgetary increases are proposed to occur at the same time in the line items that are used to report the MOE for PLF, such as the salaries line item. The increases along with the proposed cuts should produce the net effect needed to allow the Library to still meet the MOE requirement. Not meeting the MOE requirement would mean loss of the City's PLF grant from the State. In FY 2005/2006, PLF provided \$52,000 but if it were fully funded by the State, Sunnyvale would receive over \$300,000. Either amount would be more than the Library could afford to lose.

**Service Level Impact**

The proposed cuts are strategic with the expectation that service levels will substantially remain the same. The following is a summary of the proposed cuts:

- 1,066 hours of Library Specialist I in Circulation representing a vacant position for shelving library materials - \$22,983
- 433 hours from Reference Librarians representing vacated hours related to a staff transfer from Sci3 to Reference full-time, also a reduction in hours to select and evaluate materials for the collection, and an effort to realign hours with actual use by full-time Librarians - \$23,196
- Library materials reduction in Reference materials which are generally available through online subscription services - \$16,000
- Outreach/Print Shop funding reduction revising the components, style and frequency of printed materials - \$25,117
- 352 hours of Library Specialist III in Technical Services from vacant hours - cuts proposed would reduce products by 1,736 for making changes to database records, and 959 for repairs to materials - \$10,501
- General Supplies from the Children's Division - \$1,000
- 19 hours of Casual Management from Library Administration - \$1,203

The goal is to make reductions in all areas of the Library to the extent possible, to bridge the \$100,000 gap now, rather than risk future layoffs when the revenues dip. Some proposed reductions are in vacant staff positions in the Circulation/Check-out Division where the Self Checkout machines once again may be used more conveniently and efficiently when money for Feature Film fees does not need to be collected by Circulation staff. This would free up staff for other duties, including shelving materials. Features of the new Innovative Interfaces, Inc., and other computerized systems will reduce additional staff time by allowing customers to schedule use of Internet access computers themselves and make computerized changes in records by staff easier. Streamlined procedures in the Cataloging and Processing Division will also allow some hours to be reduced, while keeping service to the public at the current level. Other proposed reductions in the budget shown above will decrease funds for staff in different areas of the library and tighten spending for supplies, publicity and materials. Although these funding decreases will put some limitations on library operations, it is intended that they will have minimal impact on the public. The elimination of the DVD/Videotape Feature Film fee, however, should have a positive influence on library customers and the community at large.

**FISCAL IMPACT**

The fiscal impact is that the Library's proposed budget would be reduced from the current plan of \$6,629,871 in FY 2006/2007 to \$6,529,871. Furthermore,

the Library's revenue from the DVD/Videotape Feature Film rental fee would be reduced from \$106,090 in FY 2006/07 to \$0.

### **CONCLUSION**

As a result of the City's budget crisis in FY 2002/2003, the Library implemented a DVD/Videotape Feature Film rental fee in FY 2004/2005 in order to avoid deeper cuts to the Library's budget. At the time, such cuts could not have been sustained without significant impact to services and possible layoff of staff. However, after a short period of implementation, it was clear that the rental fee would not reach the anticipated level of \$300,000 in revenue so additional cuts had to be made mid-year in FY 2004/2005, leaving \$100,000 as the targeted amount of revenue needed from the rental fee.

The DVD/Videotape Feature Film rental fee has had a negative impact on library services and the Library users' perspective on the Library and the City. Services are not as efficient as they could be because the fee has to be collected, slowing down the circulation transaction, making the Self Checkout machines useless for many transactions and resulting in incorrect information in the online catalog. Some library users have migrated to other libraries because other libraries do not charge to loan items from their DVD/Videotape Feature Film collections. The ability to sustain the revenue stream from the fee is in doubt because of technology changes and the expense of maintaining a collection of interest when payment is required.

By strategically cutting some support activities and vacant positions/hours, the Library has an opportunity to replace the rental revenue needed with cuts in the budget. The \$100,000 budget cut would end the requirement for the \$1.50 fee to borrow from the DVD/Videotape Feature Film collection with minimal impact to service levels experienced by the public, although it would tighten spending for supplies, publicity and materials. Eliminating the DVD/Videotape Feature Film rental fee should allow the Library to be more user-friendly while allowing the Library to take advantage of efficiencies offered by new online systems and renewed use of the Self Checkout machines.

Prepared by

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Deborah L. Barrow  
Library Director

Reviewed by:

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Mary J. Bradley  
Director of Finance

**City Manager's Recommendation**

Approve Budget Supplement for funding

Do Not Approve Budget Supplement for funding

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Amy Chan  
City Manager

**Attachments**

Attachment A – Budget Supplement Detail Form

**BUDGET SUPPLEMENT FORM**  
**Fiscal Year 2006/2007**

BUDGET SUPPLEMENT #4: PROPOSAL TO ELIMINATE THE LIBRARY'S DVD / VIDEOTAPE FEATURE FILM RENTAL FEE

FISCAL IMPACT :	\$0
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TOTAL PROPOSED COSTS (Savings) :	(\$100,000)
TOTAL PROPOSED REVENUES :	(\$106,090)
<b>NET IMPACT :</b>	<b>(\$6,090)</b>

20-YEAR IMPACT :	(\$384,313)
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**DESCRIPTION OF THE TYPE OF RESOURCES AND THE PURPOSE FOR WHICH THEY ARE BEING REQUESTED:**

This Budget Supplement proposes to eliminate the Library's DVD/Videotape Feature Film Rental Fee in FY 2006/2007. The projected fiscal impact is a reduction of \$100,000 in fee revenues. A corresponding reduction in expenditures to several Library programs is required to balance the reduction in revenues. The reduction consists of 1,870 total staff hours and \$42,117 total from goods and services; specifically included are 1,066 Library Specialist I hours, 433 Librarian hours, 352 Library Specialist III hours, 19 Casual Management hours, \$16,000 from Book Acquisitions, \$1,000 from General Supplies, and \$25,117 from Print Shop. Products for the Add, Modify, and Delete Records and Repair Library Materials activities are being adjusted to better align with current trends. There are no changes to the program statement and measures as a result of these adjustments.

This Budget Supplement impacts the following Programs:

- Program 610** – Borrower Services / Circulation of Library Materials
- Program 611** – Library Services for Adults
- Program 613** – Acquire Library Materials for the Public
- Program 615** – Prepare Library Materials for the Public
- Program 617** – Library Department Management and Support



<b>CURRENT</b>				<b>PROPOSED</b>			
<b>ACTIVITIES/PRODUCTS</b>							
<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCTS</b>	<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCTS</b>
615120	Add, Modify, and Delete Records	A Catalog Record Modified	106,736	615120	Add, Modify, and Delete Records	A Catalog Record Modified	105,000
615130	Repair Library Materials	An Item Repaired	16,300	615130	Repair Library Materials	An Item Repaired	15,341
617100	Department Management	A Work Hour	2,139	617100	Department Management	A Work Hour	2,120
<b>FISCAL IMPACT</b>							
<b>TOTAL DEPARTMENT COSTS – CURRENT</b>			<b>\$6,629,871</b>	<b>TOTAL DEPARTMENT COSTS – PROPOSED</b>			<b>\$6,529,871</b>

**ACTIVITY DETAIL  
COST, HOURS AND PRODUCTS**

**SERVICE DELIVERY PLAN in Department of Libraries**

**PERSONNEL**

ACTIVITY #	JOB CODE	CLASSIFICATION	WORK HOURS	PRODUCTS	COSTS
610110	8402	Library Specialist I	(1,066)	No Change	(\$22,983)
611100	1600	Librarian	(360)	No Change	(\$19,285)
613100	1600	Librarian	(58)	No Change	(\$3,107)
613110	1600	Librarian	(15)	No Change	(\$804)
615120	8404	Librarian Specialist III	(232)	(1,736)	(\$6,921)
615130	8404	Librarian Specialist III	(120)	(959)	(\$3,580)
617100	9980	Casual Management	(19)	(19)	(\$1,203)
<b>TOTALS</b>			(1,870)	(2,714)	<b>(\$57,883)</b>

**PURCHASED GOODS AND SERVICES**

ACTIVITY #	OBJECT LEVEL	OBJECT NAME	COSTS
612100	5155	General Supplies	(\$1,000)
613100	5220	Library Acquisitions, Books	(\$16,000)
<b>TOTAL</b>			<b>(\$17,000)</b>

**OTHER COST ADDITIONS / REDUCTIONS**

ACTIVITY #	OBJECT LEVEL	OBJECT NAME	COSTS
616110	6510	Print Shop Charges	(\$25,117)
<b>TOTAL</b>			<b>(\$25,117)</b>
<b>GRAND TOTAL</b>			<b>(\$100,000)</b>

## **BUDGET SUPPLEMENT NO: 5**

**May 23, 2006**

**SUBJECT: Case Management for Seniors**

### **BUDGET SUPPLEMENT REQUEST SUMMARY**

The purpose of this Budget Supplement is to request resources to support a pilot Case Management program for Sunnyvale seniors (please refer to Attachment B: Case Management Budget Supplement Detail Form). Case Management, also known as Care Management, assists seniors and their families in identifying care and service needs. This type of program also arranges for and monitors the delivery of appropriate social and medical services by qualified service providers, which may range from health and psychosocial assessments, care planning, service arrangements and care monitoring. One of the primary goals of Case Management is to link individuals with services that will allow them to maintain their independence and continue to live in their home if it is safe. \$60,000 will cover the cost of a part-time Case Manager who would provide care management services to Sunnyvale Seniors as well as additional casual part-time hours needed at the Senior Center front counter to address increased call volume resulting from the program and to provide support to the Case Manager. If Council approves this Budget Supplement, staff will work with the Council on Aging to provide \$20,000 towards the cost. Therefore, the net cost to the City is anticipated to be \$40,000 for one year.

### **BACKGROUND**

During the December 13, 2005 Public Hearing regarding proposed Study Issues for 2006, several members of the public spoke requesting that City Council consider reinstating a Case Management program for Sunnyvale seniors.

Contrary to the belief of some members of the public, Case/Care Management has never been a City service; however, at one time a service was offered by Sunnyvale Community Services. Sunnyvale Community Services stopped providing these services in May 2003, primarily as a cost savings measure for the organization.

In 2003, the Sunnyvale Community Services Board of Directors prioritized the agency's programs and services. While the case management program was considered beneficial for the 80 to 100 seniors served each year, this service was considered a lower priority than food distribution and financial assistance to families facing eviction, utility disconnections and untreated medical problems. Since that time, a Case Manager has not been available in Sunnyvale, although Sunnyvale residents may access case management services through other agencies in the region.

Sunnyvale Community Services provided 1,200 hours of case management in four categories:

1. Assessment
2. Care planning
3. Service arrangement
4. Monitoring of the senior client

At the January 24, 2006 Council meeting, a member of the Advisory Council to the Council on Aging Silicon Valley stated that the County of Santa Clara would be willing to provide \$20,000 to the City of Sunnyvale to offset a portion of the anticipated costs for providing a case management program for Sunnyvale seniors.

After staff had an opportunity to research this issue, it was found that contrary to this individual's statement at the January 24 Council meeting, funding will not come from the County of Santa Clara, but from the Council on Aging Silicon Valley. The Council on Aging Silicon Valley is a non-profit organization that is funded by Federal funding under the Older Americans Act, State matching funds, the United Way, Medi-cal and various foundations. To receive funding from the Council on Aging a grant application is usually required.

At the Fiscal Issues Workshop on January 30, 2006, Council directed staff to explore implementation alternatives for a Case Management Program in Sunnyvale and to develop a Budget Supplement for consideration in the FY2006/2007 Resource Allocation Plan.

### **EXISTING POLICY**

#### Open Space and Recreation Sub-Element

Key Initiative: Determine relative priorities of needs and allocation of resources to specific activities and user groups within the community.

#### Socio Economic Sub-Element

Policy 5.1G.1 Encourage the co-location of health and social service providers in Sunnyvale to facilitate the availability of such services.

5.1H.3a Continue to provide incentives to co-locate services at City facilities serving seniors.

### **DISCUSSION**

This Budget Supplement has been prepared based on Council direction provided at the January 30, 2006, Fiscal Issues Workshop and if approved, will provide

resources to conduct a pilot program for the provision of case (care) management for approximately sixty Sunnyvale seniors. The goal of a case management program is to enable functionally impaired older persons to obtain services that promote and maintain the optimum level of functioning in the least restrictive setting possible. One of the primary goals of Case Management is to link individuals with services to maintain their independence and continue to live in their home if it is safe.

There are four major components to a case management program:

1. **Comprehensive Assessment:** To collect information about a client with multiple needs (social, environmental, physical and/or mental) and determine the necessary supportive or other appropriate services to meet those needs.
2. **Care Planning:** To write an individualized plan of care and services under a case management system based on a comprehensive assessment of the client's condition and/or resources.
3. **Service Authorization and Arrangement:** To obtain services according to an individualized care plan by coordinating existing services, authorization for payment of services, and purchase of services.
4. **Case Monitoring:** To determine quality and effectiveness of services provided to a client according to an individualized care plan; to maintain periodic client contact to determine if change has occurred; and to take appropriate action as necessary.

Case management assists seniors and their families or caregivers in identifying care and service needs. This type of program arranges for and monitors the delivery of appropriate social and medical services, which may range from health and psychosocial assessments, care planning, service arrangements and care monitoring. It may also include arranging for Home Care that includes both short and long-term care for nursing, therapy, medical assistance, nutrition, domestic service and more.

Staff estimated that it would cost approximately \$120,000 for a full-time employee and part-time support staff to provide 1,200 hours of case management services including: assessment, care planning, arranging for services and monitoring of the senior client. Council's direction was to consider a pilot program based on 600 hours of case management services at a cost of \$60,000, with \$20,000 coming from the Council on Aging Silicon Valley to offset a portion of these costs.

Staff has met with the Managing Director of the Council on Aging Silicon Valley and discussed various options for implementing a pilot program. Although a specific agreement has not been reached, it appears likely that the City will be

able to contract with the Council on Aging Silicon Valley for their organization to provide case management services. In this scenario, the City would provide reception services, office/counseling space, a computer, phone service and a secure filing area. The Council on Aging would directly employ the Case Manager and assign them to the Sunnyvale Senior Center to provide approximately 600 hours of case management services. Rather than the Council on Aging paying the City \$20,000 to offset a portion of the \$60,000 cost of these services, the City would pay the Council on Aging approximately \$40,000 (less any initial costs to establish an office space at the Senior Center such as a computer and phone line).

This alternative provides the City with an opportunity to explore the demand for case management services in Sunnyvale while at the same time taking advantage of the Council on Aging's experience in the provision of case management services throughout the region. If Council approves this Budget Supplement, staff will work with the Managing Director of the Council on Aging to formalize an agreement for a pilot program to be provided by the Council on Aging at a cost to the City of no more than \$40,000. The proposed Budget Supplement reflects the \$60,000 for a case management program directly provided by the City in the event a formal agreement cannot be reached with the Council on Aging and the City must employ a Case Manager directly. In this situation, the City would secure a \$20,000 contribution before proceeding. Therefore, the Budget Supplement also reflects the \$20,000 as revenue so that the net cost will be \$40,000 to the City.

The plan currently under consideration is to house the case management program at the Sunnyvale Senior Center; however, another location, such as the Columbia Neighborhood Center or Sunnyvale Community Services may be more accessible to those seniors having the greatest need for services. Staff intends to evaluate the optimum location for the Case Manager as part of the pilot program.

Staff would evaluate the program after the first nine months and bring a report back to Council to determine whether the program should continue.

### **SERVICE LEVEL IMPACT**

Approval of Budget Supplement #5 will provide resources to support a pilot Case (Care) Management Program for Sunnyvale seniors. The program would be conducted in partnership with the Council on Aging, a local non-profit that receives funding from the Federal and State governments, Medi-cal, the United Way and a number of private foundations. The Case Management Program would be housed at the Sunnyvale Senior Center and the Council on Aging would provide a qualified staff person to conduct comprehensive assessments, care planning, service authorization and arrangements, and case monitoring of approximately sixty senior clients.

## **FISCAL IMPACT**

Approval of Budget Supplement #5 would establish a pilot program for a half-time case management program in Sunnyvale, funded by the General Fund at a net cost of no more than \$40,000 for the City. The General Fund subsidy to the Community Recreation Fund would be adjusted to reflect this service level increase.

If the program were to be funded by the Community Recreation Fund with no increased subsidy from the General Fund, reductions would need to be made in other recreation programs, as there is no surplus within the Community Recreation Fund to absorb an increase in the budget. Any service level reductions would need to come from those activities in the Community Recreation Fund that are subsidized. These include programs for youth, seniors and the disabled.

## **CONCLUSION**

At one time, a full-time case management program was provided to Sunnyvale seniors by the non-profit organization, Sunnyvale Community Services. This program served approximately sixty to eighty Sunnyvale seniors annually. The program was discontinued in May 2003 as a cost savings measure for Sunnyvale Community Services. Since that time, Sunnyvale seniors have continued to be able to access case management services through other regional agencies; however, the services may not have been as conveniently located. Agencies providing case/care management services to Sunnyvale residents include:

- Avenidas Senior Center in Palo Alto (Information and referral services only for Sunnyvale residents)
- Council on Aging Silicon Valley – Multipurpose Senior Services Program (San Jose office)
- Council on Aging Silicon Valley – Linkages Program (San Jose office)
- Milpitas Senior Center (Priority given to Milpitas residents. Non-residents may receive information and referral, but not home visits.)
- Peninsula Volunteers Little House in Menlo Park

(Please refer to Attachment A – Case Management Services Available in Silicon Valley for a detailed list of services available locally.)

The potential partnership with the non-profit Council on Aging Silicon Valley provides the City with an opportunity to explore the feasibility of providing a case management program at the Sunnyvale Senior Center and determining the demand for such services by local seniors. Staff has not contacted any other organizations to discuss potential partnerships as this Budget Issue was initiated in response to the availability of funding from the Council on Aging Silicon Valley. Based on conversations with staff in other local case management programs, a

partnership with the Council on Aging Silicon Valley appears to be an efficient way to leverage City resources to provide this type of social service.

### **PUBLIC CONTACT**

Public contact was made through posting of the Council agenda on the City's official notice bulletin board, posting of the agenda and report on the City's web page, and the availability of the report in the City Clerk's office, Library, Parks and Recreation Administration office, Corporation Yard, Community Center and Senior Center.

Copies of this report have been provided to members of the Sunnyvale Parks and Recreation Commission; Mr. Paul Issacs, Managing Director of the Council on Aging Silicon Valley; and Ms. Nancy Tivol, Executive Director of Sunnyvale Community Services. Staff spoke with Ms. Tivol prior to preparation of this report to discuss the status of the case management program previously provided by her organization and to Mr. Issacs regarding a tentative agreement for the placement of a qualified Case Manager at the Sunnyvale Senior Center.

The concept of a Case Management program at the Sunnyvale Senior Center was discussed by the Senior Center Advisory Committee on March 13, 2006. Although the general consensus of the members appeared supportive of the need for case management services, some members of the committee raised concerns about the potential impact to other services currently offered at the Senior Center and questioned whether the Senior Center was the appropriate venue for offering these services.



Prepared by:

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Nancy Bolgard Steward  
Superintendent of Recreation

Reviewed by:

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David A. Lewis  
Director of Parks and Recreation

Reviewed by:

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Mary J. Bradley  
Director of Finance

**City Manager's Recommendation**

Approve Budget Supplement for funding

Do Not Approve Budget Supplement for funding

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Amy Chan  
City Manager

**Attachments**

- A – Case Management Available Services Overview
- B – Budget Supplement Detail Form

## CASE MANAGEMENT

The Care Management programs are designed for seniors and disabled adults who need a coordinated plan in order to remain independent and in their homes. The program consults with clients, family members and others who may be assisting in arranging a plan for care of clients who are frail, have recently been discharged from a hospital, or may need assistance with transition to a higher level of care, such as a nursing facility.

**SERVICES AVAILABLE IN SILICON VALLEY  
SPRING 2006**

The following is an overview of case management services available for seniors in Silicon Valley:

AGENCY/ ORGANIZATION	DESCRIPTION OF SERVICES	ELIGIBLE CLIENTS	AVAILABLE FOR SUNNYVALE RESIDENTS	NOTES	CONTACT
<b>Avenidas Senior Center in Palo Alto</b>	FT Case Manager, 2 PT staff for I & R	Palo Alto residents; targets homebound frail elderly	Yes, for I & R. Palo Alto residents only for home visits	Some fee based services include: counseling, support groups, spouse caregiver, consultations with families, etc.	Diane Wilson, Manager of Social Work (650) 289-5438
<b>Campbell Adult Center</b>	Provides in-home, social service assistance	For frail, isolated, low-income, at-risk elderly	For City of Campbell residents only	Contract with OUTREACH \$12,500 for PT bilingual social worker, 10-12 hrs/wk.	Kathy Whitcomb, Director (408) 866-2146
<b>Care Advocacy Program And Exploring Housing Options – City of San Jose Office on Aging</b>	Helps seniors learn about community services, arranges for needed assistance. Information and referral service. Exploring Housing Options available twice a month on Thursdays to assist individuals seeking housing.	For ages 60+. Care advocates make home visits to homebound seniors to do assessments. Two care advocates serve the City of SJ; one works on the East side; the other the West side. 11 AM-1 PM at senior centers (11 sites total) Afternoon for home visits.	No	Maintain office hours at SJ Senior Centers. Healthy Neighborhood Venture Fund. Concern that Tobacco settlement money funding is decreasing and could impact program.	Office on Aging (408) 979-7907; Eva Lee Gerontology Supervisor also provides bi-lingual services in Chinese. (408) 979-7902

AGENCY/ ORGANIZATION	DESCRIPTION OF SERVICES	ELIGIBLE CLIENTS	AVAILABLE FOR SUNNYVALE RESIDENTS	NOTES	CONTACT
<b>Council on Aging Silicon Valley</b>	Multipurpose Senior Services Program - MSSP	MediCal recipients, SSI ages 65+, nursing home eligible	Yes. 33 Sunnyvale residents were served in 2004/05	Serves low income, frail seniors	Paul Isaacs, Deputy Director (408) 350-3286
<b>Council on Aging Silicon Valley</b>	"Linkages" – services include Senior Adult Legal Assistance, Nutrition Sites, etc.	Ages 60+ Income is not an issue for frail/homebound or disabled	Yes. 18 Sunnyvale residents were served in 2004/05	Linkages has a waiting list of 50 which will take months to clear	Paul Isaacs, Deputy Director (408) 350-3286
<b>Cupertino Senior Center</b>	Case Management provided by FT Case Manager. Program was cut for 1 year and re-activated in 2005. Case load of 120 cases annually. Bilingual services in Chinese,	For City of Cupertino residents (and W. SJ with 95129 zip code)	No.	Funding sources:20% COA \$19,750 20% Enterprise Fund and 60% City General Fund \$58,300.	Julia Lamy, Director of Cupertino Senior Center (408) 777-3150
<b>Milpitas Senior Center</b>	Case manager is available weekdays Office hours 9-noon 1-4 M-F. Bilingual services in Vietnamese; PT case manager bilingual Mandarin	For seniors and disabled. Assist with: housing, SSI, Medicare/Medical, transportation, in-home care needs, health care, legal and insurance.	Priority for Milpitas residents. Non-residents may receive information and referral, but not home visits.	Funding provided by City of Milpitas.	Case Manager, Lechi Nguyen (408) 586-2758

AGENCY/ ORGANIZATION	DESCRIPTION OF SERVICES	ELIGIBLE CLIENTS	AVAILABLE FOR SUNNYVALE RESIDENTS	NOTES	CONTACT
<b>Mountain View Community Services</b>	Senior Case Manager consultation with seniors and families regarding life changes. Two case managers; one FT 37 1/2 hours and one 35 hours per week. Serves 185-200 clients annually. 50-60 active cases.	For residents of Mt. View, Los Altos and Los Altos Hills. 40% of clients are ages 85+; 15% are in 90s. Available drop-in basis, first Friday of each month 10:00-11:00 AM. Services for ages 60+, regardless of income levels	No	Provided by Community Services Agency for Mt. View and Los Altos. Funding sources include: COA, SC County, Cities of Mt. View, Los Altos & Los Altos Hills, Grove Foundation & private donations.	Kathy Chavez, Director of Senior Services Case Management (650) 968-0836 ext. 131; Jim Boin, Development Director for CSA for grant funding and other funding sources (650) 968-0836 ext. 15.
<b>Peninsula Volunteers Little House in Menlo Park</b>	Social Worker on the 1 <sup>st</sup> & 3 <sup>rd</sup> Thursday from 9:30-10:30 AM.	Two Thursdays a month, social worker available for free consultation on appointment basis.	Yes	Older Adults Care Management, Pathways Hospice and Continuous Care, Professional Home Care Associates and Rosener House each contribute to provide a Social Worker	Janice Pierce, Director of Peninsula Volunteers Little House (650) 326-2025
<b>Santa Clara Senior Center</b>	Case Management provided 36 per week; City of Santa Clara Police may assist with cases involving Adult Protect. Services. I.E. Sept/Oct 05 12 cases; 78 ongoing cases, 33 home visits, 8 visits with RN; 7 office visits	Ages 60+ residents of Santa Clara	No	COA Title III funding; balance 40K from City General Fund; donations accepted. 3 PT nurses on contract with City funding and SC Women's League; matching funding 14K	Becky Juntado, Director of Santa Clara Senior Center (408) 615-3170

## BUDGET SUPPLEMENT FORM

### Fiscal Year 2006/2007

BUDGET SUPPLEMENT #5: CASE MANAGEMENT FOR SENIORS

FISCAL IMPACT :	\$40,000
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TOTAL PROPOSED COSTS (Savings) :	\$60,000
TOTAL PROPOSED REVENUES :	\$20,000
<b>NET IMPACT :</b>	<b>\$40,000</b>

20-YEAR IMPACT :	\$40,000
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**DESCRIPTION OF THE TYPE OF RESOURCES AND THE PURPOSE FOR WHICH THEY ARE BEING REQUESTED:**

This Budget Supplement will provide resources to conduct a pilot program for the provision of case (care) management for Sunnyvale seniors.

CURRENT		PROPOSED	
<b>PROGRAM 646 – ARTS AND RECREATION PROGRAMS AND OPERATION OF RECREATION FACILITIES</b>			
<b>STATEMENT</b>		<b>STATEMENT</b>	
Provide cost effective arts and recreation programs, facilities and services that result in high customer satisfaction and participation due to quality, cost and availability of options...		One proposed Change. <b>Add:</b> Providing case management for Sunnyvale seniors including assessment of core and service needs, and arranging and maintaining delivery of appropriate services.	
<b>PROGRAM MEASURES</b>			
<b>MEASURE</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TARGET</b>
		Number of Sunnyvale Seniors served by case management program.	60
<b>SERVICE DELIVERY PLAN 646-04</b>			
<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>		<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>	
Support the needs of older adults for recreation and arts services by providing...		One proposed change. <b>Add:</b> Case management for Sunnyvale seniors including assessment of core and service needs, and arranging for and monitoring services.	

ACTIVITIES/PRODUCTS							
CURRENT				PROPOSED			
ACTIVITY #	DESCRIPTION	PRODUCT TYPE	PRODUCT	ACTIVITY #	DESCRIPTION	PRODUCT TYPE	PRODUCT
N/A	N/A	N/A	N/A	NEW	Case Management for Sunnyvale Seniors	Number of Clients Served	60
FISCAL IMPACT							
<b>TOTAL SDP COSTS – CURRENT</b>			<b>\$905,714</b>	<b>TOTAL SDP COSTS – PROPOSED</b>			<b>\$965,714</b>

**ACTIVITY DETAIL  
COST, HOURS AND PRODUCTS**

**SERVICE DELIVERY PLAN 646-04**

**PERSONNEL**

ACTIVITY #	JOB CODE	CLASSIFICATION	WORK HOURS	PRODUCTS	COSTS
NEW	8102	Part Time Office Assistant	760	0	\$23,621
NEW	9981	Casual Professional	780	60	\$33,563
<b>TOTALS</b>			1,540	60	<b>\$57,184</b>

**PURCHASED GOODS AND SERVICES**

ACTIVITY #	OBJECT LEVEL	OBJECT NAME	COSTS
NEW	5050	Computer	\$2,500
NEW	5150	Filing Cabinet	\$200
NEW	5357	Office Supplies	\$116
<b>TOTAL</b>			<b>\$2,816</b>

**GRAND TOTAL** **\$60,000**



**SUBJECT: Alternatives for Street Sweeping Operations**

**BUDGET SUPPLEMENT REQUEST SUMMARY**

For many years all City streets were swept every other week, but as part of the cost-saving service level reductions implemented in FY 2003/04, the frequency of street sweeping was reduced to once per month. This budget supplement considers options to modify the frequency of street sweeping. Three options are proposed (A, B and C) with varying cost increases depending upon the sweeping frequency. Alternative A (\$315,804 in annual cost increase) would return to the previous sweeping frequency of every-other-week. Alternative B (\$260,448 in annual cost increase) would increase street sweeping by approximately 50%, specifically during the winter (leaf drop and inclement weather time). Alternative C (\$246,252 in annual cost increase) would provide some savings by sweeping less frequently in the summer (i.e. no sweeping for 5 months), but returning sweeping during the fall and winter seasons (leaf-drop and inclement weather) to every-other-week. The street sweeping activities are part of the Pavement Operations Program 118 and funded by the General Fund.

The 20-year cost increase for each of the Alternatives is as follows:

- Alternative A: \$8,765,372 with inflation
- Alternative B: \$7,228,926 with inflation
- Alternative C: \$6,834,911 with inflation

**BACKGROUND**

The City of Sunnyvale has maintained the practice of sweeping streets every other week for many years, which was appreciated by residents who considered this a desirable quality-of-life service. Budget cuts implemented in FY 2003/04 forced the reduction in frequency to once a month in most residential neighborhoods. Nighttime sweeping of arterials (weekly), downtown (three times per week) and most of the industrial parts of town (weekly) were not changed.

In reducing this service, one sweeping machine and one position (Equipment Operator) were eliminated. Members of the public have expressed concern regarding the impact of this service level reduction when calling Field Services staff to inquire about sweeping schedules, or to complain about the changes. Impacts identified by the callers include accumulation of debris, decrease in appearance of neighborhoods, increase in pollutants entering waterways, difficulty remembering the schedule, and the severe impact if an area is not

swept for 2 full months due to a car parked on the street at sweeping time. Over two hundred calls of this nature have been received in the two years since the sweeping schedule was reduced.

Under the recommended budget for FY 2006/07, the City would continue to sweep streets at a once-a-month frequency

## **EXISTING POLICY**

General Plan, Land Use and Transportation Element Goal C1: Preserve and enhance an attractive community, with a positive image and sense of place, that consists of distinctive neighborhoods, pockets of interest and human-scale development.

## **DISCUSSION**

The FY 2006/07 program performance measure related to sweeping states: "Street sweeping requests/complaints are responded to within 2 working days from notification - 80% of the time." This percentage was adopted in FY 2004/05 in response to the lower service levels allowed by the reduced budget, which eliminated one sweeping machine and one Equipment Operator position allocated to the Field Services Division.

### **A Matter of Perception**

In general, the overall appearance of City streets is not significantly impacted by less sweeping during most of the year. Over four weeks there is a bit more dust, some leaves, some litter and other accumulation in the gutters, but nothing extreme. It is not as clean as in the past, but it is not such a change as to change the overall appearance of the City. This is validated by the nature of complaints received by staff, the majority of which have little to do with the actual cleanliness of the streets. The majority of complaints have to do with residents not seeing a sweeper on their street every two weeks (like they were used to), having to keep track of a schedule that is not as regular as it once was, and neighbors not moving their cars to clear the street on sweeping day. Many calls stem from the loss of "regularity" of knowing that the sweeper will be by every other week.

Often residents have difficulty keeping track of a schedule that is not so regular. Most of the routes (about 15 of 18) are done each month on the same relative day (second Wednesday, or third Thursday, etc.). Sometimes that will be a four week period, and sometimes five weeks. The three schedules that move more than that are the Monday schedules, that are designed to work around the majority of holidays and off days. To assist residents in keeping track of their sweeping day, we have informed them of their schedule, and keep an active list of all streets on the City Website so it can be checked at any time.

Field Services also takes any calls and assists callers in identifying the schedule for their street, whenever they forget and call us. Therefore, residents can mark a calendar for personal reference and easily keep track of when their street will be swept, so they can take appropriate action related to sweep day.

Complaints related to the removal of cars from the street on sweep day is an issue on certain streets and in certain neighborhoods regardless of the frequency of sweeping. Some residents forget, some don't care, and others try to "time" the sweeper and move their car just as the sweeper arrives and return to their parking place as the sweeper goes by. The largest complaints are against the residents who don't care, and are always parked on the street when the sweeper comes by. This is a different kind of enforcement issue, and is not corrected by increasing the sweeping frequency.

The greatest actual impact of less frequent sweeping comes during the leaf drop season. For most varieties of trees this is from November through January. Some varieties drop their leaves all year, but at a lower rate. Others may vary by a month in either direction. The alternatives presented are all aimed at increasing sweeping during this primary leaf drop time of year, but with different choices for the rest of the year.

This supplement considers three possible alternative schedule revisions, two that would increase the service and response level to requests or complaints, and one that would increase the level during the rainy season but would reduce it much further during the other months. All three alternatives include the purchase of a sweeping machine. Staff reviewed options for having a sweeper for a portion of the year such as sweeper rental, however the rental charges are greater than the cost of buying a sweeper for all options.

Alternative A would replace the eliminated Equipment Operator position as well as purchase a new sweeping machine. This will return the residential sweeping schedule to the previous level of once every two weeks. An additional 5,060 miles would be swept. This alternative would increase the requests/complaints response level to 95%.

Alternative B would allow for sweeping streets on a monthly basis during the summer and on a two-week schedule during the winter, when it is most needed. Besides the purchase of a sweeper, a seasonal operator would be hired during the winter. An additional 2,900 miles would be swept under this alternative. This alternative would increase the requests/ complaints response level to 85%.

Alternative C would allow for sweeping streets on a two-week schedule during the times of the year when there tends to be more litter and leaves (October through April), and responding to individual problems as necessary the rest of the year. As in Alternative B, a seasonal operator would be hired for six months, and a vacuum sweeper would be purchased. The current day sweeper driver would be reassigned to other tasks during the months when no sweeping

would be performed on a regular basis. This will not have a fiscal impact because the driver would fill temporary seasonal work required during the summer months in other activities within the Pavement Operations Program that is budgeted. During those months staff would respond to problems based on its assessment of need. Under this alternative, an additional 1,740 miles would be swept. However, because there would be no regular sweeping scheduled during half of the year, staff expects that the response level to requests/complaints would go down to 75%.

### **SERVICE LEVEL IMPACT**

All of the alternatives will increase the total miles of streets swept. However, it is anticipated that Alternatives A and B would increase the performance measure target for "Street sweeping requests/complaints are responded to within 2 working days from notification - 80% of the time," while Alternative C would decrease it.

### **FISCAL IMPACT**

#### Alternative A

This alternative would increase staff salaries by \$96,804 and additional costs (vehicles and rental rates) by \$219,000. The total budget increase for this alternative would be \$315,804. The 20 year fiscal impact is a cost increase of \$8,765,372 with inflation.

#### Alternative B

This alternative would increase staff salaries by \$41,448 and additional costs (vehicles and rental rates) by \$219,000. The total budget increase for this alternative would be \$260,448. The 20 year fiscal impact is a cost increase of \$7,228,926 with inflation.

#### Alternative C

This alternative would increase staff salaries by \$27,252 and additional costs (vehicles and rental rates) by \$219,000. The total budget increase for this alternative would be \$246,252. The 20 year fiscal impact is a cost increase of \$6,834,911 with inflation.

### **CONCLUSION**

Street sweeping frequency was decreased for most residential neighborhoods from every other week to once per month due to the budget cut implemented in FY 2003/04. The City has received numerous (over 200 calls in two years)

requests to return to the higher service level schedule of every other week. This supplement considers three optional service level changes: A) Return to every other week for an additional \$315,804; B) Continue once per month in the summer, but increase to every other week in the winter for an additional \$260,448, or; C) Return to every other week during the winter, and eliminate scheduled summer sweeping in residential neighborhoods during the summer (as a cost-minimizing option) for an additional \$246,252.

Prepared by:

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James Craig,  
Superintendent of Field Services

Reviewed by:

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Marvin A. Rose, Director  
Department of Public Works

Reviewed by:

---

Mary J. Bradley  
Director of Finance

City Manager's Recommendation

Approve Budget Supplement for funding

Do Not Approve Budget Supplement for funding

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Amy Chan,  
City Manager

**Attachments**

Attachment A – Budget Supplement Detail Form (Alternative A)

Attachment B – Budget Supplement Detail Form (Alternative B)

Attachment C – Budget Supplement Detail Form (Alternative C)

## BUDGET SUPPLEMENT FORM

### Fiscal Year 2006/2007

BUDGET SUPPLEMENT #6: RESTORATION OF STREET SWEEPING SERVICE LEVEL  
**ALTERNATIVE A**

FISCAL IMPACT :	\$315,804
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TOTAL PROPOSED COSTS (Savings) :	\$315,804
TOTAL PROPOSED REVENUES :	\$0
<b>NET IMPACT :</b>	<b>\$315,804</b>

20-YEAR IMPACT :	\$8,765,372
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#### DESCRIPTION OF THE TYPE OF RESOURCES AND THE PURPOSE FOR WHICH THEY ARE BEING REQUESTED:

This Budget Supplement will modify the frequency of street sweeping. This is one of three options presented.

CURRENT		PROPOSED	
<b>PROGRAM 118 – PAVEMENT OPERATIONS</b>			
<b>STATEMENT</b>		<b>STATEMENT</b>	
Maintain safe City roadways in a cost-effective and proactive manner to meet the community's current and future access needs...		One proposed change. <b>Add:</b> Sweeping streets on a regular, two-week schedule year around, and picking up leaves during heavy leaf drops throughout the City efficiently and thoroughly to keep streets clean and clear of debris and possible hazards.	
<b>PROGRAM MEASURES</b>			
<b>MEASURE</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TARGET</b>
Street sweeping requests/complaints are responded to within 2 working days from notification.	80%	Street sweeping requests/complaints are responded to within 2 working days from notification.	95%
<b>SERVICE DELIVERY PLAN 118-05</b>			
<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>		<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>	
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...		No Proposed Change	

<b>CURRENT</b>				<b>PROPOSED</b>			
<b>ACTIVITIES/PRODUCTS</b>							
<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCT</b>	<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCT</b>
118510	Curb Sweeping of City Streets	A Mile Swept	9,900	118510	Curb Sweeping of City Streets	A Mile Swept	14,960
118530	Weekly Sweep of City-Owned Parking Lots	A Lot Swept	875	118530	Weekly Sweep of City-Owned Parking Lots	A Lot Swept	1,312
118550	Haul Street Sweepings and Other Debris	A Cubic Yard	5,500	118550	Haul Street Sweepings and Other Debris	A Cubic Yard	8,250
118860	Staff Training and Development	A Training Completed	130	118860	Staff Training and Development	A Training Completed	150
<b>FISCAL IMPACT</b>							
<b>TOTAL SDP COSTS – CURRENT</b>			<b>\$378,416</b>	<b>TOTAL SDP COSTS – PROPOSED</b>			<b>\$694,220</b>



**ACTIVITY DETAIL  
COST, HOURS AND PRODUCTS**

**SERVICE DELIVERY PLAN 118-05**

**PERSONNEL**

ACTIVITY #	JOB CODE	CLASSIFICATION	WORK HOURS	PRODUCTS	COSTS
118510	5100	Equipment Operator	1,530	5,060	\$82,283
118520	5100	Equipment Operator	20	0	\$1,076
118530	5100	Equipment Operator	100	437	\$5,378
118540	5100	Equipment Operator	60	0	\$3,227
118550	5100	Equipment Operator	40	2,750	\$2,151
118860	5100	Equipment Operator	50	20	\$2,689
<b>TOTALS</b>			1,800	8,267	<b>\$96,804</b>

**OTHER COSTS AND ADDITIONS**

ACTIVITY #	OBJECT LEVEL	OBJECT NAME	COSTS
118980	5135	Vehicles & Motorized Equipment	\$165,000
118980	6503	Fleet Rental	\$54,000
<b>TOTAL</b>			<b>\$219,000</b>
<b>GRAND TOTAL</b>			<b>\$315,804</b>

## BUDGET SUPPLEMENT FORM

### Fiscal Year 2006/2007

BUDGET SUPPLEMENT #6: RESTORATION OF STREET SWEEPING SERVICE LEVEL  
**ALTERNATIVE B**

FISCAL IMPACT :	\$260,448
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TOTAL PROPOSED COSTS (Savings) :	\$260,448
TOTAL PROPOSED REVENUES :	\$0
<b>NET IMPACT :</b>	<b>\$260,448</b>

20-YEAR IMPACT :	\$7,228,926
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#### DESCRIPTION OF THE TYPE OF RESOURCES AND THE PURPOSE FOR WHICH THEY ARE BEING REQUESTED:

This Budget Supplement will modify the frequency of street sweeping. This is one of three options presented.

CURRENT		PROPOSED	
<b>PROGRAM 118 – PAVEMENT OPERATIONS</b>			
<b>STATEMENT</b>		<b>STATEMENT</b>	
Maintain safe City roadways in a cost-effective and proactive manner to meet the community's current and future access needs...		One proposed change. <b>Add:</b> Sweeping streets on a regular, two-week schedule year around, and picking up leaves during heavy leaf drops throughout the City efficiently and thoroughly to keep streets clean and clear of debris and possible hazards.	
<b>PROGRAM MEASURES</b>			
<b>MEASURE</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TARGET</b>
Street sweeping requests/complaints are responded to within 2 working days from notification.	80%	Street sweeping requests/complaints are responded to within 2 working days from notification.	85%
<b>SERVICE DELIVERY PLAN 118-05</b>			
<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>		<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>	
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...		No Proposed Change	

ACTIVITIES/PRODUCTS							
CURRENT				PROPOSED			
ACTIVITY #	DESCRIPTION	PRODUCT TYPE	PRODUCT	ACTIVITY #	DESCRIPTION	PRODUCT TYPE	PRODUCT
118510	Curb Sweeping of City Streets	A Mile Swept	9,900	118510	Curb Sweeping of City Streets	A Mile Swept	12,800
FISCAL IMPACT							
<b>TOTAL SDP COSTS – CURRENT</b>			<b>\$378,416</b>	<b>TOTAL SDP COSTS – PROPOSED</b>			<b>\$638,864</b>

**ACTIVITY DETAIL  
COST, HOURS AND PRODUCTS**

**SERVICE DELIVERY PLAN 118-05**

**PERSONNEL**

ACTIVITY #	JOB CODE	CLASSIFICATION	WORK HOURS	PRODUCTS	COSTS
118510	9993	Casual/Seasonal Equipment Operator	880	2,900	\$41,448
<b>TOTALS</b>			880	2,900	<b>\$41,448</b>

**OTHER COSTS AND ADDITIONS**

ACTIVITY #	OBJECT LEVEL	OBJECT NAME	COSTS
118980	5135	Vehicles & Motorized Equipment	\$165,000
118980	6503	Fleet Rental	\$54,000
<b>TOTAL</b>			<b>\$219,000</b>

**GRAND TOTAL** **\$260,448**

## BUDGET SUPPLEMENT FORM

### Fiscal Year 2006/2007

BUDGET SUPPLEMENT #6: RESTORATION OF STREET SWEEPING SERVICE LEVEL  
**ALTERNATIVE C**

FISCAL IMPACT :	\$246,252
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TOTAL PROPOSED COSTS (Savings) :	\$246,252
TOTAL PROPOSED REVENUES :	\$0
<b>NET IMPACT :</b>	<b>\$246,252</b>

20-YEAR IMPACT :	\$6,834,911
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#### DESCRIPTION OF THE TYPE OF RESOURCES AND THE PURPOSE FOR WHICH THEY ARE BEING REQUESTED:

This Budget Supplement will modify the frequency of street sweeping. This is one of three options presented.

CURRENT		PROPOSED	
<b>PROGRAM 118 – PAVEMENT OPERATIONS</b>			
<b>STATEMENT</b>		<b>STATEMENT</b>	
Maintain safe City roadways in a cost-effective and proactive manner to meet the community's current and future access needs...		One proposed change. <b>Add:</b> Sweeping streets on a regular, two-week schedule year around, and picking up leaves during heavy leaf drops throughout the City efficiently and thoroughly to keep streets clean and clear of debris and possible hazards.	
<b>PROGRAM MEASURES</b>			
<b>MEASURE</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TARGET</b>
Street sweeping requests/complaints are responded to within 2 working days from notification.	80%	Street sweeping requests/complaints are responded to within 2 working days from notification.	75%
<b>SERVICE DELIVERY PLAN 118-05</b>			
<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>		<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>	
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...		No Proposed Change	

<b>CURRENT</b>				<b>PROPOSED</b>			
<b>ACTIVITIES/PRODUCTS</b>							
<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCT</b>	<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCT</b>
118510	Curb Sweeping of City Streets	A Mile Swept	9,900	118510	Curb Sweeping of City Streets	A Mile Swept	11,640
<b>FISCAL IMPACT</b>							
<b>TOTAL CURRENT COSTS</b>			<b>\$378,416</b>	<b>TOTAL PROPOSED COSTS</b>			<b>\$694,220</b>

**ACTIVITY DETAIL  
COST, HOURS AND PRODUCTS**

**SERVICE DELIVERY PLAN 118-05**

**PERSONNEL**

ACTIVITY #	JOB CODE	CLASSIFICATION	WORK HOURS	PRODUCTS	COSTS
118510	5100	Equipment Operator	(260)	0	(\$14,196)
118510	9993	Equipment Operator (seasonal)	880	1,740	\$41,148
<b>TOTALS</b>			620	1,740	<b>\$27,252</b>

**PURCHASED GOODS AND SERVICES**

ACTIVITY #	OBJECT LEVEL	OBJECT NAME	COSTS
118980	5135	Vehicles & Motorized Equipment	\$165,000
118980	6503	Fleet Rental	\$54,000
<b>TOTAL</b>			<b>\$219,000</b>

**GRAND TOTAL** **\$246,252**

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**May 23, 2006**

**SUBJECT: Construct Restrooms Building at San Antonio Park**

**BUDGET SUPPLEMENT REQUEST SUMMARY**

This Budget Supplement would provide for the design, construction and maintenance of a restroom building at San Antonio Park. The cost to construct the restroom is \$278,000 and the annual infrastructure and replacement cost is approximately \$3,333, which will be funded by Park Dedication monies. The 20-Year fiscal impact to the Park Dedication Fund is a cost increase of \$356,624 with inflation. Additional annual operating costs associated with the restroom building would need to be funded by the General Fund. This is estimated to be \$20,511 starting in FY 2007/08. The 20-Year cost increase to the General Fund is \$356,624 with inflation.

**BACKGROUND**

During the January 30, 2006 City Council Budget Workshop, Council referred a Budget Issue for construction of a restroom building at the San Antonio Park sports fields to the City Manager for consideration in the FY 2006/07 Recommended Budget. Restroom facilities have been provided seasonally through placement of a portable restroom at San Antonio Park. Visitors, sports groups and those that rent the sports field use the portable restroom. No permanent building with wash station and restroom facilities exists at this City-owned sports field site. While there is an adjacent private school, it does not allow use of its restrooms for non-school use.

**EXISTING POLICY**

From the Open Space and Recreation Sub-Element:  
Prioritization Policy #1:

Give priority to services, facilities and amenities that are not readily available through other providers within or near Sunnyvale.

**DISCUSSION**

The City provides sports fields and recreational facilities throughout Sunnyvale on City-owned land and through partnerships with school districts. Most park visitors would like to see restroom facilities at each open space site; however, many sites throughout Sunnyvale do not have permanent restroom facilities. For clarity, the discussion section of this report is separated into two categories; those properties that are owned by the City; and, those properties that are owned by school districts and maintained by the City.

**Restrooms at School District-Owned sites:**

Through written agreements the City has gained use of school open space during non-school hours at seventeen sites. Of these sites only two (Cupertino Jr. High and Sunnyvale Middle School) have permanent restroom facilities available to the public. Both are maintained by the City. Otherwise, the school districts have not allowed use of their restroom facilities for the public or for non-school activities. Restrooms, where provided, are porti-potties placed during the seasons of play by the various sports league groups (AYSO, Alliance Soccer, Little League, etc.). Companies that rent these units to the groups include regular services for them. As such, there is little cost to the City for restroom facilities at the school-owned fields.

In this regard, San Antonio Park, which is adjacent to a school site, is quite similar to other sports field sites adjacent to schools where there are no permanent restroom facilities available for non-school use.

**Restrooms at City-Owned sites:**

Sunnyvale has 20 City-owned park sites and a number of additional special use facilities such as public grounds (Community Center, Orchard Heritage Park, Civic Center, etc.) and recreational areas such as the John W. Christian Greenbelt and the San Francisco Baytrail. Restrooms have been constructed at the neighborhood parks, many of which have playgrounds, picnic sites and multi-purpose buildings as well as sports fields.

However, there remain four City-owned sites that have recreational facilities and do not have restroom facilities.

These sites are:

- Cannery Park
- Greenwood Manor Park
- San Antonio Park
- Victory Village Park

Staff has occasionally heard requests for restroom facilities from residents and visitors. Considerable construction costs and ongoing maintenance and repair costs of permanent restroom facilities are certainly a part of the reasoning that restrooms have yet to be constructed at these remaining four sites. However, additional good-neighbor concerns also arise whenever restroom facilities are constructed.

These have included:

- Noise
- Illegal activities (drugs use and sales, sexual activities, etc.)
- Homeless encampments
- Vandalism
- Graffiti

All of the above have been of concern from time to time at sites where restrooms are available. Park buildings can screen the view of observers and provide a place for park visitors to conduct activities or illegal business that they would not otherwise conduct in the open.

This being said, restrooms continue to be an important facility for high use and regional park sites. Restroom facilities also allow visitors to stay longer at a park; thereby, increasing use and allowing additional rentals to community and regional sports groups. Many larger tournaments and sports leagues would not rent Sunnyvale fields in the absence of restroom facilities. While sports groups appreciate the additional facilities and the revenue can assist with operating costs, near neighbors often complain of parking problems, illegal drinking and noise issues.

### **San Antonio Park**

San Antonio Park is essentially a sports field adjacent to a private school (South Peninsula Hebrew Day School) with trees along the perimeter. Sports fields are frequently rented for baseball and soccer, including some adult and college soccer groups. The adjacent school does not allow use of its restrooms for the public. Portable restrooms have been placed at this park, paid for by the user groups on a spring – fall seasonal basis. In winter no restroom is located at San Antonio Park.

### **SERVICE LEVEL IMPACT**

Program 265, Neighborhood Parks and Open Space Maintenance contains Activity 265390 – Provide Custodial Services for Auxiliary Restrooms and the current planned Products is 22 restrooms. Typical parks restroom buildings have two restrooms; therefore the proposed planned products would increase to 24, an approximate 9% increase in this service level. The site would become more usable with restrooms available on a year round basis. The site would be more attractive with permanent restrooms rather than the seasonally provided porti potty.

### **FISCAL IMPACT**

As Council is aware many previously approved projects remain on the City's Unfunded Projects list. Total value of all Unfunded Projects is approximately \$433 million. It is likely that the proposed restroom facility, though a positive amenity for park visitors, ought to be considered within the larger context of the unfunded projects.

Construction of a new restroom facility at San Antonio Park will likely lead to requests for parity and additional, similar facilities at the three additional City-owned park sites (Victory Village, Cannery Park and Greenwood Manor Park). Staff has received residents' requests previously for facilities at these sites and,

with similar costs; the total capital and operating budgets would be approximately four times that listed below. The cost to construct the restroom is \$278,000 and the annual infrastructure and replacement cost is approximately \$3,333, which will be funded by Park Dedication monies. The 20-Year fiscal impact to the Park Dedication Fund is a cost increase of \$356,624 with inflation. Additional annual operating costs associated with the restroom building would need to be funded by the General Fund. This is estimated to be \$20,511 starting in FY 2007/08. The 20-Year cost increase to the General Fund is \$356,624 with inflation.

Project and maintenance costs are outlined as follows:

<b>Program# /Capital</b>	<b>Description</b>	<b>Cost</b>
Capital	Site Preparation	\$18,000
Capital	Install water, sanitary sewer and electrical services approximately 300 feet.	\$25,000
Capital	Install electrical services approximately 300 feet and new service.	\$15,000
Capital	Install pavement access road, associated landscapes and irrigation.	\$40,000
Capital	Design restroom building	\$20,000
Capital	Construct restroom building	\$160,000
	<b>Total Capital Costs</b>	<b>\$278,000</b>
Infrastructure Replacement Fund	Major renovation/replacements on a 15-year schedule	\$3,333/year
Program 265 Neighborhood Parks	Provide Custodial Maintenance and major and minor repairs.	\$20,511/year
	<b>Total Ongoing Operating Costs</b>	<b>\$23,844</b>

These costs total:

Capital/Project	<b>\$278,000</b>	(Project Cost)
	<b>\$ 20,511</b>	(Associated Annual Operating Costs)
	<b>\$ 3,333</b>	(Associated Annual Infrastructure Costs)

Parks and Open Space projects that were previously approved and now are placed onto the City's Unfunded Projects list total over \$9,330,000 and include, but are not limited to, the following:

- Develop Pocket Parks
- Upgrade JWC Greenbelt at Lakewood School
- Parks Skaterink Improvements
- Parks Waterplay Feature Renovations
- Sunnyvale Heritage Center Enhancements

- Sunnyvale Skatepark Lighting
- Synthetic Turf Sports Fields; and,
- Washington Pool Expansion

In consideration of these previously approved projects, it may be that many may have a higher community benefit than the proposed restroom building.

## **CONCLUSION**

Addition of permanent restroom facilities would make this site more enjoyable, usable and attractive to groups that rent the sports fields, neighbors and visitors of the park.

Regardless of season of the year, park visitors could stay at San Antonio Park for longer periods of time if restroom facilities were constructed. Current portable restrooms are only seasonally-available.

Permanent restroom facilities would likely increase use of the site. Neighbors have expressed parking, use and access concerns at this site that could be exacerbated by increased use of the site.

To staffs' knowledge, near neighbors have not been polled as to their position regarding a permanent restroom building at San Antonio Park.

To staffs' knowledge, administrators of the adjacent school (South Peninsula Hebrew Day School) have not been polled as to their position regarding construction of a restroom building at San Antonio Park.

Residents and groups that utilize the school district-owned sports fields that do not have permanent restroom facilities (ten exist in Sunnyvale currently) may request parity and construction of similar permanent restroom facilities for the fields that they use.

Residents and groups that utilize the small City-owned parks that do not have permanent restroom facilities (Victory Village, Greenwood Manor and Cannery Park) may request parity and construction of similar permanent restroom facilities for the parks that they use.

## **PUBLIC OUTREACH**

Whenever a significant change in use or a new park facility is proposed, staff conducts meetings with stakeholders. This is the case even when construction is limited to renovations and/or replacements of existing amenities, playgrounds, picnic areas, etc. Stakeholders generally are invited to public meetings to provide information and gather input regarding proposed changes. While state law outlines a requirement to notify residents within 300 feet of a project, staff

generally contacts a much larger radius (often many hundreds of residences) in the neighborhood. User groups and adjacent school officials are also polled as to their position on a proposed project. To staffs' knowledge this public outreach effort has not occurred for the proposed restroom facilities at San Antonio Park. This could be of greater concern as near neighbors of this park have frequently voiced concerns regarding parking, noise and perceived illegal activities. Additionally, administrators at the adjacent school have occasionally queried staff as to the ability to enhance security and reduce the use of San Antonio Park.

Prepared by:

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Curtis Black  
Superintendent of Parks

Reviewed by:

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David A. Lewis  
Director of Parks and Recreation

Reviewed by:

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Mary J. Bradley  
Director of Finance

**City Manager's Recommendation**

Approve Budget Supplement for funding

Do Not Approve Budget Supplement for funding

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Amy Chan  
City Manager

**Attachments**

Attachment A – Project Detail Form

# PART I PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** Construct Restroom Building at San Antonio Park  
**Project Number:** XXXXXX **Category:** Capital  
**Origination Year:** FY 2006/2007 **Type:** Parks **Phase:** Planning  
**Planned Completion Year:** FY 2006/2007 **% Complete:** 0  
**Element:** 2 Community Development **Fund/Sub-Fund Number:** 385/100  
**Sub-Element:** 2.2 Open Space and Recreation **Fund Name:** Capital Projects  
**General Plan Goal #:** 2.2A **Sub-Fund:** General Fund Assets  
**Neighborhood Area:** Serra  Gas Tax Eligible?  
**Department:** Parks and Recreation  Revenue Dependent?  
**Project Manager:** Hira Rania  Project Administration Eligible?  
**Project Coordinator:** Curtis Black  Infrastructure Costs at Completion?  
**Origin of Issue:** Council  Operating Costs at Completion?  
**Interdependencies:** None  No Carryover Allowed?  
 Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Funding Sources:**  
 \$278,000 from Park Dedication Fund for FY 2006/2007 and \$3,333 on going for Infrastructure and Replacement; \$20,511 from General Fund for annual operating costs.  
 Apply Inflation To:  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

Restroom facilities at San Antonio Park have been limited to portable toilets placed during sports seasons. This project would provide a permanent restroom building at San Antonio Park.

## SERVICE LEVEL:

The service levels for attractiveness and usability would be higher. Visitors could remain at the Park for longer periods of time. The park could become more attractive for sports groups and/or neighbors.

## ISSUES:

Neighbors have expressed access use and parking/traffic concerns in the past. Additional restrooms would likely increase these concerns. Public input meetings have not been conducted with neighbors and/or stakeholders.

## FINANCIALS:

Fiscal Year	Project Costs	Operating Costs	Project Revenues
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	278,000	-	-
2007/2008	3,333	20,511	-
2008/2009	3,400	21,140	-
2009/2010	3,468	21,788	-
2010/2011	3,537	22,457	-
2011/2012	3,608	23,146	-
2012/2013	3,680	23,857	-
2013/2014	3,753	24,590	-
2014/2015	3,829	25,346	-
2015/2016	3,905	26,125	-
2016/2017	4,022	27,109	-
2017/2018	4,143	28,131	-
2018/2019	4,267	29,193	-
2019/2020	4,395	30,295	-
2020/2021	4,527	31,440	-
2021/2022	4,663	32,629	-
2022/2023	4,803	33,864	-
2023/2024	4,947	35,146	-
2024/2025	5,095	36,479	-
2025/2026	5,248	37,862	-
<b>20-Year Budget</b>	<b>356,623</b>	<b>531,108</b>	<b>-</b>

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

<input type="checkbox"/>	No Change	
<input checked="" type="checkbox"/>	New Project	
<input type="checkbox"/>	Change in Operating Costs	
<input type="checkbox"/>	Increase in costs	\$ _____
<input type="checkbox"/>	Decrease in Costs	\$ _____
<input type="checkbox"/>	Project Accelerated	
<input type="checkbox"/>	Project Delayed	
<input type="checkbox"/>	Budget Modification	\$ _____
<input type="checkbox"/>	Budget Supplement	\$ _____

\_\_\_\_\_  
 Project Manager Date  
 \_\_\_\_\_  
 Department Director Date  
 \_\_\_\_\_  
 Amy Chan, City Manager Date



**PROJECT COSTS**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** Construct Restroom Building at San Antonio Park

Object Level 3/4	Job Code	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10 Year TOTAL	20 Year TOTAL
5065		Construction Services	278,000	-	-	-	-	-	-	-	-	-	278,000	278,000
5012		Infrastructure Maint & Replacement Costs	-	3,333	3,400	3,468	3,537	3,608	3,680	3,753	3,829	3,905	32,512	78,623
<b>TOTAL PROJECT COSTS</b>			<b>278,000</b>	<b>3,333</b>	<b>3,400</b>	<b>3,468</b>	<b>3,537</b>	<b>3,608</b>	<b>3,680</b>	<b>3,753</b>	<b>3,829</b>	<b>3,905</b>	<b>310,512</b>	<b>356,623</b>

**OPERATING COSTS**

Object Level 3/4	Job Code	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10 Year TOTAL	20 Year TOTAL
4500-01	5350	Parks Leader	-	285	293	302	311	320	330	340	350	360	2,890	7,391
4500-01	7675	Parks Worker III	-	6,159	6,344	6,534	6,730	6,932	7,140	7,354	7,575	7,802	62,570	159,988
4500-01	7650	Parks Worker II	-	4,653	4,793	4,936	5,085	5,237	5,394	5,556	5,723	5,894	47,271	120,870
4500-01	7600	Parks Worker I	-	4,037	4,158	4,283	4,411	4,544	4,680	4,820	4,965	5,114	41,012	104,866
4500-03	9976	Seasaonal Support Staff	-	2,418	2,491	2,565	2,642	2,721	2,803	2,887	2,974	3,063	24,565	62,811
5012		Bldg Materials & Supplies	-	807	823	839	856	873	891	909	927	945	7,870	19,032
6522		Park Bldg Maintenance Rental	-	2,153	2,239	2,328	2,422	2,518	2,619	2,724	2,833	2,946	22,783	56,149
<b>TOTAL OPERATING COSTS</b>			<b>-</b>	<b>20,511</b>	<b>21,140</b>	<b>21,788</b>	<b>22,457</b>	<b>23,146</b>	<b>23,857</b>	<b>24,590</b>	<b>25,346</b>	<b>26,125</b>	<b>208,961</b>	<b>531,108</b>

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## **BUDGET SUPPLEMENT NO: 8**

**May 23, 2006**

**SUBJECT: Reduction of Service Levels within Program 216 - Roadside and Median Landscape Services**

### **BUDGET SUPPLEMENT REQUEST SUMMARY**

On Saturday, February 4, 2006, Council conducted a study session to review the proposed FY 2006/07 Budget restructures. During this session Council requested the Department of Public Works to review and comment on what the effect would be to reduce two program quality measures from the planned targets of 75% to 50%, in Program 216 - Roadside and Median Landscape Services. The quality measures are "Median island plant material areas are free of litter and debris, providing positive visual appeal as determined by quarterly quality surveys" and "Median island plant material areas have no noticeable weeds protruding above landscaped areas as determined by quarterly quality surveys".

The change in these quality measure targets from 75% to 50% would have litter and weeds remaining for a greater period of time. Implementing this change in service level would result in a reduction of 1,334 staff hours and a cost savings of \$36,898 annually for the General Fund. The 20-year impact is a cost savings of \$1,008,556 with inflation.

Staff has no recommendation for this supplement.

### **BACKGROUND**

On Saturday, February 4, 2006, Council conducted a special meeting to review the proposed FY 2006/07 Budget Restructures. During this meeting Council requested the Department of Public Works to review and comment on what the effect would be to reduce two program quality measures from the planned target of 75% to 50%, in Program 216 - Roadside and Median Landscape Services. The quality measures are "Median island plant material areas are free of litter and debris, providing positive visual appeal as determined by quarterly quality surveys" and "Median island plant material areas have no noticeable weeds protruding above landscaped areas as determined by quarterly quality surveys". The current service levels for litter and weed removal along Sunnyvale's boulevard landscaping areas is sixteen (16) times a year or a frequency of approximately once every three (3) weeks. A reduction to the program measure targets from 75% to 50% would result in less frequent litter and weed removal and may also result in a reduction in the customer satisfaction levels for the City's Roadside, Median Landscape services.

**EXISTING POLICY****EXISTING QUALITY MEASURES**

<b><u>Measure Description</u></b>	<b><u>Target Description</u></b>	<b><u>Planned Amount</u></b>
Median island plant material areas are free of litter and debris, providing positive visual appeal as determined by quarterly quality surveys.	Percent	75%
	Sq. Yds. of Plant Material Maintained	4,246,099
Median island plant material areas have no noticeable weeds protruding above landscaped areas as determined by quarterly quality surveys.	Percent	75%
	Sq. Yds. of Plant Material Maintained	4,246,099

**DISCUSSION**

In order to achieve the suggested reduction in service levels for litter and weed removal along Sunnyvale's boulevard landscaping areas, litter and weeding frequencies would need to be reduced from sixteen (16) times a year to eleven (11) times a year or a frequency of once every five (5) weeks. As part of these service level reductions, personnel hours will be reduced by 667 hours in two activities (216440 Weed Removal and Control and 216460 Litter/Debris Control), for a total reduction of 1,334 hours. The 1,334 hour reduction would result in the elimination of one full-time Groundswoker position. This position is currently vacant.

In conjunction with the requested service level reductions, an additional Performance Measure in Program 216 - Roadside and Median Landscape Services will also require reduction. The customer service quality measure states "Customers are satisfied with the condition, appearance and timely response of City Roadsides, Median Landscape services" and the target is 80%. The percentage rating of 80% would need to be lowered to 70%. It is difficult to predict what the actual result of the change will have on the customer service quality measure; we will monitor and adjust in the future as necessary.

To gain a visual understanding of what these reduced service levels would look like, staff has provided several photos as attachments, of landscaped areas that represent the proposed target of 50% level for weeds, litter and debris removal.

**SERVICE LEVEL IMPACT****PROPOSED REDUCED QUALITY MEASURES**

<b><u>Measure Description</u></b>	<b><u>Target Description</u></b>	<b><u>Planned Amount</u></b>
Median island plant material areas are free of litter and debris, providing positive visual appeal as determined by quarterly quality surveys.	Percent	50%
	Sq. Yds. of Plant Material Maintained	2,821,000
Median island plant material areas have no noticeable weeds protruding above landscaped areas as determined by quarterly quality surveys.	Percent	50%
	Sq. Yds. of Plant Material Maintained	2,821,000
Customers are satisfied with the condition, appearance and timely response of City Roadsides, Median Landscape services.	Percent	70%

**FISCAL IMPACT**

The change in these quality measure targets from 75% to 50% would have litter and weeds remaining for a greater period of time. Implementing this change in service level would result in a reduction in the frequency of litter and weed removal from sixteen (16) times a year to eleven (11) times a year or a frequency of once every five (5) weeks. As part of these service level reductions, personnel hours will be reduced by 667 hours in two activities, for a total reduction of 1,334 hours and a cost savings of \$36,898 annually for the General Fund. The 20-year impact is a cost savings of \$1,008,556 with inflation. The 1,334 hour reduction would result in the elimination of one full-time Groundswoker position.

**CONCLUSION**

In conclusion, if these two program quality measure targets are reduced from 75% to 50%, Sunnyvale's median landscaped areas would have litter and weeds remaining for a greater period of time.

Prepared by:

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William Fosbenner, Urban Landscape Supervisor  
Douglas M. Mello, Superintendent of Trees and Landscaping

Reviewed by:

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Marvin A. Rose  
Director of Public Works

Reviewed by:

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Mary J. Bradley  
Director of Finance

**City Manager's Recommendation**

Approve Budget Supplement for funding

Do Not Approve Budget Supplement for funding

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Amy Chan  
City Manager

**Attachments**

Attachment A - Photos of Landscape Areas for Proposed Service Level Reduction

Attachment B – Budget Supplement Form



**Photos of Landscape Areas for Proposed Service Level Reduction**











**BUDGET SUPPLEMENT FORM**  
**Fiscal Year 2006/2007**

BUDGET SUPPLEMENT #8: REDUCE SERVICE LEVEL FOR MEDIAN ISLAND LANDSCAPING

FISCAL IMPACT :	(\$36,898)
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TOTAL PROPOSED COSTS (Savings) :	(\$36,898)
TOTAL PROPOSED REVENUES :	\$0
NET IMPACT :	<b>(\$36,898)</b>

20-YEAR IMPACT :	(\$1,008,556)
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**DESCRIPTION OF THE TYPE OF RESOURCES AND THE PURPOSE FOR WHICH THEY ARE BEING REQUESTED:**

This budget supplement proposal reduces the service level of roadside and median litter and weed collection in Program 216 from 75% to 50%. This change in service level would result in a reduction of 1,334 staff hours and a cost savings of \$36,898 annually for the General Fund.

CURRENT		PROPOSED	
<b>PROGRAM 216 – ROADSIDE AND MEDIAN LANDSCAPE SERVICES</b>			
<b>STATEMENT</b>		<b>STATEMENT</b>	
Maintain plant material areas on median islands to reduce litter, debris, and noticeable weeds protruding through or above these areas to established service levels.		No Proposed Changes	
<b>PROGRAM MEASURES</b>			
<b>MEASURE</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TARGET</b>
Median island plant material areas are free of litter and debris, providing positive visual appeal as determined by quarterly quality surveys.	75%	Median island plant material areas are free of litter and debris, providing positive visual appeal as determined by quarterly quality surveys.	50%
Median island plant material areas have no noticeable weeds protruding above landscaped areas as determined by quarterly quality surveys.	75%	Median island plant material areas have no noticeable weeds protruding above landscaped areas as determined by quarterly quality surveys.	50%

<b>CURRENT</b>				<b>PROPOSED</b>			
<b>PROGRAM MEASURES (contd.)</b>							
<b>MEASURE</b>			<b>TARGET</b>	<b>MEASURE</b>			<b>TARGET</b>
Customers are satisfied with the condition, appearance and timely response of City Roadsides, Median Landscape services			80%	Customers are satisfied with the condition, appearance and timely response of City Roadsides, Median Landscape services			70%
<b>SERVICE DELIVERY PLAN 216-01</b>							
<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>				<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>			
Maintaining plant material areas on median islands to reduce litter, debris, and noticeable weeds protruding through or above these areas to established service levels.				No Proposed Changes			
<b>ACTIVITIES/PRODUCTS</b>							
<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCT</b>	<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCT</b>
216440	Weed Removal and Control	A Thousand Square Yards of Landscape Area Weeded	4,246.10	216440	Weed Removal and Control	A Thousand Square Yards of Landscape Area Weeded	2,821.10
216460	Litter /Debris Control	A Thousand Square Yards of Landscape Area Littered	4,246.10	216460	Litter /Debris Control	A Thousand Square Yards of Landscape Area Littered	2,821.10
<b>FISCAL IMPACT</b>							
<b>TOTAL SDP COSTS - CURRENT</b>			<b>\$1,169,086</b>	<b>TOTAL SDP COSTS - PROPOSED</b>			<b>\$1,132,188</b>

**ACTIVITY DETAIL  
COST, HOURS AND PRODUCTS**

**SERVICE DELIVERY PLAN 216-01**

**PERSONNEL**

<b>ACTIVITY #</b>	<b>JOB CODE</b>	<b>CLASSIFICATION</b>	<b>WORK HOURS</b>	<b>PRODUCTS</b>	<b>COSTS</b>
216440	7325	Groundswoker	(667)	(1,425)	(\$18,449)
216460	7325	Groundswoker	(667)	(1,425)	(\$18,449)
<b>TOTALS</b>			(1,334)	(2,850)	<b>(\$36,898)</b>

**GRAND TOTAL** **(\$36,898)**

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## **BUDGET SUPPLEMENT NO: 9**

**May 23, 2006**

**SUBJECT: Public Safety Enhanced Parking Enforcement  
in Downtown**

### **BUDGET SUPPLEMENT REQUEST SUMMARY**

This Budget Supplement requests funding for two part time Parking Enforcement Officers (PEOs). This proposal is designed to be cost neutral as the increased parking citation revenues will off-set the operating expenses associated with the positions.

It is estimated that the number of citations written will increase by approximately 2800 for a revenue increase of \$96,914 over current estimations.

### **BACKGROUND**

With the continued development of the Sunnyvale Downtown Area the city has been experiencing increased issues with parking congestion. During the February 4, 2006 Budget Restructure Review Meeting, Council requested staff to evaluate the possibility of having additional parking enforcement deployed in the downtown area to ensure that the parking restrictions are enforced. The Department of Public Safety believes that an enhanced parking enforcement program will ease some of the tensions felt by the downtown merchants and make the area more accessible to patrons. However, a significant increase in the level of parking enforcement can not be done with existing resources.

### **EXISTING POLICY**

Law Enforcement Sub-Element

Goal 4.1B

Provide community oriented services that are responsive to citizens needs in traditionally non criminal areas.

### **DISCUSSION**

With the continuing development of the Downtown and surrounding area, Council has expressed concerns over a need to enhance the current parking enforcement efforts. The Department of Public Safety currently issues approximately 3,000 parking citation per year; this is done by Public Safety Officers and Nuisance Vehicle Inspectors (NVIs). With the addition of the PEOs, the number of citations issued will potentially double and with the increase in the citation amounts the revenue will cover the costs of the staff hours.

The activities of the PEOs will supplement the parking enforcement efforts currently performed by Public Safety Officers and the existing NVIs, not replace it.

### **SERVICE LEVEL IMPACT**

The addition of two part time PEOs will significantly improve the department's ability to enforce existing parking ordinances. Staff will be better able to respond to complaints generated by the community and will have more time for proactive enforcement.

### **FISCAL IMPACT**

It is anticipated that this proposal will have no net fiscal impact on the City. The majority of common parking violation fines are \$41.00. Six dollars is remitted to the County of Santa Clara for various administrative fees, leaving \$35.00 per citation in revenue. This supplement requests funding for two part time PEOs at a total of 2,747 hours. If the PEOs issue approximately 1.4 citations per hour for 1,000 hours of enforcement time (the remaining time will be spent on administrative follow up etc.) at a value of \$35.00 per citation the additional revenue is estimated to be \$96,914. This covers the full cost of the PEO's with no net fiscal impact to the General Fund.

### **CONCLUSION**

The Goal of Public Safety is to increase compliance with parking ordinances and provide a safe and welcome environment for business owners and patrons in the new downtown area and else where in Sunnyvale.

Staff requests Council approve this proposal for a cost neutral budget supplement that is intended to establish funding for two part time Parking Enforcement Officers. It is estimated that the additional costs will be fully recovered through increased parking citation revenues.



Prepared by:

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Heather Tannehill  
Program Manager

Reviewed by:

---

Don Johnson  
Director of Public Safety

Reviewed by:

---

Mary J. Bradley  
Director of Finance

**City Manager's Recommendation**

Approve Budget Supplement for funding

Do Not Approve Budget Supplement for funding

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Amy Chan  
City Manager

**Attachments**

Attachment A – Budget Supplement Form

**BUDGET SUPPLEMENT FORM**  
**Fiscal Year 2006/2007**

BUDGET SUPPLEMENT #9: PUBLIC SAFETY ENHANCED TRAFFIC ENFORCEMENT

FISCAL IMPACT :	\$0
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TOTAL PROPOSED COSTS (Savings) :	\$96,914
TOTAL PROPOSED REVENUES :	\$96,914
NET IMPACT :	\$0

20-YEAR IMPACT :	\$0
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**DESCRIPTION OF THE TYPE OF RESOURCES AND THE PURPOSE FOR WHICH THEY ARE BEING REQUESTED:**

This Budget Supplement requests funding for two part-time Parking Enforcement Officers (PEO's).

CURRENT		PROPOSED	
<b>PROGRAM 483 – COMMUNITY SAFETY SERVICES</b>			
<b>STATEMENT</b>		<b>STATEMENT</b>	
Promote a safe environment for neighborhoods, businesses, and schools by providing specialized traffic enforcement, disaster preparedness training and education, animal control services, and crime prevention programs...		One (1) additional bullet-point: Enforcing parking standards throughout the City, focusing on the downtown area.	
<b>PROGRAM MEASURES</b>			
<b>MEASURE</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TARGET</b>
N/A		No Proposed Changes	
<b>SERVICE DELIVERY PLAN 483-04</b>			
<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>		<b>DESCRIPTION OF SERVICE DELIVERY PLAN</b>	
Provide specialized services, in partnership with the community, to support a safe environment for neighborhoods, schools and businesses...		One (1) additional bullet-point: Enforcing parking standards throughout the City, focusing on the downtown area.	

<b>CURRENT</b>				<b>PROPOSED</b>			
<b>ACTIVITIES/PRODUCTS</b>							
<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCT</b>	<b>ACTIVITY #</b>	<b>DESCRIPTION</b>	<b>PRODUCT TYPE</b>	<b>PRODUCT</b>
N/A	N/A	N/A	N/A	New	Enforce Parking Standards Throughout the City	A Citation Issued	2,800
<b>FISCAL IMPACT</b>							
<b>TOTAL SDP COSTS – CURRENT</b>			<b>\$2,066,184</b>	<b>TOTAL SDP COSTS – PROPOSED</b>			<b>\$2,163,098</b>

**ACTIVITY DETAIL  
COST, HOURS AND PRODUCTS**

**SERVICE DELIVERY PLAN 483-04**

**PERSONNEL**

<b>ACTIVITY #</b>	<b>JOB CODE</b>	<b>CLASSIFICATION</b>	<b>WORK HOURS</b>	<b>PRODUCTS</b>	<b>COSTS</b>
NEW	8600	Nuisance Vehicle Inspector	2,747	2,800	\$96,914
<b>TOTALS</b>			2,747	2,800	<b>\$96,914</b>

**GRAND TOTAL** **\$96,914**

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**SUBJECT: Funding for the Recruitment, Selection and Training of Public Safety Officers**

**BUDGET SUPPLEMENT REQUEST SUMMARY**

This budget supplement proposes moving the majority of the funding for the recruitment, selection, and training of new Public Safety Officers from the operating budget to a series of recurring Special Projects. This will allow expenditures to fluctuate each year based on the number of recruitments and allow for better monitoring and tracking of expenditures. The fixed costs associated with this activity would remain in the operating budget.

For FY 2006/2007, the Department of Public Safety (DPS) is requesting a total of \$3,887,530 to fund recruitment, selection, and training. This consists of \$3,222,084 for three Special Projects to hire 27 recruits, yielding 21 officers and \$665,446 in fixed operating costs. The current budget included \$2,341,379 for FY 2006/2007, resulting in a net fiscal impact of \$1,546,151. The estimated cost over the next twenty years for recruitment, selection, hiring, and training of Public Safety Officers is a total of \$94 million. This includes \$79 million in special project costs and \$15 million in operating costs. Accounting for the current funding included in the adopted FY 2005/2006 Budget of \$63 million, the total twenty-year fiscal impact is \$31 million. This funding provides for 266 recruits, yielding 221 successful hires, over the twenty years. The average annual cost over a 20 year period for recruiting, selection and training of new officers will be \$4,739,235. Attachment A details the projected costs and recruitments over the twenty years. This represents an average annual shortfall of \$1,593,548 over the current budget. These costs represent a significant increase over previous costs. This increase in cost can be attributed to two factors; increasing salaries and an increase in the time it now takes to train a new Public Safety Officer.

Moving the direct operating expense into Special Projects instead of maintaining the entire cost of these activities in the operating budget has several advantages. The most important of these is that it allows expenditures to fluctuate each year, dependent on the number of required recruitments. It also allows the expense for each project to be tracked separately, instead of being consolidated into the operating budget. This provides better tracking and monitoring of expenses related to each recruitment. Additionally, it separates direct and indirect costs for these activities. Total indirect costs, including administration and overhead, remain in the Operating Budget, while direct costs for each recruiting class are budgeted and expended from separate Special Projects. This creates better visibility of expenditures and allows for comparison across the projects. This is particularly important because the projects track all costs associated with recruitment, selection and new officer training over an 18 month period.

The Department of Public Safety last hired new Public Safety Officers in 2003. At that time, Public Safety's Budgeted Positions Allocation (BPA) was funded for 224 sworn officer positions. For FY 2003/04, Council reduced the BPA to 210 as part of citywide efforts to balance the City's structural deficit. At the time the staffing reductions were made, DPS had new officers in various stages of training. A decision was made to retain those officers rather than to lay them off. As a result, DPS has been overstaffed, with funding for only 210 sworn positions. Currently, there are 211 officers employed.

DPS and the Department of Finance have together completed a staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This analysis has demonstrated an average attrition rate of approximately 11 officers annually, and a need to hire continually to maintain current staffing levels.

### **BACKGROUND**

One of the essential elements to the continued success of the Department of Public Safety is the recruitment, selection and training of new Public Safety Officers. The unique nature of DPS, with its officers trained both as police officers and firefighters, necessitates that the candidates selected as Public Safety Officers be suited to perform dual rolls throughout their career.

The process of hiring of new public safety officers is divided into three distinct and different functions; recruitment, selection and training. The first component, recruitment is the process of seeking potential candidates for the position of public safety officer and encouraging those qualified candidates to apply for the position. Recruitment includes advertising in trade magazines and local media, placing ads on job seeker websites, attending job and recruiting fairs, creating job flyers and handouts, and having staff available to handle inquires about the open positions. The second element is the actual selection of the future public safety officer. Selection includes the screening of applications, administration of a written test, performing a psychological evaluation, completing physical ability testing, evaluating medical screening, performing a thorough background investigation and successfully passing a hiring interview. The hiring and selection of a Public Safety Officer can take from three to five months. Once the future officer is selected, the third phase of this process is training. Training includes a six-month police academy, a three-month fire academy, a four-week EMT academy, and a four-month police field-training program. The training for a new Public Safety Officer typically lasts 14 months. From the time a candidate fills out an application to the time he or she is fully trained as a Public Safety Officer can take in excess of 18 months. Because of the 14-month training period, officers hired in June of 2006 will not be ready to assume their roles as Public Safety Officers until September of 2007.



History has shown that DPS loses officers at a rate of approximately 11 per year due to retirement, disability, or non-service related separations. To maintain department staffing, DPS must hire at a rate equal to the projected separations. In addition to the traditional retirements and separations, the department loses approximately 25% of its new hires during the police academy and initial training. With a 25% loss rate, the department must hire 15 new officers to replace 11 officers who retire or separate from the department.

The department has conducted an analysis of its near future retirements and potential non-service separations and estimates. It is anticipated that DPS staffing will be 197 officers by July of 2007. Over the next three fiscal years, DPS is anticipating a loss of 37 officers and will have to hire 52 new recruits to maintain its authorized staffing level of 210 officers. In FY 2006/07, the department anticipates hiring 27 new recruits to net 21 officers. The number of officer needed to be hired in FY 2006/07 is higher than the normal average. In an effort to help save money and because of overstaffing, necessary hiring from FY 2005/06 was delayed to FY 2006/07. Because of this deferment, the number of officers to be hired in FY 2006/07 is almost twice the normal average. In FY 2007/08, the department is planning to hire 20 new recruits, to net 16 officers. In FY 2008/09, the department is planning to hire five new recruits to net four officers. These large initial hiring numbers are necessary because the department has not hired new officers in over two years. There is currently no one in training and it is now necessary to accelerate hiring to rebuild and maintain authorized staffing.

DPS has traditionally funded the recruiting, hiring and training of new Public Safety Officer as part of its Operating Budget. Prior to FY 2002/03, the Operating Budget was used to meet the needs of the department. Due in part to an increased number of "baby boomer" retirements and the advent of the 3% @ 50 retirement benefit, the number of retirements from the department dramatically increased. Over a three-year period from 2000 to 2003, the department hired 96 new Public Safety Officers. In FY 2000/01 the DPS hired 30 officers. In FY 2001/02 the DPS hired 38 officers. In FY 2002/03 the DPS hired 28 officers. To meet this increasing demand, in FY 2002/03, a single special hiring project was created. For additional detail, see the recommended FY 2002/03 Budget and Resource Allocation Plan – Budget Supplement #1. (Attachment "B")

### **EXISTING POLICY**

- Support Services Sub Element Goal 4.3A:

Sustain a quality work force in order to assure that Public Safety services are provided in a quality and efficient manner.

- Support Services Sub Element Goal 4.3A.2:  
Maintain a recruitment and selection process that ensures a highly competent work force meeting City affirmative action goals.
- Fire Services Sub Element goal 4.2A.2:  
Provide training that is adequate for required duties.
- Law Enforcement Sub Element Goal 4.1E:  
Sustain a highly trained police services division in order to assure that police services are provided in a quality and efficient manner.

### **DISCUSSION**

The total cost of the recruitment selection and hiring of new Public Safety officers is defined by two categories; fixed overhead costs and variable costs.

The fixed costs are the staff costs necessary to maintain the Public Safety and Human Resources activities needed to do the actual recruitment, selection and training of the new Public Safety Officers. Staff includes a Lieutenant, a Public Safety Officer; Community Services Officer, and a part time Human Resources position. In addition to recruitment, selection and training responsibilities, these personnel also conduct other duties and responsibilities not related to the new officer hiring process. Some of the other duties include processing and back grounding of civilian staff as well. These fixed costs will remain constant regardless of whether eight candidates or 25 candidates are hired and trained in a fiscal year. The fixed cost will reside in the Operating Budgets for Public Safety and Human resources. As staffing levels improve and as efficiencies within the recruitment and selection process improve, DPS will be able to reduce staffing in the Recruiting Unit by one Community Services Officer in FY 2008/09. The elimination of this support position will help to reduce the future costs associated with recruitment and selection.

The variable costs are the costs that will change from year to year depending on the number of Public Safety Officers needed to be hired and trained. These variable costs include the testing and hiring process as well as the costs for the academies and the salaries for the new hires being trained. These variable costs are addressed by this Budget Supplement.

To deal with these variable costs the Department of Public Safety is requesting a series of Special Projects for the purposes of funding the recruitment, selection and training of new Public Safety officers. This represents a departure from the way in which the recruitment, selection and training of new officers was previously funded. In the past, the hiring and training of new officers was funded as part of the Public Safety Operating Budget. While this was a convenient way to fund hiring and training, it led to confusion and problems in accountability. Because the hiring and training cycle for a new

officer can last up to 18 months, the costs for a new officer were spread over two and sometimes three fiscal years. For example, an officer who tested at the end of FY 2001/02 could then have been hired in FY 2002/03 and finally finish training in FY 2003/04. To complicate matters further, different groups of officers could be hired at different times during the same fiscal year creating overlapping training cycles. The accurate tracking of the costs associated with the hiring and training of new officers became a cumbersome and time-consuming task. This Budget Supplement establishes a series of Special Projects to fund each individual recruitment, selection and training cycle for new officers. This approach will allow for greater accountability over the hiring process.

The advantage of using Special Projects to fund the recruitment, selection and training of new officers is that a single project can overlap multiple fiscal years. The use of Special Projects allows the department to place the complete cost of the recruitment, selection and training, for each discreet recruiting class, into one project rather than spreading that cost over multiple fiscal years in an operating budget. As an example, eight officers hired in July of 2006 can be placed into a single project (Project 1), and that project would follow and track those officers until they complete their training. A second group of eight officers hired in November of 2006 could then be placed into a second project (Project 2) and that project would follow and track those officers until they complete their training. The use of Special Projects allows the ability to isolate the costs for a specific group of officers allowing better tracking and accountability. At the end of each project, if there are funds remaining, the money will be returned to the General Fund Reserves.

Additionally, the use of Special Projects also allows for better review of the recruitment, selection and hiring process. The Special Projects will be regularly reviewed as part of the project cycle and the costs of the Special Projects can then be adjusted as necessary. If staffing projections change, the funding of future Special Projects can be adjusted up or down as necessary. As process improvements occur and efficiencies in the process are realized, the special projects can be adjusted accordingly.

One of the risks associated with the long timeline required for the selection and hiring of new Public Safety Officers is the potential for overstaffing. It is difficult, at times, to predict exactly how many officers DPS will need in the near future. For example officers who were anticipated to retire may decide to stay longer. Not as many separations may occur that are not retirement related, or candidates may be more successful in training than anticipated. It is important to understand that the projection of staffing needs in the future is not an exact science. We know what our averages show us, but the further out in time we go, the less accurate our projections become.

The department will make every effort to prevent over-hiring. The first step to ensure proper staffing is to continually monitor and reevaluate staffing levels

making sure that assumptions do not change. The second step to avoid over-hiring is to use a conservative methodology. Because the department is beginning a hiring process that has been recently updated, the department will be intentionally under hiring, until the new process demonstrates success. For the first two fiscal years, instead of using a target of 210 officers, a target of 208 officers will be used, helping to prevent potential over-staffing. In the first fiscal year of the Budget Supplement, the department is planning to hire 27 new recruits even though the department analysis suggests the department should hire 33. Great care will be exercised to avoid an over-hire situation. If the department does end up in an over-hire situation, no additional funding will be sought to cover the over-hire. Any additional sworn staffing in excess of the budgeted 210 would be used to offset the use of overtime and would be absorbed with in the DPS Operating Budget.

Another concern in the hiring and training of new Public Safety Officers is the success rate for officers in training. In the past, success rates have ranged from 60% to 75%. We are continually working to improve the success rates for our officers in training. The department, with the assistance of Human Resources, has reworked the testing process for Public Safety Officer to ensure that we screen out candidates that would not be successful in training. In addition, the department is in the process of changing the way in which the field-training program is conducted and the way officers are trained on the street after the police academy. The department is committed to improving and will continually work to improve the success rate of the candidates in training. At the direction of the City Manager, DPS staff will return in September of 2007 with an analysis of our success in retaining new hires and will share our plan as to how we can be successful in achieving and maintaining an 80% success rate.

### **SERVICE LEVEL IMPACT**

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact. This Budget Supplement does not represent an increase in staffing or service, but is necessary to maintain current staffing levels. If the Budget Supplement were not funded as requested, the decrease in funding would result in a decrease in staffing, which would ultimately result in a decreased service level.

### **FISCAL IMPACT**

The current amount budgeted in FY 2006/07 for the recruitment, selection, and training of Public Safety Officers is \$2,341,379. DPS is requesting that \$665,446 be left in the DPS Operating Budget and \$3,222,084 be placed into multiple Special Projects for the first year to fund the selection and training of Public Safety Officers. The total cost for recruitment, selection and training in FY 2006/07 will be \$3,887,530. The cost for future years varies based on the need for new officers. The estimated 20-year cost for the recruitment, selection, and training of Public Safety Officers is \$94,784,702. The cost would

result in a budget shortfall of approximately \$31,870,972 over the 20-year budget cycle.

This request for funding represents a significant increase over what has been previously budgeted for this activity. The first reason is a dramatic increase in officer salaries. This salary increase not only affects the new officers in training, but also affects the salaries of the officers who conduct the back grounding investigations and those officers necessary to support academy activities. Over the past 4 years, officer salaries have risen over 20%. The second reason is an increase in the time it takes to train a new officer. The police academy and fire academy have increased in time as has the field training program. The combination of these two factors has dramatically influenced the cost of training a new officer.

### **CONCLUSION**

Great care and consideration is given to the process of hiring and training new Public Safety Officers. Unfortunately, the costs associated with the recruiting and training of new Public Safety Officers are significant. Hiring and training Public Safety Officers is an expensive endeavor. The costs presented in this Budget Supplement are a necessary expense to provide for the safety of our city and community. This Budget Supplement provides the means and funds to hire and train Public Safety Officers long into the future. This Budget Supplement is based upon careful analysis and historical experience. The costs associated with this Budget Supplement represent the basic necessary costs needed to hire and train Public Safety Officers.

This Budget Supplement, using multiple Special Projects, offers a flexible, but accountable way to fund and track the costs associated with the selection and training of new Public Safety Officers. Future project can be adjusted up or down to meet, the changing needs of the Public Safety Department. The complete selection and training process can now be monitored in a single project rather than being broken out across multiple years of the Operating Budget. By using multiple Special Projects, the costs associated with the selection and training can be better monitored and accounted for. With these Special Projects, costs can be better controlled and ultimately create a more efficient process.

Prepared by:

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Gregory E. Kevin, Deputy Chief, Department of Public Safety

Reviewed by:

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Don Johnson, Director, Department of Public Safety

Reviewed by:

---

Mary Bradley, Director, Finance

**City Manager's Recommendation**

Approve Budget Supplement for funding

Do Not Approve Budget Supplement for funding

Approved by:

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Amy Chan  
City Manager

**Attachments**

**Attachment A** – Estimated 20 year Expenditures and Recruitments

**Attachment B** – Recommended Budget Fiscal Year 2002/03 Budget and Resource Allocation Plan – Budget Supplement #1.

**Attachment C** – Project Detail Forms

Budget Supplement	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Totals
# 1	1,486,195	316,329										1,802,524
# 2	1,226,848	740,848										1,967,696
# 3	485,902	1,701,311										2,187,213
# 4		1,447,889	873,283									2,321,172
# 5		523,889	1,781,399									2,305,288
# 6			803,406	464,313								1,267,719
# 8			1,189,385	691,557								1,880,942
# 9				406,018	1,410,273							1,816,291
# 10					1,575,292	952,551						2,527,843
# 12						1,226,312	723,144					1,949,456
# 13						309,141	1,076,777					1,385,918
# 14							1,335,972	744,454				2,080,426
# 15							544,402	1,779,956				2,324,358
# 18									1,850,382	849,218		2,699,600
# 19									478,440	2,245,440		2,723,880
# 20										1,721,262	754,712	2,475,974
# 21										494,206	1,595,201	2,089,407
# 22-38												-
	3,198,945	4,730,266	4,647,473	1,561,888	2,985,565	2,488,004	3,680,295	2,524,410	2,328,822	5,310,126	2,349,913	35,805,707
Recruitment Project	-	42,230	22,544	44,802	23,073	49,269	48,956	50,425	53,838	53,496	55,101	443,734
Total Project Costs	3,198,945	4,772,496	4,670,017	1,606,690	3,008,638	2,537,273	3,729,251	2,574,835	2,382,660	5,363,622	2,405,014	36,249,441
Original Calculation	3,222,084	4,651,146	3,251,820	1,902,239	3,276,839	2,162,295	2,953,052	3,801,640	3,842,487	3,981,123	3,981,123	37,025,849
Difference	(23,139)	121,350	1,418,197	(295,549)	(268,201)	374,978	776,199	(1,226,805)	(1,459,827)	1,382,499	(1,576,109)	(776,408)

20 Year Recruiting Project Budget and Net Fiscal Impact

Attachment A - with 22-38

Project Number	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	10 Year Total
# 1	1,486,156	316,368									1,802,524
# 2	1,233,744	733,951									1,967,695
# 3	502,184	1,685,029									2,187,213
# 4		1,413,613	815,830								2,229,443
# 5		502,185	1,685,029								2,187,214
# 6			750,961	433,333							1,184,294
# 7			-	-							-
# 8				1,095,232	615,684						1,710,916
# 9				373,674	1,253,828						1,627,502
# 10					1,407,327	823,488					2,230,815
# 11					-	-					-
# 12						1,069,713	607,058				1,676,771
# 13						269,094	902,920				1,172,014
# 14							1,069,400	674,250			1,743,650
# 15							373,674	1,542,050			1,915,724
# 16								1,211,665	690,818		1,902,483
# 17								373,675	1,331,804		1,705,479
# 18									1,346,504	792,073	2,138,577
# 19									473,361	1,635,961	2,109,322
# 20										1,201,982	1,201,982
# 21										351,107	351,107
# 22-38											-
	<b>3,222,084</b>	<b>4,651,146</b>	<b>3,251,820</b>	<b>1,902,239</b>	<b>3,276,839</b>	<b>2,162,295</b>	<b>2,953,052</b>	<b>3,801,640</b>	<b>3,842,487</b>	<b>3,981,123</b>	<b>33,044,725</b>
<b>Total Project Costs</b>	3,222,084	4,651,146	3,251,820	1,902,239	3,276,839	2,162,295	2,953,052	3,801,640	3,842,487	3,981,123	33,044,725
Total Proposed Operating Costs	665,446	675,482	600,028	618,029	636,570	655,667	675,337	695,597	716,465	737,959	6,676,579
Total Cost	3,887,530	5,326,628	3,851,848	2,520,268	3,913,409	2,817,962	3,628,389	4,497,237	4,558,952	4,719,082	39,721,304
Total Reduced Operating Costs	(2,341,379)	(2,411,620)	(2,483,969)	(2,558,488)	(2,635,243)	(2,714,300)	(2,795,729)	(2,879,601)	(2,965,989)	(3,054,969)	(26,841,286)
Total Net Cost	1,546,151	2,915,008	1,367,879	(38,220)	1,278,166	103,662	832,660	1,617,636	1,592,963	1,664,113	12,880,017



20 Year Recruiting Project Budget and Net Fiscal Impact

Project Number	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-2026	20 Year Total
# 1											1,802,524
# 2											1,967,695
# 3											2,187,213
# 4											2,229,443
# 5											2,187,214
# 6											1,184,294
# 7											-
# 8											1,710,916
# 9											1,627,502
# 10											2,230,815
# 11											-
# 12											1,676,771
# 13											1,172,014
# 14											1,743,650
# 15											1,915,724
# 16											1,902,483
# 17											1,705,479
# 18											2,138,577
# 19											2,109,322
# 20	703,727										1,905,709
# 21	1,213,448										1,564,555
# 22-38	1,671,222	3,871,682	4,363,175	5,499,829	5,086,368	4,736,673	6,086,712	7,233,388	5,116,945	766,565	44,432,557
	<b>3,588,397</b>	<b>3,871,682</b>	<b>4,363,175</b>	<b>5,499,829</b>	<b>5,086,368</b>	<b>4,736,673</b>	<b>6,086,712</b>	<b>7,233,388</b>	<b>5,116,945</b>	<b>766,565</b>	<b>79,394,457</b>
<b>Total Project Costs</b>	<b>3,588,397</b>	<b>3,871,682</b>	<b>4,363,175</b>	<b>5,499,829</b>	<b>5,086,368</b>	<b>4,736,673</b>	<b>6,086,712</b>	<b>7,233,388</b>	<b>5,116,945</b>	<b>766,565</b>	<b>79,394,457</b>
Total Proposed Operating Costs	760,098	782,900	806,387	830,579	855,496	881,161	907,596	934,824	962,869	991,755	15,390,245
Total Cost	4,348,495	4,654,583	5,169,562	6,330,408	5,941,864	5,617,834	6,994,308	8,168,212	6,079,814	1,758,320	94,784,702
Total Reduced Operating Costs	(3,146,618)	(3,241,016)	(3,338,247)	(3,438,394)	(3,541,546)	(3,647,792)	(3,757,226)	(3,869,943)	(3,986,041)	(4,105,622)	(62,913,731)
Total Net Cost	1,201,877	1,413,567	1,831,316	2,892,014	2,400,318	1,970,042	3,237,082	4,298,269	2,093,772	(2,347,303)	31,870,972

<b>Project Number</b>	<b>Number of Recruits</b>	<b>Number of Hires</b>	<b>Projected Staffing</b>
1	8	6	197
2	9	7	206
3	10	8	210
4	10	8	209
5	10	8	210
6	5	4	210
7	0	0	210
8	7	6	210
9	7	6	210
10	10	8	210
11	0	0	210
12	7	6	210
13	5	4	210
14	7	6	210
15	7	6	210
16	8	7	210
17	7	6	210
18	7	6	210
19	7	6	210
20	6	5	210
21	5	4	210
22	6	5	210
23	6	5	210
24	6	5	210
25	5	4	210
26	8	7	210
27	8	7	210
28	8	7	210
29	8	7	210
30	6	5	210
31	6	5	210
32	7	6	210
33	7	6	210
34	10	8	210
35	10	8	210
36	10	8	210
37	8	7	210
38	5	4	210
39	0	0	210



May 7, 2002

**BUDGET SUPPLEMENT #1**

**SUBJECT: REQUEST FOR FUNDING TO SUPPORT EXPANDED  
PUBLIC SAFETY OFFICER RECRUITMENT, SELECTION  
AND TRAINING**

**REPORT IN BRIEF**

This Budget Supplement is for additional funding to recruit, select and train additional Public Safety Officers to keep pace with significantly increasing rates of attrition. Based on a number of factors it is anticipated that 48 to 71 officer retirements/separations will occur between now and the end of FY 2005-2006. Currently, the Department of Public Safety is only budgeted at "17 recruits successfully trained" next year. This budget shortfall is compounded by several factors outlined below, including overlapping training cycles resulting in 30-44 Public Safety Officers-In Training at any given time in the hiring process and an historical trainee dropout rate of 24%.

This request also includes two additional Public Safety Lieutenants for two years to provide supervision of recruit officers in the Police Academy, Fire Academy and Field Training Programs (FTO). This request is for two years only. If these positions are still needed at that time, we will return to Council for approval for additional funding. The first year salary for the Police Lieutenant position will be funded from the Asset Forfeiture Fund.

In order to address these issues, our forecast over this two-year period is \$3,980,808. Staff recommends an additional 29,900 hours at a cost of \$1,767,041 in FY 2002/2003 and 33,860 hours at a cost of \$2,213,767 in FY 2003/2004. We also seek the flexibility to shift funds forward or backward between fiscal years, should spending for this activity peak earlier or later than forecast.

**BACKGROUND**

Public Safety is being negatively impacted by an accelerating attrition rate due to the increasing age of officers and enhanced retirement incentives. As a result, the department has hired and trained many more individuals than the

budget has allowed, directly resulting in cost overruns in some Program 432 activities in each of the past four years. This sustained, aggressive and necessary hiring effort resulted in DPS hiring 92 PSO-ITs in the last 42 months. For FY 2001/2002 it is anticipated that by fiscal year-end the activities associated with recruitment, selection and training will exceed its budget by \$1.7 million.

There are several compounding, factors affecting the Public Safety Budget. The three most critical are retirements/separations, which decrease staffing, and rigorous recruitment standards, which limit our ability to increase staffing and the rigorous training process. These conditions all contribute to chronic staff vacancies, which must be filled in order to meet our MOU requirements and authorized service levels. Each of these areas is discussed below.

### **Retirement and Separations**

Public Safety Officers are eligible to retire at age 50. Currently DPS has 29 officers aged 50 or older and another 69 within 5 years of retirement age. The 3% @ 50 retirement plan, implemented in FY 2000/2001, is a new variable in the equation. Typically, an officer will separate upon reaching 28 years of service and attaining age 50. There are 23 officers who currently meet this standard. Based on the two factors and, to a lesser degree, other variables such as "quality of life" issues, early disability retirement, seeking other employment, etc., it is anticipated that 48 to 71 officer retirements/separations will occur between now and FY 2005/2006.

### **Rigorous Recruitment Standards**

The role of a Public Safety Officer demands an applicant meet moral and ethical standards along with an ability to learn, be decisive and hold the good of the community above all else. Finding successful candidates who possess these qualities is becoming increasingly difficult. Staff is traveling greater distances in an outreach effort to attract a qualified applicant pool reflecting our diverse community.

Once qualified applicants are found, they must successfully pass a battery of written, oral and interpersonal examinations. Additionally, they must pass two polygraph examinations, have an acceptable psychological screening rating, pass a physical agility test, a comprehensive medical examination, a pre-employment drug screen and be able to successfully pass a highly intrusive and comprehensive background investigation. On a national average less than 1% of applicants tested for a public safety position pass such close scrutiny. Given this low success rate, it is easy to see that this process is extremely expensive.

### **Rigorous Training Process**

The hiring and training process for a Public Safety Officer is exceptionally long. Once hired, Public Safety Officers-In Training must pass a 27-week Police Academy and a 12-week Fire Academy with scores of 80% or higher. They must pass a 2-week Apparatus Driver/Pump Operator (AD/PO) certification process, pass a 3.5-week Emergency Medical Technician (EMT) certification course and pass a 3-month police Field Training Officer (FTO) program. Only upon successful completion of all phases of this 14-month cycle is the new officer able to function on the street as a "solo" Public Safety Officer. Recruit failures occur throughout this process and they cost us dearly.

Training is the foundation for the future success of the department and its officers. The development of proper habits and procedures are among the most important aspects of early training and development. Oversight by the FTO Lieutenants will ensure consistent oversight and training for the new officers. The cost to hire and train an individual officer is approximately \$175,000. This is a significant investment and makes financial sense for us to invest in appropriate levels of leadership in order to run an effective training program.

The starting dates for training modules are preset and do not necessarily result in a smooth transition from one academy to the next, creating gaps in training. As a result, our projected training period of 14 months of actual training time is often expanded by circumstances beyond our control by several months. This adds additional hidden costs, as we "carry" these recruits during these periods. Further, there are occasions when staff is required to operate "Sunnyvale" fire academies, in addition to utilizing the Joint Fire Academy. This results in additional, unbudgeted costs.

### **EXISTING POLICY**

- Support Services Sub Element Goal 4.3A:

Sustain a quality work force in order to assure that public safety services are provided in a quality and efficient manner.

- Support Services Sub Element Policy 4.3A.2:

Maintain a recruitment and selection process that ensures highly competent work force meeting City affirmative actions goals.

- Fire Services Sub Element Goal 4.2A.2:

Provide training that is adequate for required duties.

## DISCUSSION

This budget supplement seeks funding to continue training the 29 PSOITs currently in various stages of training, as of May 6<sup>th</sup>. This funding request also includes the planned hiring, in FY 2002/2003, of 44 new officers "in training" and an average of 47 new officers "in training" through FY 03-04. This change would necessitate increasing the budgeted hours for "17 successfully trained recruits" to "33 and 36 successfully trained recruits" for each of the respective fiscal years (includes a failure rate of 24%). The actual time needed for a new officer to successfully complete all phases of training is 2,186 hours. Despite this fact, the current budget for each new PSO-IT is only 1,910 hours. This condition creates an overlap in training cycles resulting in cost over runs, as the new hire recruits continue in training from one fiscal year to the next. This budget supplement will help correct this shortfall in hours.

To further illustrate this point, as of April 5<sup>th</sup> Public Safety has had a total of 59 trainees begin or end training in this fiscal year. We are budgeted for 17. Those who began training during this fiscal year will not finish their training until next fiscal year. Those that completed their training this year started their training in the prior fiscal year. No trainee ever starts and finishes training in the same fiscal year. Yet, budgeting is done by fiscal year and does not address this persistent overlap situation. This essential fact stands out as one of the principal reasons why Public Safety consistently exceeds its budgeted amount for this activity. The current, accelerated hiring environment has magnified this deficiency in training hours.

## SERVICE LEVEL IMPACT

No service level impact will be felt. Products will increase from the authorized level of 17 "recruits successfully trained" to 33 in FY 02-03 and 36 in FY 03-04 (Carryovers from the prior year will inflate these goals.) The additional funds requested here are based on projected DPS budget actuals for the current year. Projected costs for FY 2002/2003 and FY 2003/2004 are weighted by the number of staff in POSIT status by week over the 104-week period.

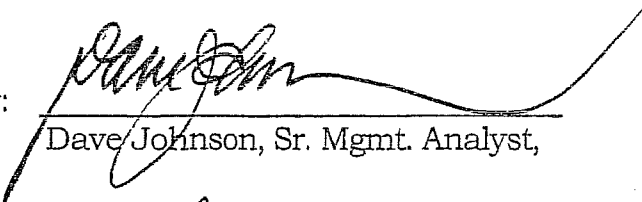
## FISCAL IMPACT

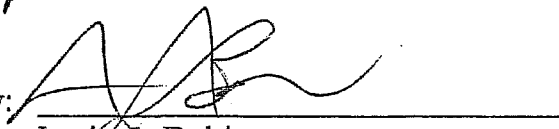
Detailed fiscal impact information is included in the attached Budget Supplement and Activity Detail forms for each fiscal year.

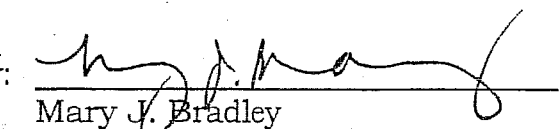
ADDITIONAL BUDGET FOR PUBLIC SAFETY HIRING

MAY 7, 2002

Page 5 of 5

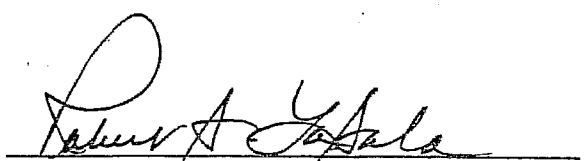
Prepared By:   
Dave Johnson, Sr. Mgmt. Analyst,

Reviewed By:   
Irwin I. Bakin  
Director of Public Safety

Reviewed By:   
Mary J. Bradley  
Director of Finance

**City Manager's Recommendation**

- Approve Budget Supplement for funding
- Do not approve Budget Supplement for funding

  
Robert S. LaSala  
City Manager

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 06-07 Project #1 Recruitment, Selection and Training Sworn Officers  
**Project Number:** XXXXXX **Category:** Special  
**Origination Year:** **FY 2006/2007** **Type:** General **Phase:** Implementation  
**Planned Completion Year:** FY 2007/2008 **% Complete:** 0  
**Element:** 4 Public Safety **Fund/Sub-Fund Number:** 35 100  
**Sub-Element:** 4.1 Law Enforcement **Fund Name:** General Fund  
**General Plan Goal #:** 4.1A **Sub-Fund:** 100 General  
**Neighborhood Area:** City Wide  Gas Tax Eligible?  
**Department:** Public Safety  Revenue Dependent?  
**Project Manager:** Greg Kevin  Project Administration Eligible?  
**Project Coordinator:** George McCloskey  Infrastructure Costs at Completion?  
**Origin of Issue:** Staff  Operating Costs at Completion?  
**Interdependencies:** Human Resources  No Carryover Allowed?  
**Funding Sources:** General Fund  Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 8 new recruits beginning in FY 2006/07. This project is estimated for completion in FY 2007/08 and will complete training of 6 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	1,486,156	-	-
2007/2008	316,368	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,802,524</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	\$ 1,802,524

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_



**PROJECT COSTS WORKSHEET****PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)**PROJECT NAME:** FY 06-07 Project #1 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	1,319,827	276,009	-	-	-	-	-	-	-	-	1,595,836	1,595,836
5025	Clothing, Uniforms & Acces.	60,253	-	-	-	-	-	-	-	-	-	60,253	60,253
5040	Advertising Services	15,000	-	-	-	-	-	-	-	-	-	15,000	15,000
5255	Personnel Testing Services	28,812	-	-	-	-	-	-	-	-	-	28,812	28,812
5280	Printing & Related Services	6,000	-	-	-	-	-	-	-	-	-	6,000	6,000
5375	Training Expense	36,263	40,359	-	-	-	-	-	-	-	-	76,622	76,622
6040	Recruitment Travel Expense	20,000	-	-	-	-	-	-	-	-	-	20,000	20,000
<b>TOTAL PROJECT COSTS</b>		<b>1,486,156</b>	<b>316,368</b>	-	-	-	-	-	-	-	-	<b>1,802,524</b>	<b>1,802,524</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 06-07 Project #2 Recruitment, Selection and Training Sworn Officers  
**Project Number:** XXXXXX **Category:** Special  
**Origination Year:** **FY 2006/2007** **Type:** General **Phase:** Implementation  
**Planned Completion Year:** FY 2007/2008 **% Complete:** 0  
**Element:** 4 Public Safety **Fund/Sub-Fund Number:** 35 100  
**Sub-Element:** 4.1 Law Enforcement **Fund Name:** General Fund  
**General Plan Goal #:** 4.1A **Sub-Fund:** 100 General  
**Neighborhood Area:** City Wide  Gas Tax Eligible?  
**Department:** Public Safety  Revenue Dependent?  
**Project Manager:** Greg Kevin  Project Administration Eligible?  
**Project Coordinator:** George McCloskey  Infrastructure Costs at Completion?  
**Origin of Issue:** Staff  Operating Costs at Completion?  
**Interdependencies:** Human Resources  No Carryover Allowed?  
**Funding Sources:** General Fund  Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 9 new recruits beginning in FY 2006/07. This project is estimated for completion in FY 2007/08 and will complete training of 7 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	1,233,744	-	-
2007/2008	733,951	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,967,695</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	\$ 1,967,696

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** FY 06-07 Project #2 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	1,111,449	686,911	-	-	-	-	-	-	-	-	1,798,360	1,798,360
5025	Clothing, Uniforms & Acces.	49,926	-	-	-	-	-	-	-	-	-	49,926	49,926
5255	Personnel Testing Services	32,054	-	-	-	-	-	-	-	-	-	32,054	32,054
5375	Training Expense	40,316	47,040	-	-	-	-	-	-	-	-	87,356	87,356
<b>TOTAL PROJECT COSTS</b>		<b>1,233,744</b>	<b>733,951</b>	-	-	-	-	-	-	-	-	<b>1,967,695</b>	<b>1,967,695</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 06-07 Project #3 Recruitment, Selection and Training Sworn Officers  
**Project Number:** XXXXXX **Category:** Special  
**Origination Year:** **FY 2006/2007** **Type:** General **Phase:** Implementation  
**Planned Completion Year:** FY 2007/2008 **% Complete:** 0  
**Element:** 4 Public Safety **Fund/Sub-Fund Number:** 35 100  
**Sub-Element:** 4.1 Law Enforcement **Fund Name:** General Fund  
**General Plan Goal #:** 4.1A **Sub-Fund:** 100 General  
**Neighborhood Area:** City Wide  Gas Tax Eligible?  
**Department:** Public Safety  Revenue Dependent?  
**Project Manager:** Greg Kevin  Project Administration Eligible?  
**Project Coordinator:** George McCloskey  Infrastructure Costs at Completion?  
**Origin of Issue:** Staff  Operating Costs at Completion?  
**Interdependencies:** Human Resources  No Carryover Allowed?  
**Funding Sources:** General Fund  Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 10 new recruits beginning in FY 2006/07. This project is estimated for completion in FY 2007/08 and will complete training of 8 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	502,184	-	-
2007/2008	1,685,029	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>2,187,213</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	\$ 2,187,213

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** FY 06-07 Project #3 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	367,247	1,631,269	-	-	-	-	-	-	-	-	1,998,516	1,998,516
5025	Clothing, Uniforms & Acces.	55,371	-	-	-	-	-	-	-	-	-	55,371	55,371
5255	Personnel Testing Services	34,771	-	-	-	-	-	-	-	-	-	34,771	34,771
5375	Training Expense	44,795	53,760	-	-	-	-	-	-	-	-	98,555	98,555
<b>TOTAL PROJECT COSTS</b>		<b>502,184</b>	<b>1,685,029</b>	-	-	-	-	-	-	-	-	<b>2,187,213</b>	<b>2,187,213</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 07-08 Project #4 Recruitment, Selection and Training Sworn Officers  
**Project Number:** XXXXXX **Category:** Special  
**Origination Year:** **FY 2007/2008** **Type:** General **Phase:** Implementation  
**Planned Completion Year:** FY 2008/2009 **% Complete:** 0  
**Element:** 4 Public Safety **Fund/Sub-Fund Number:** 35 100  
**Sub-Element:** 4.1 Law Enforcement **Fund Name:** General Fund  
**General Plan Goal #:** 4.1A **Sub-Fund:** 100 General  
**Neighborhood Area:** City Wide  Gas Tax Eligible?  
**Department:** Public Safety  Revenue Dependent?  
**Project Manager:** Greg Kevin  Project Administration Eligible?  
**Project Coordinator:** George McCloskey  Infrastructure Costs at Completion?  
**Origin of Issue:** Staff  Operating Costs at Completion?  
**Interdependencies:** Human Resources  No Carryover Allowed?  
**Funding Sources:** General Fund  Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 10 new recruits beginning in FY 2007/08. This project is estimated for completion in FY 2008/09 and will complete training of 8 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	1,413,613	-	-
2008/2009	815,830	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>2,229,443</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

<input type="checkbox"/>	No Change	
<input type="checkbox"/>	New Project	
<input type="checkbox"/>	Change in Operating Costs	
<input type="checkbox"/>	Increase in costs	\$ _____
<input type="checkbox"/>	Decrease in Costs	\$ _____
<input type="checkbox"/>	Project Accelerated	
<input type="checkbox"/>	Project Delayed	
<input type="checkbox"/>	Budget Modification	\$ _____
<input checked="" type="checkbox"/>	Budget Supplement	\$ 2,295,059

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** FY 07-08 Project #4 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	1,232,398	760,457	-	-	-	-	-	-	-	1,992,855	1,992,855
5025	Clothing, Uniforms & Acces.	-	57,610	-	-	-	-	-	-	-	-	57,610	57,610
5040	Advertising Services	-	15,450	-	-	-	-	-	-	-	-	15,450	15,450
5255	Personnel Testing Services	-	35,814	-	-	-	-	-	-	-	-	35,814	35,814
5280	Printing & Related Services	-	6,180	-	-	-	-	-	-	-	-	6,180	6,180
5375	Training Expense	-	45,561	55,373	-	-	-	-	-	-	-	100,934	100,934
6040	Recruitment Travel Expense	-	20,600	-	-	-	-	-	-	-	-	20,600	20,600
<b>TOTAL PROJECT COSTS</b>		-	<b>1,413,613</b>	<b>815,830</b>	-	-	-	-	-	-	-	<b>2,229,443</b>	<b>2,229,443</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 07-08 Project #5 Recruitment, Selection and Training Sworn Officers

Project Number: XXXXXX Category: Special

Origination Year: **FY 2007/2008** Type: General Phase: Implementation

Planned Completion Year: FY 2008/2009 % Complete: 0

Element: 4 Public Safety Fund/Sub-Fund Number: 35 100

Sub-Element: 4.1 Law Enforcement Fund Name: General Fund

General Plan Goal #: 4.1A Sub-Fund: 100 General

Neighborhood Area: City Wide  Gas Tax Eligible?

Department: Public Safety  Revenue Dependent?

Project Manager: Greg Kevin  Project Administration Eligible?

Project Coordinator: George McCloskey  Infrastructure Costs at Completion?

Origin of Issue: Staff  Operating Costs at Completion?

Interdependencies: Human Resources  No Carryover Allowed?

**Funding Sources:** General Fund  Art in Public Places Eligible?

Storm Water Discharge Req.?

Apply Inflation To:  Project Costs?

Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 10 new recruits beginning in FY 2007/08. This project is estimated for completion in FY 2008/09 and will complete training of 8 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	502,185	-	-
2008/2009	1,685,029	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>2,187,214</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	\$ 2,252,829

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_



**PROJECT COSTS WORKSHEET**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** FY 07-08 Project #5 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	341,107	1,629,656	-	-	-	-	-	-	-	1,970,763	1,970,763
5025	Clothing, Uniforms & Acces.	-	79,123	-	-	-	-	-	-	-	-	79,123	79,123
5255	Personnel Testing Services	-	35,816	-	-	-	-	-	-	-	-	35,816	35,816
5375	Training Expense	-	46,140	55,373	-	-	-	-	-	-	-	101,513	101,513
<b>TOTAL PROJECT COSTS</b>		-	<b>502,185</b>	<b>1,685,029</b>	-	-	-	-	-	-	-	<b>2,187,214</b>	<b>2,187,214</b>

# PART I PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 08-09 Project #6 Recruitment, Selection and Training Sworn Officers  
**Project Number:** XXXXXX **Category:** Special  
**Origination Year:** **FY 2008/2009** **Type:** General **Phase:** Implementation  
**Planned Completion Year:** FY 2009/2010 **% Complete:** 0  
**Element:** 4 Public Safety **Fund/Sub-Fund Number:** 35 100  
**Sub-Element:** 4.1 Law Enforcement **Fund Name:** General Fund  
**General Plan Goal #:** 4.1A **Sub-Fund:** 100 General  
**Neighborhood Area:** City Wide  Gas Tax Eligible?  
**Department:** Public Safety  Revenue Dependent?  
**Project Manager:** Greg Kevin  Project Administration Eligible?  
**Project Coordinator:** George McCloskey  Infrastructure Costs at Completion?  
**Origin of Issue:** Staff  Operating Costs at Completion?  
**Interdependencies:** Human Resources  No Carryover Allowed?  
**Funding Sources:** General Fund  Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 5 new recruits beginning in FY 2008/09. This project is estimated for completion in FY 2009/10 and will complete training of 4 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	750,961	-	-
2009/2010	433,333	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,184,294</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

<input type="checkbox"/>	No Change	
<input type="checkbox"/>	New Project	
<input type="checkbox"/>	Change in Operating Costs	
<input type="checkbox"/>	Increase in costs	\$ _____
<input type="checkbox"/>	Decrease in Costs	\$ _____
<input type="checkbox"/>	Project Accelerated	
<input type="checkbox"/>	Project Delayed	
<input type="checkbox"/>	Budget Modification	\$ _____
<input checked="" type="checkbox"/>	Budget Supplement	\$ 1,255,045

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** FY 08-09 Project #6 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	641,146	417,612	-	-	-	-	-	-	1,058,758	1,058,758
5000	Audio Visual Products	-	-	1,592	-	-	-	-	-	-	-	1,592	1,592
5025	Clothing, Uniforms & Acces.	-	-	29,655	-	-	-	-	-	-	-	29,655	29,655
5040	Advertising Services	-	-	7,959	-	-	-	-	-	-	-	7,959	7,959
5255	Personnel Testing Services	-	-	21,355	-	-	-	-	-	-	-	21,355	21,355
5280	Printing & Related Services	-	-	3,183	-	-	-	-	-	-	-	3,183	3,183
5375	Training Expense	-	-	35,462	15,721	-	-	-	-	-	-	51,183	51,183
6040	Recruitment Travel Expense	-	-	10,610	-	-	-	-	-	-	-	10,610	10,610
<b>TOTAL PROJECT COSTS</b>		-	-	<b>750,961</b>	<b>433,333</b>	-	-	-	-	-	-	<b>1,184,294</b>	<b>1,184,294</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 09-10 Project #8 Recruitment, Selection and Training Sworn Officers  
**Project Number:** XXXXXX **Category:** Special  
**Origination Year:** **FY 2009/2010** **Type:** General **Phase:** Implementation  
**Planned Completion Year:** FY 2010/2011 **% Complete:** 0  
**Element:** 4 Public Safety **Fund/Sub-Fund Number:** 35 100  
**Sub-Element:** 4.1 Law Enforcement **Fund Name:** General Fund  
**General Plan Goal #:** 4.1A **Sub-Fund:** 100 General  
**Neighborhood Area:** City Wide  Gas Tax Eligible?  
**Department:** Public Safety  Revenue Dependent?  
**Project Manager:** Greg Kevin  Project Administration Eligible?  
**Project Coordinator:** George McCloskey  Infrastructure Costs at Completion?  
**Origin of Issue:** Staff  Operating Costs at Completion?  
**Interdependencies:** Human Resources  No Carryover Allowed?  
**Funding Sources:** General Fund  Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 7 new recruits beginning in FY 2009/10. This project is estimated for completion in FY 2010/11 and will complete training of 6 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	1,095,232	-	-
2010/2011	615,684	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,710,915</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	\$ 1,865,410

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET****PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)**PROJECT NAME:** FY 09-10 Project #8 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	896,033	561,083	-	-	-	-	-	1,457,116	1,457,116
5025	Clothing, Uniforms & Acces.	-	-	-	58,071	-	-	-	-	-	-	58,071	58,071
5040	Advertising Services	-	-	-	16,395	-	-	-	-	-	-	16,395	16,395
5255	Personnel Testing Services	-	-	-	31,142	-	-	-	-	-	-	31,142	31,142
5280	Printing & Related Services	-	-	-	6,558	-	-	-	-	-	-	6,558	6,558
5375	Training Expense	-	-	-	65,173	54,601	-	-	-	-	-	119,774	119,774
6040	Recruitment Travel Expense	-	-	-	21,860	-	-	-	-	-	-	21,860	21,860
<b>TOTAL PROJECT COSTS</b>		-	-	-	<b>1,095,232</b>	<b>615,684</b>	-	-	-	-	-	<b>1,710,915</b>	<b>1,710,915</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 09-10 Project #9 Recruitment, Selection and Training Sworn Officers  
**Project Number:** XXXXXX **Category:** Special  
**Origination Year:** **FY 2009/2010** **Type:** General **Phase:** Implementation  
**Planned Completion Year:** FY 2010/2011 **% Complete:** 0  
**Element:** 4 Public Safety **Fund/Sub-Fund Number:** 35 100  
**Sub-Element:** 4.1 Law Enforcement **Fund Name:** General Fund  
**General Plan Goal #:** 4.1A **Sub-Fund:** 100 General  
**Neighborhood Area:** City Wide  Gas Tax Eligible?  
**Department:** Public Safety  Revenue Dependent?  
**Project Manager:** Greg Kevin  Project Administration Eligible?  
**Project Coordinator:** George McCloskey  Infrastructure Costs at Completion?  
**Origin of Issue:** Staff  Operating Costs at Completion?  
**Interdependencies:** Human Resources  No Carryover Allowed?  
**Funding Sources:** General Fund  Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 7 new recruits beginning in FY 2009/10. This project is estimated for completion in FY 2010/11 and will complete training of 6 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	373,674	-	-
2010/2011	1,253,828	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,627,501</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	\$ 1,778,415

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET****PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)**PROJECT NAME:** FY 09-10 Project #9 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	246,043	1,214,654	-	-	-	-	-	1,460,697	1,460,697
5025	Clothing, Uniforms & Acces.	-	-	-	57,626	-	-	-	-	-	-	57,626	57,626
5255	Personnel Testing Services	-	-	-	30,836	-	-	-	-	-	-	30,836	30,836
5375	Training Expense	-	-	-	39,169	39,174	-	-	-	-	-	78,342	78,342
<b>TOTAL PROJECT COSTS</b>		-	-	-	<b>373,674</b>	<b>1,253,828</b>	-	-	-	-	-	<b>1,627,501</b>	<b>1,627,501</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 10-11 Project #10 Recruitment, Selection and Training Sworn Officers  
**Project Number:** XXXXXX **Category:** Special  
**Origination Year:** **FY 2010/2011** **Type:** General **Phase:** Implementation  
**Planned Completion Year:** FY 2011/2012 **% Complete:** 0  
**Element:** 4 Public Safety **Fund/Sub-Fund Number:** 35 100  
**Sub-Element:** 4.1 Law Enforcement **Fund Name:** General Fund  
**General Plan Goal #:** 4.1A **Sub-Fund:** 100 General  
**Neighborhood Area:** City Wide  Gas Tax Eligible?  
**Department:** Public Safety  Revenue Dependent?  
**Project Manager:** Greg Kevin  Project Administration Eligible?  
**Project Coordinator:** George McCloskey  Infrastructure Costs at Completion?  
**Origin of Issue:** Staff  Operating Costs at Completion?  
**Interdependencies:** Human Resources  No Carryover Allowed?  
**Funding Sources:** General Fund  Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 10 new recruits beginning in FY 2010/11. This project is estimated for completion in FY 2011/12 and will complete training of 8 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	1,407,327	-	-
2011/2012	823,488	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>2,230,814</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	<b>\$ 2,507,906</b>

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_



**PROJECT COSTS WORKSHEET****PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)**PROJECT NAME:** FY 10-11 Project #10 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	-	1,210,284	762,954	-	-	-	-	1,973,238	1,973,238
5025	Clothing, Uniforms & Acces.	-	-	-	-	84,369	-	-	-	-	-	84,369	84,369
5040	Advertising Services	-	-	-	-	8,445	-	-	-	-	-	8,445	8,445
5255	Personnel Testing Services	-	-	-	-	39,151	-	-	-	-	-	39,151	39,151
5280	Printing & Related Services	-	-	-	-	3,378	-	-	-	-	-	3,378	3,378
5375	Training Expense	-	-	-	-	50,439	60,534	-	-	-	-	110,973	110,973
6040	Recruitment Travel Expense	-	-	-	-	11,260	-	-	-	-	-	11,260	11,260
<b>TOTAL PROJECT COSTS</b>		-	-	-	-	<b>1,407,327</b>	<b>823,488</b>	-	-	-	-	<b>2,230,814</b>	<b>2,230,814</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 11-12 Project #12 Recruitment, Selection and Training Sworn Officers  
**Project Number:** XXXXXX **Category:** Special  
**Origination Year:** **FY 2011/2012** **Type:** General **Phase:** Implementation  
**Planned Completion Year:** FY 2012/2013 **% Complete:** 0  
**Element:** 4 Public Safety **Fund/Sub-Fund Number:** 35 100  
**Sub-Element:** 4.1 Law Enforcement **Fund Name:** General Fund  
**General Plan Goal #:** 4.1A **Sub-Fund:** 100 General  
**Neighborhood Area:** City Wide  Gas Tax Eligible?  
**Department:** Public Safety  Revenue Dependent?  
**Project Manager:** Greg Kevin  Project Administration Eligible?  
**Project Coordinator:** George McCloskey  Infrastructure Costs at Completion?  
**Origin of Issue:** Staff  Operating Costs at Completion?  
**Interdependencies:** Human Resources  No Carryover Allowed?  
**Funding Sources:** General Fund  Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 6 new recruits beginning in FY 2011/12. This project is estimated for completion in FY 2012/13 and will complete training of 5 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	1,069,713	-	-
2012/2013	607,058	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,676,772</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	<b>\$ 1,935,991</b>

\_\_\_\_\_  
 Project Manager Date

\_\_\_\_\_  
 Department Director Date

\_\_\_\_\_  
 Amy Chan, City Manager Date

**PROJECT COSTS WORKSHEET****PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)**PROJECT NAME:** FY 11-12 Project #12 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	-	-	877,947	568,116	-	-	-	1,446,063	1,446,063
5000	Audio Visual Products	-	-	-	-	-	1,739	-	-	-	-	1,739	1,739
5025	Clothing, Uniforms & Acces.	-	-	-	-	-	61,578	-	-	-	-	61,578	61,578
5040	Advertising Services	-	-	-	-	-	17,385	-	-	-	-	17,385	17,385
5255	Personnel Testing Services	-	-	-	-	-	32,698	-	-	-	-	32,698	32,698
5280	Printing & Related Services	-	-	-	-	-	6,954	-	-	-	-	6,954	6,954
5375	Training Expense	-	-	-	-	-	48,232	38,942	-	-	-	87,175	87,175
6040	Recruitment Travel Expense	-	-	-	-	-	23,181	-	-	-	-	23,181	23,181
<b>TOTAL PROJECT COSTS</b>		-	-	-	-	-	<b>1,069,713</b>	<b>607,058</b>	-	-	-	<b>1,676,772</b>	<b>1,676,772</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 11-12 Project #13 Recruitment, Selection and Training Sworn Officers  
**Project Number:** XXXXXX **Category:** Special  
**Origination Year:** **FY 2011/2012** **Type:** General **Phase:** Implementation  
**Planned Completion Year:** FY 2012/2013 **% Complete:** 0  
**Element:** 4 Public Safety **Fund/Sub-Fund Number:** 35 100  
**Sub-Element:** 4.1 Law Enforcement **Fund Name:** General Fund  
**General Plan Goal #:** 4.1A **Sub-Fund:** 100 General  
**Neighborhood Area:** City Wide  Gas Tax Eligible?  
**Department:** Public Safety  Revenue Dependent?  
**Project Manager:** Greg Kevin  Project Administration Eligible?  
**Project Coordinator:** George McCloskey  Infrastructure Costs at Completion?  
**Origin of Issue:** Staff  Operating Costs at Completion?  
**Interdependencies:** Human Resources  No Carryover Allowed?  
**Funding Sources:** General Fund  Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 6 new recruits beginning in FY 2011/12. This project is estimated for completion in FY 2012/13 and will complete training of 5 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	269,094	-	-
2012/2013	902,920	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,172,014</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	<b>\$ 1,358,685</b>

\_\_\_\_\_  
 Project Manager Date  
 \_\_\_\_\_  
 Department Director Date  
 \_\_\_\_\_  
 Amy Chan, City Manager Date

**PROJECT COSTS WORKSHEET****PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)**PROJECT NAME:** FY 11-12 Project #13 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	-	-	175,459	871,801	-	-	-	1,047,260	1,047,260
5025	Clothing, Uniforms & Acces.	-	-	-	-	-	43,984	-	-	-	-	43,984	43,984
5255	Personnel Testing Services	-	-	-	-	-	23,336	-	-	-	-	23,336	23,336
5375	Training Expense	-	-	-	-	-	26,315	31,119	-	-	-	57,434	57,434
<b>TOTAL PROJECT COSTS</b>		-	-	-	-	-	<b>269,094</b>	<b>902,920</b>	-	-	-	<b>1,172,014</b>	<b>1,172,014</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 12-13 Project #14 Recruitment, Selection and Training Sworn Officers

Project Number: XXXXXX Category: Special

Origination Year: **FY 2012/2013** Type: General Phase: Implementation

Planned Completion Year: FY 2013/2014 % Complete: 0

Element: 4 Public Safety Fund/Sub-Fund Number: 35 100

Sub-Element: 4.1 Law Enforcement Fund Name: General Fund

General Plan Goal #: 4.1A Sub-Fund: 100 General

Neighborhood Area: City Wide  Gas Tax Eligible?

Department: Public Safety  Revenue Dependent?

Project Manager: Greg Kevin  Project Administration Eligible?

Project Coordinator: George McCloskey  Infrastructure Costs at Completion?

Origin of Issue: Staff  Operating Costs at Completion?

Interdependencies: Human Resources  No Carryover Allowed?

**Funding Sources:** General Fund  Art in Public Places Eligible?

Storm Water Discharge Req.?

Apply Inflation To:  Project Costs?

Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 7 new recruits beginning in FY 2012/13. This project is estimated for completion in FY 2013/14 and will complete training of 6 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	1,069,400	-	-
2013/2014	674,250	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,743,650</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	<b>\$ 2,072,510</b>

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET****PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)**PROJECT NAME:** FY 12-13 Project #14 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	-	-	-	793,789	634,132	-	-	1,427,921	1,427,921
5025	Clothing, Uniforms & Acces.	-	-	-	-	-	-	63,437	-	-	-	63,437	63,437
5040	Advertising Services	-	-	-	-	-	-	17,910	-	-	-	17,910	17,910
5255	Personnel Testing Services	-	-	-	-	-	-	51,595	-	-	-	51,595	51,595
5280	Printing & Related Services	-	-	-	-	-	-	7,164	-	-	-	7,164	7,164
5375	Training Expense	-	-	-	-	-	-	111,625	40,118	-	-	151,743	151,743
6040	Recruitment Travel Expense	-	-	-	-	-	-	23,880	-	-	-	23,880	23,880
<b>TOTAL PROJECT COSTS</b>		-	-	-	-	-	-	<b>1,069,400</b>	<b>674,250</b>	-	-	<b>1,743,650</b>	<b>1,743,650</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 12-13 Project #15 Recruitment, Selection and Training Sworn Officers

Project Number: XXXXXX Category: Special

Origination Year: **FY 2012/2013** Type: General Phase: Implementation

Planned Completion Year: FY 2013/2014 % Complete: 0

Element: 4 Public Safety Fund/Sub-Fund Number: 35 100

Sub-Element: 4.1 Law Enforcement Fund Name: General Fund

General Plan Goal #: 4.1A Sub-Fund: 100 General

Neighborhood Area: City Wide  Gas Tax Eligible?

Department: Public Safety  Revenue Dependent?

Project Manager: Greg Kevin  Project Administration Eligible?

Project Coordinator: George McCloskey  Infrastructure Costs at Completion?

Origin of Issue: Staff  Operating Costs at Completion?

Interdependencies: Human Resources  No Carryover Allowed?

**Funding Sources:** General Fund  Art in Public Places Eligible?

Storm Water Discharge Req.?

Apply Inflation To:  Project Costs?

Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 7 new recruits beginning in FY 2012/13. This project is estimated for completion in FY 2013/14 and will complete training of 6 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	373,674	-	-
2013/2014	1,542,050	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,915,724</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	<b>\$ 2,287,475</b>

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_



**PROJECT COSTS WORKSHEET**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** FY 12-13 Project #15 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Job Code	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10 Year TOTAL	GRAND TOTAL
4500-01		Public Safety Salaries						-	251,063	1,452,117	-		1,703,180.00	1,703,180.00
5025		Clothing, Uniforms & Acces.							63,437				63,437.22	63,437.22
5040		Advertising Services											-	-
5240		Miscellaneous Services							5,731				5,731.20	5,731.20
5255		Personnel Testing Services							35,820				35,820.00	35,820.00
5280		Printing & Related Services											-	-
5375		Training Expense							17,623	89,933			107,556.06	107,556.06
6040		Recruitment Travel Expense											-	-
<b>TOTAL PROJECT COSTS</b>			-	-	-	-	-	-	<b>373,674</b>	<b>1,542,050</b>	-	-	<b>1,915,724.48</b>	<b>1,915,724.48</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 13-14 Project #16 Recruitment, Selection and Training Sworn Officers

Project Number: XXXXXX Category: Special

Origination Year: **FY 2013/2014** Type: General Phase: Implementation

Planned Completion Year: FY 2014/2015 % Complete: 0

Element: 4 Public Safety Fund/Sub-Fund Number: 35 100

Sub-Element: 4.1 Law Enforcement Fund Name: General Fund

General Plan Goal #: 4.1A Sub-Fund: 100 General

Neighborhood Area: City Wide  Gas Tax Eligible?

Department: Public Safety  Revenue Dependent?

Project Manager: Greg Kevin  Project Administration Eligible?

Project Coordinator: George McCloskey  Infrastructure Costs at Completion?

Origin of Issue: Staff  Operating Costs at Completion?

Interdependencies: Human Resources  No Carryover Allowed?

**Funding Sources:** General Fund  Art in Public Places Eligible?

Storm Water Discharge Req.?

Apply Inflation To:  Project Costs?

Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 8 new recruits beginning in FY 2013/14. This project is estimated for completion in FY 2014/15 and will complete training of 7 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	1,211,665	-	-
2014/2015	680,818	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,892,483</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	<b>\$ 2,328,223</b>

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** FY 13-14 Project #16 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	-	-	-	-	992,321	636,740	-	1,629,061	1,629,061
5025	Clothing, Uniforms & Acces.	-	-	-	-	-	-	-	74,686	-	-	74,686	74,686
5040	Advertising Services	-	-	-	-	-	-	-	18,450	-	-	18,450	18,450
5255	Personnel Testing Services	-	-	-	-	-	-	-	38,688	-	-	38,688	38,688
5280	Printing & Related Services	-	-	-	-	-	-	-	7,380	-	-	7,380	7,380
5375	Training Expense	-	-	-	-	-	-	-	55,540	44,078	-	99,618	99,618
6040	Recruitment Travel Expense	-	-	-	-	-	-	-	24,600	-	-	24,600	24,600
<b>TOTAL PROJECT COSTS</b>		-	-	-	-	-	-	-	<b>1,211,665</b>	<b>680,818</b>	-	<b>1,892,483</b>	<b>1,892,483</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 13-14 Project #17 Recruitment, Selection and Training Sworn Officers

Project Number: XXXXXX Category: Special

Origination Year: **FY 2013/2014** Type: General Phase: Implementation

Planned Completion Year: FY 2014/2015 % Complete: 0

Element: 4 Public Safety Fund/Sub-Fund Number: 35 100

Sub-Element: 4.1 Law Enforcement Fund Name: General Fund

General Plan Goal #: 4.1A Sub-Fund: 100 General

Neighborhood Area: City Wide  Gas Tax Eligible?

Department: Public Safety  Revenue Dependent?

Project Manager: Greg Kevin  Project Administration Eligible?

Project Coordinator: George McCloskey  Infrastructure Costs at Completion?

Origin of Issue: Staff  Operating Costs at Completion?

Interdependencies: Human Resources  No Carryover Allowed?

**Funding Sources:** General Fund  Art in Public Places Eligible?

Storm Water Discharge Req.?

Apply Inflation To:  Project Costs?

Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 7 new recruits beginning in FY 2013/14. This project is estimated for completion in FY 2014/15 and will complete training of 6 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	373,675	-	-
2014/2015	1,331,804	-	-
2015/2016	-	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,705,479</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	<b>\$ 2,097,524</b>

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET****PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)**PROJECT NAME:** FY 13-14 Project #17 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	-	-	-	-	204,306	1,273,355	-	1,477,661	1,477,661
5025	Clothing, Uniforms & Acces.	-	-	-	-	-	-	-	67,810	-	-	67,810	67,810
5040	Advertising Services	-	-	-	-	-	-	-	-	-	-	-	-
5240	Miscellaneous Services	-	-	-	-	-	-	-	-	-	-	-	-
5255	Personnel Testing Services	-	-	-	-	-	-	-	40,851	-	-	40,851	40,851
5280	Printing & Related Services	-	-	-	-	-	-	-	-	-	-	-	-
5375	Training Expense	-	-	-	-	-	-	-	60,708	58,449	-	119,158	119,158
6040	Recruitment Travel Expense	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL PROJECT COSTS</b>		-	-	-	-	-	-	-	<b>373,675</b>	<b>1,331,804</b>	-	<b>1,705,479</b>	<b>1,705,479</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 14-15 Project #18 Recruitment, Selection and Training Sworn Officers

Project Number: XXXXXX Category: Special

Origination Year: **FY 2014/2015** Type: General Phase: Implementation

Planned Completion Year: FY 2015/2016 % Complete: 0

Element: 4 Public Safety Fund/Sub-Fund Number: 35 100

Sub-Element: 4.1 Law Enforcement Fund Name: General Fund

General Plan Goal #: 4.1A Sub-Fund: 100 General

Neighborhood Area: City Wide  Gas Tax Eligible?

Department: Public Safety  Revenue Dependent?

Project Manager: Greg Kevin  Project Administration Eligible?

Project Coordinator: George McCloskey  Infrastructure Costs at Completion?

Origin of Issue: Staff  Operating Costs at Completion?

Interdependencies: Human Resources  No Carryover Allowed?

**Funding Sources:** General Fund  Art in Public Places Eligible?

Storm Water Discharge Req.?

Apply Inflation To:  Project Costs?

Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 7 new recruits beginning in FY 2014/15. This project is estimated for completion in FY 2015/16 and will complete training of 6 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	1,346,504	-	-
2015/2016	792,073	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>2,138,578</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	<b>\$ 2,694,725</b>

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** FY 14-15 Project #18 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	-	-	-	-	-	1,100,708	730,497	1,831,205	1,831,205
5000	Audio Visual Products	-	-	-	-	-	-	-	-	1,901	-	1,901	1,901
5025	Clothing, Uniforms & Acces.	-	-	-	-	-	-	-	-	67,316	-	67,316	67,316
5040	Advertising Services	-	-	-	-	-	-	-	-	19,005	-	19,005	19,005
5240	Miscellaneous Services	-	-	-	-	-	-	-	-	6,335	-	6,335	6,335
5255	Personnel Testing Services	-	-	-	-	-	-	-	-	38,025	-	38,025	38,025
5280	Printing & Related Services	-	-	-	-	-	-	-	-	10,136	-	10,136	10,136
5375	Training Expense	-	-	-	-	-	-	-	-	71,404	61,576	132,980	132,980
6040	Recruitment Travel Expense	-	-	-	-	-	-	-	-	31,675	-	31,675	31,675
<b>TOTAL PROJECT COSTS</b>		-	-	-	-	-	-	-	-	<b>1,346,504</b>	<b>792,073</b>	<b>2,138,578</b>	<b>2,138,578</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 14-15 Project #19 Recruitment, Selection and Training Sworn Officers

Project Number: XXXXXX Category: Special

Origination Year: **FY 2014/2015** Type: General Phase: Implementation

Planned Completion Year: FY 2016/2017 % Complete: 0

Element: 4 Public Safety Fund/Sub-Fund Number: 35 100

Sub-Element: 4.1 Law Enforcement Fund Name: General Fund

General Plan Goal #: 4.1A Sub-Fund: 100 General

Neighborhood Area: City Wide  Gas Tax Eligible?

Department: Public Safety  Revenue Dependent?

Project Manager: Greg Kevin  Project Administration Eligible?

Project Coordinator: George McCloskey  Infrastructure Costs at Completion?

Origin of Issue: Staff  Operating Costs at Completion?

Interdependencies: Human Resources  No Carryover Allowed?

**Funding Sources:** General Fund  Art in Public Places Eligible?

Storm Water Discharge Req.?

Apply Inflation To:  Project Costs?

Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 7 new recruits beginning in FY 2014/15. This project is estimated for completion in FY 2016/17 and will complete training of 6 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	473,361	-	-
2015/2016	1,635,961	-	-
2016/2017	-	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>2,109,322</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	<b>\$ 2,672,023</b>

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_



**PROJECT COSTS WORKSHEET**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** FY 14-15 Project #19 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	-	-	-	-	-	315,873	1,587,302	1,903,175	1,903,175
5025	Clothing, Uniforms & Acces.	-	-	-	-	-	-	-	-	67,316	-	67,316	67,316
5040	Advertising Services	-	-	-	-	-	-	-	-	-	-	-	-
5240	Miscellaneous Services	-	-	-	-	-	-	-	-	-	-	-	-
5255	Personnel Testing Services	-	-	-	-	-	-	-	-	42,080	-	42,080	42,080
5280	Printing & Related Services	-	-	-	-	-	-	-	-	-	-	-	-
5375	Training Expense	-	-	-	-	-	-	-	-	48,093	48,659	96,752	96,752
6040	Recruitment Travel Expense	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL PROJECT COSTS</b>		-	-	-	-	-	-	-	-	<b>473,361</b>	<b>1,635,961</b>	<b>2,109,322</b>	<b>2,109,322</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 15-16 Project #20 Recruitment, Selection and Training Sworn Officers

Project Number: XXXXXX Category: Special

Origination Year: **FY 2015/2016** Type: General Phase: Implementation

Planned Completion Year: FY 2016/2017 % Complete: 0

Element: 4 Public Safety Fund/Sub-Fund Number: 35 100

Sub-Element: 4.1 Law Enforcement Fund Name: General Fund

General Plan Goal #: 4.1A Sub-Fund: 100 General

Neighborhood Area: City Wide  Gas Tax Eligible?

Department: Public Safety  Revenue Dependent?

Project Manager: Greg Kevin  Project Administration Eligible?

Project Coordinator: George McCloskey  Infrastructure Costs at Completion?

Origin of Issue: Staff  Operating Costs at Completion?

Interdependencies: Human Resources  No Carryover Allowed?

**Funding Sources:** General Fund  Art in Public Places Eligible?

Storm Water Discharge Req.?

Apply Inflation To:  Project Costs?

Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 6 new recruits beginning in FY 2015/16. This project is estimated for completion in FY 2016/17 and will complete training of 5 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	1,201,982	-	-
2016/2017	703,727	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,905,708</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	<b>\$ 2,470,011</b>

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** FY 15-16 Project #20 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	-	-	-	-	-	-	1,015,320	1,015,320	1,666,716
5000	Audio Visual Products	-	-	-	-	-	-	-	-	-	1,958	1,958	1,958
5025	Clothing, Uniforms & Acces.	-	-	-	-	-	-	-	-	-	59,430	59,430	59,430
5040	Advertising Services	-	-	-	-	-	-	-	-	-	19,575	19,575	19,575
5240	Miscellaneous Services	-	-	-	-	-	-	-	-	-	9,135	9,135	9,135
5255	Personnel Testing Services	-	-	-	-	-	-	-	-	-	33,271	33,271	33,271
5280	Printing & Related Services	-	-	-	-	-	-	-	-	-	7,830	7,830	7,830
5375	Training Expense	-	-	-	-	-	-	-	-	-	29,363	29,363	81,693
6040	Recruitment Travel Expense	-	-	-	-	-	-	-	-	-	26,101	26,101	26,101
<b>TOTAL PROJECT COSTS</b>		-	-	-	-	-	-	-	-	-	<b>1,201,982</b>	<b>1,201,982</b>	<b>1,905,708</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 15-16 Project #21 Recruitment, Selection and Training Sworn Officers

Project Number: XXXXXX Category: Special

Origination Year: **FY 2015/2016** Type: General Phase: Implementation

Planned Completion Year: FY 2016/2017 % Complete: 0

Element: 4 Public Safety Fund/Sub-Fund Number: 35 100

Sub-Element: 4.1 Law Enforcement Fund Name: General Fund

General Plan Goal #: 4.1A Sub-Fund: 100 General

Neighborhood Area: City Wide  Gas Tax Eligible?

Department: Public Safety  Revenue Dependent?

Project Manager: Greg Kevin  Project Administration Eligible?

Project Coordinator: George McCloskey  Infrastructure Costs at Completion?

Origin of Issue: Staff  Operating Costs at Completion?

Interdependencies: Human Resources  No Carryover Allowed?

**Funding Sources:** General Fund  Art in Public Places Eligible?

Storm Water Discharge Req.?

Apply Inflation To:  Project Costs?

Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 5 new recruits beginning in FY 2015/16. This project is estimated for completion in FY 2016/17 and will complete training of 4 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	351,107	-	-
2016/2017	1,213,448	-	-
2017/2018	-	-	-
2018/2019	-	-	-
2019/2020	-	-	-
2020/2021	-	-	-
2021/2022	-	-	-
2022/2023	-	-	-
2023/2024	-	-	-
2024/2025	-	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>1,564,555</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	\$ 2,041,389

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS WORKSHEET**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** FY 15-16 Project #21 Recruitment, Selection and Training Sworn Officers

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	20-Year TOTAL
4500-01	Public Safety Salaries	-	-	-	-	-	-	-	-	-	246,253	246,253	1,423,905
5025	Clothing, Uniforms & Acces.	-	-	-	-	-	-	-	-	-	49,525	49,525	49,525
5240	Miscellaneous Services	-	-	-	-	-	-	-	-	-	6,525	6,525	6,525
5255	Personnel Testing Services	-	-	-	-	-	-	-	-	-	19,575	19,575	19,575
5375	Training Expense	-	-	-	-	-	-	-	-	-	29,229	29,229	65,026
<b>TOTAL PROJECT COSTS</b>		-	-	-	-	-	-	-	-	-	<b>351,107</b>	<b>351,107</b>	<b>1,564,555</b>

# PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** FY 16-17 Recruitment, Selection and Training Sworn Officers 10 Year Projects  
**Project Number:** XXXXXX **Category:** Special  
**Origination Year:** **FY 2016/2017** **Type:** General **Phase:** Implementation  
**Planned Completion Year:** FY 2025/2026 **% Complete:** 0  
**Element:** 4 Public Safety **Fund/Sub-Fund Number:** 35 100  
**Sub-Element:** 4.1 Law Enforcement **Fund Name:** General Fund  
**General Plan Goal #:** 4.1A **Sub-Fund:** 100 General  
**Neighborhood Area:** City Wide  Gas Tax Eligible?  
**Department:** Public Safety  Revenue Dependent?  
**Project Manager:** Greg Kevin  Project Administration Eligible?  
**Project Coordinator:** George McCloskey  Infrastructure Costs at Completion?  
**Origin of Issue:** Staff  Operating Costs at Completion?  
**Interdependencies:** Human Resources  No Carryover Allowed?  
**Funding Sources:** General Fund  Art in Public Places Eligible?  
 Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost  Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Department of Public Safety has completed a comprehensive staffing analysis to plan for the recruitment, selection, and training of new officers over the next 20 years. This project provides funding for salaries and associated expenses (e.g advertisement, career fairs, academy tuition, etc.) for recruitment, selection and training of new Public Safety Officers. To meet the staffing needs of the department, funding will provide for the selection, recruitment and training of 124 new recruits beginning in FY 2016/17. This project is estimated for completion in FY 2025/26 and will complete training of 104 Public Safety Officer II's for DPS staffing.

## SERVICE LEVEL:

It is anticipated that the funding of the selection and hiring of new Public Safety Officers would have little or no service level impact.

## ISSUES:

None

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	-	-	-
2008/2009	-	-	-
2009/2010	-	-	-
2010/2011	-	-	-
2011/2012	-	-	-
2012/2013	-	-	-
2013/2014	-	-	-
2014/2015	-	-	-
2015/2016	-	-	-
2016/2017	3,378,054	-	-
2017/2018	3,173,707	-	-
2018/2019	4,911,761	-	-
2019/2020	5,072,914	-	-
2020/2021	3,859,763	-	-
2021/2022	4,698,166	-	-
2022/2023	6,510,025	-	-
2023/2024	6,124,759	-	-
2024/2025	1,794,656	-	-
2025/2026	-	-	-
<b>20-Year Budget</b>	<b>39,523,805.00</b>	-	-

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

[ ]	No Change	
[ ]	New Project	
[ ]	Change in Operating Costs	
[ ]	Increase in costs	\$ _____
[ ]	Decrease in Costs	\$ _____
[ ]	Project Accelerated	
[ ]	Project Delayed	
[ ]	Budget Modification	\$ _____
[ X ]	Budget Supplement	<b>\$ 32,578,660</b>

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

PROJECT COSTS WORKSHEET

PROJECT NUMBER: XXXXXX (Assigned by the Budget Office)

PROJECT NAME: FY 16-17 Recruitment, Selection and Training Sworn Officers 10 Year Projects

Object Level 3/4	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10-Year TOTAL	FY 2016/2017 Budget	FY 2017/2018 Budget	FY 2018/2019 Budget	FY 2019/2020 Budget	FY 2020/2021 Budget	FY 2021/2022 Budget	FY 2022/2023 Budget	FY 2023/2024 Budget	FY 2024/2025 Budget	FY 2025/2026 Budget	20-Year TOTAL
6450	Special Project Cost	-	-	-	-	-	-	-	-	-	-	-	3,378,054	3,173,707	4,911,761	5,072,914	3,859,763	4,698,166	6,510,025	6,124,759	1,794,656	-	39,523,805
<b>TOTAL PROJECT COSTS</b>		-	-	-	-	-	-	-	-	-	-	-	3,378,054	3,173,707	4,911,761	5,072,914	3,859,763	4,698,166	6,510,025	6,124,759	1,794,656	-	39,523,805

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**May 23, 2006**

**SUBJECT: Request for Email Subscription Management Application**

**BUDGET SUPPLEMENT REQUEST SUMMARY**

The Information Technology Department (IT) is requesting a budget supplement for the implementation and ongoing maintenance and support of a vendor-hosted automated web-based application that uses email to notify citizens about specific topics of interest when the City's website is updated. Pending the results of the IT Department optimal staffing study, installation of the new e-BOT application will be prioritized by management along with other projects currently slated for implementation in FY 2007/08. The cost increase to the General Services Fund is \$42,003 in FY 2007/08. The 20-Year cost increase is \$548,592.

**BACKGROUND**

During the December 2001 Study Issues Workshop, City Council prioritized "An Electronic Mail Program for the City's Website". At that time, IT staff was redesigning the City's website and reviewed electronic mail programs as part of the redesign process. Staff presented RTC# 02-333, "Electronic Mail Program for City's Website", to Council on September 20, 2002. At that time, Council directed staff to include an electronic mail notification program as part of the City's website redesign project.

When the City launched the redesigned website in September 2003, it contained a link to an Electronic Mail Program (e-BOT). Visitors were encouraged to register with e-BOT, which allowed them to sign up for and receive emails based on a list of 50 topics of interest selected during the registration process.

The City's e-BOT application was intended to be designed as a separate application independent of the website. In fact, the application was actually a simple database, collecting data such as the subscriber's name, email address, and selected topics of interest. It was not designed to automatically notify subscribers as updates were made to the City's website. The notification process was manual and required IT and other Departments' staff to send emails to subscribers when web pages were updated. Several months into the process, IT staff discovered that the e-BOT application wasn't being used by department staff and met with department users to identify why. Department users indicated that the manual process was cumbersome and since it didn't work in conjunction with the City's website application, they often forgot to manually launch the separate e-BOT application to notify subscribers after updating web pages.

As a result of the manual process and additional effort required by users to launch the e-BOT application, staff reduced the topics of interest from 50 items to two items. Currently, only notifications for updates to the City Council Meeting Calendar and Planning Commission Calendar are sent to subscribers. Both IT and Planning staff log in to the e-BOT application and manually send out these notifications to subscribers when the website is updated.

### **EXISTING POLICY**

Community Participation Sub-Element Policy 7.2A.4 – Identify communications media and telecommunications technology that are appropriate and cost effective to provide information to and access for the community.

Telecommunications Policy Goal C – Use telecommunications to maintain and enhance information resources and services provided to Sunnyvale citizens.

Sunnyvale Administrative Policy 5.IV.1.C establishes that the City will “Provide information to the public via written communications, electronic communications systems and general information systems.”

### **DISCUSSION**

In February 2005, staff began researching options for an email subscription service that would seamlessly integrate with Microsoft Content Management Server (CMS), the City’s current web infrastructure. Staff first contacted Microsoft who informed the City that an integrated email subscription service is not being developed as part of a CMS upgrade or separate application at this time. As a result, the IT Department is requesting a Budget Supplement to fund a vendor-hosted automated web-based application. Pending the results of the IT Department optimal staffing study, installation of the new e-BOT application will be prioritized by management along with other projects currently slated for implementation in FY 2007/08.

A new application would need to seamlessly integrate with CMS and provide statistical data and website analysis based on subscription preferences established upon registration. Preliminary one-time purchase and implementation costs for this type of application are approximately \$20,000 with a monthly subscription cost of up to \$1,500. Most applications are implemented within 45 days after the award of a contract. Ongoing annual subscription costs of up to \$18,000, and 50 hours of IT staff time at the overtime rate (40 hours of a Principal Programmer Analyst and 10 hours of a IT Coordinator) in the amount of \$4,003 will need to be added to the FY 2007/08 budget for maintenance and support, representing a total increase in annual operating costs of \$22,003.

If the City integrates an “off-the-shelf” product, staff would receive an email from the vendor identifying which webpage(s) were modified. Staff would then have the option to notify subscribers of the update(s) based on content

changes. Emails could be sent automatically as they are delivered by the vendor, or staff can modify the text before sending them out. The entire process should take less than one minute per email.

**SERVICE LEVEL IMPACT**

Although this is not a new service for the IT Department, it is a major enhancement to the existing e-BOT application. Enhancing the current e-BOT application as described above cannot be absorbed by the IT Department within the hours budgeted. To support this application, hours will need to be added to the budget at the overtime rate or staff would be required to reduce service levels to support both ongoing and/or new projects currently scheduled for FY 2007/08.

**FISCAL IMPACT**

Approval of this Budget Supplement would result in a one-time expense to implement a web-based application of \$20,000 budgeted in a special project. In addition, total annual operating costs of \$22,003 for staff and vendor maintenance and support would need to be added starting with the FY 2007/08 budget. Impact on non-IT staff is minimal and will be absorbed in each department's normal website maintenance activity. The cost increase to the General Services Fund is \$42,003 in FY 2007/08. The 20-Year cost increase is \$548,592.

Prepared by:

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Ernie DeFrenchi  
IT Coordinator/Analyst

Reviewed by:

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Shawn Hernandez  
Director of Information Technology

Reviewed by:

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Mary J. Bradley  
Director of Finance

**City Manager's Recommendation**

Approve Budget Supplement for funding

Do Not Approve Budget Supplement for funding

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Amy Chan  
City Manager

**Attachments**

Attachment A – Project Detail Form

# PART I PROJECT INFORMATION SHEET

## PROJECT DATA:

**Project Name:** Email Subscription Management Application  
**Project Number:** XXXXXX      **Category:** Capital  
**Origination Year:** FY 2006/2007      **Type:** General      **Phase:** Beginning  
**Planned Completion Year:** FY 2007/2008      **% Complete:**  
**Element:** Planning and Management      **Fund/Sub-Fund Number:** 595/350  
**Sub-Element:** Community Participation      **Fund Name:** General Services  
**General Plan Goal #:** 7.2A      **Sub-Fund:** Technology & Communication Services  
**Neighborhood Area:**  Gas Tax Eligible?  
**Department:** Information Technology       Revenue Dependent?  
**Project Manager:** Cheryl Bunnell       Project Administration Eligible?  
**Project Coordinator:** Cheryl Bunnell       Infrastructure Costs at Completion?  
**Origin of Issue:** Information Technology       Operating Costs at Completion?  
**Interdependencies:**  No Carryover Allowed?  
**Funding Sources:**  Art in Public Places Eligible?  
**Rental rates:**  Storm Water Discharge Req.?  
**Apply Inflation To:**  Project Costs?  
 Operating Cost       Revenues?

## PROJECT DESCRIPTION AND STATEMENT OF NEED:

The Information Technology Department is requesting funds for implementation and ongoing maintenance and support of a vendor-hosted automated web-based application that uses email to notify citizens about specific topics of interest when the City's website is updated.

## SERVICE LEVEL:

A more effective method of notifying citizens when items of interest are posted to the City's website.

## ISSUES:

Overtime hours are required for staff to implement and support this application or IT Management would be required to reduce service levels to support this new project.

## FINANCIALS:

<u>Fiscal Year</u>	<u>Project Costs</u>	<u>Operating Costs</u>	<u>Project Revenues</u>
Prior Year Actual			
FY 2005/06 Budget	-	-	-
2006/2007	-	-	-
2007/2008	20,000	22,003	-
2008/2009	-	22,483	-
2009/2010	-	22,974	-
2010/2011	-	23,476	-
2011/2012	-	23,989	-
2012/2013	-	24,514	-
2013/2014	-	25,051	-
2014/2015	-	25,600	-
2015/2016	-	26,161	-
2016/2017	-	26,996	-
2017/2018	-	27,859	-
2018/2019	-	28,750	-
2019/2020	-	29,669	-
2020/2021	-	30,618	-
2021/2022	-	31,599	-
2022/2023	-	32,611	-
2023/2024	-	33,656	-
2024/2025	-	34,735	-
2025/2026	-	35,849	-
<b>20-Year Budget</b>	<b>20,000</b>	<b>528,592</b>	<b>-</b>

## CHANGE FROM ADOPTED FY 2005/2006 BUDGET:

No Change  
 New Project  
 Change in Operating Costs  
 Increase in costs      \$ \_\_\_\_\_  
 Decrease in Costs      \$ \_\_\_\_\_  
 Project Accelerated  
 Project Delayed  
 Budget Modification      \$ \_\_\_\_\_  
 Budget Supplement      \$ \_\_\_\_\_

Project Manager \_\_\_\_\_ Date \_\_\_\_\_

Department Director \_\_\_\_\_ Date \_\_\_\_\_

Amy Chan, City Manager \_\_\_\_\_ Date \_\_\_\_\_

**PROJECT COSTS**

**PROJECT NUMBER:** XXXXXX (Assigned by the Budget Office)

**PROJECT NAME:** Email Subscription Management Application

Object Level 3/4	Job Code	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10 Year TOTAL	20 Year TOTAL
5055		Computer Software	-	20,000	-	-	-	-	-	-	-	-	20,000	20,000
<b>TOTAL PROJECT COSTS</b>			-	<b>20,000</b>	-	-	-	-	-	-	-	-	<b>20,000</b>	<b>20,000</b>

**OPERATING COSTS**

Object Level 3/4	Job Code	Description	FY 2006/2007 Budget	FY 2007/2008 Budget	FY 2008/2009 Budget	FY 2009/2010 Budget	FY 2010/2011 Budget	FY 2011/2012 Budget	FY 2012/2013 Budget	FY 2013/2014 Budget	FY 2014/2015 Budget	FY 2015/2016 Budget	10 Year TOTAL	20 Year TOTAL
5085		Software Licensing & Support	-	18,000	18,360	18,727	19,102	19,484	19,873	20,271	20,676	21,090	175,583	424,608
4503-01	2450	Information Technology Coordinator - Overtime	-	626	645	664	684	705	726	747	770	793	6,360	16,261
4503-01	2202	Principal Programmer Analyst - Overtime	-	3,377	3,478	3,583	3,690	3,801	3,915	4,032	4,153	4,278	34,307	87,722
<b>TOTAL OPERATING COSTS</b>			-	<b>22,003</b>	<b>22,483</b>	<b>22,974</b>	<b>23,476</b>	<b>23,989</b>	<b>24,514</b>	<b>25,051</b>	<b>25,600</b>	<b>26,161</b>	<b>216,250</b>	<b>528,592</b>

## **BUDGET SUPPLEMENT NO: 12**

**May 23, 2006**

**SUBJECT: Community Recreation Fund Budget Imbalance**

### **BUDGET SUPPLEMENT REQUEST SUMMARY**

As of January 30, 2006, the Community Recreation Fund projected a \$650,000 fiscal imbalance beginning in FY2006/2007. As noted in the Budget Transmittal Letter for the FY2005/2006 Resource Allocation Plan, staff conducted a comprehensive review of the purpose, quality and requirements of the City's Recreation programs and facilities, including prioritizing services and developing fiscal strategies to address the structural imbalance in the Fund. This has been a complex process; however, staff has made every effort to maximize the number of options available to Council to address the imbalance, while at the same time minimizing the potential impact on the public.

Staff is recommending that City Council take no further action on the Family Day concept that was considered in June 2005. As part of the City Manager's recommended budget, staff proposes that Council accept the new revenue strategies, revenue from increased fees and service level cost efficiencies as detailed in Attachment A: Recommended Adjustments to Address Community Recreation Fund Imbalance in FY2006/2007. These strategies combined with the reorganization of the Recreation Division that was approved by Council in August 2005, amount to a net improvement to the Community Recreation Fund of \$349,570.

Council may recall that when this list was reviewed at the January 30, 2006, Fiscal Issues Workshop, a total of \$412,986 in revenue enhancements and efficiencies were proposed. Since that time, staff has learned that Community Development Block Grant funds may not be used for existing programs as was proposed for the mobile recreation program and other after school activities at school sites north of Highway 101.

While this alternative leaves a \$300,434 fiscal imbalance in the Community Recreation Fund, which is the difference between the original \$650,000 imbalance and the \$349,570 of fiscal strategies that have already been implemented or will be implemented in FY 2006/2007, these strategies significantly reduce the fiscal imbalance in the Community Recreation Fund. At the same time, the impact on the community is minimized and the overall provision of Recreation services and operation of Recreation facilities is not adversely impacted. However, should City Council want to implement a *Family Day* celebration or to address the full \$650,000 imbalance, a list of additional revenue enhancements and service level reduction concepts is provided in Attachment B: Potential Adjustments to Address Community Recreation Fund Imbalance in FY2006/2007. From this list, Council could choose to decrease the overall subsidy to the Community Recreation fund by as much as \$1.4 million. As

a reminder, Council has already approved a 2006 Study Issue to consider the effectiveness of the Recreation Fee Waiver Program. (Please refer to Attachment C: 2006 Study Issue Paper - Consider the Effectiveness of the Recreation Fee Waiver Program.) A report will be brought back to Council on September 19, 2006. Depending on the action taken by Council at that time there may be additional savings or increased cost to the Community Recreation Fund.

Several changes are proposed in FY 2006/2007 to better define and allow more control over the services and activities that are provided through the Community Recreation Fund, independent of those provided by the General Fund. These changes will realign the services and activities with the most appropriate fund (the Community Recreation Fund or the General Fund) that supports those services. The realignment also provides the incentive to Parks and Recreation staff to be as efficient as possible, since the subsidy will be held to a fixed amount plus inflation. In future years, any added services, including those provided to other organizations by Council approved agreements, will require a corresponding increase to the General Fund subsidy. The Fund will be allowed to retain any fund balance generated from cost savings, revenue initiatives, etc. to assist in keeping service levels stable during slower economic periods.

The 20-Year RAP Reserve gradually diminishes from approximately \$1.4 million to about \$29,000 in FY 2010/2011 and then builds up to a modest level throughout the Plan. The Community Recreation Fund will be allowed to keep any revenues above projections and savings from service level efficiencies in a given year to help stabilize economic cycles and maintain service levels.

## **BACKGROUND**

In the Budget Letter of Transmittal for the FY2005/2006 Resource Allocation Plan, City Council was advised of a \$650,000 structural imbalance in the Community Recreation Fund. The structural imbalance was primarily attributed to a significant decrease in revenue from the City's two golf courses. As several new up-scale courses have been developed or renovated in the surrounding region and golf play as a whole has decreased, some of these up-scale courses are now competing for a market share in Sunnyvale. The general decline in the golf market place, as well as the local and state economy has had a negative effect on planned golf revenues. As a result of the decline in play, related revenue streams such as merchandise and golf cart rentals have also decreased. Approximately \$500,000 has been lost due to reduced golf play and there has been another \$150,000 decrease in revenue from other Recreation programs and services.

The fact that the Community Recreation Fund 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 that are subsidized. The dilemma, of course, is that the services that 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 programs that serve youth, seniors, disabled and low-income populations in the community.

In the Budget Letter of Transmittal for the FY2005/2006 Resource Allocation Plan, staff identified five fiscal strategies to address the imbalance so quality services may be sustained in future years. These strategies included:

- 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

These strategies served as a foundation for the development of a proposal to reduce the structural imbalance in the Community Recreation Fund. Over the past several months, staff has conducted a comprehensive review of the purpose, quality and requirements of the City's Recreation programs and facilities, including prioritizing services and developing fiscal strategies to address the structural imbalance in the Fund.

### **EXISTING POLICY**

Sunnyvale General Plan, Recreation Sub-Element:

POLICY C.1. Strengthen the use of the Community Recreation Fund as a means to increase financial self-sufficiency and to decrease dependence upon the City's General Fund.

### **DISCUSSION**

#### **A. OVERVIEW OF THE COMMUNITY RECREATION FUND**

##### **1. History of the Community Recreation Fund**

The Community Recreation Fund was established in FY1991/1992. Since that time the General Fund has provided a subsidy to the Community Recreation Fund, which contains the leisure service activities of the City. These activities include the two City-operated golf courses, the tennis center, recreation classes, services and facilities. Prior to the creation of the Community Recreation Fund leisure services was part of the General Fund. Combining 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 resulted in a significant reduction in the General Fund subsidy.

At the time the Community Recreation Fund was established in FY1991/1992, the General Fund subsidy was approximately \$2 million with \$91,000 returned to the General Fund for administrative 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. The adopted budget for FY2005/2006 provides \$11 million worth of diverse leisure and recreation 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 is paid primarily by the direct beneficiaries of the programs in the form of user fees. 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 City Council has increased (e.g. teen services, Fremont High School Pool, new Senior Center and the mobile recreation program) and that personnel-related costs including salaries and benefits have increased faster than the rate of inflation.

The subsidy level for the current fiscal year (FY 2005/2006) has been held to the same amount that it has been for the past two years. However, due to the significant decreases in golf and recreation revenues and increased personnel costs, there is a structural imbalance of approximately \$650,000 in the Community Recreation Fund.

## 2. Composition of the Community Recreation Fund

Major financial components of the Community Recreation Fund include revenue and expenditures related to the City's recreation programs and facilities.

Revenue for the Community Recreation Fund is generated from:

- Recreation class and activity fees
- Rentals and concessions including recreation facility rentals, the tennis center contract, picnic reservations, vending machines and the contractor agreement for operation of the Fremont High School Pool
- Golf course revenues

Expenditures in the Community Recreation Fund include:

- Recreation program costs such as staffing, materials and supplies
- Costs associated with scheduling and renting recreation facilities to the public such as staffing and supplies
- Golf course operations, maintenance and repair
- Facility and equipment maintenance and replacement costs (internal City rental rates)

- Payment to the General Fund of in-lieu charges for other City departments

3. Why is there a Structural Imbalance in the Community Recreation Fund?

The structural imbalance in the Community Recreation Fund can be attributed primarily to user fees for recreation programs and facilities, and in particular, decreased golf revenue. Golf operations continue to be the greatest single source of revenue for this Fund. 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. This was reflected at the end of FY2004/2005 when golf revenues came in \$504,343 below the planned amount. Revenue from recreation programs and facility user fees came in approximately \$150,000 below plan at the end of the fiscal year.

4. Which Recreation Programs are Subsidized by the General Fund?

The subsidy from the General Fund primarily supports those programs and services that are the least attractive to reduce from a public policy perspective. They are those that serve youth, seniors, disabled and low-income populations in the community.

B. THE PROPOSAL TO ADDRESS THE STRUCTURAL IMBALANCE

1. What was the process used by staff to develop the proposal to address the structural imbalance?

Staff utilized the following strategies in the development of the proposal to address the structural imbalance in the Community Recreation Fund:

- 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

Specific strategies in eight categories were developed for consideration:

- Create new income producing programs and activities
- Increase or create new program fees
- Efficiencies within existing service levels
- Reduce or eliminate specific services

- Reduction packages for specific program areas
- Reduce or eliminate operating hours of recreation facilities
- Reduce or eliminate Regular Part-time and Regular Full-time positions in the Recreation Division in association with service level reductions
- Recreation Division reorganization

Overall, staff identified potential strategies in these eight categories that added up to approximately \$1.4 million. Approximately \$350,000 of these actions are based on increased revenue and efficiencies that will have minimal impact on Recreation service levels. (Please refer to Attachment A: Recommended Budget Adjustments to Address Community Recreation Fund Imbalance in FY2006/2007.) Based on Council's review of these items at the January Fiscal Issues Workshop, staff has incorporated the revenue enhancements and cost saving strategies described in Items 2, 3, 4 and 5 into the City Manager's recommended budget for FY2006/2007 and the Ten-Year Resource Allocation Plan.

2. Revenue Improvements from New Income Producing Activities Proposed for the FY2006/2007 Resource Allocation Plan

- a. Revenue from placement of Cell towers in Sunnyvale parks will generate approximately \$70,000 in new revenue in FY2006/2007 and \$100,000 in FY2007/2008.
- b. Collection of a small percent of revenue from vendors providing services at the Senior Center (e.g. massage and podiatry) will contribute approximately \$500 in new revenue.
- c. Installation of vending machines and/or concession carts in various City parks, recreation facilities and other public areas such as the Library Plaza may generate up to \$20,000 in new revenue.

Strategies in this category total \$90,500 in increased revenue.

3. Revenue Improvements from Increased or New Program Fees Proposed for the FY2006/2007 Resource Allocation Plan

- a. The Senior Center billiard and fitness rooms are open only to seniors during regular business hours. This option opens these facilities to the general public in the evenings and may generate up to \$5,760 in new revenue. Currently, the Senior Center is available for public rentals and is used for classes and programs that are open to the general public weekday evenings after 6:00 p.m. and on weekends.
- b. Families often look for unique and fun activities for birthday parties. By renting the gymnastics area in the Recreation Building for

- supervised birthday parties, an additional \$5,000 in new revenue may be generated.
- c. By designating a greater number of park picnic site tables as “reservable,” an additional \$10,000 in new revenue may be generated. At the same time, a small number of picnic tables would remain available for drop-in use at each City park.
  - d. The senior trip program is very popular and offering an increased number of two and three day trips will bring in approximately \$15,600 in new revenue.
  - e. A new senior center fee structure has been developed that allows for short term memberships and non-member rates for receiving information about Senior Center activities through the mail and drop-in programs (e.g. fitness room, billiards, table tennis, etc.). Staff projects a \$10,000 increase in Senior Center fees based on these recently adopted changes.
  - f. A recently completed market survey indicated that fees for various programs including science camps and drivers’ education classes may be increased above the current revenue projections, which will generate an additional \$3,320 if registrations remain consistent with previous years.
  - g. The rental agreements for the four Raynor Artist Studios have been increased based on a recent survey of comparable facilities. This change will bring in \$1,278 in increased revenue over a twelve month period.
  - h. The minimum rental period for public use of the Sunnyvale Community Center Theatre has been increased from two hours to three hours and will generate approximately \$800 in new revenue.
  - i. The revenue projections for theatre rental fees will be increased by \$75,240 in FY2006/2007 and FY2007/2008 based on a signed agreement with the California Theatre Center for this period. There is the potential of continuing the projected increase into future years pending a \$21,695 Capital Improvement Project to fund the development of a Business Plan for the Sunnyvale Community Center Theatre FY2006/2007.
  - j. Based on the increase in rounds of golf played during the first quarter of FY 2005/2006, it is projected that golf rounds played per year are increasing. This increased base of rounds played is projected to increase golf revenues by approximately \$57,000 in FY 2006/2007.

Strategies in this category total \$183,998 in increased revenue.

4. Efficiencies Within Existing Service levels

- a. An agreement has been negotiated with the California Sports Center to take over the City's gymnastics program. The new agreement results in a \$12,000 savings for the City.
- b. The Friday night excursion program for middle school students was significantly reduced in FY2005/2006 so that dances for middle school students could be offered periodically throughout the school year. There is a high per participant cost for the excursion program primarily due to transportation costs. Dances require significantly less resources and serve a much greater number of young teens. Staff anticipates that the subsidy to this program will be reduced by almost \$6,000 by year-end.
- c. Restructuring High School activities to eliminate excursions, which have had minimal participation, and replace them with SAT Preparedness Classes will generate up to \$3,000 in new income.
- d. The Summer Express enrichment program has enjoyed increasing participation over the past three years. Restructuring this program to provide both a morning and afternoon session within the existing budget for this activity and increasing participant fees is anticipated to reduce the General Fund subsidy by \$12,900. The impact of this change will not be fully realized until FY2007/2008 because revenue is generally collected in one fiscal year and the majority of expenses are generated in the following fiscal year.
- e. Staff has recently completed an in-depth evaluation and restructure of summer camp activities. These changes will be put in place for summer 2006 and it is expected that the General Fund subsidy will be reduced by \$14,960. The impact of this change will not be fully realized until FY2007/2008 because revenue is generally collected in one fiscal year and the majority of expenses are generated in the following fiscal year.

Strategies in this category total \$48,860 in increased revenue.

5. Reorganization of Recreation Division

City Council's action to eliminate the Superintendent of Cultural Arts and Recreation Manager classifications in August 2005, the creation of a new Superintendent of Recreation position, and the addition of an Administrative Analyst position in the Recreation Division will result in a net reduction of \$26,208 in the General Fund subsidy to the Community Recreation Fund.

This action results in a net savings of \$26,208.

6. Reduction or Elimination of Specific Recreation Service Levels in the Community Recreation Fund

Staff also considered additional options for addressing the fiscal imbalance in the Community Recreation Fund. These included proposals for reducing or eliminating service levels in the Recreation program. As has been stated previously though, the most significant savings only come from the elimination of subsidized programs.

- a. Terminate the agreement with the contractor providing the Senior Lunch Program and eliminating the program would result in a net savings of \$23,789.
- b. Eliminate Recreation Fee Waiver reimbursements to youth sports leagues or clubs for fee waivers would result in a savings of \$44,829 based on reimbursements in FY2004/2005.
- c. Restrict Recreation Fee Waiver Program to youth under the age of 18 would save an estimated \$18,407.
- d. Eliminating the *Fun on the Run* mobile recreation program would reduce costs by \$58,031.
- e. Eliminating the *Hands on the Arts* Festival would result in a net savings of \$24,306.

This action results in a net savings of \$169,362.

A complete listing of all of the potential service level reductions considered by staff is included in this report as Attachment B: Potential Adjustments to Address Community Recreation Fund Imbalance in FY2006/2007.

7. Reduction or Elimination of Specific Service Levels in the Community Recreation Fund

Staff developed several program reduction packages that would result in a reduction in workforce and service levels in the Recreation Division:

a. Senior Center Reduction Package:

This proposal includes the following strategies:

- Reduce the Senior Center hours of operation to Monday through Friday, 9:00am-4:00pm and it would be closed evenings and weekends except for rentals.
- Eliminate or reduce appointment services such as assistance with taxes, notary services and Health Care Directives.
- Reduce the number of lectures and game/movie days.

- Change lunch program from reservations to drop-in only, with a first come-first served policy.
- Change use by outside adult education groups to rental only and eliminate publicity efforts on their behalf.
- Eliminate dances and all special events (including the senior volunteer recognition event).

By acting on this proposal, a reduction in workload would be achieved and one Recreation Coordinator II, one regular part-time Office Assistant and one regular part-time Facility Attendant I position would be eliminated. The total net savings would be \$201,000.

b. Youth and Teen Services Reduction Package:

This proposal includes the following strategies:

- Eliminate after school enrichment and recreation programs for elementary school students with the exception of the mobile recreation program and the KLAS programs at Columbia Middle, Lakewood Elementary and Bishop Elementary Schools.
- Eliminate programs for high school aged teens including BBQs, the annual teen special event and the Saturday night entertainment program (*The Crash*).
- Eliminate the Summer Teen Volunteer Program and Teen Advisory Committee.

By acting on this proposal a reduction in workload would be achieved and one Recreation Coordinator II position and one third of a regular part-time Staff Office Assistant would be eliminated. The total net savings would be \$203,780.

c. Arts (Visual and Performing) Reduction Package:

This proposal includes the following strategies:

- Eliminate the adult pottery program and resources for visual arts classes and activities for adults.
- Eliminate the multi-cultural Evenings of Cultural Arts Performance Series.

By acting on this proposal a reduction in workload would be achieved and one Recreation Coordinator I position, one third of a regular part-time Staff Office Assistant and a Casual Intermittent Recreation Worker would be eliminated. The total net savings would be \$45,861.



d. Sports and Aquatics Reduction Package:

This proposal includes the following strategies:

- Reduce the Sunnyvale Youth Basketball League program by 50%.
- Close Lakewood Pool.
- Do not use Peterson Pool and eliminate the rental fee paid to the Santa Clara School District.

By acting on this proposal a reduction in workload would be achieved and one Recreation Coordinator II position and one third of a regular part-time Staff Office Assistant would be eliminated. The total net savings would be \$136,000.

e. Net Impact of Combined Reduction Packages:

If all of the reduction packages described in Section 7 of the Discussion Section of this report were to be implemented, three Regular Part-Time, four Regular Full-Time and one Casual position would be eliminated in the Recreation Division. The combined net savings from service level and staff reductions would be \$586,641.

8. Eliminate One Recreation Management Position

If all of the service level reductions in Section 7 were implemented, a Recreation Supervisor position could also be eliminated due to the reduced workload. This would result in an additional savings of \$146,328.

9. Reduce or Eliminate Operating Hours of Recreation Facilities

- Close Sunnyvale Middle School Pool, November through February. This would result in a net savings of \$800

10. Related Issues

A. Family Day

In June 2005, City Council considered Report to Council #05-164: Explore Costs and Benefits of Declaring the Second Saturday in August as "Family Day" and Open Recreation Facilities to the Entire Community. Although the origin of this Study Issue came from the India Community Center, it was Council's intent that there would be a community-wide effort aimed at benefiting all cultures equally.

Council determined the scope of the study to include:

- Benefits and potential impact (fiscal and other) of waiving reservation and rental fee requirements for park facilities including picnic areas, park buildings and athletic fields;
- Potential impacts (fiscal and other) of providing free reservations for use of Community Center facilities for community sponsored *Family Day* activities;
- Feasibility of providing a window of time up to four hours for free access to pools open on *Family Day*, and;
- Potential ways to publicize *Family Day* and the estimated costs to do so.

At their meeting on June 7, 2005, Council accepted the concept of *Family Day*; however, a decision was made not to implement the celebration in 2005 due to the cost and corresponding loss of revenue in the Community Recreation Fund. Council decided to consider implementation of *Family Day* in calendar year 2006 within the larger budgetary context of the Community Recreation Fund and at the same time City Council considers fiscal strategies to address the structural imbalance in the Fund.

If City Council approves and implements the *Family Day* concept as described in the Discussion Section of June 2005 report, there will be an added net cost to the Community Recreation Fund of approximately \$8,000 - \$12,000. If these costs are not offset by a transfer from the General Fund, they must be absorbed within the Community Recreation Fund. In that event, other subsidized recreation programs would need to be reduced or eliminated.

The following is a summary of the major elements of RTC #05-164: Explore Costs and Benefits of Declaring the Second Saturday in August as “Family Day” and Open Recreation Facilities to the Entire Community:

1. Benefits and Potential Impact of Waiving Reservation Requirements for Park Facilities Including Picnic Areas, Parks Buildings and Athletic Fields

#### Picnic Areas

Additional staffing for supervision of these sites would not be required, but is recommended as the usual reservations practices tend to limit the conflicts that tend to occur as two or more groups intend to use one picnic site. If all sites were offered free and without

reservation, three Recreation Division Facility Attendants could be assigned that day to visit the various parks to ensure that things are going smoothly and to identify any potential problems quickly. The cost for the three Facility Attendants would be approximately \$550.

Parks Division staff members would provide park clean-up services before non-reserved, free use of picnic areas. This staff would be on-duty as a regular course of business, there would be no additional staff costs, with the exception of Baylands Park. Because of the large number and size of the picnic areas, an additional seasonal worker would be scheduled for *Family Day* at a cost of approximately \$96. Any activities requiring additional staffing after 2:30 p.m. would require additional staff at similar costs.

Should City Council also decide to waive gate fees (\$4.50 per vehicle) and activity fees for jumpers (\$25.00 per jumper) at Baylands Park, there would be an approximately \$1,700 loss of revenue based on an average of the fees collected in 2004 and 2003. This amount would be partially offset by \$180 because a gatekeeper would not need to be on duty that day.

#### Park Buildings

The fiscal impact of waiving reservation requirements and thus the \$350 damage deposit requirement cannot be estimated as the City has not allowed unreserved use of park buildings. There would be no opportunity to protect City property from potential damage or any way to recover the costs for additional maintenance or repair after damage occurred. Additionally, the Recreation Division does not have enough Facility Attendants available to staff every park building even if City Council were to allocate the resources to cover this cost.

As shown in Attachment B (Park Facility Revenue Analysis), historically, park buildings are not rented on a frequent basis on the second Saturday in August. It is difficult to project potential loss of revenue as the buildings are rented by the hour. Rentals run from two hours to eight hours depending on the activity. Based on historical data, staff estimates a loss of \$250 - \$800 in rental revenue.

#### Field Use

Historically, City park and school fields are not rented on a frequent basis on the second Saturday in August. It is difficult to project potential loss of revenue as the fields are rented by the hour and

rental rates vary depending on the type of group reserving the fields. Rentals generally run from four to eight hours depending on the activity. Based on historical data, staff estimates a loss of \$200 - \$300 in rental revenue with an increase in staff costs to open, close and monitor park building use.

### Maximum Potential Fiscal Impact

The projection for the *maximum* amount of revenue that may be lost if all picnic areas, athletic fields and park buildings that are generally reserved and paid for during the summer months are opened for free use on *Family Day* is \$21,035. The projections for picnic areas are based on the maximum occupancy of each permitted picnic area multiplied by \$1 per person. The projections for athletic fields are based on the \$25 per hour rate with a maximum fee of \$175 per day. Projections for the park buildings are based on an hourly rate of \$60 per hour multiplied by fifteen hours a day, which is the period of time the parks are open to the public. In addition to the potential loss of revenue, there would be \$646 in increased staff costs for trash pick-up and general maintenance on *Family Day* and an estimated \$1,700 loss if Baylands Gate Fees are also waived.

The preceding estimates represent the *maximum potential revenue* loss for these amenities; however it does not reflect average daily use on a Saturday during summer months. Staff also analyzed the average daily use on a summer Saturday and estimates the actual total loss of revenue from park buildings, picnic areas and athletic fields would be approximately \$6,285. The actual increase in staff costs would be a net of \$550. \$646 less \$84 for the gatekeeper if entrance fees are waived at Baylands Park.

If Baylands Park is excluded as an option for unreserved, free use and gate fees continue to be charged, the estimates change to \$3,341 for lost revenue from park buildings, picnic areas and athletic fields and \$646 in increased staff costs.

## 2. Potential Impact of Providing Free Reservations for Use of Community Center Facilities for Community Sponsored *Family Day* Activities.

### Community Center Meeting Rooms

The fiscal impact of providing free reservations for use of Community Center facilities for community sponsored "*Family Day*" activities would be nominal. Since there was only one Community Center meeting room rental in 2003 and no rentals in 2004, staff does not

anticipate any significant impact on the Community Recreation Fund from allowing free, reserved use of the meeting rooms for *Family Day*. There would be an additional \$400 staff cost for facility supervision, set-up and clean-up of the four meeting rooms in the Recreation Building at the Community Center. They generally rent from \$100 to \$60 per hour depending on the type of rental and day of the week.

The *maximum potential revenue* loss for four meeting rooms at the Community Center would be \$3,900 plus additional staff costs of \$400 to monitor the facility. The combined net impact on the Community Recreation Fund would be \$4,300.

### Free Access to Open Gym

Although this was not requested specifically in the study, in the June report to Council staff suggested that Council may want to consider the possibility of providing free access to the 3:30-7:30pm open gym program in the Indoor Sports Center at the Community Center. The fiscal impact of providing free access to the open gym program to support *Family Day* activities would cost \$135 to staff the program and result in a loss of approximately \$250 from waived participant fees based on data from previous years.

### 3. Feasibility of Providing a Window of Time Up to Four Hours for Free Access to Pools Open on *Family Day*.

The staff cost to provide lifeguards for four hours of open recreation swim at Lakewood and Washington pools for *Family Day* would be an additional \$300 and an estimated loss of revenue of \$250 based on participation levels in previous summers.

The staff cost to keep Columbia and Lakewood School pools open an additional day to provide lifeguards for four hours of open recreation swim would be approximately \$800. This is due to the fact that staff is not regularly scheduled to work at these pools on Saturdays, so their hours will be at overtime rates. There is no potential loss of revenue from providing free access to the recreation open swim program because the program is not regularly scheduled on Saturdays at these two pools.

Staff estimates that the total loss of revenue from opening four pools for four hours of free open recreation swim will be approximately \$250. There will also be a total increase in staff costs of approximately \$1,100.

4. Potential Ways to Publicize *Family Day* and the Estimate Costs to Do So.

Many of the avenues that are used to promote recreation activities and special events in the City require several months lead time.

Promotional Strategies

**Banner:** A standard 3' x 40' banner may be fabricated and installed on the banner frame at the intersection of Wolfe & El Camino by mid-July. The estimated cost is \$1,270, which includes fabrication and installation costs. While this banner could be reused, staff estimates that it would need to be replaced every two to three years because of wear and tear on the canvas.

**Flyers:** 1,500, 8.5" x 11" one color flyers may be produced and distributed to all contact points in the City for an estimated cost of \$150. Primary distribution points include the Community Center, Library, City Hall and posted at park buildings.

**KSUN Slide:** A slide or two could be produced within two weeks of Council action on this item and put into rotation on KSUN. There is no cost to produce a simple KSUN slide.

**News Releases and PSAs:** Recreation staff would work with the Communications Division staff to produce press releases for distribution to the local press. This is a routine service provided by the Communications Division and any staff or distribution costs would be absorbed into their operating budget.

**City Web Page:** The news releases can be linked to the City's home Web page and an ad placed in the Recreation Division section of the City of Sunnyvale Web site. The recreation Web page could include all of the pertinent information for *Family Day* and the URL would be included on all advertising. Again, there is no cost for this action. Additionally, *Family Day* could be posted on the City's special event calendar.

**Neighborhood Associations:** Recreation staff would work with the Neighborhood and Community Resources Manager to notify Neighborhood Associations about *Family Day* via email, and encourage the associations to host a *Family Day* event in a local park building. Additionally, a brief article could be prepared and distributed to those neighborhood associations that produce

newsletters. Both of these activities could be completed at no cost to the City.

Information about *Family Day* would be mailed to the members of the "Friends of Parks and Recreation" mailing list, which currently has 165 names on it. The cost for this mailing would be approximately \$100 including preparation of the notice, printing and mailing.

*Quarterly Report* and *Harbinger* Newsletter: Articles explaining the purpose and opportunity for *Family Day* activities would be published in the summer (July 1) of the *Quarterly Report* and the July - August *Harbinger*. These articles would not increase existing costs for producing the *Quarterly Report* or *Harbinger* Newsletter.

Activity Guide Ads: A ¼ to ½ page sized ad could be placed in both the spring Youth and Adult Recreation Activity Guide and spring Senior Activity Guide. These ads would not increase existing costs for producing either of the Activity Guides.

Other Community Newsletters: Recreation staff and Community Relations staff would establish contact with citywide cultural groups to disseminate information about *Family Day* and encourage participation in promoting this celebration of family. Presumably there would be no cost other than staff time to identify and contact local cultural groups to share information about *Family Day*.

Newsprint Advertising: An ad could be purchased in *The Sunnyvale Sun*. Approximate cost for a ¼ page ad is \$732.

The total cost to promote *Family Day* as described above would be approximately \$2,252. Banners may be reused depending on the type of information that is included on them and how many changes need to be made from year to year. On average, recreation banners generally last approximately two to three years before new ones must be fabricated.

#### B. Proposed 2006 Study Issue Regarding the Recreation Fee Waiver Program

The City's Recreation Fee Waiver Program serves as a safety net for low income families. In April 2005, City Council considered Report to Council #05-090: Fee Waiver Program - Budget Issue. The purpose of the report was to notify City Council that use of the Recreation Fee Waiver Program had increased dramatically in FY2004/2005 and that staff projections indicated that unless some action was taken, the

\$113,022 budget for this program would be exceeded by as much as \$76,000. In FY2004/2005 fee waiver use exceeded demand over any of the previous nine years.

Rather than restrict use of the Recreation Fee Waiver Program once the \$113,022 budget was expended, Council approved a Budget Modification in the amount of \$76,000. Council directed staff to use the proceeds or interest income of approximately \$10,000 - \$12,000 from the Swirsky Fund towards the Recreation Fee Waiver Program to be used for anyone under 18 years of age for the remainder of the year, to reduce the maximum amount of fee waiver allowed per individual from \$250 to \$180, to limit the eligibility income criteria to "very low" and "very, very low" income, and to fund the remaining deficit balance in the fiscal year from fee waivers for all eligible residents from the non-recurring event funds.

In July 2005, the maximum amount of fee waiver allowed per individual returned to \$250 and the income eligibility criteria again included the "low" income category.

In February 2006, a report was prepared for Council consideration because staff was again projecting that the Recreation Fee Waiver budget would be exceeded if spending continued at the current pace. As of Period 5, which ended November 19, 2005, \$69,102 of the \$113,195 budget has been expended. This rate of expenditure was already ahead of last year by 3%. Council approved a Budget Modification to offset the potential \$76,000 over-expenditure from continuing the Recreation Fee Waiver Program. Resources for the Budget Modification came from the Non-Recurring Event Fund. Council directed that staff immediately change the eligibility criteria for the Recreation Fee Waiver Program to reduce the maximum amount of fee waiver allowed per individual from \$250 to \$180 and to limit income criteria to "very low" and "very, very, low" income categories as was done last fiscal year. Direction was also given to require participants to pay \$1.00 to the Senior Lunch Program (per person-per meal) for both income categories.; approval of a Budget Modification of \$76,000 to be taken from the Non-recurring Event Fund; These changes are to be left in place until completion of the 2006 Study Issue to Consider the Effectiveness and Efficiency of the Recreation Fee Waiver Program.

Council recently approved a Study Issue Paper for 2006 to consider the efficacy of the Recreation Fee Waiver Program and to determine if the program should be modified in any way. (Please refer to Attachment C: Consider Effectiveness of the Recreation Fee Waiver Program.) This item was ranked #1 on the Study Issue list for the Department of Parks and



recreation and a report will be brought back to Council on September 19, 2006.

### **SERVICE LEVEL IMPACT**

As mentioned earlier in this report, approximately \$350,000 in increased revenue and service level efficiencies will have minimal impact on Recreation service levels. However, should City Council want to implement a *Family Day* celebration or to address the full \$650,000 imbalance, a combination of revenue enhancements and service level reduction concepts adding up to approximately \$1.4 million are outlined in Attachment B: Potential Adjustments to Address Community Recreation Fund Imbalance in FY2006/2007. The strategies outlined in Attachment B will have significant impact on recreation service levels and the community.

### **FISCAL IMPACT**

#### 1. Revenue Improvements from New Income Producing Activities Proposed for the FY2006/2007 Resource Allocation Plan

- Fees from placement of Cell towers in Sunnyvale Parks - **IN PROGRESS** - \$70,000
- Charge % to vendors providing services at the Senior Center (e.g. massage and podiatry) - **IN PROGRESS** - \$500
- Install vending machines and/or concession carts in various parks, recreation facilities and other City areas such as the Library Plaza - \$20,000

Total Increase in Revenue from Items in Section 1:	\$90,500
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#### 2. Revenue Improvements from Increased or New Program Fees Proposed for the FY2006/2007 Resource Allocation Plan

- Open senior billiard & fitness rooms to public in the evenings - \$5,760
- Rent gymnastics area for supervised birthday parties - **COMPLETED** - \$5,000
- Designate more reservable picnic site tables - **IN PROGRESS** - \$10,000
- Offer more extended senior trips and more - 2 or 3 day trips - **IN PROGRESS** - \$15,600
- Offer new senior center fee structure with short term memberships and non-member rates for drop-in programs (fitness room, billiards, table tennis, etc) and information mail list - **COMPLETED** - \$10,000
- Increase fees above plan for science camps - **COMPLETED** - \$1,870
- Increase fees above plan for Drivers' Education - **IN PROGRESS** - \$1,450

- Adjust Raynor Artist Studio rental agreements to market, based on recent survey of comparable facilities - FY06/07 - **COMPLETED** - \$1,278
- Change minimum rental period in theatre from 2 to 3 hours – **COMPLETED** - \$800
- Increase revenue projection for theatre rentals based on new (signed) 2-year agreement with the California Theatre Center (FY06/07 and FY07/08 only) – **COMPLETED** - \$75,240 (There is the potential of continuing projected increase into future years pending completion of proposed CIP for Theatre Business Plan)
- Increase Golf revenue projections above current Plan based on increase in play during first quarter of FY2005/2006 - \$57,000

Total Increase in Revenue from Items in Section 2:	\$183,998
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### 3. Efficiencies Within Existing Service levels

- Gymnastics – contract with Cal Sports to operate City’s program – **COMPLETED** - \$12,000
- Eliminate Friday night excursion program for middle school students and replace with dances for middle school students – **IN PROGRESS** - \$6,000
- Restructure High School Activities to eliminate excursions and some BBQs and replace with SAT Preparedness Classes - **IN PROGRESS** - \$3,000
- Restructure Summer Express program to morning and afternoon staying within existing budget for 642290 and increasing fees - **IN PROGRESS** - \$12,900
- Restructure summer activities using resources in 642280 and create additional specialty camp - **IN PROGRESS** - \$6,960
- Restructure Visual Arts and Performing Arts Activities for Youth to reduce the number of classes in order to offer a performing arts camp during winter and spring school breaks and additional performing arts and visual arts camps during the summer - **IN PROGRESS** - \$8,000

Total Increase in Revenue from Items in Section 3:	\$48,860
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### 4. Reorganization of Recreation Division

- Eliminate Recreation Manager and Supt. of Cultural Arts positions - **COMPLETED** - (\$336,544)
- Add new Superintendent of Recreation position - **COMPLETED** - \$193,502
- Add new Administrative Analyst position - **IN PROGRESS** - \$116,834

Net Improvement (Cost Savings) to Community Recreation Fund, which has been included in the City Manager’s recommended budget for FY2006/2007:	(\$26,208)
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TOTAL NET IMPROVEMENT (reduction in tax payer subsidy to Community Recreation Fund) for Sections 1, 2, 3 and 4 combined	\$349,566
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5. Reduce or Eliminate Specific Recreation Services

- Eliminate Senior Lunch Program - (\$23,789)
- Discontinue pottery program and issue RFP to solicit independent operator for pottery program - See Section 5, page 4
- Eliminate reimbursement to youth sports leagues or clubs for fee waivers (based on reimbursements in FY04/05) - (\$44,829)
- Restrict Recreation Fee Waiver Program to youth under the age of 18 - (\$18,407)
- Eliminate Fun on the Run mobile recreation program - (\$58,031)
- Eliminate Hands on the Arts Festival - (\$24,306)

Total Net Cost Reductions from Items in Section 5:	(\$169,362)
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6. Reduction Packages for Specific Program Areas

**a. Senior Center – Reduction Package**

- Reduce Sr. Center hours to M-F, 9 to 4, closed evenings & weekends except for rentals (workload reduction)
- Eliminate or reduce appointment services like Tax, Notary, Health Care Directive, etc. – (workload reduction)
- Reduce number of lectures and game/movie days (workload reduction)  
Change lunch program from reservations to drop-in only (first come, first served) (workload reduction)
- Change use by outside adult education groups to rental only and eliminate publicity efforts (workload reduction)
- Eliminate dances and all special events (including volunteer recognition event and have that done through City's Volunteer Office)
- *By doing the reductions listed above the following savings in staff costs would be realized:*
  - Eliminate one (1) SEA Recreation Coordinator II position -
  - Eliminate one (1) SEIU Regular Part-Time Clerical Position
  - Eliminate one (1) SEIU Regular Part-Time Facility Attendant I

Total Net Savings from Service Level Reductions in the Senior Center Program:	(\$201,000)
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**b. Youth and Teen Services – Reduction Package**

- Eliminate after school enrichment and recreation programs for elementary school students (except partnership with SESD for KLAS and Fun on the Run)
- Eliminate programs for high school aged teens including BBQs, the annual teen special event and the Saturday night entertainment program (The Crash)
- Eliminate summer volunteer program and Teen Advisory Committee
- By doing the reductions listed above the following savings in staff costs would be realized:
  - Eliminate one third (1/3) SEIU Regular P/T Staff Office Assistant
  - Eliminate one (1) SEA Recreation Coordinator II position

Total Net Savings from Service Level Reductions in Youth and Teen Services:	(\$203,780)
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**c. Arts (Visual and Performing) – Reduction Package**

- Eliminate adult pottery program, visual arts classes and activities for adults
- Eliminate youth visual arts classes at Community Center
- Eliminate Evenings of Cultural Arts Performance Series and use coordinator time to increase rentals of theatre
- By doing the reductions listed above the following savings in staff costs would be realized:
  - Eliminate one (1) Casual Intermittent Recreation Worker
  - Eliminate one third (1/3) SEIU Regular P/T Staff Office Assistant
  - Eliminate one (1) SEA Recreation Coordinator I position

Total Net Savings from Service Level Reductions in the Arts Programs for Adults:	(\$45,861)
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**d. Sports and Aquatics – Reduction Package**

- Eliminate 50% of SYBL for workload reduction (loss of positive net value)
- Close Lakewood Pool – Savings from maintenance & program costs
- Do not use Peterson Pool – Cost savings is rental fee paid to district
- By doing the reductions listed above the following savings in staff costs would be realized:
  - Eliminate one third (1/3) SEIU Regular P/T Staff Office Assistant
  - Eliminate one (1) SEA Recreation Coordinator position

Total Net Savings from Service Level Reductions in Sports and Aquatics:	(\$136,000)
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7. Reduce or Eliminate Operating Hours for Specific Recreation Facilities

- Close Sunnyvale Middle School Pool, November – February - (\$800)
- Initiate RFP process to contract for operations of all aquatic programs - TBD

Total Net Savings from Service Level Reduction in Section 7:	(\$800)
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8. Reduce or Eliminate a Recreation Management Position

If all of the service level reductions in Fiscal Impact Section 6 were implemented, a Recreation Supervisor position could also be eliminated due to the reduced workload.

- Eliminate Recreation Supervisor Management position (accompanied by reduction in equivalent of four coordinator workloads) - (\$146,328)

Total Net Savings from Elimination of Management Position as Described in Section 8:	(\$146,328)
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9. “Family Day”

If City Council decides to implement the *Family Day* concept as described in the Report to Council #05-164, and summarized on pages 11-18 in the Discussion Section of this report there will be an added cost to the Community Recreation Fund of approximately \$8,000 - \$12,000. If these costs are not offset by a transfer from the General Fund, the costs must be absorbed within the Community Recreation Fund. If it is approved, the taxpayer subsidy to the Community Recreation Fund would need to be increased.

Total Net Increase in Tax Payer Subsidy to the Community Recreation Fund:	\$8,000- \$12,000
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10. Recreation Fee Waiver Program

Use of the Recreation Fee Waiver Program is again at a record high. As of Period 5, which ended November 19, 2005, \$69,102 of the \$113,195 budget has been expended. This rate of expenditure is already ahead of last year by 3%. If use of the Recreation Fee Waiver Program continues at a similar rate to last fiscal year, a Budget Modification will be required or use of fee waivers be restricted once the \$113,195 has been reached.

Although a comprehensive analysis of the Recreation Fee Waiver Program is pending City Council approval of the proposed 2006 Study Issue, in preparing

strategies for addressing the imbalance, staff calculated that as much as \$63,200 could be saved simply by limiting eligibility for the Recreation Fee Waiver Program to those eligible Sunnyvale residents under the age of 18 and by eliminating fee waiver reimbursements for youth sports leagues. Discontinuing the acceptance of Recreation Fee Waivers in the Senior Lunch Program could potentially save as much as \$49,000.

Range of Net Reduction in Tax Payer Subsidy to the Community Recreation Fund	(\$0 - \$114,000)
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**The total fiscal impact from all of the new revenue, revenue enhancements and service level efficiencies that are currently budgeted in the City Manager's recommended budget for FY2006/2007 is \$349,566.** Please refer to Attachment A for details.

**The total fiscal impact from potential service level reductions and revenue enhancements included in this report that are not part of the City Manager's recommended budget ranges from a low of \$1,046,205 to a high of \$1,160,205 depending on changes made to the Recreation Fee Waiver Program.** Please refer to Attachment B for details.

**Tax payer support of the Community Recreation Fund can be reduced by approximately \$1.4 million if all revenue increases, service level efficiencies and service level reductions were to be approved by City Council.**

## **CONCLUSION**

As City Council is already aware, there is a \$650,000 structural imbalance in the Community Recreation Fund as of FY2006/2007. Staff has undertaken a comprehensive review of the City's Recreation programs and services. As staff conducted the review, the focus was placed on identifying strategies that would maximize use of the City's existing resources while minimizing the impact on the public. In other words, staff looked for reasonable and realistic options to addressing the structural imbalance that would to the degree possible, avoid reducing existing service levels.

The focus of this report has been to outline those strategies that increase revenue to the Community Recreation Fund, improve the efficiency of various programs and avoid significant service level reductions in subsidized programs such as those serving youth, seniors, disabled and low-income members of the community.

With the passing of the ballot measures related to Business License Fees and the Transit Occupancy Tax, an additional \$1.4 million annually in revenue is anticipated for the General Fund. A \$400,000 budget gap still remains. Given the

status of the General Fund, resources are not readily available to supplement the Community Recreation Fund. If the Community Recreation Fund is to be balanced without an increase in General Fund support, \$300,434 in service level reductions will be required. Any service level reductions must come from those activities in the Community Recreation Fund that are subsidized. These include programs for youth, seniors, the disabled and low-income members of the community. Introducing new service levels with costs that are not offset by revenue, such as implementation of *Family Day* and approval of additional Special Use Agreements, would make it even more difficult for the Community Recreation Fund to stay within the budgeted \$2.2 million subsidy from the General Fund. Additionally, if changes are not made to the existing Recreation Fee Waiver policies and eligibility criteria, the demand for this program will continue to exceed the budgeted resources. Given fee waiver use to date in FY2005/2006, it is anticipated that left un-checked, the cost for this program will exceed last year's total of \$148,861, which was \$36,741 above the original budget for the Recreation Fee Waiver Program in FY2004/2005.

**PUBLIC CONTACT**

Public contact was made through posting of the Commissions and Council agenda and report on the City's official notice bulletin board, posting of the agenda and report on the City's web page, and the availability of the report in the City Clerk's office, Library, Parks and Recreation Administration office, Corporation Yard, Community Center and Senior Center.

Prepared by:

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Nancy Bolgard Steward  
Superintendent of Recreation

Reviewed by:

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David A. Lewis  
Director of Parks and Recreation

Reviewed by:

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Mary J. Bradley  
Director of Finance

**City Manager's Recommendation**

- Approve Budget Supplement for funding
- Do Not Approve Budget Supplement for funding

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Amy Chan  
City Manager

**Attachments**

- Attachment A: Recommended Adjustments to Address Community Recreation Fund Imbalance in FY2006/2007.
- Attachment B: Potential Adjustments to Address Community Recreation Fund Imbalance in FY2006/2007.
- Attachment C: 2006 Study Issue Paper to Consider the Effectiveness of the Recreation Fee Waiver Program.



**ATTACHMENT A**

**Recommended Adjustments to Address Community Recreation Fund  
Imbalance in FY2006/2007**

**RECOMMENDED ADJUSTMENTS TO ADDRESS THE STRUCTURAL IMBALANCE  
IN THE COMMUNITY RECREATION FUND IN FY2006/2007  
(BASED ON FY2005/2006 BUDGET)**

**1. CREATE NEW INCOME PRODUCING PROGRAMS OR ACTIVITIES**

Fees from placement of Cell towers in Sunnyvale Parks - <i>IN PROGRESS</i>	\$70,000
Charge % to vendors providing services at the Senior Center (e.g. massage and podiatry) - <i>IN PROGRESS</i>	\$500
Install vending machines and/or concession carts in various parks, recreation facilities and other City areas such as the Library Plaza	\$20,000
<b>TOTAL IMPROVEMENT</b>	<b>\$90,500</b>

**2. INCREASE or CREATE NEW PROGRAM FEES (beyond currently budgeted and scheduled increases)**

Open senior billiard & fitness rooms to public in the evenings	\$5,760
Rent gymnastics area for supervised birthday parties - <i>COMPLETED</i>	\$5,000
Designate more reservable picnic site tables - <i>IN PROGRESS</i>	\$10,000
Offer more extended senior trips and more - 2 or 3 day trips - <i>IN PROGRESS</i>	\$15,600
Offer new senior center fee structure with short term memberships and non-member rates for drop-in programs (fitness room, billiards, table tennis, etc) and information mail list - <i>COMPLETED</i>	\$10,000
<b>SUB-TOTAL: SENIOR ACTIVITIES</b>	<b>\$46,360</b>
Increase fees above plan for science camps - <i>COMPLETED</i>	\$1,870
Increase fees above plan for Drivers' Education - <i>IN PROGRESS</i>	\$1,450
<b>SUB-TOTAL: YOUTH AND TEEN SERVICES</b>	<b>\$3,320</b>
Adjust Raynor Artist Studio rental agreements to market, based on recent survey of comparable facilities - FY06/07 - <i>COMPLETED</i>	\$1,278
Change minimum rental period in theatre from 2 to 3 hours - <i>COMPLETED</i>	\$800
Increase revenue projection for theatre rentals based on new (signed) 2-year agreement with the California Theatre Center (FY06/07 and FY07/08 only) - <i>COMPLETED</i> (There is the potential of continuing projected increase into future years pending completion of proposed CIP for Theatre Business Plan)	\$75,240
<b>SUB-TOTAL: ARTS</b>	<b>\$77,318</b>
Increase Golf revenue projections above current Plan based on increase in play during first quarter of FY2005/2006	\$57,000
<b>SUB-TOTAL: GOLF</b>	<b>\$57,000</b>

<b>TOTAL IMPROVEMENT IN SECTION 2 - COMBINED</b>	<b>\$183,998</b>
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### 3. EFFICIENCIES WITHIN EXISTING SERVICE LEVELS

Gymnastics – contract with Cal Sports to operate City’s program - <b>COMPLETED</b>	\$12,000
Eliminate Friday night excursion program for middle school students and replace with dances for middle school students – <b>IN PROGRESS</b>	\$6,000
Restructure High School Activities to eliminate excursions and some BBQs and replace with SAT Preparedness Classes - <b>IN PROGRESS</b>	\$3,000
Restructure Summer Express program to morning <u>and</u> afternoon staying within existing budget for 642290 and increasing fees - <b>IN PROGRESS</b>	\$12,900
Restructure summer activities using resources in 642280 and create additional specialty camp - <b>IN PROGRESS</b>	\$6,960
Restructure Visual Arts and Performing Arts Activities for Youth to reduce the number of classes in order to offer a performing arts camp during winter and spring school breaks and additional performing arts and visual arts camps during the summer - <b>IN PROGRESS</b>	\$8,000
<b>TOTAL EFFICIENCIES</b>	<b>\$48,860</b>

### 4. RECREATION DIVISION REORGANIZATION (Reflected in Proposed Budget for FY 06/07)

Eliminate Recreation Manager and Supt. of Cultural Arts positions	(\$336,544)
Add new Superintendent of Recreation position	\$193,502
Add new Administrative Analyst position	\$116,834
<b>NET IMPROVEMENT TO CRF</b>	<b>(\$26,208)</b>

<b>TOTAL IMPROVEMENT TO COMMUNITY RECREATION FUND THROUGH EFFICIENCIES AND INCREASED REVENUE GENERATION</b>	<b>\$349,566</b>
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**ATTACHMENT B**

**Potential Adjustments to Address the Community Recreation Fund  
Imbalance in FY2006/2007**

**POTENTIAL ADJUSTMENTS TO ADDRESS COMMUNITY RECREATION FUND  
IMBALANCE IN FY2006/2007**

**(Based on FY2005/2006)**

**Community Recreation Fund** - This fund is comprised of expenses and revenue associated with recreation activities and facilities. Major financial components include:

**FY 2005/2006 Revenue from:**

Recreation Classes and Activity Fees (youth, teen, adult and seniors)	\$2,340,620
Rentals and Concessions (facility rentals, tennis, picnic reservations including Baylands, vending and FHS Pool)	\$1,100,338
Golf Course Revenues	\$4,375,054
Art in Private Development Fees	\$5,376
<b>TOTAL REVENUE</b>	<b>\$7,821,388</b>

**FY 2005/2006 Expenditures for:**

Recreation program costs (staff, supplies, materials)	\$4,562,516
Facility rental & reservation costs (staff, supplies & materials)	\$599,729
Facility and Equipment Maintenance & Replacement Costs (City rental rates)	\$495,953
Golf Course Operations, Maintenance & replacement Costs	\$2,958,837
In-Lieu charges for other City Departments	\$966,830
Providing facilities for other City Departments	\$129,685
<b>TOTAL EXPENDITURES</b>	<b>\$9,713,550</b>

A \$650,000 negative fiscal imbalance now exists in the Community Recreation Fund budget beginning in FY2006/2007. The major contributing factor to this imbalance is a decline in golf revenue of over \$500,000 per year.

**Program areas of significant subsidy are:**

<b>SDP</b>	<b>SDP Description</b>	<b>Direct Costs Only</b>
SDP 64201	Seniors	\$443,061
SDP 64203	Therapeutic	\$76,218
SDP 64204	Pre-School	\$19,333
SDP 64206	Youth	\$454,459
SDP 64207	Teens	\$356,937
SDP 64208	Fee Waivers	\$114,031
SDP 64401	Cultural Arts for Adults	\$101,990
SDP 64402	Swim Lessons for Adults	\$39,410

Estimated budget impact can be given for the reduction or elimination of each specific activity or program based on the direct cost of these programs; however, reductions in supervisory and support costs will only come from significant service level reductions. In other words, a full-time Recreation Supervisor position would be eliminated once service levels and staff workload have been reduced accordingly.

To correct the \$650,000+ imbalance, a number of options are presented in the following categories:

1. Create new income producing programs and activities.
2. Increase or create new program fees.
3. Efficiencies within existing service levels.
4. Reduce or eliminate specific services.
5. Reduction packages for specific program areas.
6. Reduce or eliminate operating hours of recreation facilities.
7. Reduce or eliminate positions in association with items #4, #5 and #6.
8. Recreation Division reorganization.

**Please note: Items highlighted in yellow blocks below have been incorporated into the City Manager’s recommended budget and are listed in Attachment A.**

### 1. CREATE NEW INCOME PRODUCING PROGRAMS OR ACTIVITIES

Cell tower placement revenue – Estimate	\$70,000
Charge % to vendors providing services at the Sr. Center (massage and podiatry)	\$500
Fundraising for specific items, such as fitness equipment.	\$3,000
Solicit “co-sponsors” for recreation events and programs	\$5,000
Explore potential of creating a <i>Friends of Parks and Recreation</i> group to conduct fundraising efforts on behalf of arts and recreation programs	To Be Determined (TBD)
Sell advertising space in Activity Guides	TBD
Install vending machines and/or concession carts in various parks, recreation facilities and other City areas like the Library Plaza (RFP)	\$20,000
Approach Ford Dealership for sponsorship of a recreation program in exchange for allowing their employees parking (check city codes)	TBD
<b>TOTAL IMPROVEMENT</b>	<b>\$98,500</b>

### 2. INCREASE or CREATE NEW PROGRAM FEES (beyond currently budgeted and scheduled increases) and RESTRUCTURE PROGRAMS

Offer new revenue producing classes (assumes staff availability)	\$2,000
Open senior billiard & fitness rooms to public in the evenings	\$5,760
Rent gymnastics area for supervised birthday parties	\$5,000
Designate more reservable picnic site tables	\$10,000
Offer more extended senior trips and more 2 or 3 day trips	\$15,600
Offer new senior center fee structure with short term memberships and non-member rates for drop-in programs (fitness room, billiards, table tennis, etc) (assumes staff availability) and information mail list	\$10,000

Charge Proven People rental and cost for supplies, copies	\$6,000
<b>TOTAL IMPROVEMENT - SENIOR ACTIVITIES</b>	<b>\$54,360</b>

Eliminate Friday night excursion program for middle school students and replace with dances for middle school students - <b>COMPLETED</b>	\$6,000
Explore replacing highly subsidized after school recreation programs with after school enrichment program with fees set to recover direct costs of the program	TBD
Restructure High School Activities to eliminate excursions and some BBQs and replace with SAT Preparedness Classes	\$5,000
Restructure Summer Express program to morning <u>and</u> afternoon staying within existing budget for 642290 and increasing fees – <b>IN PROGRESS</b>	\$12,900
Restructure summer activities using resources in 642280 and create additional specialty camp - <b>IN PROGRESS</b>	\$6,960
Increase fees above plan for science camp - <b>IN PROGRESS</b>	\$1,870
Increase fees above plan for Drivers' Education - <b>IN PROGRESS</b>	\$1,450
<b>TOTAL IMPROVEMENT - YOUTH AND TEEN SERVICES</b>	<b>\$34,180</b>
Restructure activities in 642380 Performing Arts Activities for Youth and 642340 Visual Arts Activities for Youth to: <ul style="list-style-type: none"> <li>• Offer more performing arts camps in the summer</li> <li>• Offer performing arts camps during winter &amp; spring school breaks</li> <li>• Offer a cultural arts camp</li> <li>• Offer visual arts camps during the summer</li> </ul>	\$8,000
Adjust Raynor Artist Studio rental agreements to market, based on recent survey of comparable facilities - FY06/07 - <b>IN PROGRESS</b>	\$1,278
Change minimum rental period in theatre from 2 to 3 hours - <b>COMPLETED</b>	\$800
Increase revenue projection for theatre rentals based on new (signed) 2-year agreement with the California Theatre Center (FY06/07 and FY07/08 only) – <b>COMPLETED</b> (There is the potential of continuing projected increase into future years pending completion of proposed CIP for Theatre Business Plan)	\$75,240
<b>TOTAL IMPROVEMENT - ARTS</b>	<b>\$85,318</b>
Increase Golf revenue projections above current Plan based on increase in play during first quarter of FY2005/2006	\$57,000
<b>TOTAL IMPROVEMENT IN SECTION 2 - COMBINED</b>	<b>\$230,585</b>

### 3. EFFICIENCIES WITHIN EXISTING SERVICE LEVELS

Move CDGB funds from church to City for senior lunch program	\$22,555
Leave administration of Recreation Fee Waiver Program with Sunnyvale Community Services and eliminate one SEIU Regular Part-Time Office Assistant in CBS. Reduce front counter hours in Recreation Building to be open from 11am-6pm on weekdays. <i>Must have on-line registration capability to implement this option - current timeline is to go live with on-line registration function Fall 2006.</i>	\$47,515

<b>Gymnastics – contract with Cal Sports to operate City’s program - COMPLETED</b>	<b>\$12,000</b>
Explore use of an outside contractor for production of the Recreation and Senior Activity Guides	Potential savings of \$37,000
Eliminate after school programs, such as <i>Fun on the Run</i> mobile recreation program, which primarily serves children in lower income areas of the City.	\$70,420
<b>TOTAL EFFICIENCIES</b>	<b>\$189,490</b>

#### 4 REDUCE OR ELIMINATE SPECIFIC SERVICES

Eliminate Senior Lunch Program	(\$23,789)
Discontinue pottery program and issue RFP to solicit independent operator for pottery program	See Section 5, page 4
Eliminate reimbursement to youth sports leagues or clubs for fee waivers (based on reimbursements in FY04/05)	(\$44,829)
Restrict Recreation Fee Waiver Program to youth under the age of 18	(\$18,407)
Explore potential of having a non-profit organization such as the YMCA take over operations of Lakewood pool and some subsidized recreation programs for youth	TBD
Eliminate <i>Fun on the Run</i> mobile recreation program	(\$58,031)
Eliminate <i>Hands on the Arts</i> Festival	(\$24,306)
<b>TOTAL REDUCTIONS - COMBINED</b>	<b>(\$169,362)</b>

#### 5. REDUCTION PACKAGES FOR SPECIFIC PROGRAM AREAS

<b>Senior Center – REDUCTION PACKAGE</b>	
Reduce Sr. Center hours to M-F, 9 to 4, closed evenings & weekends except for rentals (workload reduction)	N/A
Eliminate or reduce appointment services like Tax, Notary, Health Care Directive, etc. – (workload reduction)	N/A
Reduce number of lectures and game/movie days (workload reduction)	N/A
Change lunch program from reservations to drop-in only (first come, first served) (workload reduction)	N/A
Change use by outside adult education groups to rental only and eliminate publicity efforts (workload reduction)	N/A
Eliminate dances and all special events (including volunteer recognition event and have that done through City’s Volunteer Office)	N/A
<i>By doing the reductions listed above the following savings in staff costs would be realized:</i>	
• Eliminate one (1) SEA Recreation Coordinator II position	N/A
• Eliminate one (1) SEIU Regular Part-Time Clerical Position	N/A
• Eliminate one (1) SEIU Regular Part-Time Facility Attendant I	N/A
<b>TOTAL (NET) BUDGET IMPROVEMENT</b>	<b>(\$201,000)</b>



<b>Youth and Teen Services – REDUCTION PACKAGE</b>	
Eliminate after school enrichment and recreation programs for elementary school students (except partnership with SEDS for KLAS and Fun on the Run)	N/A
Eliminate programs for high school aged teens including BBQs, the annual teen special event and the Saturday night entertainment program ( <i>The Crash</i> )	N/A
Eliminate summer volunteer program and Teen Advisory Committee	N/A
<i>By doing the reductions listed above the following savings in staff costs would be realized:</i>	
• Eliminate one third (1/3) SEIU Regular P/T Staff Office Assistant	N/A
• Eliminate one (1) SEA Recreation Coordinator II position	N/A
<b>TOTAL (NET) BUDGET IMPROVEMENT</b>	<b>(\$203,780)</b>
<b>Arts (Visual and Performing) – REDUCTION PACKAGE</b>	
Eliminate adult pottery program, visual arts classes and activities for adults	N/A
Eliminate youth visual arts classes at Community Center	N/A
Eliminate Evenings of Cultural Arts Performance Series and use coordinator time to increase rentals of theatre	N/A
<i>By doing the reductions listed above the following savings in staff costs would be realized:</i>	
• Eliminate one (1) Casual Intermittent Recreation Worker	N/A
• Eliminate one third (1/3) SEIU Regular P/T Staff Office Assistant	N/A
• Eliminate one (1) SEA Recreation Coordinator I position	N/A
<b>TOTAL (NET) BUDGET IMPROVEMENT</b>	<b>(\$45,861)</b>
<b>Sports and Aquatics – REDUCTION PACKAGE</b>	
Eliminate 50% of SYBL for workload reduction (loss of positive net value)	N/A
Close Lakewood Pool – Savings from maintenance & program costs	N/A
Do not use Peterson Pool – Cost savings is rental fee paid to district	N/A
<i>By doing the reductions listed above the following savings in staff costs would be realized:</i>	
• Eliminate one third (1/3) SEIU Regular P/T Staff Office Assistant	N/A
• Eliminate one (1) SEA Recreation Coordinator position	N/A
<b>TOTAL (NET) BUDGET IMPROVEMENT</b>	<b>(\$136,000)</b>
<b>TOTAL NET BUDGET IMPROVEMENT - COMBINED FROM ALL 4 PACKAGES IN SECTION 5</b>	<b>(586,641)</b>

**REDUCE OR ELIMINATE OPERATING HOURS OF RECREATION FACILITIES**

Close Sunnyvale Middle School Pool, November - February	(\$800)
Initiate RFP process to contract for operations of all aquatic programs	TBD

<b>TOTAL BUDGET IMPROVEMENT</b>	<b>(\$800)</b>
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**7. REDUCE OR ELIMINATE MANAGEMENT POSITION** – (Elimination of a management position will be a by-product of service level reductions from Sections 4, 5 and 6 combined.)

Eliminate Recreation Supervisor Management position (accompanied by reduction in equivalent of three coordinator workloads)	(\$146,328)
<b>TOTAL BUDGET IMPROVEMENT</b>	<b>(\$146,328)</b>

**8. RECREATION DIVISION REORGANIZATION** (Will be reflected in FY06/07 budget)

Eliminate Recreation Manager and Supt. of Cultural Arts positions	(\$336,544)
Add new Superintendent of Recreation position	\$193,502
Add new Administrative Analyst position	\$116,834
<b>NET IMPROVEMENT TO CRF</b>	<b>(\$26,208)</b>

<b>SUB-TOTAL FOR SECTIONS 1, 2 and 3</b> <i>(Does not reflect the \$349,566 that is already incorporated into the recommended budget.)</i>	<b>\$169,282</b>
<i>New revenue, revenue enhancements and service level efficiencies incorporated into the recommended budget and shown as Attachment A.</i>	<b>\$349,566</b>
<b>SUB-TOTAL FOR SECTIONS 4, 5, 6 and 7</b>	<b>\$903,131</b>
<b>SUB-TOTAL FOR SECTION 8</b> <i>(Is not included in total on next line because it has been included in the City Manager's recommended budget.)</i>	<b>\$26,208</b>
<b>TOTAL OF ALL PROPOSED OPTIONS TO ADDRESS CRF IMBALANCE</b>	<b>\$1,421,979*</b>

\*There are some minor duplications – for example, Fun on the Run is listed in both Sections 3 and 4.

DRAFT

**ATTACHMENT C**

**2006 Study Issue Paper - Consider the Effectiveness of the Recreation Fee Waiver Program**

## Proposed New Council Study Issue

<b>Number</b>	PRD-03
<b>Status</b>	Above the line
<b>Calendar Year</b>	2006
<b>New or Old</b>	New
<b>Title</b>	Consider the Effectiveness and Efficiency of the Recreation Fee Waiver Program
<b>Lead Department</b>	Parks and Recreation
<b>Element or SubElement</b>	Recreation Sub-Element

### 1. What are the key elements of the issue? What precipitated it?

On April 5, 2005, City Council reviewed RTC 05-090 that considered options to address a shortfall in the Recreation Fee Waiver Program budget in FY 2004/2005. Council asked if the criteria for the program could be modified so that fee waivers could be directed to specific customer groups. Staff indicated that a Study Issue was being developed to evaluate the effectiveness of the Recreation Fee Waiver Program and that these criteria could also be considered. The key elements of this study will include the following:

- Examine the purpose and cost benefit of the Recreation Fee Waiver Program.
- Consider limiting the Recreation Fee Waiver Program to specific segments of the Sunnyvale population, rather than the population at large. For example, the program could be limited to youth, developmentally disabled persons, seniors and/or other groups or combinations of groups.
- Review existing family income criteria used to establish eligibility for the Recreation Fee Waiver Program and consider additional eligibility criteria that may be more efficiently managed.
- Review the annual maximum fee waiver amount given to eligible Sunnyvale residents and discuss whether or not the amount should be adjusted.
- Consider whether or not the annual amount should be adjusted yearly for inflation or to address years of positive or negative economy of Sunnyvale.
- Consider Sunnyvale residency requirements and appropriate documents used to ensure that only residents are served by the Recreation Fee Waiver Program.
- Consider types of programs and activities eligible for fee waivers.
- Consider whether this can be administered more efficiently and effectively.

### 2. How does this relate to the General Plan or existing City Policy?

Sunnyvale General Plan, Recreation Sub-Element:

Policy 6.1C4: Provide a system to allow persons who are economically disadvantaged to participate and use programs, facilities, and services.

Policy 6.1C.4a: Evaluate the effectiveness of the Fee Waiver Program and the criteria to determine eligibility, and make appropriate adjustments.

Policy 6.1C.4b: Provide pricing advantages to economically disadvantaged individuals for

programs, facilities and services.

**3. Origin of issue**

**Council Member(s)**  
**General Plan**  
**City Staff** Parks and Recreation Department  
**Public**  
**Board or Commission** none

**Board or Commission ranked this study issue \_\_\_\_ of \_\_\_\_**  
 See below.

**Board or Commission ranking comments**

At their October 12, 2005, meeting, the Parks and Recreation Commission ranked this study issue No. 1 out of 5 study issues ranked for Council consideration in calendar year 2006.

At their October 19, 2005, meeting, the Arts Commission ranked this study issue No. 1 out of 2 study issues ranked for Council consideration in calendar year 2006.

**4. Multiple Year Project? No Planned Complete Date 2006**

**5. Estimated work hours for completion of the study issue (use 5 or 8-hour increments)**

<b>Consultants</b>	0
<b>Finance</b>	20
<b>Office of the City Attorney</b>	10
<b>Parks and Recreation</b>	160
<hr/>	
<b>Total Hours</b>	190

**6. Expected participation involved in the study issue process?**

**Does Council need to approve a work plan?** No  
**Does this issue require review by a Board/Commission?** Yes  
**If so, which?**  
 Arts Commission, Parks and Recreation Commission  
**Is a Council Study Session anticipated?** No  
**What is the public participation process?**  
 Both the Parks and Recreation Commission and the Arts Commission will conduct public hearings on this item.

**7. Cost of Study**

**Operating Budget Program covering costs**  
 642 Recreation & 601 P&R Management  
**Project Budget covering costs**  
**Budget modification \$ amount needed for study**  
**Explain below what the additional funding will be used for**

**8. Potential fiscal impact to implement recommendations in the Study approved by Council**

**Capital expenditure range** None  
**Operating expenditure range** None  
**New revenues/savings range** \$51K - \$100K

**Explain impact briefly**

The primary purpose of the study is to reexamine the criteria used to determine eligibility for the Recreation Fee Waiver Program. A great deal of information will be made available for Council's use in providing direction for the future policy of Recreation fee waiver qualifications and distribution. Depending on the criteria that are approved, costs could increase, remain the same or decrease.

**9. Staff Recommendation for this calendar year**

**Recommendation** For Study

**If 'For Study' or 'Against Study', explain**

For many years the City's Recreation Fee Waiver Program has been an important safety net for low income families. Currently the majority of fee waivers are issued to allow Sunnyvale children and teens the opportunity to participate in a wide variety of recreation, enrichment, sports and arts classes and activities. However, many adults and seniors also receive waivers.

Use of the Recreation Fee Waiver Program fluctuates widely from year to year and does not appear to follow any particular trend. Given the City's current fiscal situation and status of the Community Recreation Fund, there is a possibility that the City may not have the resources available to continue the Recreation Fee Waiver Program at its current level. It appears to be an appropriate time to review the existing program and examine related criteria and expenditures so that appropriate future levels of support may be provided for the community.

**Note: If staff's recommendation is 'For Study' or 'Against Study', the Director should note the relative importance of this Study to other major projects that the department is currently working on or that are soon to begin, and the impact on existing services/priorities.**

Reviewed by

\_\_\_\_\_

Department Director

\_\_\_\_\_

Date

Approved by

\_\_\_\_\_

City Manager

\_\_\_\_\_

Date

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