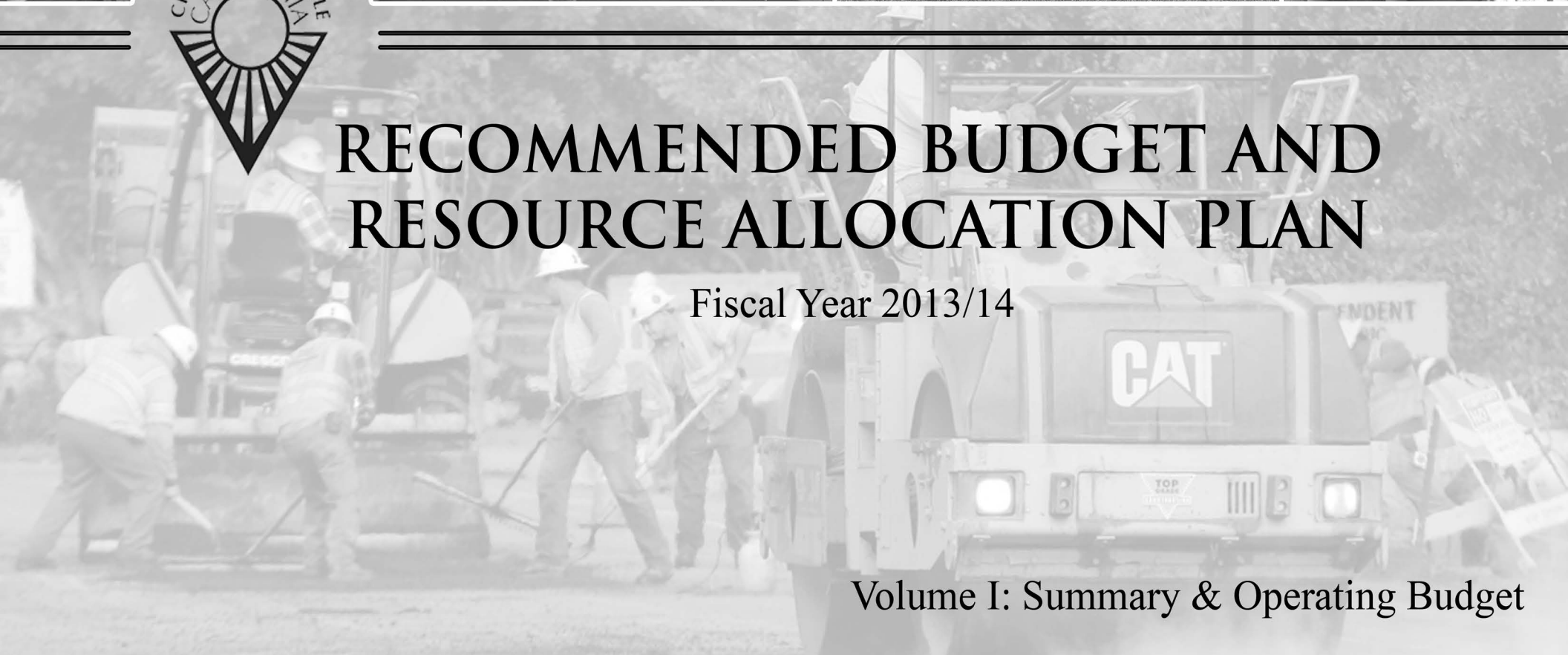


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RECOMMENDED BUDGET AND RESOURCE ALLOCATION PLAN

Fiscal Year 2013/14



Volume I: Summary & Operating Budget

SUNNYVALE BUDGET GUIDE

UNDERSTANDING THE SUNNYVALE BUDGET

Sunnyvale's Budget and Long-Term Financial Plan provides a framework for a unique budget document that presents both the immediate short-term action plans and the long-term trends for the City. In this manner, the budget provides the reader with a comprehensive view of the City's current financial picture, staff assumptions for long-term trends, and the way we work to achieve and maintain financial stability using those assumptions. The following elements contained in this document are integral to understanding this year's budget:

- Twenty-Year Financial Plans
- Departmental Overviews
- Performance Based Operating Budget
- Projects Budget

Twenty-Year Resource Allocation Plan & Financial Planning

The Budget Document presents a twenty-year financial plan for the City's General Fund, as well as all other City funds. Twenty-year financial plans for other City funds are grouped into four categories: Special Revenue Funds, Capital and Infrastructure Funds, Enterprise Funds, and Internal Services and Other Funds. The General Fund is presented separately. It is the primary fund that accounts for many of the largest revenues, such as Property Tax and Sales Tax, and the most visible City services, such as police, fire, road maintenance, the library, and parks. For each category, detailed Fund Reviews are included before the Financial Plans. These reviews provide a summary of the funds, including explanations of major components and new developments for the current budget.

The Twenty-Year Resource Allocation Plan (RAP, or the long term-financial plan) is the backbone of the City's financial planning process. Each long-term financial plan lays out the revenues and expenditures by fiscal year. The financial plans include the prior year actual audited results and the current year budget, as well as projections for each of the coming twenty years. The City examines

its operating and project budgets in depth in alternating years. In addition, key factors are rigorously evaluated and updated annually.

On the revenue side, the current year budget is updated based on year-to-date revenue receipts. For ongoing revenues, staff works to estimate the next two years as accurately as possible and then analyzes historical information, economic cycles, and factors that can impact the revenue source, among other data, to project the revenue trend over the long term.

On the expenditure side, the operating budget is updated with Council-approved budget modifications that have occurred during the fiscal year. If significant project budgets are anticipated to be spent in future fiscal years, estimated carryover of project funds will be incorporated. All program budgets are rolled up annually by fund or sub-fund to the total amounts in the “Operations” line of the financial plans. From that base, inflation factors are applied to expenditures. Inflation factors are developed for each category of expenditures such as salaries, employee benefits, purchased goods and services, and equipment. Project budgets are also totaled annually by fund and reflected in the “Projects” line of the financial plans. In addition, project operating costs, if applicable, are shown separately on the financial plan.

A critical purpose of the long-term financial plan is its use as a tool for achieving and maintaining a structurally-balanced budget. A fundamental part of the financial plans is that they are, by policy, balanced to the twentieth year. In order for the budget to be balanced, not only must resources be available to meet requirements over the twenty-year planning period with all reserve requirements met per Council Policy, but service levels must also not be impacted.

A balanced budget enables the City to maintain service levels over the twenty-year planning horizon by ensuring reserves are used strategically. For example, a budget is not balanced for the long term when there are drawdown of reserves over a protracted length of time. Conversely, the build-up of reserves to the detriment of service levels also does not portray a balanced budget. The objective in utilizing a twenty-year planning horizon is to sustain service levels, in large part, by managing reserves so that reserve levels are increased in good times and drawn down in difficult financial times. Further, the City’s budget policy dictates that one-time revenues should not be used for ongoing expenditures, and all revenue estimates must be conservative, objective and reasonable.

The General Fund’s Budget Stabilization Fund is required by policy to be maintained at a minimum 15% of projected revenues for the first two years of the twenty-year planning period. The purpose of the Budget Stabilization Fund is to allow for sustainable service level fluctuations in the economy. By contrast, the General Fund Contingency Reserve can only be used for non-fiscal emergencies or disasters. The General Fund Contingency Reserve is required to be maintained at 15% of operating costs in the first year of the twenty-year plan and increased annually for projected increases in the Consumer Price Index.

The City’s balanced twenty-year plan allows decision makers to better understand the true impact of policy decisions, and effectively requires that decisions made today include a guarantee that resources will be available to maintain services in the future. More importantly,

this methodology incorporates both short- and long-term perspectives for planning revenues, operating requirements, and capital spending. It allows the cost of any policy decision to be measured in terms of long-range expenditure requirements, thereby raising “red flags” in areas where financial conditions may be significantly different in the future.

Departmental Overviews

To help the reader understand the proposed two-year operating budget, departmental overviews provide the context for the services and service levels provided. Leading off the section presenting each department’s program or set of programs, the departmental overviews describe the organizational structure for service delivery, factors that informed the development of the operating budget proposal, and significant changes in the proposed budget as compared to the current budget.

The departmental overviews also include performance and workload indicators for each of the programs managed by the department, as well as budgeted headcount. The performance indicators represent the goals and results staff hopes to achieve with the resources provided, while the workload indicators provide output and relevant statistical data. Additionally, they are linked to goals laid out in the City’s Consolidated General Plan. These indicators help explain why services are provided and the impacts of the level at which we provide them. As such, the indicators are an important component of the performance based budget structure.

Performance Based Operating Budget

Following the Departmental Overviews and Performance and Workload Indicators in the budget document are the City’s operating budget reports. The presentation of these operating reports mirrors the City’s operating structure. It is organized into programs, or services, and all expenditures are budgeted into activities, which break down the services into logical and manageable components. Where appropriate, work products are budgeted for activities. As a result, the budget presents information on the services the City provides, the cost of services and where logical, the planned amount of service. This budget structure focuses the City on identifying and quantifying the value created by the efficient/effective provision of City services. Community members can clearly see what services they are receiving and how much they cost, which also holds staff accountable.

Projects Budget

In the City of Sunnyvale, the term “project” refers to a non-operating activity. The City segregates each project into one of four possible categories: Capital, Infrastructure, Special, and Outside Group Funding. Capital projects are major expenditures related to construction, improvement or acquisition of capital assets. Infrastructure projects are inherently related to capital projects. After a capital project is complete, the City has an asset that must be maintained through the operating budget until the asset reaches a point

where maintenance costs exceed renovation/replacement costs. An infrastructure project is developed in order to provide future funds at the time that replacement or renovation is required. Special projects are one time only in nature and are set up to eliminate the impact such costs would have on operating programs. For example, the cost of service study for refuse services would be a special project. Outside group funding projects are essentially special projects; however, they are established to identify contributions made to local community-based organizations.

Each project is identified individually in the budget document including its estimated costs over the next twenty years. Projects also reflect anticipated outside revenues that will fund the project, such as grants and fees. In addition, project operating costs are budgeted for those ongoing operating costs that will need to be included in future years upon completion of a given project. Consideration of this information enables decision makers to evaluate the complete costs of proposed actions. This prevents the City from adding assets or activities that are not sustainable over the long term.

The projects budget also includes unfunded projects, which are desirable or pose a liability in the long term but do not have identified funding sources. In some cases, future grant funds may be available for all or a portion of the costs, but it is the City's policy not to recognize these revenue sources until they are actually available.

Projects related to long-range plans are also identified separately in their respective sections of the *Projects Budget* volume. Specifically, projects related to Traffic & Transportation that are part of long-range plans are listed in the *Traffic and Transportation* section of the *Projects Budget* volume.

BUDGET & FISCAL POLICIES

Two-Year Operating & Projects Budget

In recognition of the tremendous effort required to develop budgets, the City implemented a two-year operating budget in the early 1980's. Although the City reviews its budget on an annual basis, it only prepares a detailed operating budget each biennium. This means that operating budgets are not modified during the second year of the two-year budget. During the "off year" of the operating budget, the projects budget is reviewed in detail.

Types of Expenditures

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

Cost Accounting

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

Basis of Budgeting

“Basis of budgeting” refers to the method used to recognize revenues and expenditures in the budget. For the City of Sunnyvale, the basis of budgeting is the same basis used for accounting. The modified accrual basis is followed in the Governmental and Agency Funds including the General Fund and special revenue funds like the Park Dedication Fund. Under this basis, revenues are recognized when they become “susceptible to accrual,” which means they are both measurable and available. Measurable means the amount of the transaction can be determined.

The City considers revenues to be available if they are collected within 60 days of the current fiscal year end for property tax and 90 days for other revenues, with the exception of the County back-fill (for the loss of sales tax and Motor Vehicle License Fees (VLF) revenues) for which the City adopts a seven-month availability period so that total sales tax and VLF revenues would be most consistent with revenues reported in years before the State sales tax flip and VLF swap. Expenditures generally are recorded when a liability is incurred except for debt service expenditures, which are recorded when payment is due.

Intergovernmental revenues (primarily grants) that are received as reimbursement for specific purposes or projects are recognized based on when the related expenditures are recorded. Intergovernmental revenues which have virtually unrestricted purpose and are revocable only for failure to meet prescribed compliance requirements are reflected as revenues at the time of receipt or earlier if availability criteria are met.

The accrual basis is used in the proprietary funds, which include enterprise funds and internal service funds. Revenues are recognized when earned and expenses are recognized when the related liabilities are incurred.

Comprehensive Annual Financial Report (CAFR)

The Comprehensive Annual Financial Report (CAFR) is prepared according to “generally accepted accounting principles” (GAAP). The City prepares its budget in accordance with GAAP with the following exceptions:

- Loans requiring the use of current resources need to be budgeted as expenditures; in the CAFR, the disbursement of loans is treated as a balance sheet item.
- Appropriated budgets are not always needed for all of the City’s funds. For example, a budget is not appropriated for the advance refunding of bonds because the resulting bond proceeds are deposited into escrow accounts and are considered restricted assets.

- Principal payments on long-term debt within the enterprise funds are applied to the outstanding liability in the CAFR, while such items are treated as expenses in the budget.
- Capital outlay within enterprise funds and internal service funds are capitalized as fixed assets in the CAFR, in contrast to their treatment as expenses in the budget.
- The budget does not record depreciation expenses.
- GAAP requires the reporting of investments at fair value. Because the City's policy is to hold investments to maturity, the changes in fair value are not reflected in the budget.

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

Budgetary Policy & Control

When the annual budget is adopted the City follows procedures that enact its policies. These procedures involve the City management, employees, the public, boards and commissions, and the City Council throughout the year. These interactions between policy and planning culminate in the establishment of new or revised General Plan goals and objectives. The budget must implement the policies contained in the General Plan. Therefore, both must be synchronized completely. The City operates on a July 1 through June 30 budget year. The budget schedule is detailed in a separate section below, which includes these interactions between policy and planning.

The City's budget is very detailed, ensuring that the City Council as the governing body is fully informed and in control of all aspects of the City's financial activities. Information is itemized by fund, by department, and by project. The budget includes equipment costs, operating costs, and debt service costs, as well as capital, infrastructure, and special projects for the ensuing budget year. The budget also contains detailed long-term financial plans with projections for expenditures, revenues, and reserves for an additional nineteen years.

During the budget year, for governmental and agency funds, the City Manager is authorized to reappropriate budgeted amounts between programs that are financed by the same fund and within the same department. Council approval is required if the reappropriation exceeds the thresholds outlined below:

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

Council approval also is required for proprietary funds and internal services funds if the expenditures for the fiscal year exceed actual revenues plus the planned, annualized appropriation from Reserves.

Budgets are legally adopted for all governmental funds except for the Special Assessment Debt Service Fund. The Special Assessment Debt Service Fund does not have an adopted budget because the City is only required to make debt service payments in the event of a property owner’s default. Budgets are also adopted legally for all proprietary funds. Formal budgets are employed as a management control device for all funds in which a budget has been adopted. However, it serves as the primary means of spending control for the General Fund, special revenue funds, debt service funds, and capital project funds.

Budgets can be modified during the fiscal year if needed because of a legislative mandate, City Council or City Manager directive, or an unanticipated change in service level. Budget modifications cover one fiscal year only and must be approved by City Council. This allows management to focus on changes to the base budget during the next budget process.

Citizen Participation

Citizens have an opportunity to participate in the Twenty-Year Resource Allocation planning process through avenues such as Council-appointed boards and commissions, study sessions, and public hearings. Each winter, citizens are provided the opportunity to speak on proposed study and budget issues at a formal public hearing. Citizens may attend study sessions dealing with upcoming Council issues, as well as Council meetings which are scheduled on Tuesdays throughout the year. At the Council meetings, citizens are given an opportunity to speak during the public hearing period. In addition, a formal public hearing on the Recommended Budget is held annually in June.

Budget Calendar

The City’s annual budget development process begins in September each year with the initial planning of the development cycle and culminates with the adoption of the budget by the City Council in June. In January, the City Council specifically discusses important

fiscal issues which may have short-term or long-term effects on how the City provides and maintains services to its citizens and customers. Consistent with City Charter, no later than 35 days prior to June 30th the City Manager submits a Recommended Budget to the City Council. The City Council holds a workshop on the Recommended Budget, which is open to the public. In June of each year the City Council also holds a public hearing, required by the City Charter. Prior to June 30 of each year, the budget as modified by the City Council is legally enacted by adoption of a budget resolution.

Below is a high-level calendar detailing key steps throughout the process. As noted previously, the City of Sunnyvale alternates years for developing operating budgets and projects budgets. The calendar below represents key milestones that take place regardless of whether the budget being developed is an operating budget or a projects budget. It also incorporates critical elements of budgetary policy and control, as discussed in a separate section above.

Budget Calendar

	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Budget kick-off	■	■								
Departments develop budget proposals	■	■	■	■						
Budget Office and departments begin pre-reviews			■	■						
*Budgetary year-end report for previous fiscal year to Council				■						
City Manager reviews of department budgets				■	■					
Finalize internal services expenditures					■	■				
*Budget Issues Workshop/Fiscal Outlook Presentation					■					
*Budget Supplements from Workshop completed and approved						■				
Complete budget system updates						■				
Review revenue projections and service charges						■	■	■		
Develop 20-year Long-Term Financial Plans for all City funds						■	■	■		
Prepare and finalize transmittal letter								■	■	
Deliver Recommended Budget to Council									■	
*Budget Workshop by City Manager									■	
Recommended Budget public hearing										■
*City Council adopts budget										■

*These are milestones during the Budget Calendar that are related to Budgetary Policy & Control.

FISCAL POLICIES

Council Fiscal Policy applies the following guiding fiscal policies to the City's Budget and Resource Allocation Plan:

7.1A Budget Policies

A.1: Development of the Budget and Resource Allocation Plan

- A.1.1 The public will be encouraged to participate fully in the budget process.
- A.1.2 A Fiscal Issues Workshop will be held each year prior to preparation of the City Manager's Recommended Budget to consider budget issues for the upcoming Resource Allocation Plan.
- A.1.3 A balanced Twenty-Year Resource Allocation Plan shall be presented to the City Council annually.
- A.1.4 The Twenty-Year Resource Allocation Plan shall be prepared on a two-year Operating Budget cycle.
- A.1.5 The Operating Budget shall be approved annually with the second year approved in concept.
- A.1.6 A proposed budget shall be recommended to the City Council by the City Manager no less than thirty-five days before the beginning of the fiscal year, in accordance with the City Charter.
- A.1.7 At least one public hearing shall be held after the City Manager's Recommended Budget is presented to the Council in order to solicit public input before adoption.
- A.1.8 Boards and Commissions should review the annual budget as appropriate to their area of interest and make recommendations to the City Council.
- A.1.9 The City Council shall adopt the City Manager's Recommended Budget, with any changes desired, by resolution before June 30th of each year.
- A.1.10 Resources will be allocated in direct relation to General Plan goals.
- A.1.11 The Resource Allocation Plan shall be prepared by General Plan element to link city resources with the accomplishment of General Plan goals.

- A.1.12. New or expanded services should support the priorities reflected in the General Plan.
- A.1.13. All competing requests for City resources should be weighed within the formal annual budget process.
- A.1.14. Final actions on study items with significant financial impacts should be withheld until they can be made in the full context of the annual budget process.

A.2: Long-Term Financial Planning

- A.2.1. The City shall maintain a long-term fiscal perspective by annually preparing a Twenty-year Long-Term Financial Plan for each fund. Those funds which account for intergovernmental grants will only include known entitlements.
- A.2.2. Major financial decisions should be made in the context of the Twenty-Year Long-Term Financial Plan.
- A.2.3. Long-term financial planning should enable the current service level provided to be sustained over time through the strategic use of reserves.
- A.2.4. The Long-Term Financial Plans should be used to communicate the fiscal impact of City decisions to all stakeholders whenever possible.

A.3: Performance-Based Budget System

- A.3.1. The operating budget will be prepared and managed on a program basis.
- A.3.2. All costs attributable to a budgeted program will be fully reflected in program budgets (with the exception of capital costs of general-use public buildings and facilities).
- A.3.3. An emphasis should be placed on achieving maximum work productivity to ensure an optimal allocation of human and fiscal resources for Council approved services and programs.
- A.3.4. All operating programs must identify the service provided, the service level, and the resources necessary to accomplish the specific service level.
- A.3.5. A performance measurement system will be maintained and used to evaluate quality of service and to report results.

A.4: Budget Monitoring and Modification

- A.4.1. Expenditures for each department are legally limited to the amount authorized by the City Council in the Budget Resolution, plus subsequent changes individually approved by the City Council through Budget Modifications.
- A.4.2. The City's annual budget may be modified at any Council meeting by a majority vote of the City Council.
- A.4.3. The City's budget appropriation control shall be by program within the same fund for operating programs in the General Fund and Special Revenue Funds. For the Proprietary and Internal Service Funds, expenditures cannot exceed actual revenues plus the planned use of reserves.
- A.4.4. Appropriations for capital and special projects shall be limited to the amounts contained on the Budget Resolution for each project. All modifications to project budgets require Council approval.
- A.4.5. Budget reappropriations among programs within a Department and Fund may be authorized by the City Manager if service levels as approved by City Council are maintained.
- A.4.6. Any unexpended appropriations shall expire at fiscal year-end unless specifically reappropriated by the City Council for expenditure during the new fiscal year. (** per City Charter Article XIII Fiscal Administration Section 1305, amended November 28, 2007, approved appropriations for Capital Improvement Projects shall **not** lapse at the end of the fiscal year unless the Capital Improvement Project has been completed and closed out or the City Council takes affirmative action to modify the budget appropriation for the Capital Improvement Project*)

7.1B Revenue Policies

B.1: Revenue Base

- B.1.1. The City will maintain a diversified and stable revenue base, not overly dependent on any land use or external funding source.
- B.1.2. Taxes levied by the City will be used for the purpose of financing services performed for the common benefit.
- B.1.3. Taxes should be held at their lowest possible level, while maintaining Council-approved service levels.
- B.1.4. When considering a new tax or revenue source or an increase in an existing tax or revenue source, the following criteria should be considered:

- Community/voter acceptance
 - Competitiveness with surrounding communities
 - Efficiency of revenue collection and enforcement
 - Effectiveness in generating sufficient revenues in the short- and long-term to justify its establishment
 - Enhancement of revenue diversity to promote stability and provide protection from downturns in business cycles
 - Equity/Fairness in distribution of the revenue burden on various segments of the community
- B.1.5. Reliance on any restricted and/or inelastic sources of revenue will be avoided.
- B.1.6. One-time revenues should not be used for ongoing expenditures.
- B.1.7. Revenue should not be targeted for a specific program, unless a revenue source has been established for the sole purpose of financing a particular expenditure.
- B.1.8. Potential new revenue sources will be investigated periodically to ensure that the City's revenue base is stable and diversified.
- B.1.9. Donations, contributions, and sponsorships may be accepted if they are in accordance with City policy and General Plan priorities.

B.2: Revenue Forecasting and Monitoring

- B.2.1. All revenue estimates must be conservative, objective and reasonable.
- B.2.2. Revenue forecasts should be based on detailed information regarding historical performance and economic conditions whenever possible.
- B.2.3. At least ten years data for all tax revenue sources will be maintained.
- B.2.4. Revenues will be estimated for the budget year and for each planning year in the Twenty-year Resource Allocation Plan.
- B.2.5. Methods to maximize the accuracy of revenue forecasts will be established.
- B.2.6. Estimated revenues from grant sources will be projected only to the specific date on which the entitlement will end.

- B.2.7. Estimated intergovernmental revenues for which the City is eligible (but which are not guaranteed) will be forecast to assure that local matching funds will be available if the revenues are realized.

B.3: Revenue Collection

- B.3.1. The City will seek all possible Federal and State reimbursement for mandated projects and/or programs.
- B.3.2. An aggressive collection system for all accounts receivable, including utility receivables, will be utilized to assure that monies due to the City are received in a timely fashion.
- B.3.3. Monthly reviews and periodic audits of Transient Occupancy Tax returns will be conducted.
- B.3.4. Monthly reviews and periodic audits of all major locally administered revenue sources will be conducted.
- B.3.5. Periodic point-of-sale audits for Sales Tax will be conducted.

B.4: Grants and Intergovernmental Assistance

- B.4.1. The use of intergovernmental grant assistance for routine programs will be discouraged. 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.
- B.4.2. Intergovernmental assistance may only be used to establish or expand a program when the Twenty-Year Resource Allocation Plan meets the following conditions:
- The program is eliminated at the end of the intergovernmental funding period, or
 - The program continues with the requisite local funding in the Twenty-Year Resource Allocation Plan upon completion of intergovernmental funding
- B.4.3. A uniform grants application process must be utilized 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:
- The grant being pursued and the use to which it would be placed
 - The objectives or goals of the City which will be achieved through use of the grant

- The local match required, if any, plus the source of the local match
- The increased cost to be locally funded upon termination of the grant
- The ability of the City to administer the grant

B.5: User Fees

- B.5.1. User fees should be used to recover the cost of services that benefit specific segments of the community.
- B.5.2. User fees should be reviewed and adjusted at least annually to avoid sharp changes.
- B.5.3. User fees and charges should not exceed the City's full cost of providing the service.
- B.5.4. User fees should be established at a level which reflects the full cost of providing those services.
- B.5.5. The City Council may determine for any service whether a subsidy from the General Fund is in the public interest.
- B.5.6. User fees shall only be used when the cost of providing the service can be readily calculated and administered.
- B.5.7. User fees should be adopted by Council resolution and included in the Annual Fee Schedule.

7.1C Capital Improvement Policies

C.1: Capital Improvement Plan

- C.1.1 An updated Twenty-Year Capital Improvement Plan shall be prepared on a two-year budget cycle.
- C.1.2 The City shall fund only those Capital Improvement Projects that are consistent with the adopted Capital Improvement Plan, City priorities, and General Plan goals.
- C.1.3 High priority should be given to replacing capital improvements prior to the time that 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.
- C.1.4 New or expanded capital improvements should maximize value and avoid duplication whenever possible by partnering with other entities to pool resources or share facilities.

- C.1.5 Priority will be given to the repair and replacement of existing infrastructure as compared to the provision of new or expanded facilities.
- C.1.6 The decision on whether to repair or to replace an existing capital asset will be based on which alternative is most cost-effective or provides the best value to the City.
- C.1.7 The operating impact of proposed capital projects, including ongoing operating expenditures, capital outlay, debt service, and infrastructure replacement will be identified in the Capital Budget and considered in the selection of projects for funding.
- C.1.8 Staff will identify the estimated costs, potential funding sources, return on investment, project schedule and relationship to the General Plan for each capital project proposal before it is submitted to the Council for approval.
- C.1.9 Capital improvements should be maintained to the level required to adequately protect the City's capital investment and to minimize future maintenance and replacement costs.
- C.1.10 A Capital Projects Fund shall be used to account for major capital acquisition or construction projects associated with the General Fund and other governmental funds. The capital projects of the Utility Enterprise Funds shall be accounted for within the respective fund.
- C.1.11 The Infrastructure Renovation and Replacement Fund shall be used to account for projects related to the City's Long-Range Infrastructure Plan for the renovation and replacement of existing general City assets. Infrastructure projects related to the City's utilities shall be accounted for in the respective utility fund.

C.2: Funding

- C.2.1 Governmental capital improvements should be funded on a "pay-as-you-go" basis in most cases. Alternate financing strategies may be considered in light of the specific project and the consequences of each financing strategy.
- C.2.2 Development-related improvements such as sidewalks, curbs and gutters, street lights, and water and sewer lines should be funded by those directly benefiting from the improvements.

- C.2.3 The City will seek out and use intergovernmental funding sources for capital improvements, as is consistent with City priorities and General Plan goals.
- C.2.4 Funds for the replacement of City assets originally paid for by a developer should be included in the Capital Improvement Plan of the appropriate City fund.

C.3: Design and Evaluation

- C.3.1 The planning and design of capital improvements should be based on standards that minimize construction costs, while assuring acceptable useful life and reducing maintenance requirements. Value engineering processes will be utilized when necessary and appropriate.
- C.3.2 Budgeting for capital projects must reflect when the expenditures are scheduled to occur, using multi-year planning to ensure a reasonable time frame for projecting costs.
- C.3.3 Improvements should be designed with the following goals: to maximize energy efficiency, require minimal maintenance, create an efficient physical relationship for those working in the facility, provide adequate capacity for the projected useful life, and to have the ability to accommodate future expansion with minimum remodeling costs.

7.1D Land Policies

D.1: Acquisition, Disposition and Leasing of City-Owned Real Property

- D.1.1 A high priority will be given to acquiring undeveloped land needed to meet City goals before it is developed.
- D.1.2 Developed land should be acquired in reasonable proximity to the time the property is required for City purposes.
- D.1.3 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.
- D.1.4 The purchase, sale or lease of real property where the purchase or sale price or lease cost is more than \$75,000, per the Sunnyvale Municipal Code, shall be approved by the City Council.

- D.1.5 The purchase, sale or lease of real property where the purchase or sales price or lease cost is less than \$75,000, per the Sunnyvale Municipal Code, shall be approved by the City Manager.
- D.1.6 The lease of city property which results in revenue to the City and the term is less than or equal to 55 years shall be approved by the City Manager.
- D.1.7 The lease of city property for a term longer than 55 years shall be authorized by the City Council by resolution following a public hearing.
- D.1.8 Property leased to outside entities should be based on market rents except when the Council finds that there is a public purpose for leasing at a lower rate.
- D.1.9 The net proceeds from the disposition of surplus City property owned by the General Fund shall be placed into the General Fund Reserve for Capital Improvements.
- D.1.10 Proceeds from the sale of land or facilities originally purchased with monies from a specific fund should be kept within that fund.

7.1E Reserve Policies

E.1: General Fund Reserves

- E.1.1 The General Fund Contingency Reserve will be maintained at 15% of operations costs in year one of the long-term plan, with annual increases based on projected increases in the Consumer Price Index. This reserve will only be utilized for non-fiscal emergencies or disasters as determined by Council.
- E.1.2 The sale of surplus property owned by the General Fund and any other one-time revenues shall be placed into a Reserve for Capital Improvement Projects to be used for capital improvement or expansion.
- E.1.3 The Twenty-Year Resource Allocation Plan (RAP) Reserve shall be used to levelize economic cycles and maintain stable service levels over the long term.

- E.1.4 The Budget Stabilization Fund will be a minimum of 15% of projected revenues for the first two years of the 20-year planning period. Beyond year two, the Budget Stabilization Fund will always have a balance of at least zero.
- E.1.5 The Service Level Set-Aside will be used to provide ongoing funds to increase service levels or add new services. Once used, this Set-Aside may be replenished according to economic conditions.
- E.1.6 Any other reserves may be established to segregate funds which are legally restricted to specific purposes.

**Note: For additional user fee policies specific to the Utility Funds or the Golf and Tennis Fund, please see those sections under Enterprise Fund policies.*

**Community
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Department Description

The Community Development Department oversees all land use policy planning and development review in the City, and administers and enforces the Sunnyvale Municipal Codes and other government regulations related to the physical development of the City. A core function of the Department is administering the One-Stop Permit Center, which offers coordinated customer services related to zoning information and approvals, development applications, and building permits. The Department also administers the distribution of federal and City assistance funds for human services, and for affordable housing production and preservation. In addition, the Department provides staff support to four City Boards and Commissions: Planning, Housing, Heritage Preservation, and Building Code Appeals.

Programs and Services

The Community Development Department is organized into four programs: Building Safety, Planning, Housing/Community Development Block Grant (CDBG), and Department Management. In addition, the Department oversees the local Base Realignment and Closure (BRAC) process for the Onizuka Air Force Station. The Department serves a wide range of clients including residents, businesses, property owners, design professionals, and contractors.

The Department's mission statement is as follows: "The Department of Community Development is innovative in promoting sustainable development while enhancing the economy, community character and quality of life in Sunnyvale." Delivering excellent customer service is a core goal of the Department, and staff is committed to: 1) delivering high quality products and services; 2) creating efficient and effective processes; and 3) fostering a supportive and collaborative work environment. The Development Processing Improvement Committee (DPIC), consisting of City staff from multiple departments, will continue to identify and implement improvements to the development review process.

Building Safety Program

The Building Safety Program is responsible for managing construction permits and inspections for compliance with local and state building regulations. Building permits and plans are reviewed and approved through the One-Stop Permit Center, as well as through the City's web-based e-permitting system for minor permits. The Program is largely responsible for ensuring the efficient operation of the One-Stop Permit Center, which provides centralized customer service with staffing from multiple City departments.

Community Development

FY 2013/14 Operating Budget

Another key responsibility of the Building Safety Program is to provide timely construction inspections to ensure compliance with approved building plans. In addition, Building staff provides technical support to homeowners, contractors, and design professionals on the latest building code regulations. The Program is taking the lead on implementing the City's green building ordinance and the California Green Building Code (CALGreen). The Program staff also provides support to the Board of Building Code Appeals.

The Building Safety Program has earned a reputation for expedited plan review and permit issuance, and for superior inspection services that support customer construction schedules. This reputation derives from the Program's emphasis on customer service at the One-Stop Permit Center, which allows 90% of all building plans (express reviews) to be completed within one day, depending on the workload. Initial review of all other building plans (regular reviews) is usually completed within 21 calendar days. In order to support construction schedules, the Program also prioritizes timely inspections. Most building inspections can be scheduled just one business day in advance.

Planning Program

The Planning Program encompasses all policy planning and zoning approvals for the conservation and physical development of the City. The goal of the Program is to improve the quality of life and physical appearance of the City, and to foster orderly development through comprehensive and effective policy planning. Program activities include administering the City's General Plan, as well as preparing and overseeing specific plans and other land use policy documents. Additionally, lead responsibility for reporting on many of the City Council adopted study issues rests with the Planning Program. Planning staff collects and monitors community indicators to measure the City's progress in achieving its goals and policies. Major functions of the Program are coordinating and processing development applications for planning permits, and administering and enforcing the City's Zoning Code.

Housing/CDBG Program

The primary objectives of the Housing/CDBG (Community Development Block Grant) Program are to: 1) increase the development of new and renovated affordable housing; 2) preserve and improve housing conditions for lower income residents; and 3) provide support to human service organizations that serve low income and special needs populations in the community.

The Housing Division administers various housing programs, including the Home Improvement, Below Market Rate Housing, First-time Home Buyer, and Tenant-Based Rental Assistance Programs. The Division also manages three special revenue funds and their associated loan portfolios: the Housing Mitigation Fund, the CDBG Fund (which includes the CDBG Housing

Community Development

FY 2013/14 Operating Budget

Rehabilitation Revolving Loan Fund), and the HOME Program Fund. Two of these funds, CDBG and HOME, were established to receive the City's federal entitlement grants, which have provided an average of nearly \$2 million annually for the past decade. These grants fund affordable housing projects and community development programs for the City's lower-income residents and neighborhoods. The Division ensures that the grants are used in a timely manner in accordance with the federal grant terms.

In addition to operating housing programs, the Division manages a number of large capital projects funded by the three special revenue funds. These projects primarily consist of multi-family housing development, acquisition, or rehabilitation. The Division also manages smaller public infrastructure and public facility projects, and annual grants for human services and other miscellaneous community development activities. The Housing Division provides staff support to the Housing and Human Services Commission, and coordinates with other divisions on housing policy development and on long-range planning to meet regional housing needs.

Onizuka Air Force Base

Department staff oversees the Base Realignment and Closure (BRAC) process for Onizuka Air Force Station. The BRAC planning process is overseen by the City Council acting as the Local Redevelopment Authority (LRA). In December 2011, the LRA completed the planning phase of the BRAC process by approving an Amended Redevelopment Plan and Amended Housing Assistance Submission, and Legally Binding Agreement (LBA) with two homeless housing providers. This planning effort was largely funded by the federal Office of Economic Adjustment.

In December 2012, the Department of Housing and Urban Development (HUD) approved the above documents, which allowed the BRAC process to enter into the plan implementation phase. Foothill De Anza Community College District and the City received quit claim deeds for their respective parcels in 2013 in accordance with the Amended Redevelopment Plan. At end of FY 2012/13, the two housing providers were processing development applications to release their claims on the Onizuka site and transfer them to the City-owned Armory property in accordance with the terms of the LBA. Assuming the transfer is approved by the City Council, activities in FY 2013/14 will involve assisting the housing providers with processing building plans and obtaining financing for their project. The City will also begin evaluating possible uses for the Onizuka parcel.

Department Management

Department Management provides overall leadership and management of the Community Development Department. Activities include budgeting, work programming, personnel administration, and general support for the City Manager's Office, City Clerk, and the City Executive Leadership Team.

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FY 2013/14 Operating Budget

Department Budget Summary

Community Development					
Fund/Program	2010/11 <i>Actual</i>	2011/12 <i>Budget</i>	2011/12 <i>Actual</i>	2012/13 <i>Budget</i>	2013/14 <i>Plan</i>
General Fund					
Building Safety	2,622,404	2,809,305	2,774,646	2,773,552	2,823,399
Planning	2,184,395	2,271,203	2,261,824	2,283,068	2,314,538
Housing and CDBG	27	0	0	0	0
Department Management	331,690	391,619	390,101	403,739	414,037
Housing Fund					
Housing and CDBG	594,208	627,864	635,103	671,713	729,581
HOME Grant Fund					
Housing and CDBG	96,316	86,560	87,460	103,213	100,882
Community Development Block Grant					
Housing and CDBG	472,051	499,782	495,808	466,615	404,085
TOTAL EXPENDITURES	6,301,091	6,686,334	6,644,942	6,701,900	6,786,523

Community Development

FY 2013/14 Operating Budget

Budget Overview and Significant Changes

FY 2013/14 is the second year of a two-year operating budget cycle. As such, there were no significant changes to the Department's operating budget for FY 2013/14. The operating budget for the Community Development Department primarily funds personnel costs, which account for approximately 95% of its total budget. General Fund revenue from planning and building fees support a large portion of the Department's operations. Additionally, operational costs for the Housing/CDBG Program are funded entirely with special purpose federal and City funds.

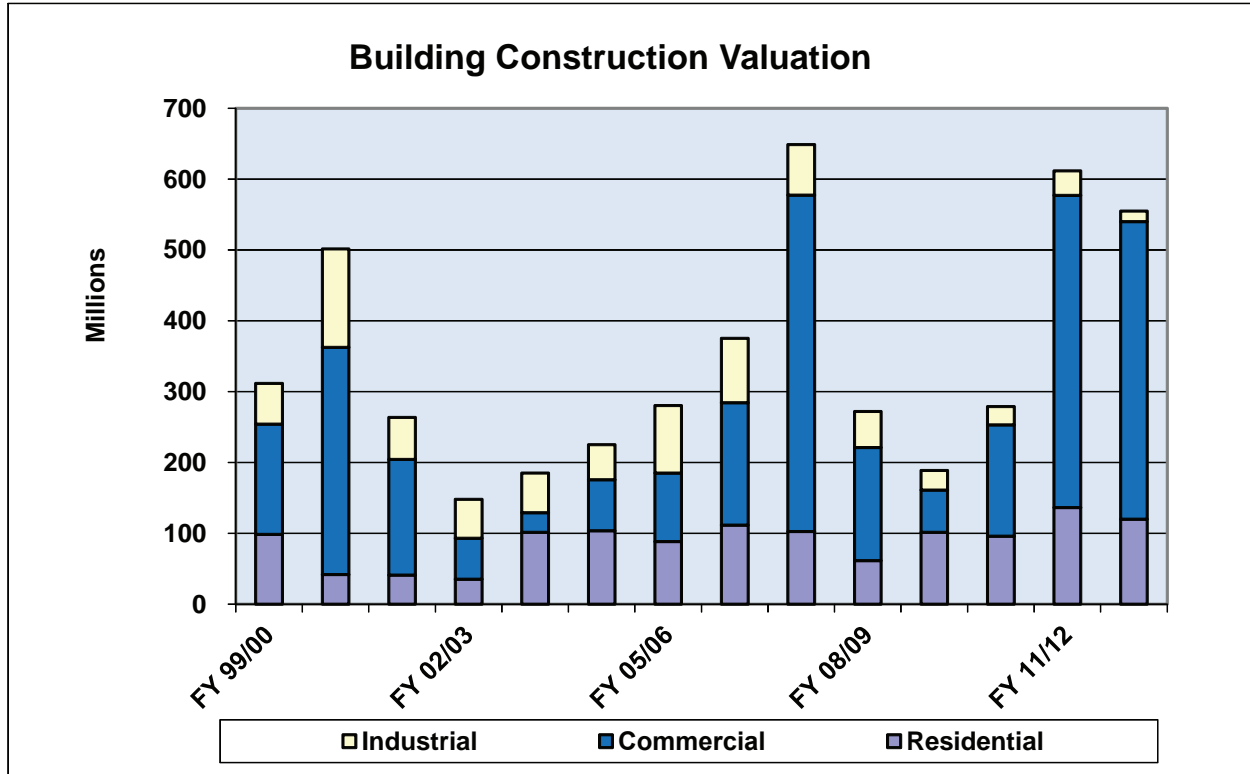
Development activity in FY 2012/13 is projected to almost match the record level set in the prior fiscal year as office and residential development continues to experience a boom in activity that reflects the robust economic recovery in Silicon Valley. Building construction valuation in FY 2012/13 is expected to closely match the level set in FY 2011/12. Based on historic records, it is rare to see this level of activity sustained for over two years. But development activity is expected to continue at this pace into FY 2013/14 based on the projects that are currently undergoing Planning and Building Division review. Development activity is diverse and covers all sectors including new for-sale and rental housing, new office buildings, commercial and industrial tenant improvements and single-family remodels. New development proposals cover many sites in the City including Moffett Park, Peery Park, East Sunnyvale Industrial-To-Residential (ITR) area, and El Camino Real corridor. Major office development is expected to be completed in FY 2013/14, such as the new LinkedIn campus and several mid-rise Class "A" office buildings in Moffett Park.

Building Safety Program

The Building Division is operating at a base level of staffing with 15 full-time employees supplemented with part-time contract inspectors to respond to the heavy workload. The Building Program continues to be fully funded (100% cost recovery) by plan check and construction inspection fees collected from building permit activity. Given its commitment to excellent service delivery, the Program's staffing level will continue to be monitored to ensure it can be responsive to customer service needs, and to ensure that the Program's high performance standards will continue to be met. With the sustained level of construction activity as reflected in the table below, additional resources for plan checking and inspections have been added to maintain service levels. Contract hours have been budgeted in the Building Safety Program. Staff will also continue to explore ways to further improve operating efficiency.

Community Development

FY 2013/14 Operating Budget



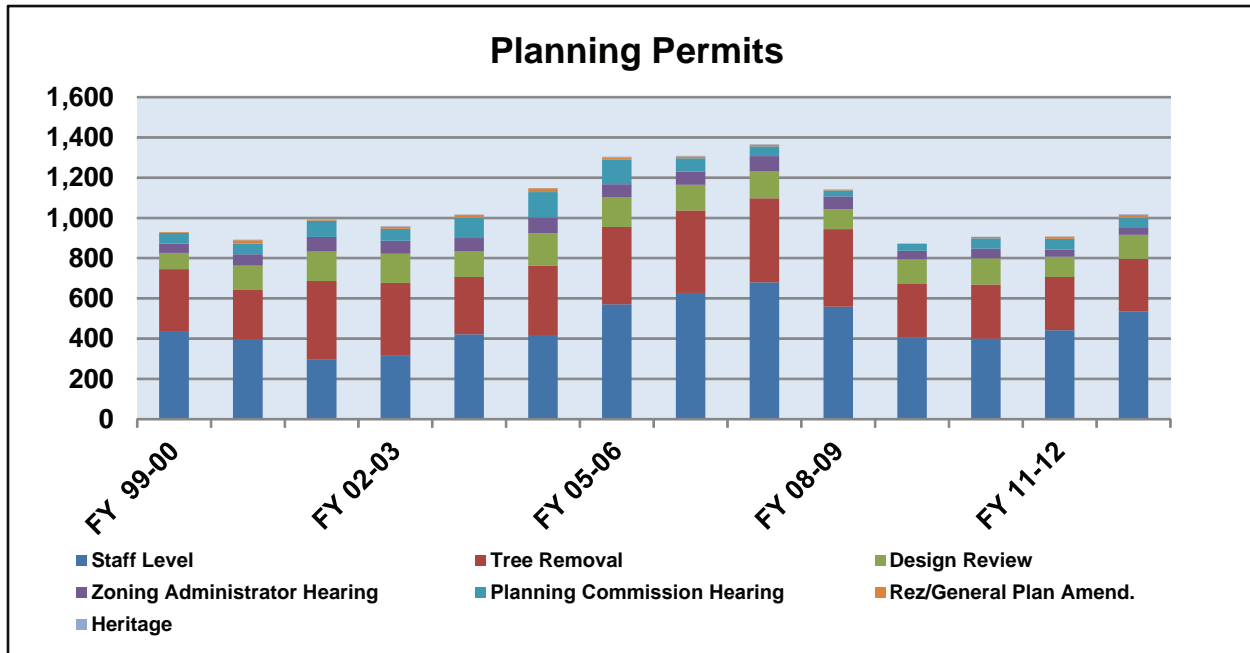
Planning Program

The planning permit activity for FY 2012/13 has gradually increased, which reflects the trend in recent years as shown in the chart on the next page. While the increase has not been as dramatic or as volatile as building permit activity, this increase suggests the need for supplemental staffing for at least a temporary period to respond to the workload; several developers have agreed to fund contract staff to assist with development review of their projects. Although there are occasionally reductions in annual permitting activity, in any given year the trend is likely to be one of steadily increasing volumes. Applications for review of land use permits have also steadily increased in complexity. Development reviews include checking for compliance with the City's zoning code and various design guidelines; environmental review; sensitivity to adjacent uses; and, compliance with federal, state, and regional standards. Staff time budgeted to review and process permit applications is based on historical activity, with adjustments for recent and anticipated streamlining

Community Development

FY 2013/14 Operating Budget

efforts. Additionally, hours/expenses budgeted to address City and intergovernmental policies are essentially unchanged. The Planning Division continues to be budgeted for 13 full-time and one part-time staff.



Policy planning activities for the budget cycle include adopting the Land Use and Transportation Element and Climate Action Plan that was developed by the Horizon 2035 Advisory Committee. Staff will be working with a City Council-appointed committee to complete the second phase of the Lawrence Station Area Plan and a Toolkit for Mixed Used Development through a grant from the Metropolitan Transportation Commission. The Peery Park Specific Plan is also programmed to be completed in FY 2013/14 with funding assistance from The Irvine Company. Additionally, comprehensive re-organization and revisions of the Sign Code and Zoning Code will be completed to simplify and streamline these codes. The Planning Division will also support the Housing Division in preparing the 2014-22 Housing Element. Additionally, General Plan funds will be reserved to initiate several long overdue updates to the Noise and Air Quality Elements of the General Plan. Continuing activities include closely coordinating with state and regional agencies

Community Development

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and neighboring cities on new legislation, programs, and development activities that affect Sunnyvale residents and businesses. The Planning Division will also continue to provide staff support to the Planning Commission and Heritage Preservation Commission.

Housing Program

The Housing/CDBG Program is funded entirely with special purpose funds: CDBG and HOME federal grant funds and Housing Mitigation Fee revenues, which are development impact fees paid for by developers of large, new employment-generating developments. All Program operating and capital project expenditures are funded by the special revenue funds. Use of each fund is regulated by federal laws and regulations and/or by adopted City policies. The largest expenditures in the Housing/CDBG Program are usually within the City's capital projects budget rather than its operating budget. The primary operating costs of the Housing/CDBG Program are personnel-related, for administration and program delivery. The Program is supported by seven staff.

Major tasks for the Division in FY 2013/14 include: issuing loan commitments and managing new housing projects conditionally awarded funding in June 2013; recruiting and screening prospective home buyers for a large number of below market rate homes to be completed next year in new housing developments; developing a proposal for City Council consideration on a possible rental housing impact fee; overseeing the proposed affordable housing developments at the Armory site; and collaborating with the County and other jurisdictions and service providers to develop alternative programs to house homeless people after closure of the winter shelter at the Armory (projected in 2014). General Plan funds have been set aside to prepare the 2012-14 Housing Element; the Housing Division will take the lead to prepare this document, which must be adopted and submitted to the state by the end of 2014. Other ongoing work items include preparing the 2014 Action Plan and implementing fair housing, language access, and related housing outreach activities.

Community Development

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
Director of Community Development	1	1
Housing Officer	1	1
Superintendent of Building Inspection	1	1
Affordable Housing Manager	1	1
Planning Officer	1	1
Administrative Aide	1	1
Administrative Aide-Confidential	1	1
Associate Planner	4	4
Assistant Planner	1	1
Senior Planner	2	2
Principal Planner	2	2
Permit Clerk I	2	2
Permit Clerk II	1	1
Permit Technician	1	1
Housing Programs Analyst	2	2
Housing Programs Technician	2	2
Building Inspector II	4	4
Permit Center Coordinator	1	1
Senior Plan Check Engineer	1	1
Senior Housing Rehabilitation Specialist	1	1
Senior Building Inspector/Coordinator	2	2
Plan Checker II	1	1
Plan Check Engineer	1	1
Senior Office Assistant	1	1
Staff Office Assistant	1	1
Community Development Department Total	37	37

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Community Development Department Performance Indicators

2011 Consolidated General Plan Goals:

Chapter 2, Community Vision (CV)

Goal CV-1: Achieve a Community in Which Citizens and Businesses Are Informed About Local Issues and City Programs and Services

Chapter 3, Land Use and Transportation (LT)

Goal LT-1: Coordinated Land Use Planning

Goal LT-2: Attractive Community

Goal LT-3: Appropriate Housing

Goal LT-4: Quality Neighborhoods and Districts

Goal LT-6: Supportive Economic Development Environment

Goal LT-7: Balanced Economic Base

Chapter 4, Community Character (CC)

Goal CC-1: Distinguished City Image

Goal CC-3: Well-Designed Sites and Buildings

Goal CC-5: Protection of Sunnyvale's Heritage

Chapter 5, Housing (HE)

Goal HE-1: Adequate Housing

Goal HE-2: Enhanced Housing Conditions and Affordability

Goal HE-3: Minimize Government Constraints on Housing

Goal HE-4: Adequate Housing Sites

Goal HE-5: Equal Housing Opportunities

Goal HE-6: Sustainable Neighborhoods

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Building Safety				
Workload Indicators				
Number of customers served at the One-Stop Permit Center.	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CV-1	13,566	14,430	
Number of construction permits issued (regular, express and minor).	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7	4,024	5,229	
Total valuation of construction permits.	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7	\$277,986,500	\$400,080,542	
Performance Indicators				
One-Stop Permit Center				
Number of customer phone calls.	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CV-1	36,455	33,345	
Average time to answer (including queue time) customer phone calls, with a goal of 45 seconds.	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CV-1	32 seconds	29 seconds	
Number of customer survey respondents and percent rating the services provided at the One-Stop Permit Center as good or better.	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CV-1	146 97%	94 98%	

Community Development Department Performance Indicators

2011 Consolidated General Plan Goals:

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Goal LT-6: Supportive Economic Development Environment

Goal LT-7: Balanced Economic Base

Chapter 4, Community Character (CC)

Goal CC-1: Distinguished City Image

Goal CC-3: Well-Designed Sites and Buildings

Goal CC-5: Protection of Sunnyvale's Heritage

Chapter 5, Housing (HE)

Goal HE-1: Adequate Housing

Goal HE-2: Enhanced Housing Conditions and Affordability

Goal HE-3: Minimize Government Constraints on Housing

Goal HE-4: Adequate Housing Sites

Goal HE-5: Equal Housing Opportunities

Goal HE-6: Sustainable Neighborhoods

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Plan Review				
Number of express and minor permit applications and percent reviewed on the same day.	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7	3,891 63%	3,693 66%	
Number of regular building plan checks received and percent completed within 21 days by:	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7			
Building Safety		328 28%	677 37%	
Planning		327 28%	675 58%	
Fire Prevention		315 24%	662 14%	
Public Works		293 100%	637 77%	

Community Development Department

Performance Indicators

2011 Consolidated General Plan Goals:

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Goal LT-6: Supportive Economic Development Environment

Goal LT-7: Balanced Economic Base

Chapter 4, Community Character (CC)

Goal CC-1: Distinguished City Image

Goal CC-3: Well-Designed Sites and Buildings

Goal CC-5: Protection of Sunnyvale's Heritage

Chapter 5, Housing (HE)

Goal HE-1: Adequate Housing

Goal HE-2: Enhanced Housing Conditions and Affordability

Goal HE-3: Minimize Government Constraints on Housing

Goal HE-4: Adequate Housing Sites

Goal HE-5: Equal Housing Opportunities

Goal HE-6: Sustainable Neighborhoods

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Number of resubmittal regular building plan checks received and percent completed within 14 days by:	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7			
Building Safety		1,005 75%	1,423 68%	
Planning		993 97%	1,404 38%	
Fire Prevention		986 93%	1,398 68%	
Public Works		967 100%	1,297 77%	
Number of customer surveys mailed, number of customer survey respondents, and percent rating Plan Review services as good or better. [New in FY 2012/13]	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7	--	--	
Building Inspections				
Number of inspections scheduled and percent completed as scheduled. [New in FY 2012/13]	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7	--	--	
Number of inspections requested for the next business day and percent completed as requested. [New in FY 2012/13]	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7	--	--	
Number of customer surveys mailed, number of customer survey respondents, and percent rating Building Inspection services as good or better. [New in FY 2012/13]	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7	--	--	

Community Development Department Performance Indicators

2011 Consolidated General Plan Goals:

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Chapter 5, Housing (HE)

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Goal HE-4: Adequate Housing Sites

Goal HE-5: Equal Housing Opportunities

Goal HE-6: Sustainable Neighborhoods

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Fire Inspections				
Number of inspections scheduled and percent completed as scheduled. [New in FY 2012/13]	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7	--	--	
Number of inspections requested for within the next two business days and percent completed as requested. [New in FY 2012/13]	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7	--	--	
Number of customer surveys mailed, number of customer survey respondents, and percent rating Fire Inspection services as good or better. [New in FY 2012/13]	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7	--	--	
Number of express construction inspections requested and percent scheduled for inspection by: [Deleted in FY 2012/13]				
Building Safety within one day		13,610 86%	18,840 69%	
Fire Prevention within two days		1,864 23%	3,077 36%	
Number of customer survey respondents and percent satisfied with the services provided by Construction Permitting. [Deleted in FY 2012/13]		212 94%	141 97%	

Community Development Department Performance Indicators

2011 Consolidated General Plan Goals:

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Goal LT-6: Supportive Economic Development Environment

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Chapter 4, Community Character (CC)

Goal CC-1: Distinguished City Image

Goal CC-3: Well-Designed Sites and Buildings

Goal CC-5: Protection of Sunnyvale's Heritage

Chapter 5, Housing (HE)

Goal HE-1: Adequate Housing

Goal HE-2: Enhanced Housing Conditions and Affordability

Goal HE-3: Minimize Government Constraints on Housing

Goal HE-4: Adequate Housing Sites

Goal HE-5: Equal Housing Opportunities

Goal HE-6: Sustainable Neighborhoods

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Planning				
Workload Indicators				
Number of phone and counter planning/zoning inquiries.	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CC-3, CV-1	12,827	11,016	
Number of administrative zoning reviews (including MPPs, tree removal permits, sign permits, building permits, home occupations, and other business license reviews).	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CC-3	799	5,010	
Number of staff reports to Planning Commission, Heritage Preservation Commission, other city advisory bodies and City Council.	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CC-1, CC-3, CC-5, HE-1, HE-4, HE-6, CV-1	63	85	
Number of inter-agency projects and assignments.	LT-1, LT-2, LT-3, LT-4, LT-6, HE-3	24	33	
Total land use permit application fees.		\$801,895	\$1,274,259	

Community Development Department

Performance Indicators

2011 Consolidated General Plan Goals:

Chapter 2, Community Vision (CV)

Goal CV-1: Achieve a Community in Which Citizens and Businesses Are Informed About Local Issues and City Programs and Services

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Goal LT-4: Quality Neighborhoods and Districts

Goal LT-6: Supportive Economic Development Environment

Goal LT-7: Balanced Economic Base

Chapter 4, Community Character (CC)

Goal CC-1: Distinguished City Image

Goal CC-3: Well-Designed Sites and Buildings

Goal CC-5: Protection of Sunnyvale's Heritage

Chapter 5, Housing (HE)

Goal HE-1: Adequate Housing

Goal HE-2: Enhanced Housing Conditions and Affordability

Goal HE-3: Minimize Government Constraints on Housing

Goal HE-4: Adequate Housing Sites

Goal HE-5: Equal Housing Opportunities

Goal HE-6: Sustainable Neighborhoods

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Performance Indicators				
Number of land use permit applications without public hearing and percent processed within 14 days.	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CC-1, CC-3, HE-1, HE-4	514 69%	761 84%	
Number of administrative zoning permit reviews (including tree removal permits, sign permits, and other non-public hearing planning permits). [New in FY 2012/13]	LT-1, LT-2, LT-3, LT-4, LT-6	--	--	
Number of administrative zoning permit applicant survey respondents and percent rating the services provided by Planning as good or better. [New in FY 2012/13]	LT-1, LT-2, LT-3, LT-4, LT-6, CC-3	--	--	
Number of land use permit applications with Zoning Administrator public hearing and percent processed within 60 days.	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CC-1, CC-3, CC-5, HE-1, HE-4, HE-6, CV-1	41 66%	30 70%	
Number of land use permit applications with Planning Commission and Heritage Preservation Commission public hearing and percent processed within 90 days.	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CC-1, CC-3, CC-5, HE-1, HE-4, HE-6, CV-1	30 60%	20 75%	

Community Development Department Performance Indicators

2011 Consolidated General Plan Goals:

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Chapter 4, Community Character (CC)

Goal CC-1: Distinguished City Image

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Goal CC-5: Protection of Sunnyvale's Heritage

Chapter 5, Housing (HE)

Goal HE-1: Adequate Housing

Goal HE-2: Enhanced Housing Conditions and Affordability

Goal HE-3: Minimize Government Constraints on Housing

Goal HE-4: Adequate Housing Sites

Goal HE-5: Equal Housing Opportunities

Goal HE-6: Sustainable Neighborhoods

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Number of public hearing zoning permit reviews (including Zoning Administrator, Planning Commission, Heritage Preservation Commission and City Council hearing applications). [New in FY 2012/13]	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CC-1, CC-3, CC-5, HE-1, HE-4, HE-6, CV-1	--	--	
Number of customer survey respondents and percent satisfied with the level of service provided by Planning staff. [Deleted in FY 2012/13]		178 96%	85 93%	
Number of public hearing zoning permit applicant survey respondents and percent rating the services provided by Planning as good or better. [New in FY 2012/13]	LT-1, LT-2, LT-3, LT-4, LT-6, LT-7, CC-1, CC-3, CC-5, HE-1, HE-4, HE-6, CV-1	--	--	

Housing & CDBG

Workload Indicators

Number of inquiries for housing and human services information.	HE-1, CV-1	6,700	5,784	
Number of CDBG, HOME and HMF activities implemented (including capital projects, sub-recipient agreements, and housing program activities).	HE-1, HE-2, HE-5, HE-6	37	45	
Number of first-time homebuyer loans and rehabilitation grants/loans closed.	HE-1, HE-2, HE-5	26	23	

Community Development Department Performance Indicators

2011 Consolidated General Plan Goals:

Chapter 2, Community Vision (CV)

Goal CV-1: Achieve a Community in Which Citizens and Businesses Are Informed About Local Issues and City Programs and Services

Chapter 3, Land Use and Transportation (LT)

Goal LT-1: Coordinated Land Use Planning

Goal LT-2: Attractive Community

Goal LT-3: Appropriate Housing

Goal LT-4: Quality Neighborhoods and Districts

Goal LT-6: Supportive Economic Development Environment

Goal LT-7: Balanced Economic Base

Chapter 4, Community Character (CC)

Goal CC-1: Distinguished City Image

Goal CC-3: Well-Designed Sites and Buildings

Goal CC-5: Protection of Sunnyvale's Heritage

Chapter 5, Housing (HE)

Goal HE-1: Adequate Housing

Goal HE-2: Enhanced Housing Conditions and Affordability

Goal HE-3: Minimize Government Constraints on Housing

Goal HE-4: Adequate Housing Sites

Goal HE-5: Equal Housing Opportunities

Goal HE-6: Sustainable Neighborhoods

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Number of BMR/HOME/CDBG rental and owner-occupied units audited annually.	HE-1, HE-2, HE-5	516	499	
Number of staff reports to Housing and Human Services Commission, other city advisory bodies and City Council.	HE-1, HE-2, HE-5, HE-6, CV-1	22	16	
Number of annual HUD reports (CAPER, Action Plan, Consolidated Plan) completed.	HE-1, HE-2, HE-3, HE-5	14	3	

Performance Indicators

Number of housing program applications (including BMR, first-time homebuyer and rehabilitation) and percent processed within 21 days.	LT-3, HE-1, HE-2, HE-4, HE-5	56 96%	93 99%	
Number of developer agreements and percent reviewed within 21 days.	LT-3, HE-1, HE-2, HE-4	3 100%	3 100%	
CDBG credit line does not exceed 1.5 times the City's annual CDBG grant amount on April 30 (HUD requirement).	HE-1, HE-2, HE-5	Met	Met (0.87 times)	
Amount of CDBG funds expended and percent benefiting lower income households (HUD requirement >70%).	HE-1, HE-2, HE-5, HE-6	\$1,873,401 100%	\$2,504,539 97%	

Community Development Department Performance Indicators

2011 Consolidated General Plan Goals:

Chapter 2, Community Vision (CV)

Goal CV-1: Achieve a Community in Which Citizens and Businesses Are Informed About Local Issues and City Programs and Services

Chapter 3, Land Use and Transportation (LT)

Goal LT-1: Coordinated Land Use Planning

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Chapter 4, Community Character (CC)

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Chapter 5, Housing (HE)

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Goal HE-4: Adequate Housing Sites

Goal HE-5: Equal Housing Opportunities

Goal HE-6: Sustainable Neighborhoods

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Number of HOME assisted units, and	LT-3, HE-1, HE-2, HE-4, HE-5	96	23	
a. Percent of assisted units restricted to households earning at or below 60% of area median income (HUD requirement >90%); and		100%	92%	
b. For projects with five or more units, percent of assisted units restricted to households earning less than 50% of area median income (HUD requirement >20%).		100%	100%	
Number of customer survey respondents (including program beneficiaries, non-profit grantees and development partners) and percent rating the services provided by Housing as good or better.	HE-1, HE-2, HE-4, HE-5	21 100%	67 100%	

Department Management

Performance Indicators

Percent of total Department operating budget expended.		100%	99%	
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**City of Sunnyvale
Program Performance Budget**

Program 233 - Building Safety

Service Delivery Plan 23301 - Plan Review

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 233110 - Land Use Permit Applications					
Product: Application Reviewed					
Costs:	10,275.25	7,462.50	11,448.49	7,955.87	8,107.21
Products:	95.00	75.00	104.00	100.00	100.00
Hours:	103.03	72.00	111.54	72.00	72.00
Activity 233120 - Minor Building Permits					
Product: Minor Permit Issued					
Costs:	51,117.35	45,993.63	68,255.43	42,764.40	43,482.41
Products:	2,915.00	2,600.00	2,651.00	2,800.00	2,800.00
Hours:	694.21	580.00	823.28	550.00	550.00
Activity 233130 - Express Building Plan Permits					
Product: Express Permit Issued					
Costs:	370,853.03	284,601.40	379,465.53	317,536.40	322,405.66
Products:	976.00	1,100.00	1,043.00	1,100.00	1,100.00
Hours:	3,859.85	2,690.00	3,723.78	2,945.00	2,945.00
Activity 233140 - Regular Building Plan Permits					
Product: Regular Permit Issued					
Costs:	248,795.49	304,807.04	319,258.10	273,799.76	277,917.41
Products:	328.00	500.00	677.00	500.00	500.00
Hours:	2,417.72	2,786.00	2,954.31	2,561.00	2,561.00
Totals for Service Delivery Plan 23301 - Plan Review					
Costs:	681,041.12	642,864.57	778,427.55	642,056.43	651,912.69
Hours:	7,074.81	6,128.00	7,612.91	6,128.00	6,128.00

**City of Sunnyvale
Program Performance Budget**

Program 233 - Building Safety

Service Delivery Plan 23302 - Construction Inspection

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 233210 - Residential Construction Inspection					
Product: Residential Inspection Completed					
Costs:	524,747.68	685,689.82	582,575.15	642,540.10	659,259.30
Products:	14,203.00	16,750.00	14,558.00	17,500.00	17,500.00
Hours:	5,573.56	7,436.00	6,178.82	6,773.00	6,773.00
Activity 233220 - Non-residential Construction Inspection					
Product: Non-residential Construction Inspection					
Costs:	377,026.54	436,947.78	379,137.72	451,058.76	457,177.61
Products:	3,673.00	3,800.00	4,895.00	4,340.00	4,340.00
Hours:	3,916.97	4,610.00	3,872.33	4,510.00	4,510.00
Totals for Service Delivery Plan 23302 - Construction Inspection					
Costs:	901,774.22	1,122,637.60	961,712.87	1,093,598.86	1,116,436.91
Hours:	9,490.53	12,046.00	10,051.15	11,283.00	11,283.00

**City of Sunnyvale
Program Performance Budget**

Program 233 - Building Safety

Service Delivery Plan 23303 - One-Stop Permit Center

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 233310 - Reception and Cashier Services					
Product: Customer Served					
Costs:	131,481.48	153,444.74	128,598.08	152,145.82	154,820.73
Products:	13,566.00	17,000.00	14,430.00	15,500.00	15,500.00
Hours:	2,211.66	2,250.00	2,058.71	2,250.00	2,250.00
Activity 233320 - Building and Fire Inspections Scheduling					
Product: Inspection Scheduled					
Costs:	80,910.11	77,342.10	91,801.02	76,484.94	77,825.62
Products:	17,800.00	15,000.00	19,909.00	16,500.00	16,500.00
Hours:	1,290.69	1,120.00	1,364.97	1,120.00	1,120.00
Activity 233330 - Building Permitting Information					
Product: Customer Served					
Costs:	495,254.29	502,911.62	499,039.29	498,052.07	506,076.66
Products:	48,127.00	49,500.00	43,033.00	48,000.00	48,000.00
Hours:	5,348.90	5,676.00	5,256.80	5,589.00	5,589.00
Totals for Service Delivery Plan 23303 - One-Stop Permit Center					
Costs:	707,645.88	733,698.46	719,438.39	726,682.83	738,723.01
Hours:	8,851.25	9,046.00	8,680.48	8,959.00	8,959.00

**City of Sunnyvale
Program Performance Budget**

Program 233 - Building Safety

Service Delivery Plan 23304 - Management, Supervisory, and Administration Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 233410 - Building Division Management and Supervision					
Costs:	166,523.09	169,206.99	171,913.78	173,092.67	175,650.96
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,349.90	1,330.00	1,285.94	1,330.00	1,330.00
Activity 233420 - Building Division Administrative Support					
Costs:	53,905.59	44,892.11	49,111.35	45,478.13	46,246.81
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	665.40	600.00	675.73	600.00	600.00
Activity 233430, 233431, 233432 - Building Division Staff Training					
Costs:	111,514.04	96,005.58	94,042.27	92,642.83	94,428.90
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,042.41	990.00	873.79	940.00	940.00
Totals for Service Delivery Plan 23304 - Management, Supervisory, and Administration Support Services					
Costs:	331,942.72	310,104.68	315,067.40	311,213.63	316,326.67
Hours:	3,057.71	2,920.00	2,835.46	2,870.00	2,870.00
Totals for Program 233					
Costs:	2,622,403.94	2,809,305.31	2,774,646.21	2,773,551.75	2,823,399.28
Hours:	28,474.30	30,140.00	29,180.00	29,240.00	29,240.00

**City of Sunnyvale
Program Performance Budget**

Program 234 - Planning

Service Delivery Plan 23401 - Policy Planning

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 234101, 234110, 234111, 234112, 234113, 234114, 234115, 234116, 234117, 234118, 234119 - Policy Reports					
Product: A Report to Council					
Costs:	553,915.72	446,580.68	512,782.69	459,458.15	466,072.48
Products:	24.00	33.00	28.00	30.00	30.00
Hours:	5,677.22	4,491.00	5,103.46	4,566.00	4,566.00
Activity 234120, 234121, 234122, 234123 - Intergovernmental Planning Issues					
Costs:	53,148.84	65,403.70	54,014.41	62,445.58	63,522.51
Products:	0.00	0.00	2.00	0.00	0.00
Hours:	261.99	430.00	271.82	360.00	360.00
Totals for Service Delivery Plan 23401 - Policy Planning					
Costs:	607,064.56	511,984.38	566,797.10	521,903.73	529,594.99
Hours:	5,939.21	4,921.00	5,375.28	4,926.00	4,926.00

**City of Sunnyvale
Program Performance Budget**

Program 234 - Planning

Service Delivery Plan 23402 - Development Review

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 234210, 234211, 234212, 234213 - Staff-level Land Use Permits					
Product: Permit Approved or Denied					
Costs:	242,288.67	278,993.68	278,483.84	279,076.95	282,910.34
Products:	797.00	1,290.00	807.00	1,000.00	1,000.00
Hours:	3,069.04	3,399.00	3,230.27	3,185.00	3,185.00
Activity 234220, 234221, 234222, 234223, 234224, 234225 - Public Hearing Land Use Permits					
Product: Permit Approved or Denied					
Costs:	553,425.76	864,404.70	645,277.08	665,064.85	674,377.93
Products:	104.00	160.00	105.00	125.00	125.00
Hours:	6,994.32	9,278.00	7,260.66	7,478.00	7,478.00
Activity 234230, 234231, 234232, 234233 - Land Use and Zoning Information					
Product: Customer Served					
Costs:	470,936.06	351,873.52	455,299.35	495,650.96	502,105.42
Products:	12,827.00	13,500.00	13,557.00	13,500.00	13,500.00
Hours:	5,360.39	3,754.00	4,846.77	5,285.00	5,285.00
Activity 234240, 234241 - Regular Building Plans					
Product: Regular Building Plan Permit Reviewed					
Costs:	61,145.86	56,749.15	75,892.72	73,690.83	74,661.15
Products:	327.00	495.00	675.00	495.00	495.00
Hours:	644.84	600.00	785.19	735.00	735.00
Activity 234250 - Express Building Plans					
Product: Minor Building Permit Reviewed					
Costs:	57,585.27	26,115.20	67,866.89	59,108.41	59,890.41
Products:	942.00	1,045.00	987.00	1,045.00	1,045.00
Hours:	636.00	278.00	692.00	617.00	617.00

**City of Sunnyvale
Program Performance Budget**

Program 234 - Planning

Service Delivery Plan 23402 - Development Review

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 234260 - Redevelopment Agency Support					
Costs:	4,167.82	11,773.43	104.49	11,830.04	11,983.48
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	41.64	100.00	1.02	100.00	100.00
Totals for Service Delivery Plan 23402 - Development Review					
Costs:	1,389,549.44	1,589,909.68	1,522,924.37	1,584,422.04	1,605,928.73
Hours:	16,746.23	17,409.00	16,815.91	17,400.00	17,400.00

**City of Sunnyvale
Program Performance Budget**

Program 234 - Planning

Service Delivery Plan 23403 - Management, Supervisory, and Administration Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 234310 - Planning Division Management and Supervision					
Costs:	77,989.43	69,900.32	78,183.39	78,172.16	79,178.61
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	552.94	550.00	594.45	605.00	605.00
Activity 234320 - Planning Division Administration					
Costs:	57,060.86	61,537.33	57,977.49	50,152.72	50,780.30
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	672.36	683.00	660.40	545.00	545.00
Activity 234330 - Planning Division Staff Training and Development					
Costs:	52,730.56	37,871.68	35,942.10	48,416.98	49,055.75
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	574.76	405.00	375.06	492.00	492.00
Totals for Service Delivery Plan 23403 - Management, Supervisory, and Administration Support Services					
Costs:	187,780.85	169,309.33	172,102.98	176,741.86	179,014.66
Hours:	1,800.06	1,638.00	1,629.91	1,642.00	1,642.00
Totals for Program 234					
Costs:	2,184,394.85	2,271,203.39	2,261,824.45	2,283,067.63	2,314,538.38
Hours:	24,485.50	23,968.00	23,821.10	23,968.00	23,968.00

**City of Sunnyvale
Program Performance Budget**

Program 235 - Housing and CDBG Program

Service Delivery Plan 23501 - Community Development Block Grant (CDBG)

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 235110 - CDBG Planning and Administration (20% Cap)					
Costs:	261,129.60	236,345.12	237,687.37	214,009.57	203,127.08
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,836.50	2,493.00	2,459.07	2,400.00	2,186.00
Activity 235120 - Housing Improvement Program Operations (CDBG-RLF)					
Product: Housing Unit Improved					
Costs:	177,144.98	203,460.43	202,933.87	228,039.51	181,947.97
Products:	23.00	34.00	16.00	25.00	25.00
Hours:	2,100.50	2,380.00	2,199.30	2,536.00	2,014.00
Activity 235130 - Project Management: Capital Projects					
Product: Household/Individual Assisted and/or Housing Unit/Public Facility Constructed					
Costs:	15,532.68	59,976.53	55,186.50	24,566.18	19,010.28
Products:	200.00	8,185.00	267.00	200.00	200.00
Hours:	171.00	673.00	597.70	253.00	199.00
Activity 235140 - Public Services (15% Cap)					
Product: Household/Individual Assisted					
Costs:	0.00	0.00	0.00	0.00	0.00
Products:	0.00	0.00	5,321.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 235150 - Other CDBG Activities (Program Delivery)					
Costs:	18,243.58	0.00	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	203.80	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 235 - Housing and CDBG Program

Totals for Service Delivery Plan 23501 - Community Development Block Grant (CDBG)

Costs:	472,050.84	499,782.08	495,807.74	466,615.26	404,085.33
Hours:	5,311.80	5,546.00	5,256.07	5,189.00	4,399.00

**City of Sunnyvale
Program Performance Budget**

Program 235 - Housing and CDBG Program

Service Delivery Plan 23502 - Lower Income Housing (HOME)

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 235210 - HOME Administration and Monitoring (10%)					
Product: Assisted Unit Monitored					
Costs:	68,671.93	62,444.69	63,112.27	75,995.72	75,397.18
Products:	85.00	69.00	99.00	69.00	69.00
Hours:	755.50	671.00	661.50	842.00	840.00
Activity 235220 - Homebuyer Assistance Program Delivery					
Product: Assistance Loan Processed					
Costs:	9,510.21	0.00	18.12	0.00	25.64
Products:	3.00	0.00	1.00	0.00	0.00
Hours:	116.00	0.00	0.00	0.00	0.00
Activity 235230 - Rental Housing Assistance: Project Management					
Product: Affordable Rental Unit Built or Rehabilitated					
Costs:	18,134.01	24,114.90	24,329.66	27,217.72	25,459.26
Products:	96.00	26.00	12.00	11.00	11.00
Hours:	186.20	252.00	245.50	259.00	261.00
Totals for Service Delivery Plan 23502 - Lower Income Housing (HOME)					
Costs:	96,316.15	86,559.59	87,460.05	103,213.44	100,882.08
Hours:	1,057.70	923.00	907.00	1,101.00	1,101.00

**City of Sunnyvale
Program Performance Budget**

Program 235 - Housing and CDBG Program

Service Delivery Plan 23503 - Local Housing Activities (up to moderate-income: Housing Mitigation Fund)

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 235310 - Administer Below Market Rate Housing Program					
Product: BMR Unit					
Costs:	135,046.92	143,586.10	140,864.12	149,355.53	191,115.01
Products:	452.00	436.00	443.00	452.00	452.00
Hours:	1,633.50	1,685.00	1,619.80	1,725.00	2,303.00
Activity 235320 - Homebuyer Assistance Program Delivery					
Product: Assistance Loan Processed					
Costs:	98,748.00	103,794.40	116,196.48	104,660.01	128,003.37
Products:	0.00	3.00	6.00	3.00	3.00
Hours:	1,226.50	1,250.00	1,355.00	1,250.00	1,572.00
Activity 235330 - Affordable Housing Capital Project Management					
Product: Housing Unit Created or Preserved					
Costs:	151,023.92	138,105.01	139,114.42	169,465.21	171,086.94
Products:	124.00	98.00	0.00	98.00	98.00
Hours:	1,454.00	1,230.00	1,201.50	1,246.00	1,246.00
Activity 235340, 235341, 235342 - Management, Supervision, and Administration					
Costs:	209,389.39	242,378.76	238,927.68	248,232.37	239,375.26
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,099.30	2,245.00	2,332.30	2,384.00	2,274.00
Activity 235350 - Mediation Services					
Costs:	27.06	0.00	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 235 - Housing and CDBG Program

Totals for Service Delivery Plan 23503 - Local Housing Activities (up to moderate-income: Housing Mitigation Fund)

Costs:	594,235.29	627,864.27	635,102.70	671,713.12	729,580.58
Hours:	6,413.30	6,410.00	6,508.60	6,605.00	7,395.00

Totals for Program 235

Costs:	1,162,602.28	1,214,205.94	1,218,370.49	1,241,541.82	1,234,547.99
Hours:	12,782.80	12,879.00	12,671.67	12,895.00	12,895.00

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**City of Sunnyvale
Program Performance Budget**

Program 237 - Community Development Department Management

Service Delivery Plan 23701 - Department Management, Supervisory, and Administration Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 237110 - Department Management and Supervision					
Costs:	215,586.23	236,214.43	252,515.82	248,065.51	255,964.10
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,240.35	1,331.00	1,423.00	1,375.00	1,375.00
Activity 237120 - Department Administration					
Costs:	114,669.75	137,658.86	137,048.30	137,632.58	139,457.65
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,507.84	1,780.00	1,756.40	1,780.00	1,780.00
Activity 237130 - Redevelopment Agency Support					
Costs:	1,434.00	17,746.03	536.99	18,041.12	18,615.57
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	8.01	100.00	3.00	100.00	100.00
Totals for Service Delivery Plan 23701 - Department Management, Supervisory, and Administration Support Services					
Costs:	331,689.98	391,619.32	390,101.11	403,739.21	414,037.32
Hours:	2,756.20	3,211.00	3,182.40	3,255.00	3,255.00
Totals for Program 237					
Costs:	331,689.98	391,619.32	390,101.11	403,739.21	414,037.32
Hours:	2,756.20	3,211.00	3,182.40	3,255.00	3,255.00

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**Environmental
Services**

Environmental Services Department

FY 2013/14 Operating Budget

Department Description

The Environmental Services Department is responsible for maintaining the City's potable and recycled water systems, the sanitary and storm sewer systems, the treatment of wastewater at the City's Water Pollution Control Plant (WPCP), the collection of garbage from City residents and business, and the diversion of recyclables through the operation of the Sunnyvale Materials Recovery and Transfer Station (SMaRT Station®). The Department constructs, maintains and improves this enterprise-funded City infrastructure through the application of timely, cost-effective, and quality services to the citizens and businesses in Sunnyvale while ensuring that the City complies with all applicable regulatory requirements and helping to advance the City's sustainability agenda.

General Information

Number of Miles of Sanitary Sewer Lines:	283
Number of Water Accounts Serviced:	28,735
Number of Tons of Garbage and Recyclable Materials Collected Annually:	106,538

Programs and Services

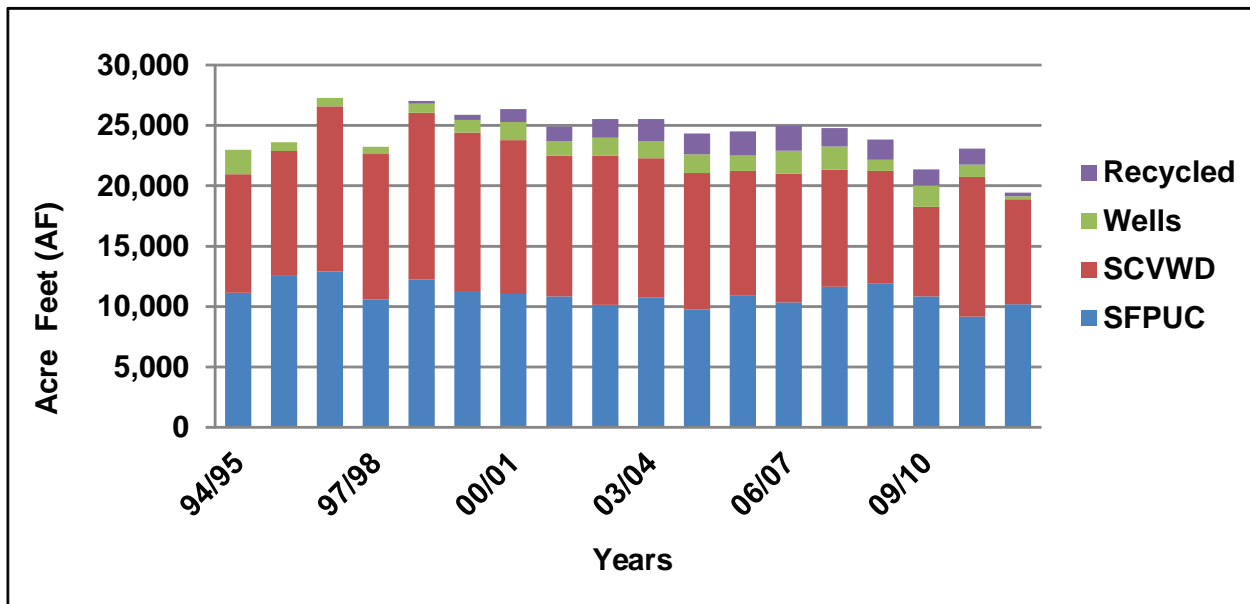
Water Resources

The Department's Water and Sewer Division is responsible for supplying water to City residents. The City purchases and distributes water from two main suppliers – the Santa Clara Valley Water District and the San Francisco Public Utility Commission. These sources are supplemented by water pumped from groundwater aquifers (wells) and by recycled water from the Sunnyvale Water Pollution Control Plant. The Department provides potable water to residents through a network of distribution pipes, service laterals, including individual meters, and pressure and flow regulating valves and controls. Recycled water is provided through a separate network of pipes, valves, hydrants, and controls, all distinguishable by their purple color coding. The Department is responsible for constructing, maintaining, and improving this infrastructure in order to optimize service to City residents. The Department is also responsible for ensuring that the City's water system is compliant with all applicable regulatory requirements.

Environmental Services Department

FY 2013/14 Operating Budget

The following graph illustrates a history of the consumption of water in the City by source:



Storm Water Collection System

The Department maintains and operates the City's storm drainage collection system, which is comprised of approximately 300 miles of pipe, 4,200 drain inlets, two high volume pump stations, and associated appurtenances. The Water and Sewer Division is responsible for this system. Field crews provide emergency response to localized flooding, as well as general system maintenance. Overall collection and management of storm water for the City is regulated under the terms of a Bay Area-wide National Pollutant Discharge Elimination System (NPDES), Municipal Separate Storm Sewer System (MS4) Permit. The Department ensures the City is in compliance with NPDES regulations.

Sanitary Sewer Collection System

The Department's Water and Sewer Division maintains and operates the City's sanitary sewer collection system, which is comprised of 283 miles of pipe, 29,500 lateral connections, five lift stations, and associated appurtenances. Field crews provide emergency response to system overflows as well as general system maintenance. The sewer system and treatment plant operate under an NPDES Permit, and the collection system is regulated under State Water Resources

Environmental Services Department

FY 2013/14 Operating Budget

Control Board Order 2006-0003-DWQ, Statewide General Waste Discharge Requirements. The Department is responsible for maintaining compliance with all applicable regulations.

Wastewater Management

The Water Pollution Control Plant Division provides for the treatment of wastewater in the City. This includes providing for treatment and discharge of wastewater from within the City and from the Rancho Rinconada residential development within the city limits of Cupertino. An additional service is the production of recycled water for use by residents, businesses, and institutions in the northern part of Sunnyvale, primarily for landscape irrigation. Also a key component is generation of electrical energy from biogenic gas (methane) produced in the closed landfill and in the treatment plant digesters. The Regulatory Programs Division is responsible for management of urban runoff (storm water), including implementation of the National Pollutant Discharge Elimination System (NPDES) permit for urban runoff (storm water), as well as the laboratory and the industrial waste inspectors.

Solid Waste Management

The Solid Waste Programs Division provides for collection of garbage from residents, businesses, and institutions, as well as recyclables from single- and multi-family residences, City facilities, schools and businesses, and yard trimmings from single-family residences. A key focus of the Division is waste reduction, which it affects by offering recycling and waste reduction information, outreach and services, and household hazardous waste collection events. The Division also is responsible for environmental quality monitoring, management, and regulatory compliance activities at the closed Sunnyvale Landfill.

SMaRT Station®

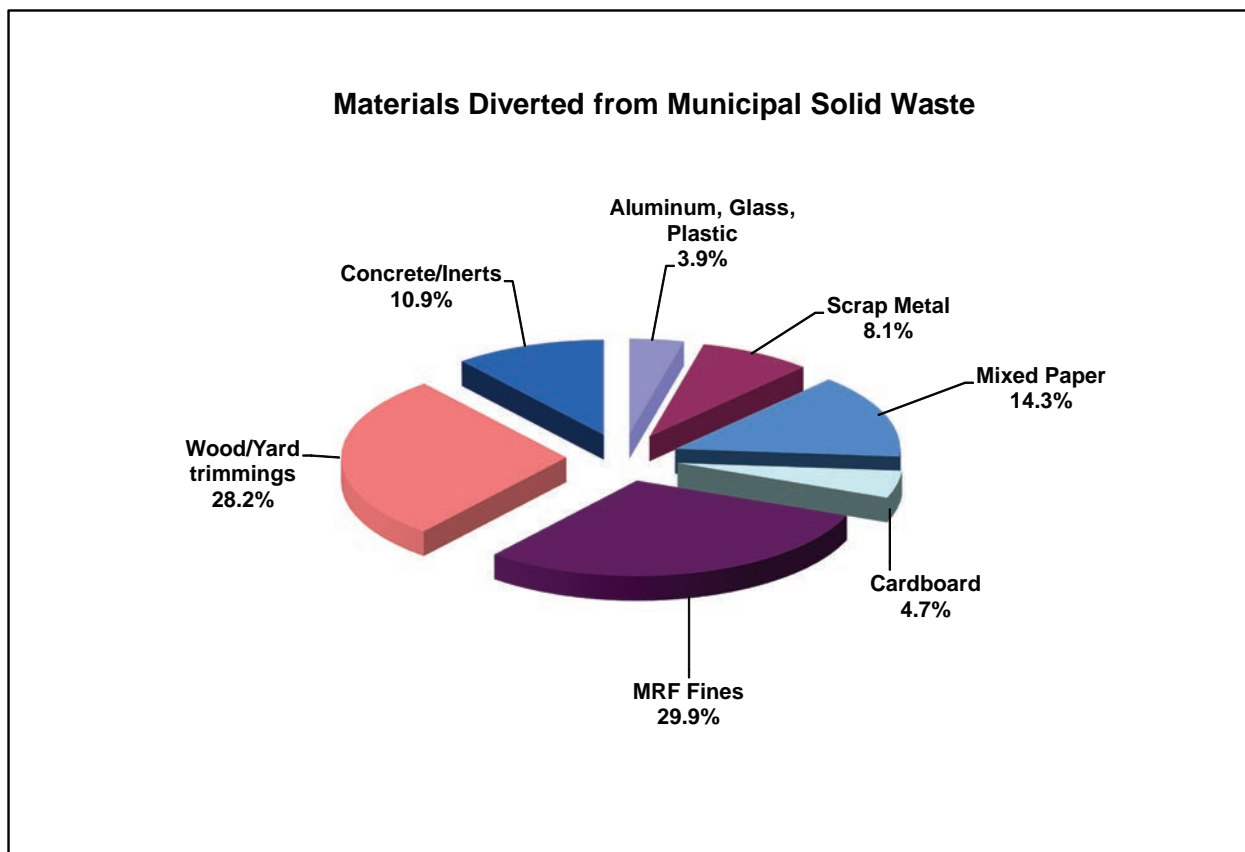
The Department operates the Sunnyvale Materials Recovery and Transfer Station (SMaRT Station) under a memorandum of understanding (MOU) among the cities of Mountain View, Palo Alto, and Sunnyvale. The SMaRT Station MOU is coordinated with each city's landfill disposal agreement with Waste Management, Inc. Key services provided by the SMaRT Station include receipt of garbage from the three cities, diversion of recyclable materials by the materials recovery facility (MRF), and transfer of the unrecycled portion to Kirby Canyon Landfill in San Jose. The Station processes and markets recyclables from Mountain View and Sunnyvale. (Palo Alto has its

Environmental Services Department

FY 2013/14 Operating Budget

recyclables processed elsewhere.) The Station also receives, processes, and markets compostable yard trimmings. In addition, it operates a drop-off / buyback recycling center for the public, and accepts “universal waste” including household batteries, used automotive fluids and batteries, electronic waste, fluorescent bulbs and tubes, and medical “sharps”. It also holds document shredding events.

The following graph illustrates the different components of recyclables recovered during FY 2011/12:



Environmental Services Department

FY 2013/14 Operating Budget

Department Budget Summary

Environmental Services					
Fund/Program	<i>2010/11</i> <i>Actual</i>	<i>2011/12</i> <i>Budget</i>	<i>2011/12</i> <i>Actual</i>	<i>2012/13</i> <i>Budget</i>	<i>2013/14</i> <i>Plan</i>
General Fund					
Regulatory Programs	133,023	133,734	131,671	0	0
Water Supply and Distribution Fund					
Water Resources	20,482,536	25,854,396	23,264,424	26,106,688	27,251,916
Regulatory Programs	0	0	0	17,798	18,008
Wastewater Management Fund					
Storm Water Collection System	296,411	392,397	346,842	425,847	433,556
Sanitary Sewer Collection System	1,623,914	1,754,222	1,769,764	2,061,028	2,040,443
Wastewater Management	10,684,394	12,234,681	11,537,028	10,003,934	10,153,625
Regulatory Programs	0	0	0	2,101,784	2,111,947
Solid Waste Management Fund					
Solid Waste Management	30,659,463	29,692,767	30,575,104	31,016,690	33,320,606
Regulatory Programs	0	0	0	11,580	11,715
SMaRT Station Fund					
SMaRT Station	28,120,454	24,301,331	28,889,063	24,922,836	25,766,622
Community Facilities District #3					
Storm Water Collection System	0	0	0	0	22,423
TOTAL EXPENDITURES	92,000,195	94,363,528	96,513,897	96,668,185	101,130,860

Environmental Services Department

FY 2013/14 Operating Budget

Budget Overview and Significant Changes

FY 2013/14 is the second year of a two-year operating budget cycle. As such, there were no significant changes to the Department's operating budget for FY 2013/14.

Water Resources

The Water Resources Program budget again includes changes due to evolving state requirements for maintaining, monitoring, sampling, and reporting water quality. These changes reflect maintenance and operation guidelines from the American Water Works Association. The requirements will continue to increase fire hydrant flushing and maintenance, water valve exercising, and water blow-off flushing. Additional monitoring of all discharges, planned and unplanned, are also required by regulatory mandate.

Solid Waste Management

Sunnyvale garbage tons are projected to be 87,442 based on the actual amount collected during calendar year 2012. This 2,754 ton (3%) increase from 2011 reflects improvement in the local economy.

Landfill post-closure maintenance costs and the complexity of work continue to increase due to more stringent regulatory scrutiny of landfill gas. This scrutiny comes from multiple levels of government and manifests itself in the form of new requirements for calculating and reporting landfill gas generation rates and emissions of greenhouse gases (USEPA), including gases combusted at the Water Pollution Control Plant, tighter requirements for landfill perimeter gas monitoring probes (AB 32, California Integrated Waste Management Board/County Environmental Health Department), and more frequent and extensive monitoring of the landfill surface and the gas collection system components (AB 32, California Air Resources Board). Significant cost increases related to discharges of storm water associated with industrial activity at the landfill will likely occur upon implementation of the new industrial storm water permit, as currently proposed by the State Water Resources Control Board, with its Numeric Action Levels (NAL) and Numeric Effluent Limitations (NEL), and other associated requirements.

Environmental Services Department

FY 2013/14 Operating Budget

SMaRT Station

SMaRT Station expenses and revenues have been updated to reflect current tonnage and recycled materials value projections. Total tons received (all materials) are projected to be 245,000. The budget assumes that the new materials recovery facility (MRF) equipment will be fully operational and that the contract operator will achieve a municipal solid waste (MSW) diversion percentage of 21%. This is reflected in the operating budget on both the expenditure and revenue sides. The budget includes a consumer price index (CPI)-based increase of 2.22% in the annual payment to the contract operator, Bay Counties Waste Services, based on the provisions of the operations contract.

An increase of 2% per year is projected for the per-ton landfill disposal charge paid to Waste Management, Inc., based on the cost adjustment provisions of the three city disposal contracts. No increases are assumed for government taxes and fees charged at Kirby Canyon Landfill. The three city contracts with Waste Management, Inc. include “put or pay” payments when total tons delivered by the cities fall below specified calendar year levels. In 2011, on the 20th anniversary of the agreement, the cities lowered those levels by 10% for the remainder of the contract, an adjustment allowed by its provisions. The budget assumes that the 10% reduction will apply to calendar years 2012 through 2021, when the agreements expire.

Wastewater Management

A reorganization of the Environmental Division was included in the FY 2010/11 Budget to meet a number of new regulatory requirements. Among these changes was the creation of a Regulatory Programs Division within the new Environmental Services Department. The Regulatory Programs Division oversees the plant National Pollutant Discharge Elimination System Permit (NPDES) for stormwater, (effective December 1, 2009), the Bay Area Air Quality Management District (BAAQMD) permit, and Greenhouse Gas reporting/reduction requirements. This budget cycle is the beginning of the transition from having consultants handle regulatory compliance to transferring the responsibility to City staff to a larger extent.

NPDES permits require public outreach and education to achieve pollution prevention and reduction goals. Requirements include reaching specific audiences (e.g. adults, school children, general businesses, and specific businesses such as dentists, mobile cleaners, etc.) as well as providing messages regarding specific pollutants (e.g. mercury, trash, copper). The Regulatory Programs Division oversees these efforts.

In conjunction with the Department of Public Works, the Department has begun the process of rebuilding the City’s Water Pollution Control Plant (WPCP) to increase process efficiencies, possibly increase the production of recycled water, and modernize aging infrastructure.

Environmental Services Department

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
Director of Environmental Services	1	1
Water and Sewer Systems Division Manager	1	1
Regulatory Programs Division Manager	1	1
Solid Waste Programs Division Manager	1	1
WPCP Division Manager	1	1
Environmental Programs Manager	2	2
Water Operations Manager	1	1
Wastewater Operations Manager	1	1
Senior Environmental Engineer	1	1
Laboratory/Pretreatment Manager	1	1
WPCP Maintenance and Facility Manager	1	1
WPCP Operations Manager	1	1
Administrative Aide	3	3
Administrative Aide-Confidential	1	1
Administrative Analyst	2	2
Senior Environmental Chemist	2	2
Solid Waste Contract Administrator	1	1
Senior Environmental Compliance Inspector	1	1
Environmental Compliance Inspector	4	4
Environmental Chemist II	3	3
Environmental Engineering Coordinator	2	2
Water System Operator	1	1
Solid Waste Specialist	1	1
Laboratory/Field Technician	5	5
Landfill Technician	1	1
WPC Plant Mechanic	6	6
Senior WPC Plant Mechanic	2	2
Senior WPCP Operator-(C) Certified	5	5
Water Distribution Supervisor	2	2
Water Distribution Crew Leader	5	5
Senior Water Distribution Worker	5	5

Environmental Services Department

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
Water Distribution Worker	6	6
Maintenance Worker II	8	8
WPCP Operator II	18	18
WPCP Operator I	1	1
Wastewater Collections Crew Leader	2	2
Wastewater Collections Supervisor	1	1
Senior Wastewater Collections Worker	2	2
Senior Office Assistant	3	3
Senior Storekeeper	1	1
Utility Worker	6	6
Staff Office Assistant	2	2
Environmental Services Department Total	115	115

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Environmental Services Department Performance Indicators

2011 Consolidated General Plan Goals: Chapter 7, Environmental Management (EM)

- Goal EM-1: Adequate Water Supplies
- Goal EM-2: Water Conservation
- Goal EM-3: Reliable and Safe Water Distribution
- Goal EM-4: Adequate Water Quality
- Goal EM-5: Minimal Pollution and Quantity of Wastewater
- Goal EM-6: Effective Wastewater Collection System
- Goal EM-7: Effective Wastewater Treatment
- Goal EM-8: Protection of Creeks and Bays
- Goal EM-9: Adequate Storm Drain System
- Goal EM-10: Reduced Runoff and Pollutant Discharge
- Goal EM-12: Safe and Healthy Solid Waste Collection
- Goal EM-13: Clean Neighborhoods
- Goal EM-14: Recycling and Source Reduction Programs
- Goal EM-15: Environmentally-Sound Disposal

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Water Supply and Distribution				
Workload Indicators				
Number of backflow devices. [Deleted in FY 2012/13]		3,180	--	
Number of water service connections. [New in FY 2012/13]	EM-1	--	--	
Number of water service calls. [New in FY 2012/13]	EM-3, EM-4	--	--	
Per capita water usage (gallons per person per day)	EM-1, EM-2	127	120	
Performance Indicators				
Number of customer survey respondents and percent rating water distribution services as good or better	EM-1, EM-3, EM-4	--	--	
Number of emergency repairs and percent that restore service within 24 hours of notification.	EM-3, EM-4	-- 100%	103 100%	
Number of water samples collected and percent in compliance with Health Department regulations.	EM-3, EM-4	1,818 100%	1,826 100%	
Storm Water Collection				
Workload Indicators				
Number of storm drain inlets.	EM-8, EM-9, EM-10	4,200	4,200	
Performance Indicators				
Number of preventive maintenance activities and percent completed as scheduled.	EM-8, EM-9, EM-10	3,735 100%	3,486 100%	
Sanitary Sewer Maintenance				
Workload Indicators				
Number of Sanitary Sewer Overflows (SSO's) requiring reporting to the State Office of Emergency Services and the Regional Water Quality Control Board. [Deleted in FY 2012/13]		10	--	
Miles of sanitary sewer lines.	EM-5, EM-6	283	283	
Number of sanitary sewer service calls. [New in FY 2012/13]	EM-6	--	--	

Environmental Services Department Performance Indicators

2011 Consolidated General Plan Goals: Chapter 7, Environmental Management (EM)

- Goal EM-1: Adequate Water Supplies
- Goal EM-2: Water Conservation
- Goal EM-3: Reliable and Safe Water Distribution
- Goal EM-4: Adequate Water Quality
- Goal EM-5: Minimal Pollution and Quantity of Wastewater
- Goal EM-6: Effective Wastewater Collection System
- Goal EM-7: Effective Wastewater Treatment
- Goal EM-8: Protection of Creeks and Bays
- Goal EM-9: Adequate Storm Drain System
- Goal EM-10: Reduced Runoff and Pollutant Discharge
- Goal EM-12: Safe and Healthy Solid Waste Collection
- Goal EM-13: Clean Neighborhoods
- Goal EM-14: Recycling and Source Reduction Programs
- Goal EM-15: Environmentally-Sound Disposal

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Performance Indicators				
Number of sewer non-emergency requests and percent responded to within 48 hours of notification. [Deleted in FY 2012/13]		91 98%	--	
Number of customer survey respondents and percent rating sewer maintenance services as good or better	EM-6	--	--	
Number of lateral stoppages/surcharges and percent responded to within 2 hours of notification.	EM-5, EM-6	1,806 97%	1,940 95%	
Number of sanitary sewer overflow (SSO) emergencies and percent responded to within 30 minutes of notification.	EM-5, EM-6	38 97%	16 94%	
Solid Waste Management				
Workload Indicators				
Tons of solid waste collected.	EM-12, EM-13	106,497	106,671	
Number of reports to Air Quality Board due to landfill gas system non-compliance. [New in FY 2012/13]	EM-15	--	--	
Performance Indicators				
Number of customer survey respondents and percent rating the program design of the solid waste and recycling services as good or better. [New in FY 2012/13]	EM-12, EM-13, EM-14	--	--	
Number of customer survey respondents and percent rating solid waste and recycling services as good or better	EM-12, EM-13, EM-14	--	--	
Pounds of solid waste disposed per resident per day	EM-12, EM-13	3	3	
Energy provided by the landfill gas collection system as measured by BTU's (in millions) and percent of prior year	EM-15	63,648 94%	57,724 91%	

Environmental Services Department Performance Indicators

2011 Consolidated General Plan Goals: Chapter 7, Environmental Management (EM)

- Goal EM-1: Adequate Water Supplies
- Goal EM-2: Water Conservation
- Goal EM-3: Reliable and Safe Water Distribution
- Goal EM-4: Adequate Water Quality
- Goal EM-5: Minimal Pollution and Quantity of Wastewater
- Goal EM-6: Effective Wastewater Collection System
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- Goal EM-13: Clean Neighborhoods
- Goal EM-14: Recycling and Source Reduction Programs
- Goal EM-15: Environmentally-Sound Disposal

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
SMaRT Station Operations				
Workload Indicators				
Tons of solid waste and recyclable materials received	EM-14	205,477	226,421	
Performance Indicators				
Number of tons of municipal solid waste and percent diverted from disposal. [Deleted in FY 2012/13]		24,648 15%	--	
Percent of all material received that is diverted from disposal. [New in FY 2012/13]	EM-14	--	--	
Quality of service provided to SMaRT Station partner cities (Mountain View and Palo Alto) as measured by percent of billings, payments, reconciliations, audits and other reports provided within two weeks of the agreed to scheduled date. [New in FY 2012/13]	EM-14	--	--	
Wastewater Management				
Workload Indicators				
Average wastewater flow in million gallons per day (mgd) processed by the Water Pollution Control Plant (WPCP)	EM-5, EM-6	14	13	
Value of capital projects performed during the year. [New in FY 2012/13]	EM-6, EM-7	--	--	
Average age of major WPCP assets. [New in FY 2012/13]	EM-7	--	--	
Performance Indicators				
Number of tests conducted and percent in compliance with National Pollutant Discharge Elimination System (NPDES) requirements. [Deleted in FY 2012/13]		11,312 100%	--	
Number of water quality tests and percent in compliance with water quality standards. [New in FY 2012/13]	EM-5, EM-6	--	--	
Number of regulated businesses and percent that are in compliance with National Pretreatment Standards and local industrial wastewater discharge requirements. [Deleted in FY 2012/13]		49 100%	--	

Environmental Services Department Performance Indicators

2011 Consolidated General Plan Goals: Chapter 7, Environmental Management (EM)

- Goal EM-1: Adequate Water Supplies
- Goal EM-2: Water Conservation
- Goal EM-3: Reliable and Safe Water Distribution
- Goal EM-4: Adequate Water Quality
- Goal EM-5: Minimal Pollution and Quantity of Wastewater
- Goal EM-6: Effective Wastewater Collection System
- Goal EM-7: Effective Wastewater Treatment
- Goal EM-8: Protection of Creeks and Bays
- Goal EM-9: Adequate Storm Drain System
- Goal EM-10: Reduced Runoff and Pollutant Discharge
- Goal EM-12: Safe and Healthy Solid Waste Collection
- Goal EM-13: Clean Neighborhoods
- Goal EM-14: Recycling and Source Reduction Programs
- Goal EM-15: Environmentally-Sound Disposal

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Percent of time that peak flow capacity is maintained at the WPCP.	EM-6, EM-7	100%	100%	
Percent of preventive operations procedures completed on schedule.	EM-5, EM-6, EM-7	92%	98%	

Regulatory Programs

Workload Indicators

Number of tests conducted by laboratory. [New in FY 2012/13]	EM-4, EM-5, EM-7, EM-8, EM-9	--	--	
--	------------------------------	----	----	--

Performance Indicators

Number of regulated businesses and percent in compliance with water quality standards. [New in FY 2012/13]	EM-4	--	--	
Number of stormwater permit requirements and percent implemented on time. [New in FY 2012/13]	EM-8	--	--	
Percent of total Department operating budget expended. [New in FY 2012/13]		--	--	

**City of Sunnyvale
Program Performance Budget**

Program 360 - Water Resources

Service Delivery Plan 36001 - Water Purchased for Resale

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 360100 - San Francisco Public Utility Commission					
Product: An Acre Foot					
Costs:	8,802,212.10	12,701,472.60	12,139,675.70	13,193,813.83	14,085,647.43
Products:	7,086.58	10,537.00	8,456.85	10,003.00	10,003.00
Hours:	11.50	12.00	10.00	12.00	12.00
Activity 360110 - Santa Clara Valley Water District					
Product: An Acre Foot					
Costs:	6,145,791.73	6,617,612.03	5,829,115.79	6,662,195.49	6,951,573.63
Products:	8,775.94	9,873.00	6,987.49	9,889.00	9,889.00
Hours:	16.00	12.00	14.00	12.00	12.00
Activity 360120 - Wells					
Product: An Acre Foot					
Costs:	544,801.22	570,251.69	128,614.68	156,845.49	82,965.63
Products:	1,268.60	2,000.00	199.68	1,000.00	1,000.00
Hours:	12.00	12.00	14.00	12.00	12.00
Activity 360130 - Power Usage					
Product: A Kilowatt Hour					
Costs:	274,630.63	232,923.83	350,848.67	275,581.98	286,582.65
Products:	0.00	2,379,355.00	0.00	2,379,355.00	2,379,355.00
Hours:	0.00	12.00	3.00	12.00	12.00
Totals for Service Delivery Plan 36001 - Water Purchased for Resale					
Costs:	15,767,435.68	20,122,260.15	18,448,254.84	20,288,436.79	21,406,769.34
Hours:	39.50	48.00	41.00	48.00	48.00

**City of Sunnyvale
Program Performance Budget**

Program 360 - Water Resources

Service Delivery Plan 36002 - Water Distribution

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 360200, 360201, 360202 - Supervisory Control and Data Acquisition					
Costs:	280,958.27	210,670.44	236,541.10	164,957.57	167,828.80
Products:	0.00	0.00	2,316.00	0.00	0.00
Hours:	3,283.28	2,711.00	2,535.01	1,605.00	1,605.00
Activity 360210, 360211, 360212, 360213, 360214, 360215, 360216, 360217, 360218, 360219 - Preventative Maintenance					
Costs:	1,193,436.03	1,218,373.16	1,012,784.53	1,301,872.21	1,327,184.17
Products:	0.00	0.00	9,528.00	0.00	0.00
Hours:	16,969.22	16,701.00	13,226.90	17,382.00	17,382.00
Activity 360220, 360221, 360222, 360223, 360224, 360225, 360226, 360227, 360228, 360229 - Corrective Repairs					
Costs:	1,169,934.83	1,739,564.67	1,251,011.09	1,661,505.28	1,693,761.13
Products:	0.00	0.00	6,497.00	0.00	0.00
Hours:	13,097.04	16,267.00	13,957.07	15,092.00	15,092.00
Activity 360230, 360231, 360232, 360233, 360234, 360235, 360236, 360237, 360238 - Emergency Repairs					
Costs:	153,125.41	411,132.61	136,117.71	430,293.11	438,578.03
Products:	0.00	0.00	645.00	0.00	0.00
Hours:	1,849.37	5,291.00	1,789.46	5,454.00	5,454.00
Activity 360240, 360241, 360242, 360243, 360244, 360245, 360246, 360247, 360248, 360249 - Service Request					
Costs:	439,897.93	658,223.88	678,390.92	701,754.35	714,202.43
Products:	0.00	0.00	5,130.00	0.00	0.00
Hours:	5,215.18	8,090.00	6,648.56	8,904.00	8,904.00

**City of Sunnyvale
Program Performance Budget**

Program 360 - Water Resources

Totals for Service Delivery Plan 36002 - Water Distribution

Costs:	3,237,352.47	4,237,964.76	3,314,845.35	4,260,382.52	4,341,554.56
Hours:	40,414.09	49,060.00	38,157.00	48,437.00	48,437.00

**City of Sunnyvale
Program Performance Budget**

Program 360 - Water Resources

Service Delivery Plan 36003 - Water Quality

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 360300, 360301, 360302, 360303, 360304, 360305, 360306, 360307 - Compliance					
Costs:	517,338.63	522,902.61	449,704.14	562,276.65	490,146.07
Products:	0.00	0.00	8,543.00	0.00	0.00
Hours:	5,795.18	6,211.00	5,879.60	6,863.00	5,123.00
Activity 360310, 360311, 360312, 360313 - Sampling					
Costs:	46,956.90	101,322.20	60,795.77	58,863.53	59,982.78
Products:	0.00	0.00	424.00	0.00	0.00
Hours:	645.59	1,391.00	786.96	766.00	766.00
Totals for Service Delivery Plan 36003 - Water Quality					
Costs:	564,295.53	624,224.81	510,499.91	621,140.18	550,128.85
Hours:	6,440.77	7,602.00	6,666.56	7,629.00	5,889.00

**City of Sunnyvale
Program Performance Budget**

Program 360 - Water Resources

Service Delivery Plan 36004 - Recycled Water Delivered

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 360410 - Power Usage					
Costs:	40,869.19	0.00	63,053.50	56,500.00	58,760.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Totals for Service Delivery Plan 36004 - Recycled Water Delivered					
Costs:	40,869.19	0.00	63,053.50	56,500.00	58,760.00
Hours:	0.00	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 360 - Water Resources

Service Delivery Plan 36005 - Administration

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 360500 - Management and Supervisory Services					
Costs:	398,372.62	388,183.52	424,294.65	443,125.79	450,762.15
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,696.49	3,615.00	3,818.62	3,569.00	3,569.00
Activity 360510, 360511, 360512, 360513, 360514, 360515 - Administrative Support					
Costs:	300,166.73	338,700.94	274,190.90	297,958.82	302,834.37
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,744.78	4,670.00	3,351.99	4,145.00	4,145.00
Activity 360520, 360521, 360522 - Staff Training and Development					
Costs:	174,043.82	143,061.41	181,282.18	139,143.57	141,106.49
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,924.47	1,776.00	1,777.43	1,750.00	1,690.00
Activity 360530 - Department-Wide Management and Administration					
Costs:	0.00	0.00	48,002.59	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	300.30	0.00	0.00
Totals for Service Delivery Plan 36005 - Administration					
Costs:	872,583.17	869,945.87	927,770.32	880,228.18	894,703.01
Hours:	9,365.74	10,061.00	9,248.34	9,464.00	9,404.00

**City of Sunnyvale
Program Performance Budget**

Program 360 - Water Resources

Totals for Program 360

Costs:	20,482,536.04	25,854,395.59	23,264,423.92	26,106,687.67	27,251,915.76
Hours:	56,260.10	66,771.00	54,112.90	65,578.00	63,778.00

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**City of Sunnyvale
Program Performance Budget**

Program 361 - Storm Water Collection System

Service Delivery Plan 36101 - Maintenance

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 361100, 361101, 361102, 361103, 361104, 361105, 361106, 361107 - Preventive Maintenance					
Product: An Event					
Costs:	138,493.53	99,961.87	123,377.69	120,022.66	122,242.01
Products:	15,736.00	3.00	7,916.00	15,000.00	15,000.00
Hours:	1,804.37	1,298.00	1,658.50	1,278.00	1,278.00
Activity 361110, 361111, 361112, 361113, 361114 - Emergency Response Service					
Costs:	36,150.18	93,818.46	15,788.98	49,363.68	50,305.77
Products:	0.00	0.00	57.00	0.00	0.00
Hours:	396.00	1,473.00	164.90	540.00	540.00
Totals for Service Delivery Plan 36101 - Maintenance					
Costs:	174,643.71	193,780.33	139,166.67	169,386.34	172,547.78
Hours:	2,200.37	2,771.00	1,823.40	1,818.00	1,818.00

**City of Sunnyvale
Program Performance Budget**

Program 361 - Storm Water Collection System

Service Delivery Plan 36102 - Repair and Construction

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 361200, 361201, 361202, 361203, 361204, 361205 - Scheduled Repairs					
Costs:	23,585.25	78,580.94	28,773.38	44,868.68	45,590.87
Products:	0.00	0.00	16.00	0.00	0.00
Hours:	221.00	1,094.00	300.00	540.00	540.00
Activity 361210, 361211, 361212, 361213, 361214, 361215, 361216 - Emergency Repairs					
Costs:	1,938.99	23,629.09	17,093.33	28,532.09	29,010.83
Products:	0.00	0.00	3.00	0.00	0.00
Hours:	43.40	57.00	93.50	280.00	280.00
Totals for Service Delivery Plan 36102 - Repair and Construction					
Costs:	25,524.24	102,210.03	45,866.71	73,400.77	74,601.70
Hours:	264.40	1,151.00	393.50	820.00	820.00

**City of Sunnyvale
Program Performance Budget**

Program 361 - Storm Water Collection System

Service Delivery Plan 36103 - Management and Administration

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 361300 - Management and Supervisory Services					
Costs:	90,026.65	87,973.28	97,819.61	95,523.27	96,668.83
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,018.48	940.00	988.80	940.00	940.00
Activity 361310 - Administrative Support					
Costs:	639.75	5,143.88	5,855.58	7,272.51	7,359.19
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	10.80	95.00	84.70	120.00	120.00
Activity 361320, 361321, 361322 - Staff Training and Development					
Costs:	5,576.40	3,289.72	6,260.21	26,692.17	27,089.20
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	72.50	26.00	89.00	411.00	411.00
Activity 361330 - Department-Wide Management and Administration					
Costs:	0.00	0.00	51,873.00	53,572.29	55,289.13
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	319.60	300.00	300.00
Activity 361340 - CFD-3 Estates at Sunnyvale					
Costs:	0.00	0.00	0.00	0.00	22,423.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 361 - Storm Water Collection System

Totals for Service Delivery Plan 36103 - Management and Administration

Costs:	96,242.80	96,406.88	161,808.40	183,060.24	208,829.35
Hours:	1,101.78	1,061.00	1,482.10	1,771.00	1,771.00

Totals for Program 361

Costs:	296,410.75	392,397.24	346,841.78	425,847.35	455,978.83
Hours:	3,566.55	4,983.00	3,699.00	4,409.00	4,409.00

**City of Sunnyvale
Program Performance Budget**

Program 362 - Sanitary Sewer Collection System
Service Delivery Plan 36201 - Maintenance

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 362100, 362101, 362102, 362103, 362104, 362105, 362106, 362107, 362108, 362109 - Preventive Maintenance					
Costs:	519,377.00	458,958.45	592,142.97	606,861.64	569,211.19
Products:	0.00	0.00	979,979.00	0.00	0.00
Hours:	7,083.95	5,552.00	7,616.83	6,570.00	6,570.00
Activity 362110, 362111, 362112, 362113, 362114, 362115 - Emergency Response Service					
Costs:	349,750.40	392,530.28	321,826.96	469,423.47	474,069.27
Products:	0.00	0.00	2,060.00	0.00	0.00
Hours:	4,679.29	4,926.00	4,149.18	6,195.00	6,195.00
Totals for Service Delivery Plan 36201 - Maintenance					
Costs:	869,127.40	851,488.73	913,969.93	1,076,285.11	1,043,280.46
Hours:	11,763.24	10,478.00	11,766.01	12,765.00	12,765.00

**City of Sunnyvale
Program Performance Budget**

Program 362 - Sanitary Sewer Collection System
Service Delivery Plan 36202 - Repair and Construction

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 362200, 362201, 362202, 362203, 362204, 362205, 362206, 362207, 362208, 362209 - Scheduled Repairs					
Costs:	371,003.87	529,063.43	408,259.62	467,531.53	473,357.61
Products:	0.00	0.00	1,502.00	0.00	0.00
Hours:	4,722.19	6,238.00	5,393.70	5,650.00	5,650.00
Activity 362210, 362211, 362212, 362213, 362214, 362215, 362216, 362217, 362218 - Emergency Repairs					
Costs:	12,691.16	2,183.31	13,327.99	74,330.61	75,180.27
Products:	0.00	0.00	17.00	0.00	0.00
Hours:	183.40	25.00	108.91	970.00	970.00
Totals for Service Delivery Plan 36202 - Repair and Construction					
Costs:	383,695.03	531,246.74	421,587.61	541,862.14	548,537.88
Hours:	4,905.59	6,263.00	5,502.61	6,620.00	6,620.00

**City of Sunnyvale
Program Performance Budget**

Program 362 - Sanitary Sewer Collection System

Service Delivery Plan 36203 - Management and Administration

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 362300 - Management and Supervisory Services					
Costs:	138,121.61	154,448.23	155,264.49	147,503.10	149,030.61
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,291.47	1,398.00	1,303.44	1,200.00	1,200.00
Activity 362310 - Administrative Support					
Costs:	170,230.23	153,599.13	168,597.74	172,799.73	174,544.17
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,060.65	1,995.50	2,156.00	1,985.00	1,985.00
Activity 362320, 362321, 362322, 362323 - Staff Training and Development					
Costs:	62,739.26	63,439.25	60,596.84	66,126.24	66,915.79
Products:	0.00	0.00	14.00	0.00	0.00
Hours:	849.39	747.00	763.64	849.00	849.00
Activity 362330 - Department-Wide Management and Administration					
Costs:	0.00	0.00	49,747.81	56,452.17	58,134.11
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	311.90	300.00	300.00
Totals for Service Delivery Plan 36203 - Management and Administration					
Costs:	371,091.10	371,486.61	434,206.88	442,881.24	448,624.68
Hours:	4,201.51	4,140.50	4,534.98	4,334.00	4,334.00

**City of Sunnyvale
Program Performance Budget**

Program 362 - Sanitary Sewer Collection System

Totals for Program 362

Costs:	1,623,913.53	1,754,222.08	1,769,764.42	2,061,028.49	2,040,443.02
Hours:	20,870.34	20,881.50	21,803.60	23,719.00	23,719.00

**City of Sunnyvale
Program Performance Budget**

Program 363 - Solid Waste Management

Service Delivery Plan 36301 - Waste Reduction and Recycling

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 363100 - Waste Reduction and Recycling					
Product: Tons Recycled					
Costs:	315,699.61	395,620.66	423,978.31	455,867.23	450,143.90
Products:	25,523.18	25,100.00	25,172.12	25,453.00	25,453.00
Hours:	4,010.61	4,900.00	4,795.50	4,276.00	4,276.00
Totals for Service Delivery Plan 36301 - Waste Reduction and Recycling					
Costs:	315,699.61	395,620.66	423,978.31	455,867.23	450,143.90
Hours:	4,010.61	4,900.00	4,795.50	4,276.00	4,276.00

**City of Sunnyvale
Program Performance Budget**

Program 363 - Solid Waste Management

Service Delivery Plan 36302 - Solid Waste Collection & Disposal

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 363200 - Pay Collection Franchise Costs					
Product: Tons Collected					
Costs:	16,560,661.17	16,256,803.77	16,128,637.19	17,000,083.18	19,053,168.01
Products:	106,497.00	111,547.00	106,538.00	106,500.00	106,500.00
Hours:	1.00	1.00	1.00	1.00	1.00
Activity 363210 - Manage Franchise and Enforce Service Standards					
Product: Tons Collected					
Costs:	563,365.88	571,374.11	586,342.77	567,890.26	578,461.86
Products:	106,497.00	111,547.00	106,541.00	106,500.00	106,500.00
Hours:	6,323.66	5,853.00	6,215.20	5,578.00	5,578.00
Activity 363220 - Refuse Transfer and Disposal (Sunnyvale)					
Product: Tons Collected					
Costs:	12,316,773.59	11,412,476.77	12,366,033.08	11,885,294.18	12,115,693.01
Products:	106,497.00	111,547.00	106,538.00	106,500.00	106,500.00
Hours:	1.00	1.00	1.00	1.00	1.00
Activity 363230 - Household Hazardous Waste Disposal					
Product: Vehicles Served					
Costs:	333,718.45	344,353.05	302,709.70	328,851.26	335,350.56
Products:	5,072.00	4,880.00	4,671.00	5,160.00	5,160.00
Hours:	44.50	108.00	68.00	70.00	70.00
Activity 363240 - Regulatory Monitoring and Regional Coordination					
Costs:	82,951.03	111,351.56	81,698.89	87,366.38	88,261.39
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	802.38	990.00	731.70	760.00	760.00

**City of Sunnyvale
Program Performance Budget**

Program 363 - Solid Waste Management

Totals for Service Delivery Plan 36302 - Solid Waste Collection & Disposal

Costs:	29,857,470.12	28,696,359.26	29,465,421.63	29,869,485.26	32,170,934.83
Hours:	7,172.54	6,953.00	7,016.90	6,410.00	6,410.00

**City of Sunnyvale
Program Performance Budget**

Program 363 - Solid Waste Management

Service Delivery Plan 36303 - Landfill Post-closure Maintenance

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 363300 - Monitor and Maintain Closed Landfill					
Product: Acres Maintained					
Costs:	478,386.35	600,786.94	634,738.80	621,144.30	627,341.82
Products:	93.00	93.00	93.00	93.00	93.00
Hours:	4,342.70	4,582.00	4,585.30	4,515.00	4,515.00
Activity 363330 - Department-Wide Management and Administration					
Costs:	0.00	0.00	50,964.96	70,193.41	72,185.33
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	325.10	438.00	438.00
Totals for Service Delivery Plan 36303 - Landfill Post-closure Maintenance					
Costs:	478,386.35	600,786.94	685,703.76	691,337.71	699,527.15
Hours:	4,342.70	4,582.00	4,910.40	4,953.00	4,953.00
Totals for Program 363					
Costs:	30,651,556.08	29,692,766.86	30,575,103.70	31,016,690.20	33,320,605.88
Hours:	15,525.85	16,435.00	16,722.80	15,639.00	15,639.00

**City of Sunnyvale
Program Performance Budget**

Program 364 - SMaRT Station

Service Delivery Plan 36401 - SMaRT Station

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 364100 - Operate SMaRT Station					
Product: Tons Received					
Costs:	13,730,129.25	12,786,178.66	13,764,886.49	13,253,712.75	13,567,307.65
Products:	202,018.48	227,646.00	226,420.75	240,522.00	240,522.00
Hours:	2,882.34	3,023.00	3,006.00	3,018.00	3,018.00
Activity 364110 - Dispose of SMaRT Station Residue					
Product: Tons Disposed					
Costs:	9,444,004.28	9,301,979.82	11,154,779.99	9,621,184.75	10,043,167.82
Products:	138,568.54	138,854.00	155,371.37	136,069.00	136,069.00
Hours:	1.00	1.00	1.00	1.00	1.00
Activity 364120 - Distribute SMaRT Station Revenues					
Product: Tons Received					
Costs:	4,946,320.86	2,213,172.82	3,920,407.89	1,982,640.75	2,088,883.82
Products:	202,018.48	227,646.00	226,420.75	240,522.00	240,522.00
Hours:	1.00	1.00	1.00	1.00	1.00
Activity 364130 - Department-Wide Management and Administration					
Costs:	0.00	0.00	48,989.10	65,297.57	67,262.79
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	311.50	412.00	412.00
Totals for Service Delivery Plan 36401 - SMaRT Station					
Costs:	28,120,454.39	24,301,331.30	28,889,063.47	24,922,835.82	25,766,622.08
Hours:	2,884.34	3,025.00	3,319.50	3,432.00	3,432.00

**City of Sunnyvale
Program Performance Budget**

Program 364 - SMaRT Station

Totals for Program 364

Costs:	28,120,454.39	24,301,331.30	28,889,063.47	24,922,835.82	25,766,622.08
Hours:	2,884.34	3,025.00	3,319.50	3,432.00	3,432.00

**City of Sunnyvale
Program Performance Budget**

**Program 365 - Wastewater Management
Service Delivery Plan 36501 - Operations**

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 365100, 365101, 365105, 365107, 365109 - Process Wastewater					
Product: Million Gallons Processed					
Costs:	2,558,027.99	3,130,460.27	2,922,033.78	1,669,204.57	1,713,500.16
Products:	2,895.90	5,400.00	0.00	5,400.00	5,400.00
Hours:	22,494.40	21,070.00	23,543.60	13,800.00	13,800.00
Activity 365110 - Operations Preventive Maintenance					
Product: A Preventive Operational Procedure Completed					
Costs:	461,494.09	543,637.73	605,767.58	532,117.95	539,290.00
Products:	8,493.00	17,681.00	0.00	17,681.00	17,681.00
Hours:	6,783.75	7,166.00	8,107.90	6,915.00	6,915.00
Activity 365120, 365121 - Solids Handling					
Product: Tons of Biosolids Processed					
Costs:	967,626.15	665,012.42	1,062,943.46	699,660.65	710,293.23
Products:	2,915.43	3,850.00	0.00	3,850.00	3,850.00
Hours:	12,405.22	8,799.00	12,678.50	9,169.00	9,169.00
Activity 365130 - Staff Training and Development					
Costs:	279,331.34	523,355.46	338,338.46	359,792.09	365,207.77
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,865.01	6,810.00	4,792.80	4,524.00	4,524.00
Activity 365140 - Deliver Recycled Water to the Recycled Water System					
Product: Million Gallons of Recycled Water Delivered					
Costs:	169,777.80	388,473.27	66,692.47	328,954.26	334,787.49
Products:	230.00	320.00	0.00	320.00	320.00
Hours:	2,156.95	3,041.00	703.50	2,791.00	2,791.00

**City of Sunnyvale
Program Performance Budget**

**Program 365 - Wastewater Management
Service Delivery Plan 36501 - Operations**

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 365150 - Tertiary Operations					
Costs:	0.00	0.00	0.00	934,168.93	950,787.55
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	5,695.00	5,695.00
Activity 365160 - Solids Dewatering					
Costs:	0.00	0.00	0.00	372,822.67	379,348.42
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	3,148.00	3,148.00
Totals for Service Delivery Plan 36501 - Operations					
Costs:	4,436,257.37	5,250,939.15	4,995,775.75	4,896,721.12	4,993,214.62
Hours:	47,705.33	46,886.00	49,826.30	46,042.00	46,042.00

**City of Sunnyvale
Program Performance Budget**

**Program 365 - Wastewater Management
Service Delivery Plan 36502 - Maintenance**

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 365200 - Tailgates, Program Coordination, and Meetings					
Costs:	83,114.03	91,229.78	116,498.41	98,246.35	99,680.50
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,006.68	1,115.00	1,334.30	1,155.00	1,155.00
Activity 365210, 365211, 365212, 365213, 365214, 365215 - Prescribed Preventive Maintenance - CMMS					
Product: A Work Order					
Costs:	438,959.82	504,870.20	469,173.38	521,288.64	531,664.37
Products:	797.00	1,006.00	857.00	906.00	906.00
Hours:	1,833.65	3,340.00	1,812.90	2,890.00	2,890.00
Activity 365220, 365221, 365222, 365223, 365224 - Corrective Maintenance - CMMS Planned					
Product: A Work Order					
Costs:	805,646.47	917,865.18	960,321.25	883,626.57	898,261.09
Products:	606.00	1,200.00	959.00	1,200.00	1,200.00
Hours:	6,352.66	7,500.00	7,268.20	6,985.00	6,985.00
Activity 365230, 365231, 365232, 365233, 365234 - Unscheduled Repairs - Equipment and Facility					
Product: A Work Order					
Costs:	81,066.18	57,111.57	226,501.40	53,849.09	54,785.77
Products:	41.00	40.00	72.00	40.00	40.00
Hours:	210.50	335.00	662.90	340.00	340.00
Activity 365240, 365241, 365242, 365243, 365244 - Modifications/Improvements to Equipment and Facilities					
Product: A Work Order					
Costs:	246,741.40	130,330.32	92,054.58	211,556.89	209,346.23
Products:	50.00	50.00	63.00	50.00	50.00
Hours:	884.99	1,120.00	520.50	920.00	920.00

**City of Sunnyvale
Program Performance Budget**

**Program 365 - Wastewater Management
Service Delivery Plan 36502 - Maintenance**

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 365250, 365251 - Management and Supervisory Services					
Costs:	193,610.20	154,968.24	214,239.06	183,513.92	196,418.21
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,379.57	980.00	1,321.40	1,065.00	1,165.00
Activity 365260 - Inventory Control and Supply Management					
Product: A Work Order Issued					
Costs:	134,789.83	186,198.30	148,060.97	138,103.73	139,925.83
Products:	0.00	2,196.00	0.00	2,196.00	2,196.00
Hours:	2,029.45	2,280.00	2,081.80	2,025.00	2,025.00
Activity 365270 - Staff Review of Plans and Specifications - Capital Projects					
Costs:	29,984.14	49,500.30	34,115.30	50,709.73	51,389.35
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	294.49	525.00	319.50	525.00	525.00
Activity 365280 - Staff Training and Development					
Product: An Employee Trained					
Costs:	57,745.79	33,662.93	79,760.00	70,306.05	62,617.68
Products:	0.00	9.00	0.00	9.00	9.00
Hours:	660.39	352.00	1,024.90	750.00	650.00
Activity 365290 - Power Generation Operations and Emissions Management					
Costs:	15,656.90	65,930.01	11,388.20	26,484.63	26,902.15
Products:	0.00	0.00	6.00	0.00	0.00
Hours:	185.00	250.00	126.00	250.00	250.00

**City of Sunnyvale
Program Performance Budget**

Program 365 - Wastewater Management

Totals for Service Delivery Plan 36502 - Maintenance

Costs:	2,087,314.76	2,191,666.83	2,352,112.55	2,237,685.60	2,270,991.18
Hours:	14,837.38	17,797.00	16,472.40	16,905.00	16,905.00

**City of Sunnyvale
Program Performance Budget**

Program 365 - Wastewater Management

Service Delivery Plan 36503 - Water Pollution Control Plant (WPCP) Laboratory

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 365310 - WPCP Lab Operations and Administration					
Costs:	241,023.92	325,132.22	227,190.18	251,744.04	251,158.26
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,102.63	3,762.00	2,891.00	2,991.00	2,991.00
Activity 365320 - WPCP Lab Compliance					
Product: A Compliance Activity Completed					
Costs:	292,112.90	462,442.48	208,386.03	344,668.48	341,570.17
Products:	2,407.00	2,840.00	0.00	2,840.00	2,840.00
Hours:	2,872.34	4,297.50	2,310.10	3,258.00	3,258.00
Activity 365330 - Water Quality Analysis					
Product: A Sample Analyzed					
Costs:	775,728.96	636,178.88	740,567.42	826,776.35	840,028.75
Products:	15,469.00	16,390.00	5,641.00	16,390.00	16,390.00
Hours:	7,239.64	5,578.00	7,191.00	6,173.00	6,173.00
Activity 365340, 365341 - WPCP Lab Management and Supervision					
Costs:	89,392.20	107,904.12	56,982.23	137,726.48	137,703.82
Products:	0.00	0.00	1.00	0.00	0.00
Hours:	1,055.97	1,125.00	724.70	1,377.00	1,377.00
Totals for Service Delivery Plan 36503 - Water Pollution Control Plant (WPCP) Laboratory					
Costs:	1,398,257.98	1,531,657.70	1,233,125.86	1,560,915.35	1,570,461.00
Hours:	14,270.58	14,762.50	13,116.80	13,799.00	13,799.00

**City of Sunnyvale
Program Performance Budget**

Program 365 - Wastewater Management

Service Delivery Plan 36504 - National Pollutant Discharge Elimination System (NPDES) Pretreatment

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 365410 - NPDES Pretreatment and Stormwater Permit					
Product: A Permitting Procedure Completed					
Costs:	183,290.82	173,053.93	162,360.64	0.00	0.00
Products:	130.00	155.00	95.00	0.00	0.00
Hours:	2,501.14	2,350.00	2,214.30	0.00	0.00
Activity 365420 - NPDES Pretreatment and Stormwater Inspection					
Product: A Monitoring Procedure Completed					
Costs:	323,309.52	386,526.65	385,701.96	0.00	0.00
Products:	2,122.00	2,268.00	2,380.00	0.00	0.00
Hours:	5,144.39	5,620.00	5,936.80	0.00	0.00
Activity 365430 - NPDES Pretreatment Enforcement					
Product: An Enforcement Action Taken					
Costs:	75,650.87	81,465.75	79,930.38	0.00	0.00
Products:	203.00	45.00	187.00	0.00	0.00
Hours:	1,015.28	1,080.00	1,090.80	0.00	0.00
Activity 365440 - NPDES Pretreatment Administration					
Costs:	261,807.82	307,551.42	157,330.79	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,455.32	3,837.00	2,044.00	0.00	0.00
Activity 365450, 365451 - NPDES Pretreatment Management and Supervision					
Costs:	68,675.71	70,951.85	52,170.12	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	605.79	562.50	465.30	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 365 - Wastewater Management

Totals for Service Delivery Plan 36504 - National Pollutant Discharge Elimination System (NPDES) Pretreatment

Costs:	912,734.74	1,019,549.60	837,493.89	0.00	0.00
Hours:	12,721.92	13,449.50	11,751.20	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 365 - Wastewater Management

Service Delivery Plan 36505 - Plant NPDES Permit Technical and Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 365510 - Environmental Outreach					
Costs:	33,608.88	44,294.37	38,822.57	0.00	0.00
Products:	0.00	0.00	10.00	0.00	0.00
Hours:	494.19	560.00	532.90	0.00	0.00
Activity 365520 - Regulatory Compliance/Regional Efforts					
Costs:	57,101.31	224,681.24	125,918.43	35,054.95	35,650.86
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	146.40	1,434.00	271.10	140.00	140.00
Activity 365530 - Plant NPDES Permit and Professional Services					
Costs:	581,312.93	747,860.87	695,321.64	700,763.44	702,709.38
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	16.20	220.00	351.00	2,350.00	2,350.00
Activity 365540, 365541, 365542 - Compliance Reporting/Staff Support					
Costs:	558,024.21	348,000.23	567,248.06	512,285.01	518,753.17
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	7,342.44	5,488.00	7,695.70	6,938.00	6,938.00
Activity 365550 - Staff Meetings, Training and Development					
Costs:	39,408.66	62,803.76	52,910.45	33,245.12	33,709.38
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	346.59	680.00	477.00	266.00	266.00

**City of Sunnyvale
Program Performance Budget**

Program 365 - Wastewater Management

Service Delivery Plan 36505 - Plant NPDES Permit Technical and Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 365560 - Department-Wide Management and Administration					
Costs:	0.00	0.00	76,247.11	27,263.22	28,135.23
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	497.00	150.00	150.00
Totals for Service Delivery Plan 36505 - Plant NPDES Permit Technical and Support Services					
Costs:	1,269,455.99	1,427,640.47	1,556,468.26	1,308,611.74	1,318,958.02
Hours:	8,345.82	8,382.00	9,824.70	9,844.00	9,844.00

**City of Sunnyvale
Program Performance Budget**

Program 365 - Wastewater Management

Service Delivery Plan 36506 - Stormwater Permit Compliance Program

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 365610 - City Internal Permit Implementation					
Costs:	197,843.99	353,104.65	176,793.27	0.00	0.00
Products:	0.00	0.00	69.00	0.00	0.00
Hours:	1,343.27	2,496.00	951.00	0.00	0.00
Activity 365620 - Participation in Regional Permit Program					
Costs:	298,468.30	343,200.44	304,713.47	0.00	0.00
Products:	0.00	0.00	34.00	0.00	0.00
Hours:	348.29	530.00	215.20	0.00	0.00
Activity 365630 - Public Outreach for Pollution Prevention					
Costs:	84,061.33	116,921.95	80,545.12	0.00	0.00
Products:	0.00	0.00	4.00	0.00	0.00
Hours:	888.28	1,200.00	795.30	0.00	0.00
Totals for Service Delivery Plan 36506 - Stormwater Permit Compliance Program					
Costs:	580,373.62	813,227.04	562,051.86	0.00	0.00
Hours:	2,579.84	4,226.00	1,961.50	0.00	0.00
Totals for Program 365					
Costs:	10,684,394.46	12,234,680.79	11,537,028.17	10,003,933.81	10,153,624.82
Hours:	100,460.87	105,503.00	102,952.90	86,590.00	86,590.00

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**City of Sunnyvale
Program Performance Budget**

Program 366 - Regulatory Programs

Service Delivery Plan 36601 - Stormwater Permit Compliance

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 366110 - City Internal Permit Implementation					
Costs:	0.00	0.00	0.00	178,677.15	181,157.97
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,223.00	1,223.00
Activity 366120 - Participation in Regional Permit Program					
Costs:	0.00	0.00	0.00	410,997.68	418,520.74
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,187.00	1,187.00
Totals for Service Delivery Plan 36601 - Stormwater Permit Compliance					
Costs:	0.00	0.00	0.00	589,674.83	599,678.71
Hours:	0.00	0.00	0.00	2,410.00	2,410.00

**City of Sunnyvale
Program Performance Budget**

Program 366 - Regulatory Programs

Service Delivery Plan 36602 - NPDES Pretreatment

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 366210 - NPDES Pretreatment and Stormwater Permit Program					
Costs:	0.00	0.00	0.00	196,146.93	198,414.84
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	2,674.00	2,674.00
Activity 366220 - NPDES Pretreatment and Stormwater Inspection					
Costs:	0.00	0.00	0.00	396,965.40	401,644.67
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	6,004.00	6,004.00
Activity 366230 - NPDES Pretreatment Enforcement					
Costs:	0.00	0.00	0.00	91,095.60	92,149.10
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,184.00	1,184.00
Activity 366240 - NPDES Pretreatment Administration					
Costs:	0.00	0.00	0.00	249,806.30	252,836.38
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	3,436.00	3,436.00
Activity 366250 - NPDES Pretreatment Management/Supervision					
Costs:	0.00	0.00	0.00	58,880.86	60,718.41
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	411.00	411.00

**City of Sunnyvale
Program Performance Budget**

Program 366 - Regulatory Programs

Totals for Service Delivery Plan 36602 - NPDES Pretreatment

Costs:	0.00	0.00	0.00	992,895.09	1,005,763.40
Hours:	0.00	0.00	0.00	13,709.00	13,709.00

**City of Sunnyvale
Program Performance Budget**

Program 366 - Regulatory Programs

Service Delivery Plan 36603 - Sustainability

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 366310 - Sustainability - Water Conservation					
Costs:	0.00	0.00	0.00	34,217.65	34,625.35
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	468.00	468.00
Activity 366320 - Sustainability - Outreach and Education					
Costs:	0.00	0.00	0.00	33,937.65	34,339.75
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	468.00	468.00
Activity 366330 - Sustainability - Audit					
Costs:	0.00	0.00	0.00	34,185.35	34,590.38
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	470.00	470.00
Activity 366340 - Sustainability - Policy Review and Program Development					
Costs:	0.00	0.00	0.00	36,158.16	36,587.51
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	485.00	485.00
Totals for Service Delivery Plan 36603 - Sustainability					
Costs:	0.00	0.00	0.00	138,498.81	140,142.99
Hours:	0.00	0.00	0.00	1,891.00	1,891.00

**City of Sunnyvale
Program Performance Budget**

Program 366 - Regulatory Programs

Service Delivery Plan 36604 - Air Regulations and Greenhouse Gases

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 366410 - Title V - WPCP					
Costs:	0.00	0.00	0.00	145,789.86	133,357.41
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	54.00	54.00
Activity 366420 - Title V - Landfill					
Costs:	0.00	0.00	0.00	5,789.86	5,857.41
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	54.00	54.00
Activity 366430 - GHG - WPCP					
Costs:	0.00	0.00	0.00	5,789.86	5,857.41
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	54.00	54.00
Activity 366440 - GHG - Landfill					
Costs:	0.00	0.00	0.00	5,789.86	5,857.41
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	54.00	54.00
Activity 366450 - Citywide Air/Greenhouse Gas Regulations					
Costs:	0.00	0.00	0.00	5,789.86	5,857.41
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	54.00	54.00

**City of Sunnyvale
Program Performance Budget**

Program 366 - Regulatory Programs

Totals for Service Delivery Plan 36604 - Air Regulations and Greenhouse Gases

Costs:	0.00	0.00	0.00	168,949.30	156,787.05
Hours:	0.00	0.00	0.00	270.00	270.00

**City of Sunnyvale
Program Performance Budget**

Program 366 - Regulatory Programs
Service Delivery Plan 36605 - Safety

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 366510 - Safety Training					
Costs:	0.00	0.00	0.00	10,730.93	10,855.86
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	102.00	102.00
Activity 366520 - Department Safety Compliance					
Costs:	0.00	0.00	0.00	38,202.63	33,671.41
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	230.00	230.00
Activity 366530 - Services to City					
Costs:	0.00	0.00	0.00	10,730.93	10,855.86
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	102.00	102.00
Totals for Service Delivery Plan 36605 - Safety					
Costs:	0.00	0.00	0.00	59,664.49	55,383.13
Hours:	0.00	0.00	0.00	434.00	434.00

**City of Sunnyvale
Program Performance Budget**

Program 366 - Regulatory Programs
Service Delivery Plan 36606 - Outreach

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 366610 - Outreach - Wastewater					
Costs:	0.00	0.00	0.00	47,032.88	47,622.59
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	580.00	580.00
Activity 366620 - Outreach - Stormwater					
Costs:	0.00	0.00	0.00	116,648.21	118,283.75
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,250.00	1,250.00
Activity 366630 - Outreach - Water					
Costs:	0.00	0.00	0.00	17,798.01	18,008.27
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	230.00	230.00
Totals for Service Delivery Plan 36606 - Outreach					
Costs:	0.00	0.00	0.00	181,479.10	183,914.61
Hours:	0.00	0.00	0.00	2,060.00	2,060.00
Totals for Program 366					
Costs:	0.00	0.00	0.00	2,131,161.62	2,141,669.89
Hours:	0.00	0.00	0.00	20,774.00	20,774.00

Finance

Department Description

The Department of Finance is responsible for the overall financial management of the City. The Department's core function is to maintain a strong, secure financial position for the City by providing a wide variety of financial and analytical services to staff, Council, and the public.

Programs and Services

The Department of Finance is organized into six programs: Accounting and Financial Services; Financial Management and Analysis; Budget Management; Purchasing; Treasury Services; and Utility Billing, Collection, and Revenue Management.

Accounting and Financial Services

The Accounting and Financial Services Program provides accounting and financial reporting services to City management and staff, City Council, Sunnyvale residents and businesses, and regulatory agencies to enable them to make informed decisions about the financial affairs of the City. The Program also provides payroll and accounts payable services to support City operations.

In order to accurately record the City's financial transactions, Program staff maintains the City's financial software, including daily account balancing and structural and security set-up. Other activities include providing financial system reports on a regular basis to City staff, along with query tools for use on an ad-hoc basis. Accounting for the City's fiscal transactions is done in accordance with generally accepted accounting principles for governmental entities. Staff manages the independent financial audit of the City as required by City Charter, and produces the Comprehensive Annual Financial Report (CAFR) and other required annual financial statements. In addition, staff in the Program prepares twelve other annual regulatory reports. Routine monthly activities include reconciling all bank and general ledger accounts, as well as monitoring and requesting reimbursement for 322 grants and capital projects on a timely basis to ensure that the City maintains optimum cash flow.

The Accounting and Financial Services Program also includes activities associated with managing and preparing the payroll and payment for all goods and services required to support the City's operations. Staff processes payments to about 1,100 employees on a bi-weekly basis. This function includes issuing approximately 28,000 checks or direct deposits annually, completing all regulatory reports to state and federal agencies and the California Public Employees Retirement System, and managing and maintaining the City's computerized payroll system. The Accounts Payable function includes paying supplier invoices on time, accurately, and in compliance with contract terms and conditions and City policies. Staff also is responsible for all regulatory reports related to vendor payments.

Financial Management and Analysis

The Financial Management and Analysis Program provides financial expertise to City departments, helping them maintain a strong, secure financial position for the City through the fiscal stewardship of City resources. Activities include maintaining and enhancing Citywide internal control, and providing fiscal impact analysis of internal and external actions affecting the City. The Director of Finance serves as Chief Financial Officer of the City and Treasurer of the Sunnyvale Redevelopment Successor Agency. The Program also provides overall supervision to department staff and ensures administrative support needs are met.

Also included in the Program are the fiduciary audit function, as well as administration and monitoring of the financial aspects of the Sunnyvale Redevelopment Successor Agency. Fiduciary audits are performed, based on a risk matrix, on City financial transactions to ensure security, cost effectiveness, and compliance with policies, regulations, and laws. Program staff also oversees administration of the former Redevelopment Agency's dissolution in compliance with state legislation. Finance functions for the Successor Agency include preparing all required reports, monitoring and enforcing existing development agreements, paying off existing debt obligations, and disposing of the former Agency's properties and assets.

Budget Management

Budget Management Program staff develops, delivers, and continually monitors the operating and capital budgets, and 20-year long-term financial plans, for nearly 50 City funds and sub-funds. Budgetary analysis is also provided through the Program. Activities include development of revenue projections, preparation of the annual fee schedule, review and analysis of operating programs and projects, identifying the budgetary impacts of various City issues, and monitoring revenues and expenditures on a continual basis. The Program also is responsible for completing specific operational audits as directed by the City Manager and the Director of Finance.

Purchasing

The Purchasing Program provides centralized purchasing for all goods and services to support City operations, including public works construction contracting, in accordance with the City Charter and the Sunnyvale Municipal Code. Centralized procurement assures fair and open acquisition processes that seek to obtain maximum value for each dollar spent. Major activities include soliciting formal competitive bids and proposals, obtaining informal quotes, and participating in cooperative procurements with other governmental agencies where appropriate. In addition, staff provides assistance and training to City employees to ensure that they understand and comply with all legal and ethical requirements.

Purchasing Program staff also maintains a centralized warehouse so that employees may obtain commonly used supplies conveniently and at a reduced cost due to volume discounts. Central

Stores staff disposes of surplus and obsolete equipment, and provides centralized receiving for the City's Corporation Yard.

Treasury Services

Treasury Services staff provides cash management, investment, and treasury services so that the City's money is managed safely and prudently. Program staff invests the City's pooled cash portfolio of approximately \$230 million in accordance with the City's Investment Policy, which is reviewed and approved by Council annually. Activities include ensuring that debt service payments are made for all outstanding bond issues and continuing disclosure reports are filed as required by bond covenants.

Program staff also reviews and processes revenues for all departments and administers the local Business License Tax, Utility Users Tax, and Transient Occupancy Tax ordinances. Staff bills and receives payments centrally for all accounts receivable owed to the City. In addition, staff manages collections of delinquent accounts receivable. Treasury functions also include providing central cashiering services and maintaining the City's banking relationships.

The Treasury Program staff reviews and audits all disbursements made through accounts payable, payroll, and purchasing cards to ensure compliance with City policies. The Program is also responsible for properly accounting for approximately 13,000 revenue transactions handled by City staff.

Utility Billing, Collection, and Revenue Management

The Utility Billing, Collection, and Revenue Management Program provides utility billing and customer services to customers of the City's water, wastewater, and solid waste utilities. Program staff also provides financial management support to enable the provision of high-quality utility services at the lowest possible rates. All costs of the Program are reimbursed by the three utilities through a payment to the General Fund.

Activities in the Program include reading of water meters, operating the utility customer service center, issuing utility bills and collecting revenues, and maintaining the automated utility billing system. Residential meters are read every other month, and commercial meters are read once a month, with customers billed accordingly. The utility customer service center works with customers to start and stop utility services as needed, processes one-time orders for service, helps with emergencies such as sewer backups and water pipe breaks, and handles service complaints. Payments from customers are processed daily and delinquent bills are ultimately collected through the interruption of service.

Finance

FY 2013/14 Operating Budget

Staff in the Program also provides financial management services to the utility operating programs. Activities in this area include developing and setting annual utility rates and taking them to Council for approval. Staff prepares and reviews operating and capital budgets and long-term financial plans for each utility, and provides financial and operational consulting services to utility program managers.

Department Budget Summary

Fund/Program	2010/11 <i>Actual</i>	2011/12 <i>Budget</i>	2011/12 <i>Actual</i>	2012/13 <i>Budget</i>	2013/14 <i>Plan</i>
General Fund					
Budget Management	677,161	736,180	638,032	827,255	677,382
Purchasing	1,262,903	1,273,725	1,258,967	1,241,202	1,256,691
Financial Management and Analysis	807,113	1,126,232	725,545	872,991	808,268
Accounting and Financial Services	1,557,116	1,642,047	1,679,440	1,679,110	1,787,057
Treasury Services	1,048,853	1,096,272	1,064,020	1,058,557	1,073,702
Utility Billing	2,048,454	2,099,891	2,161,450	2,158,808	2,253,114
RDA Successor Agency					
Financial Management and Analysis	158,508	156,260	220,697	158,785	160,586
General Services					
Accounting and Financial Services	37,341	75,973	45,899	73,848	49,885
TOTAL EXPENDITURES	7,597,449	8,206,580	7,794,050	8,070,555	8,066,685

Budget Overview and Significant Changes

FY 2013/14 is the second year of a two-year operating budget cycle. As such, there were no significant changes to the department's operating budget for FY 2013/14. In virtually every program, demand for the Department of Finance's core services is increasing. In response, the Department is focusing on leveraging resources and using streamlined work processes to handle the increase in workload. This leveraging involves cross training as needed for maximum flexibility, identifying ways that technology can be used to make processes more efficient, and focusing on best practices.

The Department also maximizes all revenue resources to which the City is entitled. The maximization is accomplished through audits, improving processes, educating staff Citywide, and focusing on full cost recovery for user fees. Below are the highlights of the Department budget by program.

Accounting and Financial Services

The Accounting and Financial Services Program consists of three functions — payroll, accounts payable, and accounting and financial reporting. In the payroll and accounts payable areas the major emphasis is to improve processes through the thoughtful application of technology, enhanced analysis, and value-added services. A specific effort is being made to deploy additional modules of our automated payroll system, which will primarily involve the distributed input of time cards and streamlined workflow. The anticipated results will be greater efficiency, less double entry, and fewer errors. Staff also is working on process improvements in the accounts payable unit to drive greater efficiencies and improve current processes. Over the course of this two-year operating budget cycle, staff in the Program also expects to begin the scoping process for the implementation of a new Citywide financial system, which is the underlying system for all of the City's financial transactions.

Financial Management and Analysis

In addition to providing Chief Financial Officer services and department management, the Financial Management and Analysis Program focuses on a number of revenue producing functions, including tracking development mitigation fees and sales tax audits. In the same vein, the fiduciary audits performed or managed by the Program have identified operational savings or eliminated future liabilities. On February 1, 2012, the Program began providing the financial and administrative functions associated with the dissolution of the Redevelopment Agency of the City of Sunnyvale.

Budget Management

The primary focus of the Budget Management Program is the development, delivery, and continual monitoring of the adopted budget and 20-year long-term financial plan. The Program also includes the performance auditing function, which was absorbed into the budget management program in FY 2010/11. The emphasis of the program will be to continue to provide core services, most notably the development and delivery of the recommended and adopted budgets, while integrating the performance audit function with the budget development process to ensure audit priorities are aligned with the budget.

Purchasing

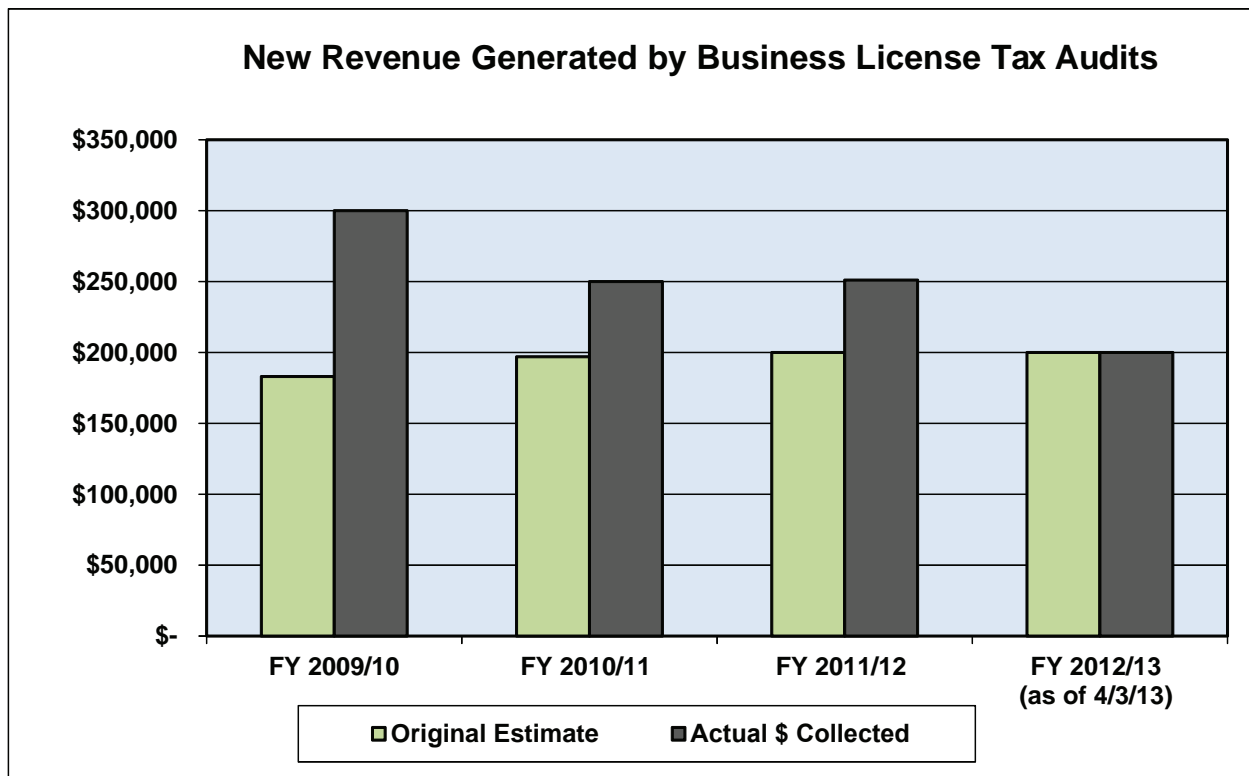
Over the past several years, the Purchasing Program has stepped up its emphasis on competitive bidding and will continue this trend in the foreseeable future, especially as the City addresses its aging infrastructure. Several complex, large procurements have begun, including those associated with reconstruction of the Water Pollution Control Plant (WPCP). These projects will require significant resources inside and outside of the Program.

In order to meet the City's purchasing demands, the Purchasing Program will necessarily focus on implementing value-added activities such as electronic purchasing/payment automation and obtaining value pricing for commodities through increased use of consolidated master purchase agreements, as well as expanding the Central Stores inventory. An additional area of focus is staff training due to the many new employees at all levels of the organization who are being hired to replace retiring City workers. Sunnyvale's centralized purchasing system is complex, requiring regular training to help ensure all procurement policies and processes are being followed.

Treasury Services

The main focus of the Treasury Services Program has been ensuring that all revenues owed to the City are collected, particularly in the accounts receivable and business licensing functions. Accounts receivable consists of one staff member who issues approximately 7,400 bills and generates approximately \$3.16 million in revenue annually. Treasury Services has improved its receivables collection efforts in several ways, including placing unpaid administrative citations on the County of Santa Clara property tax roll. Administrative citations are issued by the City's Neighborhood Preservation Division and billed by Finance. The collection rate on this type of receivable has historically been low. Collecting this fine together with property taxes has caused many owners to pay, increasing the City's collection rate.

Treasury Services also administers the City’s business license tax ordinance, which licenses approximately 10,900 businesses. Business licensing consists of two staff members; one person maintains the business license database and the other staff member specializes in audits. Staff continued a series of audits to ensure businesses operating in Sunnyvale have a current business license. Since the inception of the audit program in August 2009, \$1 million has been collected through March 2013.



Utility Billing, Collection, and Revenue Management

Over the past several years, the Utility Billing Program has experienced an increase in call volume, primarily related to the implementation of the ChoiceCollect garbage and recyclables collection system by the Department of Environmental Services. Most recently, the Program again expanded its scope and now takes almost all utility-related customer service calls, including garbage complaints, water and sewer emergency calls, water quality calls, and other service-related calls. One staff member was transferred from the Environmental Services Department along with the additional call responsibility. This, combined with a general increase in activity, has resulted in a permanent adjustment to the base call volume work load handled by the Program.

In order to address these and other pressures on the Program's work load, staff has been focused on implementing technology and streamlining work processes. Specialized remittance processing equipment was implemented in FY 2009/10, and staff deployed web based bill presentment and payment at the end of FY 2009/10. Currently, approximately 30% of the City's customers have enrolled in on-line billing, reducing the need to print paper bills and saving on postage. Additionally, the Program has continued to work with the Department of Environmental Services to deploy automated meter reading technology citywide. To date, virtually all of the City's commercial meters have been converted, and approximately 41% of the total meters City-wide are now retrofitted with radio read technology. The result of this effort is that a significant number of total meter readings are now done remotely. The result has been additional capacity to do some basic meter maintenance tasks, such as vegetation removal and radio read equipment replacement, using existing staff.

Finance

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
Director of Finance	1	1
Assistant Director of Finance	1	1
Utility Billing Manager	1	1
Senior Management Analyst: Finance	1	1
Senior Internal Auditor	1	1
Purchasing Officer	1	1
Treasury Manager	1	1
Administrative Services Manager	1	1
Budget Analyst I	2	2
Accountant	4	4
Principal Accountant	1	1
Payroll Supervisor	1	1
Administrative Aide	1	1
Administrative Aide-Confidential	1	1
Senior Buyer	1	1
Principal Buyer	1	1
Technical Support Specialist	1	1
Information Technology Coordinator	1	1
Information Technology Coordinator: Confidential	1	1
Meter Reader	3	3
Principal Office Assistant	1	1
Storekeeper II	1	1
Staff Office Assistant	2	2
Customer Service Representative	4	4
Storekeeper I	1	1
Storekeeper/Buyer	1	1
Accounting Technician	6	6
Finance Analyst II	1	1
Senior Accounting Technician	3	3
Payroll Technician III	2	2
Finance Technician	1	1
Finance Department Total	49	49

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Finance Department Performance Indicators

2011 Consolidated General Plan Goals:

This department provides administrative and/or internal services within the City. As such, its indicators are not tied to General Plan goals and instead are developed to optimize the level of internal/administrative support service provided.

	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Financial Management and Analysis			
Workload Indicators			
Number of fiduciary/compliance audits completed.	5	6	
Number of audits of major revenue sources. [Deleted in FY 2012/13]	3	3	
Revenue generated from audits of major revenue sources.	\$1,437,133	\$1,678,659	
Number of Redevelopment Agency legal reports completed. [Deleted in FY 2012/13]	4	--	
Number of legislative bills tracked. [New in FY 2012/13]	--	--	
Performance Indicators			
Percent of total Department operating budget expended.	95%	95%	
Accounting and Financial Services			
Workload Indicators			
Number of regulatory reports submitted to appropriate agencies.	6	8	
Number of bank and general ledger account reconciliations.	874	815	
Number of grant reimbursement requests. [New in FY 2012/13]	--	--	
Performance Indicators			
Number of paychecks issued and percent prepared accurately.	29,378 100%	27,926 100%	
Number of accounting period reports and percent issued within 10 business days of period close or pre-established deadlines.	13 93%	13 93%	
The City's annual financial report is certified by independent auditors and receives an unqualified opinion. [New in FY 2012/13]	--	--	
Number of grant reimbursement requests and percent submitted within 60 days of expenditure or as allowed by grant agreement. [Deleted in FY 2012/13]	126 94%	110 89%	
Number of supplier payments and percent made within 30 days of invoice date.	28,753 72%	27,596 75%	
Number of customer survey respondents and percent rating services provided by Accounting and Financial Services as good or better.	--	--	

Finance Department Performance Indicators

2011 Consolidated General Plan Goals:

This department provides administrative and/or internal services within the City. As such, its indicators are not tied to General Plan goals and instead are developed to optimize the level of internal/administrative support service provided.

	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Treasury Services			
Workload Indicators			
Number of debt service payments. [Deleted in FY 2012/13]	16	16	
Number of purchasing card statements audited.	1,554	1,308	
Number of business licenses issued.	5,380	6,289	
Number of invoices generated. [New in FY 2012/13]	--	--	
Revenue generated from Business License Tax audits. [New in FY 2012/13]	--	--	
Average portfolio balance. [New in FY 2012/13]	--	--	
Performance Indicators			
Number of billing requests received and percent billed within 14 days.	8,148 98%	7,374 99%	
Percent of time that central cashier balances within \$5.00 during daily reconciliations.	97%	96%	
Number of accounts payable checks processed and percent disbursed within two days.	11,317 98%	12,251 100%	
Budget Management			
Workload Indicators			
Dollar amount of revenues budgeted and monitored.	\$264,283,899	\$251,330,165	
Dollar amount of citywide budget.	\$256,829,276	\$264,818,150	
Number of funds budgeted and monitored.	48	48	
Performance Indicators			
Percentage variance between actuals and revised projections for the top six General Fund revenue sources.	102%	102%	
Number of customer survey respondents and percent rating services provided by Budget Management as good or better.	--	--	
Purchasing Services			
Workload Indicators			
Number of items stocked.	110,823	105,896	
Number of items surplus.	2,672	1,399	
Dollar amount generated from sales of surplus property.	\$205,148	\$62,879	

Finance Department Performance Indicators

2011 Consolidated General Plan Goals:

This department provides administrative and/or internal services within the City. As such, its indicators are not tied to General Plan goals and instead are developed to optimize the level of internal/administrative support service provided.

	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Performance Indicators			
Number of formal contracts and median number of days to issue, with a goal of 55 days.	117 53	101 63	
Number of informal contracts and median number of days to issue, with a goal of 5 days.	1,421 3	1,351 3	
Number of public works construction contracts and median number of days to issue, with a goal of 70 days.	19 75	16 76	
Number of customer survey respondents and percent rating services provided by Purchasing Services as good or better.	--	--	
Utility Billing, Collection and Revenue Management			
Workload Indicators			
Number of utility accounts.	30,265	30,246	
Number of requests for extra trash and bulky item pickups.	5,402	5,275	
Number of 48 hour water service interruption notices issued.	4,131	4,029	
Performance Indicators			
Number of water meters read and percent read correctly the first time.	199,764 100%	204,720 100%	
Total dollar amount invoiced and percent collected.	\$82,822,916 100%	\$90,703,248 100%	
Number of customer calls and average customer wait time, with a goal of one minute.	36,220 59 Seconds	37,327 70 Seconds	
Number of utility bills issued and percent billed within five business days of the established billing schedule.	194,794 92%	200,994 91%	
Number of resident survey respondents and percent rating services provided by Utility Billing, Collection and Revenue Management as good or better.	45 96%	20 95%	

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**City of Sunnyvale
Program Performance Budget**

Program 703 - Budget Management

Service Delivery Plan 70301 - Budget Management Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 703100 - City Budget Development & Publication					
Costs:	289,205.90	319,895.69	395,976.38	328,051.54	343,487.26
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,293.50	3,560.00	4,015.20	3,400.00	3,550.00
Activity 703110 - Budget Analysis, Modification, & Communication					
Costs:	202,685.07	201,341.75	189,674.42	250,955.25	266,346.73
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,461.50	2,350.00	1,969.80	2,765.00	2,930.00
Totals for Service Delivery Plan 70301 - Budget Management Services					
Costs:	491,890.97	521,237.44	585,650.80	579,006.79	609,833.99
Hours:	5,755.00	5,910.00	5,985.00	6,165.00	6,480.00

**City of Sunnyvale
Program Performance Budget**

Program 703 - Budget Management

Service Delivery Plan 70302 - Performance Auditing

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 703200 - Performance Auditing					
Product: An Audit Conducted					
Costs:	115,807.30	189,071.98	12,837.54	184,778.60	13,627.63
Products:	1.00	10.00	0.00	10.00	10.00
Hours:	1,135.30	1,675.00	0.00	1,675.00	1,675.00
Totals for Service Delivery Plan 70302 - Performance Auditing					
Costs:	115,807.30	189,071.98	12,837.54	184,778.60	13,627.63
Hours:	1,135.30	1,675.00	0.00	1,675.00	1,675.00

**City of Sunnyvale
Program Performance Budget**

Program 703 - Budget Management

Service Delivery Plan 70303 - Management and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 703300 - Management and Administrative Support Services					
Costs:	69,462.40	25,870.61	39,543.84	63,469.55	53,920.57
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	640.50	260.00	307.00	560.00	560.00
Totals for Service Delivery Plan 70303 - Management and Administrative Support Services					
Costs:	69,462.40	25,870.61	39,543.84	63,469.55	53,920.57
Hours:	640.50	260.00	307.00	560.00	560.00
Totals for Program 703					
Costs:	677,160.67	736,180.03	638,032.18	827,254.94	677,382.19
Hours:	7,530.80	7,845.00	6,292.00	8,400.00	8,715.00

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**City of Sunnyvale
Program Performance Budget**

Program 704 - Purchasing

Service Delivery Plan 70401 - Centralized Purchasing

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 704100 - Purchase Goods or Services Valued at More than \$50,000					
Product: A Contract Issued					
Costs:	339,735.25	251,150.58	346,445.26	339,591.98	343,909.55
Products:	117.00	95.00	101.00	115.00	115.00
Hours:	3,689.90	2,625.00	3,434.70	3,575.00	3,575.00
Activity 704110, 704111 - Purchase Goods or Services Valued at \$50,000 or Less					
Product: A Contract Issued					
Costs:	341,478.27	232,219.19	327,624.66	290,126.63	293,773.15
Products:	1,421.00	1,245.00	1,351.00	1,400.00	1,400.00
Hours:	4,125.60	2,450.00	3,394.40	3,175.00	3,175.00
Activity 704120 - Bid and Issue Contracts for Public Works Projects					
Product: A Contract Issued					
Costs:	158,725.61	221,466.56	134,307.88	163,772.37	165,841.19
Products:	19.00	20.00	16.00	20.00	20.00
Hours:	1,832.70	2,375.00	1,463.20	1,800.00	1,800.00
Activity 704130 - Administer Purchasing Card Program					
Product: A Purchasing Card Transaction					
Costs:	23,755.20	27,135.83	10,741.18	17,727.32	17,951.61
Products:	7,624.00	9,500.00	6,228.00	7,600.00	7,600.00
Hours:	230.70	275.00	106.90	200.00	200.00
Activity 704140 - Conduct Purchasing Training for City Employees					
Product: A Participant					
Costs:	5,161.59	10,854.99	8,084.80	5,328.97	5,395.69
Products:	274.00	60.00	135.00	275.00	275.00
Hours:	51.70	100.00	73.00	50.00	50.00

**City of Sunnyvale
Program Performance Budget**

Program 704 - Purchasing

Totals for Service Delivery Plan 70401 - Centralized Purchasing

Costs:	868,855.92	742,827.15	827,203.78	816,547.27	826,871.19
Hours:	9,930.60	7,825.00	8,472.20	8,800.00	8,800.00

**City of Sunnyvale
Program Performance Budget**

Program 704 - Purchasing

Service Delivery Plan 70402 - Central Stores

	<u>2010/2011</u> Actual	<u>2011/2012</u> Budgeted	<u>2011/2012</u> Actual	<u>2012/2013</u> Current	<u>2013/2014</u> Plan
Activity 704200 - Issue Stock to City Employees					
Product: An Item Issued					
Costs:	130,533.81	190,697.18	137,304.27	143,265.67	145,062.44
Products:	21,066.00	20,000.00	21,444.00	21,500.00	21,500.00
Hours:	2,300.50	2,565.00	2,247.00	2,000.00	2,000.00
Activity 704210 - Purchase Goods or Services for the Corporation Yard					
Product: A Contract Issued					
Costs:	41,454.57	138,391.26	58,129.47	0.00	0.00
Products:	2,427.00	170.00	2,630.00	0.00	0.00
Hours:	576.50	1,700.00	786.00	0.00	0.00
Activity 704220 - Provide Centralized Receiving for the Corporation Yard					
Product: A Shipment Received					
Costs:	78,567.59	67,976.17	86,078.42	109,771.08	111,155.80
Products:	4,981.00	2,800.00	5,288.00	5,000.00	5,000.00
Hours:	1,629.30	900.00	1,625.50	1,600.00	1,600.00
Activity 704230 - Dispose of Surplus					
Product: An Item Disposed					
Costs:	15,880.75	26,492.33	3,671.53	14,515.90	14,517.28
Products:	2,754.00	2,000.00	1,467.00	2,700.00	2,700.00
Hours:	217.50	360.00	43.00	200.00	200.00
Activity 704240 - Order Inventory and Non-Inventory Items					
Product: Item Ordered					
Costs:	0.00	0.00	0.00	47,170.36	47,771.07
Products:	0.00	0.00	0.00	2,400.00	2,400.00
Hours:	0.00	0.00	0.00	650.00	650.00

**City of Sunnyvale
Program Performance Budget**

Program 704 - Purchasing

Totals for Service Delivery Plan 70402 - Central Stores

Costs:	266,436.72	423,556.94	285,183.69	314,723.01	318,506.59
Hours:	4,723.80	5,525.00	4,701.50	4,450.00	4,450.00

**City of Sunnyvale
Program Performance Budget**

Program 704 - Purchasing

Service Delivery Plan 70403 - Management and Supervisory Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 704300 - Management and Supervisory Services					
Costs:	37,425.00	42,216.36	51,789.94	36,869.68	37,328.62
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	316.00	350.00	439.50	325.00	325.00
Activity 704310 - Support Automated Purchasing Systems					
Costs:	90,185.61	65,125.03	94,789.33	73,061.54	73,984.20
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	960.60	675.00	961.60	800.00	800.00
Totals for Service Delivery Plan 70403 - Management and Supervisory Services					
Costs:	127,610.61	107,341.39	146,579.27	109,931.22	111,312.82
Hours:	1,276.60	1,025.00	1,401.10	1,125.00	1,125.00
Totals for Program 704					
Costs:	1,262,903.25	1,273,725.48	1,258,966.74	1,241,201.50	1,256,690.60
Hours:	15,931.00	14,375.00	14,574.80	14,375.00	14,375.00

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**City of Sunnyvale
Program Performance Budget**

Program 705 - Financial Management and Analysis

Service Delivery Plan 70501 - Financial Management and Analysis

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 705100 - Perform Fiduciary Services and Compliance Audits					
Product: An Audit Performed					
Costs:	61,463.93	196,632.66	89,314.96	186,675.52	189,229.87
Products:	5.00	4.00	6.00	4.00	4.00
Hours:	333.40	875.00	489.30	1,000.00	1,000.00
Activity 705110 - Conduct Financial Analysis					
Costs:	76,885.24	71,016.91	58,310.03	92,297.90	50,792.02
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	991.00	850.00	698.80	1,105.00	525.00
Totals for Service Delivery Plan 70501 - Financial Management and Analysis					
Costs:	138,349.17	267,649.57	147,624.99	278,973.42	240,021.89
Hours:	1,324.40	1,725.00	1,188.10	2,105.00	1,525.00

**City of Sunnyvale
Program Performance Budget**

Program 705 - Financial Management and Analysis

Service Delivery Plan 70502 - Management and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 705200 - Finance Department Management					
Costs:	436,858.26	627,691.25	370,524.49	399,396.85	409,851.95
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,155.60	4,575.00	2,388.60	2,300.00	2,300.00
Activity 705210 - Provide Central Administration Services					
Costs:	231,905.07	230,891.48	207,395.92	194,620.86	158,394.57
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,282.50	3,340.00	2,627.30	2,640.00	2,110.00
Totals for Service Delivery Plan 70502 - Management and Administrative Support Services					
Costs:	668,763.33	858,582.73	577,920.41	594,017.71	568,246.52
Hours:	6,438.10	7,915.00	5,015.90	4,940.00	4,410.00

**City of Sunnyvale
Program Performance Budget**

Program 705 - Financial Management and Analysis

Service Delivery Plan 70503 - Redevelopment Agency Management Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 705300 - Central Core Project Management and Administration					
Costs:	155,783.24	145,094.68	100,181.35	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,197.50	1,050.00	778.50	0.00	0.00
Activity 705310 - Affordable Housing Management and Administration					
Costs:	2,725.05	11,165.81	5,526.22	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	24.50	100.00	53.00	0.00	0.00
Activity 705320 - Successor Agency Administration					
Costs:	0.00	0.00	114,988.98	143,013.00	143,825.17
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	973.10	1,000.00	1,000.00
Activity 705330 - ADDOPA Project Management					
Costs:	0.00	0.00	0.00	15,771.98	16,761.22
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	150.00	150.00
Totals for Service Delivery Plan 70503 - Redevelopment Agency Management Services					
Costs:	158,508.29	156,260.49	220,696.55	158,784.98	160,586.39
Hours:	1,222.00	1,150.00	1,804.60	1,150.00	1,150.00

**City of Sunnyvale
Program Performance Budget**

Program 705 - Financial Management and Analysis

Totals for Program 705

Costs:	965,620.79	1,282,492.79	946,241.95	1,031,776.11	968,854.80
Hours:	8,984.50	10,790.00	8,008.60	8,195.00	7,085.00

**City of Sunnyvale
Program Performance Budget**

Program 706 - Accounting and Financial Services

Service Delivery Plan 70601 - Payroll

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 706100 - Process Regular Payroll					
Product: A Check Issued					
Costs:	205,942.41	219,263.02	222,719.34	268,489.62	422,839.90
Products:	29,378.00	31,000.00	27,926.00	30,000.00	30,000.00
Hours:	3,035.30	2,535.00	2,928.50	3,500.00	5,500.00
Activity 706110 - Payroll Adjustments, Regulatory Reports and Requests					
Product: An Adjustment/Report/Request					
Costs:	78,465.18	95,726.37	112,126.50	94,521.88	95,759.04
Products:	4,127.00	2,465.00	3,466.00	4,000.00	4,000.00
Hours:	1,057.80	1,085.00	1,337.00	1,120.00	1,120.00
Activity 706120 - Maintain City's Payroll System					
Costs:	108,595.37	100,128.96	122,909.68	109,615.49	111,046.51
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,201.80	985.00	1,249.50	1,120.00	1,120.00
Totals for Service Delivery Plan 70601 - Payroll					
Costs:	393,002.96	415,118.35	457,755.52	472,626.99	629,645.45
Hours:	5,294.90	4,605.00	5,515.00	5,740.00	7,740.00

**City of Sunnyvale
Program Performance Budget**

Program 706 - Accounting and Financial Services

Service Delivery Plan 70602 - Accounting and Financial Reporting

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 706200 - Accounting Periodic Processing and Reporting					
Costs:	104,144.86	107,631.33	120,778.76	113,428.95	100,171.28
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,381.10	1,380.00	1,517.30	1,410.00	1,230.00
Activity 706210 - Annual External Audit and Regulatory Reporting					
Product: A Report Issued					
Costs:	217,606.34	242,943.29	192,040.45	243,822.32	215,534.58
Products:	15.00	14.00	15.00	15.00	15.00
Hours:	1,500.40	1,731.00	1,405.60	1,695.00	1,395.00
Activity 706220, 706221, 706222 - Provide Financial Information to City Departments					
Costs:	125,922.68	215,164.73	144,995.30	170,069.80	152,763.59
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,506.20	2,414.70	1,648.00	2,000.00	1,800.00
Activity 706230 - Account Reconciliations					
Product: An Account Reconciled					
Costs:	113,449.24	120,087.97	131,535.01	121,015.28	127,037.62
Products:	874.00	895.00	815.00	875.00	875.00
Hours:	1,421.50	1,440.00	1,646.00	1,500.00	1,600.00
Activity 706240 - Grants and Project Accounting					
Product: A Grant/Project Monitored					
Costs:	66,005.63	85,472.63	73,971.00	80,840.33	56,969.29
Products:	323.00	280.00	340.00	300.00	300.00
Hours:	771.80	980.00	847.00	970.00	670.00

**City of Sunnyvale
Program Performance Budget**

Program 706 - Accounting and Financial Services

Service Delivery Plan 70602 - Accounting and Financial Reporting

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 706250 - Redevelopment Agency Accounting and Financial Reporting					
Costs:	17,645.58	16,635.79	44,246.51	18,055.48	18,292.21
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	198.50	174.00	456.60	195.00	195.00
Activity 706260 - Maintain City's Financial System					
Costs:	51,560.17	56,862.08	33,015.04	48,119.00	78,103.47
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	574.00	565.00	330.00	500.00	900.00
Activity 706270 - Capital/Infrastructure Project Accounting					
Costs:	37,341.43	75,972.99	45,899.24	73,847.79	49,885.32
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	436.80	900.00	524.00	900.00	600.00
Totals for Service Delivery Plan 70602 - Accounting and Financial Reporting					
Costs:	733,675.93	920,770.81	786,481.31	869,198.95	798,757.36
Hours:	7,790.30	9,584.70	8,374.50	9,170.00	8,390.00

**City of Sunnyvale
Program Performance Budget**

Program 706 - Accounting and Financial Services

Service Delivery Plan 70603 - Accounts Payable

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 706300 - Process Invoices and Other Nonpayroll Obligations					
Product: A Payment Vouched					
Costs:	297,604.64	211,549.62	348,008.30	294,726.52	291,397.18
Products:	28,753.00	30,000.00	27,596.00	29,000.00	29,000.00
Hours:	4,273.90	2,675.00	4,767.10	4,370.00	4,270.00
Activity 706310 - Prepare Legally Required and Ad Hoc Reports					
Product: A Report Prepared					
Costs:	24,255.90	25,324.34	20,817.59	25,315.93	25,656.65
Products:	281.00	275.00	286.00	275.00	275.00
Hours:	288.50	300.00	235.00	300.00	300.00
Activity 706320 - Review and Process Travel Documentation					
Product: An Expense Report Processed					
Costs:	18,438.04	20,016.88	10,727.49	20,164.78	20,434.08
Products:	309.00	550.00	234.00	300.00	300.00
Hours:	232.50	250.00	124.50	260.00	260.00
Totals for Service Delivery Plan 70603 - Accounts Payable					
Costs:	340,298.58	256,890.84	379,553.38	340,207.23	337,487.91
Hours:	4,794.90	3,225.00	5,126.60	4,930.00	4,830.00

**City of Sunnyvale
Program Performance Budget**

Program 706 - Accounting and Financial Services

Service Delivery Plan 70604 - Management and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 706400 - Management and Administrative Support Services					
Costs:	127,480.10	125,239.79	101,549.12	70,924.97	71,051.24
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,311.70	920.00	858.00	500.00	500.00
Totals for Service Delivery Plan 70604 - Management and Administrative Support Services					
Costs:	127,480.10	125,239.79	101,549.12	70,924.97	71,051.24
Hours:	1,311.70	920.00	858.00	500.00	500.00
Totals for Program 706					
Costs:	1,594,457.57	1,718,019.79	1,725,339.33	1,752,958.14	1,836,941.96
Hours:	19,191.80	18,334.70	19,874.10	20,340.00	21,460.00

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**City of Sunnyvale
Program Performance Budget**

Program 707 - Treasury Services

Service Delivery Plan 70701 - Treasury Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 707100 - Accounts Receivable					
Product: An Account Processed					
Costs:	178,727.82	183,334.81	169,327.40	183,932.76	186,564.31
Products:	8,148.00	7,000.00	7,356.00	8,150.00	8,150.00
Hours:	2,162.20	2,038.00	2,024.10	2,079.00	2,079.00
Activity 707110 - Restitution					
Product: An Account Processed					
Costs:	25,603.08	22,598.57	41,164.70	26,166.93	26,516.76
Products:	185.00	186.00	483.00	186.00	186.00
Hours:	325.30	213.00	278.50	334.00	334.00
Totals for Service Delivery Plan 70701 - Treasury Services					
Costs:	204,330.90	205,933.38	210,492.10	210,099.69	213,081.07
Hours:	2,487.50	2,251.00	2,302.60	2,413.00	2,413.00

**City of Sunnyvale
Program Performance Budget**

Program 707 - Treasury Services

Service Delivery Plan 70702 - Cash Management

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 707200 - Investments					
Costs:	40,523.10	43,280.63	37,522.85	25,583.89	25,928.22
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	416.60	429.00	369.70	245.00	245.00
Activity 707210 - Debt Management					
Product:	A Bond Issue Maintained				
Costs:	26,804.09	24,841.41	23,982.01	27,200.83	27,550.99
Products:	8.00	8.00	8.00	8.00	8.00
Hours:	228.10	212.00	203.70	234.00	234.00
Activity 707220 - City's Banking Contracts					
Product:	A Bank Account Maintained				
Costs:	35,081.18	34,616.53	32,736.95	30,231.36	30,639.76
Products:	15.00	16.00	12.00	5.00	5.00
Hours:	359.00	326.00	318.80	319.00	319.00
Activity 707230 - Cashiering					
Product:	A Transaction at the Counter				
Costs:	169,343.87	161,679.82	157,107.56	151,074.41	153,254.34
Products:	29,445.00	29,000.00	26,978.00	22,740.00	22,740.00
Hours:	2,237.40	2,087.00	2,007.30	2,025.00	2,025.00
Activity 707240 - Citywide Cashiering Training					
Product:	A Training Session				
Costs:	12,242.12	41,401.13	11,264.44	15,125.47	15,321.37
Products:	2.00	9.00	3.00	4.00	4.00
Hours:	104.20	376.00	93.00	140.00	140.00

**City of Sunnyvale
Program Performance Budget**

Program 707 - Treasury Services

Totals for Service Delivery Plan 70702 - Cash Management

Costs:	283,994.36	305,819.52	262,613.81	249,215.96	252,694.68
Hours:	3,345.30	3,430.00	2,992.50	2,963.00	2,963.00

**City of Sunnyvale
Program Performance Budget**

Program 707 - Treasury Services

Service Delivery Plan 70703 - Disbursement Audit

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 707300 - Audit and Disburse Accounts Payable Payments					
Product: A Payment Audited					
Costs:	101,537.47	106,518.34	79,090.53	103,234.23	105,198.21
Products:	11,317.00	12,000.00	10,943.00	12,000.00	12,000.00
Hours:	1,329.80	1,402.00	1,035.20	1,414.00	1,414.00
Activity 707310 - Audit Purchasing Cards					
Product: A Statement Audited					
Costs:	37,388.45	40,067.14	36,062.16	29,352.51	29,744.30
Products:	1,554.00	1,700.00	1,308.00	1,400.00	1,400.00
Hours:	416.60	517.00	432.30	370.00	370.00
Activity 707320 - Audit Payroll					
Product: A Payroll Audited					
Costs:	3,629.10	3,106.91	2,859.91	3,078.81	3,118.39
Products:	26.00	26.00	26.00	26.00	26.00
Hours:	32.50	26.00	22.90	26.00	26.00
Totals for Service Delivery Plan 70703 - Disbursement Audit					
Costs:	142,555.02	149,692.39	118,012.60	135,665.55	138,060.90
Hours:	1,778.90	1,945.00	1,490.40	1,810.00	1,810.00

**City of Sunnyvale
Program Performance Budget**

Program 707 - Treasury Services

Service Delivery Plan 70704 - Revenue Accounting

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 707400 - Process Business Taxes					
Product: A Tax Certificate Issued					
Costs:	219,069.19	224,069.68	242,404.91	235,487.68	238,763.36
Products:	5,380.00	5,200.00	6,628.00	5,570.00	5,570.00
Hours:	2,858.80	2,777.00	3,115.00	2,948.00	2,948.00
Activity 707420 - Review Cash Receipt Vouchers (CRVs)					
Product: A CRV Processed					
Costs:	30,321.36	31,016.92	25,567.56	29,055.15	29,452.70
Products:	2,956.00	3,650.00	3,484.00	3,000.00	3,000.00
Hours:	445.30	460.00	361.50	448.00	448.00
Activity 707430 - Review and Record Revenues					
Product: A Transaction Coded					
Costs:	107,829.51	106,243.90	112,087.49	104,542.01	105,928.08
Products:	12,547.00	11,787.00	12,947.00	12,600.00	12,600.00
Hours:	1,232.90	1,226.00	1,259.00	1,238.00	1,238.00
Activity 707440 - Process Utility User Tax (UUT) Payments					
Product: A UUT Payment Coded					
Costs:	7,592.19	17,821.33	6,953.07	15,368.93	15,574.17
Products:	1,383.00	1,400.00	1,662.00	1,400.00	1,400.00
Hours:	102.80	200.00	107.70	194.00	194.00
Activity 707450 - Track Transient Occupancy Tax (TOT) Payments and Remittances					
Product: A TOT Payment Coded					
Costs:	6,884.67	8,295.59	12,103.22	6,773.19	6,861.90
Products:	423.00	432.00	420.00	423.00	423.00
Hours:	70.30	90.00	110.90	71.00	71.00

**City of Sunnyvale
Program Performance Budget**

Program 707 - Treasury Services

Totals for Service Delivery Plan 70704 - Revenue Accounting

Costs:	371,696.92	387,447.42	399,116.25	391,226.96	396,580.21
Hours:	4,710.10	4,753.00	4,954.10	4,899.00	4,899.00

**City of Sunnyvale
Program Performance Budget**

Program 707 - Treasury Services

Service Delivery Plan 70705 - Management and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 707500 - Miscellaneous Treasury Support Services					
Costs:	14,482.44	11,422.70	24,971.02	32,524.67	32,947.34
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	141.90	100.00	222.30	290.00	290.00
Activity 707510 - Management and Administrative Support Services					
Costs:	31,793.09	35,956.46	48,814.36	39,824.29	40,337.33
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	307.00	296.00	391.40	335.00	335.00
Totals for Service Delivery Plan 70705 - Management and Administrative Support Services					
Costs:	46,275.53	47,379.16	73,785.38	72,348.96	73,284.67
Hours:	448.90	396.00	613.70	625.00	625.00
Totals for Program 707					
Costs:	1,048,852.73	1,096,271.87	1,064,020.14	1,058,557.12	1,073,701.53
Hours:	12,770.70	12,775.00	12,353.30	12,710.00	12,710.00

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**City of Sunnyvale
Program Performance Budget**

Program 708 - Utility Billing

Service Delivery Plan 70801 - Meter Reading

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 708100, 708101 - Read Meters					
Product: A Meter Read					
Costs:	231,915.74	282,016.73	221,683.22	203,433.71	205,804.00
Products:	199,764.00	202,500.00	222,521.00	199,700.00	199,700.00
Hours:	3,143.40	3,905.00	3,014.80	2,855.00	2,855.00
Activity 708110 - Re-read Meters					
Product: A Meter Read					
Costs:	20,284.00	7,337.48	21,666.01	18,683.99	18,930.48
Products:	771.00	750.00	890.00	750.00	750.00
Hours:	273.50	100.00	287.20	270.00	270.00
Activity 708120 - Start and Stop Water Service					
Product: A Service Start/Stop					
Costs:	101,210.63	102,467.37	105,227.61	93,265.52	94,443.83
Products:	5,815.00	7,040.00	4,706.00	6,000.00	6,000.00
Hours:	1,398.60	1,400.00	1,408.90	1,350.00	1,350.00
Activity 708130 - Shut Off Delinquent Accounts					
Product: An Account Shut Off					
Costs:	0.00	0.00	0.00	46,475.11	47,033.85
Products:	0.00	0.00	0.00	450.00	450.00
Hours:	0.00	0.00	0.00	675.00	675.00
Totals for Service Delivery Plan 70801 - Meter Reading					
Costs:	353,410.37	391,821.58	348,576.84	361,858.33	366,212.16
Hours:	4,815.50	5,405.00	4,710.90	5,150.00	5,150.00

**City of Sunnyvale
Program Performance Budget**

Program 708 - Utility Billing

Service Delivery Plan 70802 - Customer Service

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 708200, 708201 - Customer Service					
Product: A Customer Contact					
Costs:	614,603.03	562,862.03	674,588.54	404,667.35	409,909.04
Products:	36,220.00	39,000.00	36,502.00	30,600.00	30,600.00
Hours:	8,130.30	7,095.00	8,282.10	5,250.00	5,250.00
Activity 708210 - Utility Billing					
Product: A Utility Bill Sent					
Costs:	425,039.50	447,530.35	436,274.80	447,738.48	459,640.48
Products:	197,129.00	194,000.00	200,994.00	195,000.00	195,000.00
Hours:	3,403.40	4,005.00	3,361.70	4,130.00	4,270.00
Activity 708220 - Utility Accounting and Auditing					
Costs:	39,860.27	123,529.98	96,714.57	115,068.19	156,705.90
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	450.00	1,255.00	1,023.20	1,300.00	1,750.00
Activity 708230, 708231, 708232 - Collections					
Product: An Account Processed					
Costs:	202,361.67	192,656.74	199,709.98	163,424.56	165,586.25
Products:	22,972.00	5,330.00	24,802.00	15,445.00	15,445.00
Hours:	2,566.00	2,360.00	2,484.00	2,100.00	2,100.00
Activity 708240 - Water and Sewer Emergency Calls					
Product: A Customer Contact					
Costs:	0.00	0.00	0.00	45,912.46	46,512.89
Products:	0.00	0.00	0.00	5,000.00	5,000.00
Hours:	0.00	0.00	0.00	700.00	700.00

**City of Sunnyvale
Program Performance Budget**

Program 708 - Utility Billing

Service Delivery Plan 70802 - Customer Service

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 708250 - Water, Sewer, and Garbage Service Concerns					
Product: A Customer Contact					
Costs:	0.00	0.00	0.00	42,397.99	42,952.74
Products:	0.00	0.00	0.00	2,000.00	2,000.00
Hours:	0.00	0.00	0.00	650.00	650.00
Activity 708260 - On Call Cleanups					
Product: A Customer Contact					
Costs:	0.00	0.00	0.00	94,873.79	96,102.72
Products:	0.00	0.00	0.00	5,400.00	5,400.00
Hours:	0.00	0.00	0.00	1,300.00	1,300.00
Activity 708270 - Process Manual Payments					
Product: A Payment Processed					
Costs:	0.00	0.00	0.00	90,157.67	91,333.03
Products:	0.00	0.00	0.00	131,000.00	131,000.00
Hours:	0.00	0.00	0.00	1,298.00	1,298.00
Activity 708280 - Process Web Payments					
Product: A Payment Processed					
Costs:	0.00	0.00	0.00	41,766.46	62,538.23
Products:	0.00	0.00	0.00	30,000.00	30,000.00
Hours:	0.00	0.00	0.00	98.00	98.00
Activity 708290 - Process ACH/Bill Concentration Payments					
Product: A Payment Processed					
Costs:	0.00	0.00	0.00	3,122.22	3,165.40
Products:	0.00	0.00	0.00	34,000.00	34,000.00
Hours:	0.00	0.00	0.00	26.00	26.00

**City of Sunnyvale
Program Performance Budget**

Program 708 - Utility Billing

Totals for Service Delivery Plan 70802 - Customer Service

Costs:	1,281,864.47	1,326,579.10	1,407,287.89	1,449,129.17	1,534,446.68
Hours:	14,549.70	14,715.00	15,151.00	16,852.00	17,442.00

**City of Sunnyvale
Program Performance Budget**

Program 708 - Utility Billing

Service Delivery Plan 70803 - Utility Enterprise Management and Rate Setting

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 708300 - Utility Financial Management Services					
Costs:	44,139.31	51,992.47	76,554.26	163,178.19	165,447.15
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	353.70	390.00	581.90	1,150.00	1,150.00
Activity 708310 - Utility Data Management					
Costs:	13,593.15	121,720.84	21,070.12	11,094.06	11,234.37
Products:	0.00	0.00	7.00	0.00	0.00
Hours:	126.00	1,100.00	149.50	110.00	110.00
Activity 708320 - Utility Rates					
Costs:	126,881.68	106,155.52	76,109.83	0.00	0.00
Products:	0.00	0.00	-2,251.00	0.00	0.00
Hours:	883.70	600.00	462.40	0.00	0.00
Totals for Service Delivery Plan 70803 - Utility Enterprise Management and Rate Setting					
Costs:	184,614.14	279,868.83	173,734.21	174,272.25	176,681.52
Hours:	1,363.40	2,090.00	1,193.80	1,260.00	1,260.00

**City of Sunnyvale
Program Performance Budget**

Program 708 - Utility Billing

Service Delivery Plan 70804 - Management and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 708400 - Management and Administrative Support Services					
Costs:	66,104.99	58,824.68	84,796.17	65,101.73	65,935.58
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	638.10	500.00	707.40	570.00	570.00
Activity 708410 - Utility Billing and Meter Reading Systems Support					
Costs:	162,460.25	42,796.34	147,054.54	108,446.11	109,837.89
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,592.80	375.00	1,404.20	1,048.00	1,048.00
Totals for Service Delivery Plan 70804 - Management and Administrative Support Services					
Costs:	228,565.24	101,621.02	231,850.71	173,547.84	175,773.47
Hours:	2,230.90	875.00	2,111.60	1,618.00	1,618.00
Totals for Program 708					
Costs:	2,048,454.22	2,099,890.53	2,161,449.65	2,158,807.59	2,253,113.83
Hours:	22,959.50	23,085.00	23,167.30	24,880.00	25,470.00

Human Resources

Department Description

The Human Resources Department coordinates services and programs which assist City departments in developing and maintaining a qualified, effective, and diverse workforce of approximately 860 regular full- and part-time employees, and as many as 500 temporary employees. The Department also provides employment-related services to City employees, job applicants, and City volunteers.

Programs and Services

The Human Resources Department is organized into five service areas: Risk Management, Recruitment/Classification, Employee Relations/Employee Development, Employee Benefits, and Management and Administrative Support Services.

Risk Management

The Risk Management Division administers the City's liability, safety and workers' compensation activities. The Liability Program processes claims filed against the City and coordinates the City's participation in the California Joint Powers Risk Management Authority, which provides excess liability, property, and auto insurance coverage to member agencies. This service area is responsible for managing all workers' compensation claims and compliance with legal mandates. Its Safety/Loss Control activities include safety training, policy development, work site inspection, and accident prevention. Risk Management also manages the City's disability programs, including the City's paid medical leave program and the disability reasonable accommodation process in accordance with City policy, applicable Memoranda of Understanding, and all relevant state and federal laws, including the Federal Family and Medical Leave Act (FMLA), the California Family Rights Act (CFRA), the Federal Americans with Disabilities Act (ADA), and the California Fair Employment and Housing Act (FEHA).

Recruitment/Classification

The Recruitment and Classification service area is responsible for managing and administering the City's recruitment, examination, selection, and pre-employment activities for both regular and temporary positions. This includes managing the City's temporary agency contracts. Staff also manages and administers the City's classification program, which involves preparing, reviewing, and updating job specifications, as well as conducting classification studies and organizational analyses.

Employee Relations/Employee Development

The Employee Relations service area manages employee and labor relations activities for the six recognized employee bargaining units and the two unrepresented employee groups in accordance

Human Resources

FY 2013/14 Operating Budget

with the Meyers-Milias Brown Act. Staff also manages the Memoranda of Understanding (MOU) with each of the recognized units. Staff in this service area administers and assists departments with employee relations issues, grievances, employee performance, and discipline issues. Responsibilities also include the Citywide Employee Performance Evaluation Program, the City's Employee Development Program, which includes the Employee Training Program and Career Development Program, and the City Volunteer Resources Program.

Employee Benefits

The Employee Benefits service area manages and administers all of the City's employee insurance and benefits programs including the retirement and supplemental retirement plans, IRS §125 plan, medical, dental, vision, life and long-term disability insurance plans, and employee assistance programs. Staff also manages the Human Resources Information System (HRIS), including the processing and inputting of all employee payroll and benefits information.

Management and Administrative Support Services

The Management and Administrative Support Services Division provides overall management and administrative support to the Department, including budget administration, answer point management, and purchasing and maintaining office supplies. Staff also coordinates several Citywide activities such as the Combined Giving Campaign, Annual Employee Appreciation Breakfast, and the Years of Service Recognition Event.

Department Budget Summary

Human Resources					
Fund/Program	2010/11 <i>Actual</i>	2011/12 <i>Budget</i>	2011/12 <i>Actual</i>	2012/13 <i>Budget</i>	2013/14 <i>Plan</i>
General Fund					
Human Resources	3,080,467	3,419,916	3,303,420	3,425,064	3,576,685
Property and Liability Insurance					
Human Resources	119,093	126,272	112,333	116,008	115,614
TOTAL EXPENDITURES	3,199,560	3,546,188	3,415,752	3,541,072	3,692,299

Human Resources

FY 2013/14 Operating Budget

Budget Overview and Significant Changes

FY 2013/14 is the second year of a two-year operating budget cycle. As such, there were no significant changes to the department's operating budget for FY 2013/14. The Human Resources Department experienced significant staffing reductions as part of the cost savings efforts in FY 2010/11 and FY 2011/12. One position, a Principal Human Resources Analyst, has been added back to the budget in FY 2013/14. This position will report directly to the Director of Human Resources and will primarily support the Administration Division of the Department. This position will be the primary analytical support for the Director and will coordinate the Department budget and manage the Volunteer Resources Program. The Director may also assign this position to assist division managers on special projects on an as-needed basis.

Risk Management

The Risk Management Division has assumed management of the City's paid medical leave program, family and medical leaves, and the disability reasonable accommodation process. With the elimination of the Office Assistant position in Administrative Support Services, the Senior Office Assistant position has assumed the duties of the front desk receptionist in addition to continuing regular duties. The Division continues to emphasize employee safety with the goal of reducing employee injuries and workers' compensation costs. The Division has taken on an enhanced role with the Department of Public Safety in monitoring and managing workers' compensation claims. The following table shows the trends in workers' compensation claims since FY 2004/05. Although there was an increase in FY 2010/11, there was a significant reduction in the number of workers' compensation claims in FY 2011/12.

City of Sunnyvale
Workers' Compensation Claims

	Number of Claims Submitted	Change in Number of Claims	Percent Change
FY 2004/05	186	--	--
FY 2005/06	162	-24	-12.9%
FY 2006/07	126	-36	-22.2%
FY 2007/08	116	-10	-7.9%
FY 2008/09	100	-16	-13.8%
FY 2009/10	95	-5	-5.0%
FY 2010/11	114	+19	20.0%
FY 2011/12	85	-29	-34.2%
FY 2012/13 (est)	100	+15	+17.6%

Human Resources

FY 2013/14 Operating Budget

Recruitment/Classification

The Recruitment/Classification Division's budget was significantly reduced during the previous budget cycle. Two positions in the Recruitment and Classification Division were eliminated beginning in FY 2010/11. However, recruitment activity continues to hold steady over the past few fiscal years.

Fiscal Year	New Hires	Promotions	Total
FY 2009/10	22	20	42
FY 2010/11	28	18	46
FY 2011/12	31	29	60
FY 2012/13*	34	19	53

* as of March 27, 2013

The Division has also undertaken a significant project of updating approximately 65% of the City's job descriptions. This project includes: reviewing the minimum qualifications of the entry-level classifications; determining whether desirable qualifications should be added to the job description; inserting supervisory responsibilities for appropriate senior-level classifications Citywide; reviewing the City's alternately-staffed classifications and standardizing the I/II classifications; updating classifications that were pulled out of the alternately-staffed series; creating general classifications instead of existing sub-classes; reviewing organizational structures and re-titling job descriptions to more accurately define the job; and, reviewing the Fair Labor Standards Act (FLSA) designations. This project will be completed by the end of FY 2012/13.

Human Resources

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
Director of Human Resources	1	1
Human Resources Manager	3	3
Risk Manager	1	1
Administrative Aide-Confidential	1	1
Human Resources Analyst	5	5
Senior Human Resources Analyst	1	1
Human Resources Technician	3	3
Senior Office Assistant-Confidential	1	1
Principal Human Resource Analyst	0	1
Human Resources Department Total	16	17

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Human Resources Department Performance Indicators

2011 Consolidated General Plan Goals:

This department provides administrative and/or internal services within the City. As such, its indicators are not tied to General Plan goals and instead are developed to optimize the level of internal/administrative support service provided.

	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Human Resources			
Workload Indicators			
Number of workers' compensation claims.	114	83	
Number of liability claims.	103	106	
Number of regular recruitments.	54	55	
Number of regular new hires (not including internal transfers).	28	34 (includes City Council)	
Number of temporary new hires.	189	190	
Number of training classes.	70	84	
Number of labor associations.	6	6	
Number of labor agreements (MOU's) negotiated and approved.	3	4	
Number of labor grievances.	2	6	
Number of formal disciplinary actions.	12	12	
Citywide turnover rate.	6%	7%	
Performance Indicators			
Average number of business days for a recruitment process from an approved hiring requisition to the establishment of an eligible list.	31	79	
Average number of business days for a recruitment process from the start of the hiring process (position posted) to the establishment of eligible list. [New in FY 2012/13]	--	--	
Number of participants in the Citywide Employee Training Program and percent rating their session(s) as good or better.	1,488 98%	1,687 92%	
Percent of employees attending training sessions. [New in FY 2012/13]	--	--	
Cost of Risk ---Expenses of risk management program (safety, workers comp, liability) as a percentage of overall City operating budget.	1.48%	1.73%	

Human Resources Department Performance Indicators

2011 Consolidated General Plan Goals:

This department provides administrative and/or internal services within the City. As such, its indicators are not tied to General Plan goals and instead are developed to optimize the level of internal/administrative support service provided.

	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Number of survey respondents and percent rating the services provided by Human Resources as good or better.	--	--	
Number of volunteer applications processed.	832	773	
Percent of volunteer applicants placed into service. [New in FY 2012/13]	--	--	
Percent of total Department operating budget expended.	89%	96%	

**City of Sunnyvale
Program Performance Budget**

Program 754 - Human Resources

Service Delivery Plan 75401 - Risk Management

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 754100 - Safety					
Costs:	261,988.63	252,238.86	248,228.24	256,427.06	258,390.72
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	911.41	875.00	905.20	870.00	870.00
Activity 754110 - Workers' Compensation					
Product: A Claim					
Costs:	169,989.69	169,515.36	179,699.77	148,147.01	147,553.30
Products:	114.00	100.00	83.00	105.00	100.00
Hours:	1,625.56	1,600.00	1,691.60	1,425.00	1,425.00
Activity 754120 - Liability					
Product: A Claim					
Costs:	119,092.75	126,272.48	112,332.85	116,007.61	115,613.98
Products:	0.00	112.00	103.00	110.00	110.00
Hours:	1,099.75	1,245.00	1,008.10	1,200.00	1,200.00
Activity 754130 - Interactive Process					
Product: An Interactive Process Conducted					
Costs:	0.00	0.00	0.00	30,803.68	30,889.23
Products:	0.00	0.00	0.00	20.00	20.00
Hours:	0.00	0.00	0.00	275.00	275.00
Activity 754140 - Leave Administration					
Product: An FMLA Request Received					
Costs:	0.00	0.00	0.00	101,580.87	100,745.20
Products:	0.00	0.00	0.00	150.00	150.00
Hours:	0.00	0.00	0.00	1,000.00	1,000.00

**City of Sunnyvale
Program Performance Budget**

Program 754 - Human Resources

Totals for Service Delivery Plan 75401 - Risk Management

Costs:	551,071.07	548,026.70	540,260.86	652,966.23	653,192.43
Hours:	3,636.72	3,720.00	3,604.90	4,770.00	4,770.00

**City of Sunnyvale
Program Performance Budget**

Program 754 - Human Resources

Service Delivery Plan 75402 - Recruitment/Classification

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 754200 - Recruitment/Classification					
Product: A Recruitment					
Costs:	485,395.20	756,022.53	611,906.93	0.00	0.00
Products:	0.00	56.00	0.00	0.00	0.00
Hours:	4,636.95	6,147.00	5,460.40	0.00	0.00
Activity 754210 - New Hire Processing/Regular					
Product: A Regular Employee Hired					
Costs:	7,602.71	116,870.39	11,221.35	0.00	0.00
Products:	0.00	60.00	25.00	0.00	0.00
Hours:	33.53	900.00	11.00	0.00	0.00
Activity 754220 - New Hire Processing/Temporary					
Product: A Temporary Employee Hired					
Costs:	41,841.19	59,730.80	39,860.78	0.00	0.00
Products:	0.00	175.00	197.00	0.00	0.00
Hours:	356.68	500.00	349.50	0.00	0.00
Activity 754230 - Recruitment					
Product: A Recruitment					
Costs:	0.00	0.00	0.00	451,102.03	445,664.81
Products:	0.00	0.00	0.00	50.00	50.00
Hours:	0.00	0.00	0.00	3,710.00	3,710.00
Activity 754240 - Classification Review					
Costs:	0.00	0.00	0.00	137,499.94	134,999.65
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,000.00	1,000.00

**City of Sunnyvale
Program Performance Budget**

Program 754 - Human Resources

Service Delivery Plan 75402 - Recruitment/Classification

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 754250 - New Hire Processing					
Product: A Regular or Temporary Employees Hired					
Costs:	0.00	0.00	0.00	152,893.12	147,244.33
Products:	0.00	0.00	0.00	150.00	150.00
Hours:	0.00	0.00	0.00	1,240.00	1,240.00
Totals for Service Delivery Plan 75402 - Recruitment/Classification					
Costs:	534,839.10	932,623.72	662,989.06	741,495.09	727,908.79
Hours:	5,027.16	7,547.00	5,820.90	5,950.00	5,950.00

**City of Sunnyvale
Program Performance Budget**

Program 754 - Human Resources

Service Delivery Plan 75403 - Employee Relations/Development

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 754300 - Labor Negotiations					
Costs:	77,816.31	253,858.16	130,457.09	189,929.88	219,836.54
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	355.78	1,300.00	419.00	950.00	1,230.00
Activity 754310 - Employee Relations					
Costs:	367,568.27	217,356.25	468,399.06	381,043.96	393,451.60
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,199.28	1,610.00	3,741.40	3,410.00	3,410.00
Activity 754320 - Training - Mandated					
Product:	Number of Training Sessions				
Costs:	8,570.97	30,360.53	66,914.54	44,173.29	59,656.76
Products:	0.00	190.00	30.00	2.00	15.00
Hours:	56.14	290.00	542.70	440.00	440.00
Activity 754330 - Training - Citywide					
Product:	A Class Session				
Costs:	226,312.84	216,702.55	118,520.26	122,593.30	124,069.48
Products:	0.00	52.00	42.00	50.00	50.00
Hours:	2,198.81	1,820.00	1,080.50	920.00	920.00
Activity 754340 - Volunteer Management					
Costs:	212,220.87	125,705.80	56,802.50	103,786.81	130,473.89
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,377.35	1,380.00	670.70	1,108.00	1,388.00

**City of Sunnyvale
Program Performance Budget**

Program 754 - Human Resources

Service Delivery Plan 75403 - Employee Relations/Development

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 754350 - Career Development					
Product: A Training Session					
Costs:	0.00	0.00	0.00	50,388.30	50,310.18
Products:	0.00	0.00	0.00	15.00	15.00
Hours:	0.00	0.00	0.00	400.00	400.00
Totals for Service Delivery Plan 75403 - Employee Relations/Development					
Costs:	892,489.26	843,983.29	841,093.45	891,915.54	977,798.45
Hours:	8,187.36	6,400.00	6,454.30	7,228.00	7,788.00

**City of Sunnyvale
Program Performance Budget**

Program 754 - Human Resources

Service Delivery Plan 75404 - Employee Benefits

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 754400 - Human Resources Information Systems Management					
Product: An HRIS Entry					
Costs:	253,728.79	380,726.03	350,009.25	396,471.28	392,928.42
Products:	0.00	0.00	0.00	1,550.00	1,550.00
Hours:	3,384.33	4,125.00	4,174.40	4,205.00	4,205.00
Activity 754410 - Benefits Administration					
Product: A Benefits Change Processed					
Costs:	334,970.05	434,229.95	408,810.23	328,591.47	326,674.69
Products:	0.00	0.00	54.00	180.00	180.00
Hours:	4,164.43	4,530.00	4,372.50	3,275.00	3,275.00
Totals for Service Delivery Plan 75404 - Employee Benefits					
Costs:	588,698.84	814,955.98	758,819.48	725,062.75	719,603.11
Hours:	7,548.76	8,655.00	8,546.90	7,480.00	7,480.00

**City of Sunnyvale
Program Performance Budget**

Program 754 - Human Resources

Service Delivery Plan 75405 - Management and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 754500 - Department-wide Support					
Costs:	618,978.09	359,689.87	580,637.20	461,193.96	527,168.71
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	5,537.90	3,775.00	4,925.80	4,525.00	5,225.00
Activity 754510 - Citywide Activities/Special Events					
Costs:	13,483.48	46,908.44	31,952.43	68,438.42	86,627.04
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	79.55	150.00	38.00	350.00	625.00
Totals for Service Delivery Plan 75405 - Management and Administrative Support Services					
Costs:	632,461.57	406,598.31	612,589.63	529,632.38	613,795.75
Hours:	5,617.45	3,925.00	4,963.80	4,875.00	5,850.00
Totals for Program 754					
Costs:	3,199,559.84	3,546,188.00	3,415,752.48	3,541,071.99	3,692,298.53
Hours:	30,017.45	30,247.00	29,390.80	30,303.00	31,838.00

Information Technology

FY 2013/14 Operating Budget

Department Description

The Information Technology Department (ITD) provides and maintains proven information and communications technologies to support the City's delivery of public services and business operations. Technology services are delivered by well-trained and skilled professionals using cost effective approaches.

Programs and Services

The Information Technology Department is organized into three program areas: Software Application Services and Support, IT Infrastructure Services and Support, and IT Administration.

Software Application Services and Support

The Software Applications Services and Support Program supports the City's various software applications that are used by the City's other business units. These systems include the Financial, Human Resources/Payroll, Utility Billing, and Permitting systems, and the Computer Aided Dispatch and Records Management systems used by the Department of Public Safety to manage emergency responses. Program staff provides high quality, consistent customer service by forming partnerships with customers, and by applying industry standards and best practices in the acquisition and management of these systems. The Program also provides business analysis, project management, application development, and application implementation as needed for such business applications and systems.

IT Infrastructure Services and Support

The IT Infrastructure Services and Support Program is responsible for deploying and operating the basic information technologies for the City. The Program provides voice (telephone and radio) communications systems, data networks, computer systems and online resources. It is also responsible for the management of information technology (IT) security risks. The Program's objective is to continually improve the City's technology resources by providing reliable and effective systems and services. Staff also provides strong customer service to assist non-technical staff make good use of City systems.

IT Administration

The IT Administration Program manages the City's technology budget and assets so that the Applications and Infrastructure Programs are able to support City operations. The Program is also responsible for purchasing IT goods and services, including systems maintenance and support, for

Information Technology

FY 2013/14 Operating Budget

all City functions. IT Administration’s support includes seeking collaboration opportunities with other government agencies, developing policies that ensure effective use of technology throughout the City, and planning for the City’s technology needs. The Program also manages the City’s telecommunications franchises and lease agreements.

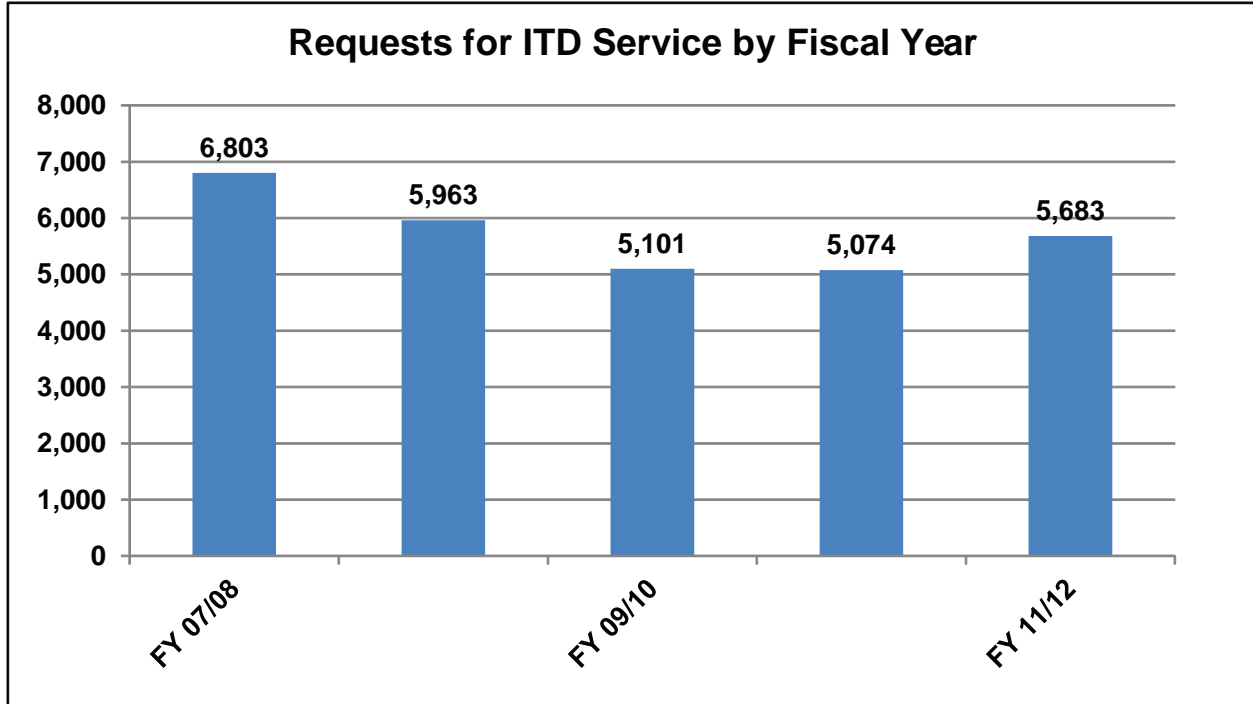
Department Budget Summary

Information Technology					
Fund/Program	2010/11 <i>Actual</i>	2011/12 <i>Budget</i>	2011/12 <i>Actual</i>	2012/13 <i>Budget</i>	2013/14 <i>Plan</i>
General Services					
Software Application Services and Support	2,327,494	2,389,521	2,288,623	2,476,848	2,723,570
IT Infrastructure Services and Support	2,442,955	2,344,894	2,259,722	2,191,795	2,395,144
IT Department Administration	1,031,790	1,468,250	1,166,998	1,399,610	1,438,527
TOTAL EXPENDITURES	5,802,239	6,202,665	5,715,343	6,068,253	6,557,241

Budget Overview and Significant Changes

ITD is adding two regular, full time employees in FY 2013/14, as well as approximately \$180,000 for technology systems maintenance and support costs. The additional maintenance and support costs are primarily for the recently implemented email system and for increased costs to support hardware.

ITD staffing reductions during the recent budgetary downturn impacted the IT Infrastructure Services and Support Program, and current staffing levels are well below industry standards. This has put a strain on ITD’s ability to support the City’s delivery of public service and business operations, and has come at the expense of the City’s IT infrastructure. The additional staff will allow the Department to meet the ever increasing technology needs of the City while still providing reliable and effective systems and services.



Software Application Services and Support

The increased use of software to support efficient City operations is resulting in additional maintenance and support costs in the Software Application Services and Support Program. ITD continually evaluates these costs to ensure their effectiveness. For example, in FY 2013/14 ITD will assess and modernize several older in-house applications.

IT Infrastructure Services and Support

During FY 2013/14, in addition to normal business operations, the IT Infrastructure Services and Support Program will undertake several major projects to upgrade the City's IT infrastructure, including a fiber optic system, and replacing network equipment, telephone system, servers, and radio infrastructure. The Infrastructure Division bore all of the staffing reductions in prior years, perhaps to the detriment of basic IT services. The addition of the two staff members in the Program will close significant gaps in IT support of public service delivery by all departments.

IT Administration

The Administration Program will continue during this budget cycle to develop a new strategic plan and a method of approaching the development and prioritization of proposed IT projects. The Program will also analyze technology maintenance contracts for appropriate support levels and potential savings, as well as implement new IT Service Level Agreements and revisions to ITD administrative policies.

Information Technology

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
Director of Information Technology	1	1
Administrative Services Manager	1	1
Manager, Information Technology Services	1	1
Manager, Applications Development	1	1
Administrative Analyst	1	1
Senior Programmer Analyst	5	5
Principal Programmer Analyst	3	3
Information Technology Coordinator	3	3
Network Engineer	2	2
Staff Office Assistant	1	1
Help Desk Technician	0	1
PC Technician	0	1
Information Technology Department Total	19	21

Information Technology Department Performance Indicators

2011 Consolidated General Plan Goals:

This department provides administrative and/or internal services within the City. As such, its indicators are not tied to General Plan goals and instead are developed to optimize the level of internal/administrative support service provided.

	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
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Business Application Services and Support

Workload Indicators

Number of new systems and/or applications implemented.	16	6	
Number of business applications supported.	~100	101	
Number of business application related service requests.	1,546	1,630	
Number of ongoing system maintenance tasks. [New in FY 2012/13]	--	--	
Number of major business system upgrades. [New in FY 2012/13]	--	--	

Performance Indicators

Percent of total business hours (2,080) that critical business applications are available. [Deleted in FY 2012/13]	96%	98%	
Business system uptime excluding planned maintenance shutdowns. [New in FY 2012/13]	--	--	
Percent of critical service requests resolved within 1 day, with a goal of 100%.	63%	88%	
Percent of non-critical services requests resolved within 5 business days.	52%	72%	
Service Technician Response [New in FY 2012/13]			
a. Number of service requests.	--	--	
b. Percent of service requests resolved on the same business day.	--	--	
c. Percent of service requests resolved by due date.	--	--	
d. Number of customers served.	--	--	
e. Number of survey respondents and percent rating services provided by the Business Applications service technicians as good or better.	--	--	

Information Technology Department Performance Indicators

2011 Consolidated General Plan Goals:

This department provides administrative and/or internal services within the City. As such, its indicators are not tied to General Plan goals and instead are developed to optimize the level of internal/administrative support service provided.

	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
--	-----------------------	-----------------------	-----------------------

IT Infrastructure Services and Support

Workload Indicators

Number of desktop computers provided and maintained.	972	1,065	
Number of cellular phone accounts administered. [Deleted in FY 2012/13]	289	301	
Number of Blackberry accounts administered. [Deleted in FY 2012/13]	66	66	
Number of servers (stand alone and virtualized enterprise) maintained and administered.	161	202	
Number of ongoing system maintenance tasks. [New in FY 2012/13]	--	--	
Number of network devices maintained and administered.	113	114	
Number of Infrastructure Services service requests. [New in FY 2012/13]	--	--	

Performance Indicators

Percent of total time that the City's computing environment (network, servers, desktops) is available, with a goal of 99.999%.	100%	100%	
Percent of total time that the City's voice communications services (telephone, voicemail, radio) are available, with a goal of 100%.	100%	100%	
Percent of total time that the City's e-mail system and Internet services are available.	100%	100%	
Helpdesk Response [New in FY 2012/13]			
a. Number of service requests.	--	--	
b. Percent of service requests resolved within 1 hour.	--	--	
c. Percent of service requests assigned to service technician within 1 hour.	--	--	
d. Number of customers served.	--	--	
e. Number of survey respondents and percent rating services provided by the Help Desk as good or better.	--	--	

Information Technology Department Performance Indicators

2011 Consolidated General Plan Goals:

This department provides administrative and/or internal services within the City. As such, its indicators are not tied to General Plan goals and instead are developed to optimize the level of internal/administrative support service provided.

	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Service Technician Response [New in FY 2012/13]			
a. Number of service requests.	--	--	
b. Percent of service requests resolved on the same business day.	--	--	
c. Percent of service requests resolved by due date.	--	--	
d. Number of customers served.	--	--	
e. Number of survey respondents and percent rating services provided by the IT Infrastructure service technicians as good or better.	--	--	

IT Department Administration

Workload Indicators

Number of Department Administration service requests.	4,730	66	
Number of requests for technology equipment acquisitions.	113	138	
Number of requests for technology solutions. [Deleted for FY 2012/13]	7	27	
Number of cellular/wireless accounts administered. [New in FY 2012/13]	--	--	
Number of Business Analysis Reports completed. [New in FY 2012/13]	--	--	
Number of IT project requests. [New in FY 2012/13]	--	--	
Number of IT service contracts managed. [New in FY 2012/13]	--	--	

Performance Indicators

Percent of requests for technology equipment acquisitions reviewed and responded to within 10 business days.	96%	94%	
Percent of total Department operating budget expended.	95%	92%	

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**City of Sunnyvale
Program Performance Budget**

Program 746 - Software Application Services and Support

Service Delivery Plan 74601 - Software Application Support

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 746100 - Provide Software Application Support					
Product: A Service Request					
Costs:	1,118,659.81	709,210.44	806,028.51	836,616.41	842,870.26
Products:	193.00	1,950.00	1,630.00	193.00	193.00
Hours:	9,228.20	7,022.00	7,612.03	8,070.00	8,070.00
Activity 746110 - Complete Recurring Production Activities					
Product: A Production Activity					
Costs:	538,280.59	809,845.67	718,033.03	819,675.61	1,051,996.10
Products:	41.00	1,186.00	1,376.00	41.00	41.00
Hours:	1,276.22	1,548.00	1,134.66	980.00	980.00
Totals for Service Delivery Plan 74601 - Software Application Support					
Costs:	1,656,940.40	1,519,056.11	1,524,061.54	1,656,292.02	1,894,866.36
Hours:	10,504.42	8,570.00	8,746.69	9,050.00	9,050.00

**City of Sunnyvale
Program Performance Budget**

Program 746 - Software Application Services and Support

Service Delivery Plan 74602 - Software Application Projects

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 746200, 746201 - Execute Software Application Projects					
Product: A Project Milestone					
Costs:	475,364.68	710,618.81	525,831.82	0.00	0.00
Products:	0.00	118.00	116.00	0.00	0.00
Hours:	4,470.27	6,385.00	4,848.71	0.00	0.00
Activity 746210, 746211, 746212, 746213 - Application Development Projects					
Costs:	0.00	0.00	0.00	260,284.86	263,356.12
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	2,320.00	2,320.00
Activity 746220, 746221, 746222, 746223, 746224 - Vendor Application Projects					
Costs:	0.00	0.00	0.00	324,188.06	326,825.89
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	3,000.00	3,000.00
Totals for Service Delivery Plan 74602 - Software Application Projects					
Costs:	475,364.68	710,618.81	525,831.82	584,472.92	590,182.01
Hours:	4,470.27	6,385.00	4,848.71	5,320.00	5,320.00

**City of Sunnyvale
Program Performance Budget**

Program 746 - Software Application Services and Support

Service Delivery Plan 74603 - Management and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 746300 - Management and Administrative Support Services					
Costs:	144,624.82	108,462.30	190,103.74	182,699.48	184,521.13
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,243.89	875.00	1,561.99	1,600.00	1,600.00
Activity 746310 - Staff Development and Training					
Costs:	50,563.79	51,383.73	48,625.54	53,383.37	54,000.61
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	359.32	320.00	320.21	360.00	360.00
Totals for Service Delivery Plan 74603 - Management and Administrative Support Services					
Costs:	195,188.61	159,846.03	238,729.28	236,082.85	238,521.74
Hours:	1,603.21	1,195.00	1,882.20	1,960.00	1,960.00
Totals for Program 746					
Costs:	2,327,493.69	2,389,520.95	2,288,622.64	2,476,847.79	2,723,570.11
Hours:	16,577.90	16,150.00	15,477.60	16,330.00	16,330.00

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**City of Sunnyvale
Program Performance Budget**

Program 747 - IT Infrastructure Services and Support

Service Delivery Plan 74701 - Administer City Computing Environment

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 747100 - Resolve Requests for Service					
Product: A Service Request					
Costs:	420,966.86	211,637.14	451,777.44	328,068.31	435,757.73
Products:	0.00	2,350.00	3,621.00	2,350.00	2,350.00
Hours:	4,534.29	2,400.00	5,289.13	3,890.00	5,090.00
Activity 747110 - Complete Recurring Production Activities					
Product: A Production Activity					
Costs:	1,175,192.89	1,610,821.51	1,328,841.14	1,273,602.53	1,279,358.31
Products:	0.00	18,860.00	18,800.00	18,860.00	18,860.00
Hours:	2,279.95	1,815.00	2,332.67	1,390.00	1,690.00
Activity 747120 - Prevent, Respond to Malfunctions					
Product: An Incident					
Costs:	5,316.78	97,426.51	27,909.91	181,030.00	222,095.26
Products:	0.00	12.00	12.00	12.00	12.00
Hours:	53.43	1,100.00	310.93	2,000.00	2,450.00
Activity 747130 - Maintain and Configure Server Operating Systems and Databases					
Costs:	247,308.31	57,766.04	68,148.35	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,616.08	600.00	671.07	0.00	0.00
Totals for Service Delivery Plan 74701 - Administer City Computing Environment					
Costs:	1,848,784.84	1,977,651.20	1,876,676.84	1,782,700.84	1,937,211.30
Hours:	8,483.75	5,915.00	8,603.80	7,280.00	9,230.00

**City of Sunnyvale
Program Performance Budget**

Program 747 - IT Infrastructure Services and Support
Service Delivery Plan 74702 - Provide End User Training

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 747200 - Classroom Technical Training					
Product: A Person Trained					
Costs:	12,229.43	16,853.64	1,707.53	0.00	0.00
Products:	0.00	350.00	100.00	0.00	0.00
Hours:	143.16	200.00	18.26	0.00	0.00
Activity 747210 - Provide Individual Technical Training					
Product: A Person Trained					
Costs:	2,760.43	25,280.48	0.00	0.00	0.00
Products:	0.00	260.00	50.00	0.00	0.00
Hours:	32.26	300.00	0.00	0.00	0.00
Totals for Service Delivery Plan 74702 - Provide End User Training					
Costs:	14,989.86	42,134.12	1,707.53	0.00	0.00
Hours:	175.42	500.00	18.26	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 747 - IT Infrastructure Services and Support

Service Delivery Plan 74703 - IT Infrastructure Projects

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 747300, 747301, 747302, 747303 - Execute Projects					
Product: A Project Milestone					
Costs:	298,260.12	199,871.68	247,584.11	230,023.82	258,398.12
Products:	0.00	54.00	54.00	54.00	54.00
Hours:	2,608.01	1,925.00	2,465.97	2,390.00	2,690.00
Totals for Service Delivery Plan 74703 - IT Infrastructure Projects					
Costs:	298,260.12	199,871.68	247,584.11	230,023.82	258,398.12
Hours:	2,608.01	1,925.00	2,465.97	2,390.00	2,690.00

**City of Sunnyvale
Program Performance Budget**

Program 747 - IT Infrastructure Services and Support

Service Delivery Plan 74704 - Management and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 747400 - Management and Administrative Support Services					
Costs:	256,103.37	100,939.27	107,867.75	144,617.18	159,307.10
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,191.74	825.00	861.28	1,300.00	1,450.00
Activity 747410 - Staff Development and Training					
Costs:	24,817.16	24,297.81	25,885.70	34,452.98	40,227.39
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	134.08	200.00	216.59	240.00	300.00
Totals for Service Delivery Plan 74704 - Management and Administrative Support Services					
Costs:	280,920.53	125,237.08	133,753.45	179,070.16	199,534.49
Hours:	2,325.82	1,025.00	1,077.87	1,540.00	1,750.00
Totals for Program 747					
Costs:	2,442,955.35	2,344,894.08	2,259,721.93	2,191,794.82	2,395,143.91
Hours:	13,593.00	9,365.00	12,165.90	11,210.00	13,670.00

**City of Sunnyvale
Program Performance Budget**

Program 749 - ITD Administration

Service Delivery Plan 74901 - Business Analysis Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 749100 - Business Process Mapping/Improvement					
Costs:	21,220.08	232,652.51	53,108.36	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	115.05	1,550.00	297.18	0.00	0.00
Activity 749110 - Evaluate Technology Requests					
Costs:	12,012.63	222,822.56	34,486.28	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	65.32	1,470.00	188.78	0.00	0.00
Totals for Service Delivery Plan 74901 - Business Analysis Services					
Costs:	33,232.71	455,475.07	87,594.64	0.00	0.00
Hours:	180.37	3,020.00	485.96	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 749 - ITD Administration

Service Delivery Plan 74902 - Technology Asset and Budget Management

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 749200 - Acquire IT Equipment and Solutions					
Costs:	34,915.67	171,105.50	56,874.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	219.24	1,300.00	296.26	0.00	0.00
Activity 749210 - Administer Vendor Contracts					
Product: A Purchase Order Issued					
Costs:	200,644.60	181,775.59	292,430.82	0.00	0.00
Products:	0.00	240.00	188.00	0.00	0.00
Hours:	1,341.05	1,400.00	1,986.44	0.00	0.00
Activity 749220 - Manage IT Budgets					
Costs:	160,350.70	117,618.24	144,675.31	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	880.43	810.00	798.22	0.00	0.00
Totals for Service Delivery Plan 74902 - Technology Asset and Budget Management					
Costs:	395,910.97	470,499.33	493,980.13	0.00	0.00
Hours:	2,440.72	3,510.00	3,080.92	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 749 - ITD Administration

Service Delivery Plan 74903 - Franchises and Lease Agreements

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 749300 - Negotiate and Administer Franchises and Agreements					
Product: An Agreement					
Costs:	11,833.70	22,314.48	25,432.92	0.00	0.00
Products:	0.00	15.00	12.00	0.00	0.00
Hours:	64.19	150.00	139.37	0.00	0.00
Activity 749310 - Resolve Telecommunications Customer Complaints					
Product: A Complaint					
Costs:	3,425.55	12,453.91	5,395.95	0.00	0.00
Products:	0.00	25.00	29.00	0.00	0.00
Hours:	23.17	100.00	32.09	0.00	0.00
Totals for Service Delivery Plan 74903 - Franchises and Lease Agreements					
Costs:	15,259.25	34,768.39	30,828.87	0.00	0.00
Hours:	87.36	250.00	171.46	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 749 - ITD Administration

Service Delivery Plan 74904 - Management and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 749400 - Management and Administrative Support Services					
Costs:	576,961.91	494,912.74	542,549.10	1,379,699.72	1,418,336.93
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,335.19	2,420.00	2,454.57	8,340.00	8,580.00
Activity 749410 - Staff Development and Training					
Costs:	10,425.06	12,594.80	12,045.44	19,910.20	20,189.83
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	58.96	80.00	52.99	120.00	120.00
Totals for Service Delivery Plan 74904 - Management and Administrative Support Services					
Costs:	587,386.97	507,507.54	554,594.54	1,399,609.92	1,438,526.76
Hours:	2,394.15	2,500.00	2,507.56	8,460.00	8,700.00
Totals for Program 749					
Costs:	1,031,789.90	1,468,250.33	1,166,998.18	1,399,609.92	1,438,526.76
Hours:	5,102.60	9,280.00	6,245.90	8,460.00	8,700.00

Library and Community Services

FY 2013/14 Operating Budget

Department Description

The Department of Library and Community Services merges library services with recreation, youth and family services, and community resources. The Department provides a wide range of programs, services, resources, and events to meet the personal interests, educational, health and wellness as well as recreational pursuits of Sunnyvale residents of all ages. The Department is the largest single user of volunteers City-wide, with over 20,000 hours contributed in FY 2011/12. The Library Division offers equal access to a diversity of ideas, information, knowledge, and entertainment through its collection, programs, and services. The Library provides services from a central facility with expansive hours, a library lending machine at the Columbia Neighborhood Center, and online 24 hours a day, seven days a week. The Community Services Division offers an array of active, self-directed, and organized recreational programming. Programs are offered in arts, sports, fitness, and aquatics for all ages and skill levels. Community Services collaborates with local school districts and non-profit organizations to facilitate recreational, educational, child-care, social services, and health-care services based at the Columbia Neighborhood Center and the Sunnyvale Senior Center. Community Services also works with neighborhood associations, oversees the City-wide special events permitting process, and produces the annual State of the City event.

General Information / Library Division

Number of books and other library materials checked out during FY 2011/12:	2,705,192
Number of Library patrons who visited during FY 2011/12:	743,363
Number of logins to the Internet from Library PCs during FY 2011/12:	143,136
Number of people attending Library programs during FY 2011/12:	40,928
Size of Library's facility:	60,800 sq. ft.

Programs and Services

The Library Program is organized into seven service delivery plans: Borrower Services/Circulation, Library Services for Adults, Library Services for Children and Teens, Acquire Library Materials for the Public, Technology Services, Prepare Library Materials for the Public, and Management, Supervisory, and Administrative Support Services.

Borrower Services/Circulation

The Library enables customers to access and borrow library materials by checking items in/out, renewing items, shelving returned items to their proper location, and processing reserved items

Library and Community Services

FY 2013/14 Operating Budget

and materials requested from other libraries for customers. Staff encourages the timely return of materials by notifying borrowers of overdue items, sending replacement bills for items long overdue, and collecting fines/fees. Staff also keeps existing library customer accounts updated and issues library cards to new borrowers. In addition, staff delivers materials to a resident's home if that person is unable to come to the Library due to physical disability.

Library Services for Adults

The Library enhances the use of library materials and information resources for adults by providing one-on-one assistance locating and utilizing those resources as well as providing programming in support of community interests and educational pursuits. Staff attends community events and meetings to promote Library services for adults.

Library Services for Children and Teens

The Library enhances the use of library materials and information resources for children and teens by providing one-on-one assistance locating and utilizing those resources as well as providing programming in support of community interests and educational pursuits. Staff attends community events and meetings to promote Library services for children and teens. Resources are leveraged with those of the Community Services Division and local non-profit organizations to provide family literacy programs at the Columbia Neighborhood Center.

Acquire Library Materials for the Public

The Library provides quality collections for children, teens, and adults by selecting and acquiring new and relevant materials in a wide variety of formats in response to community interest and demand. Staff evaluates the collection areas in terms of age, relevancy, and condition. Staff also orders and receives materials, processes invoices, and monitors purchases.

Technology Services

The Library maintains technology to support service delivery. Inside the Library, computers, photocopiers and other equipment provide access to information and services. Outside the Library, services are delivered through the Library website/catalog. The catalog allows customers to search for library materials, magazine and newspaper articles, and e-Books, as well as manage their own account, renew materials, place items on hold, request materials from other libraries, pay fines, and register for a new library card. Maintaining all systems and equipment in working order ensures continuity of services.

Prepare Library Materials for the Public

The Library prepares materials for easy access and use by cataloging new materials accurately using national standards, updating the catalog to keep it current, physically processing new books,

Library and Community Services

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media items, periodicals and newspapers, and extending the life of repairable materials through basic repair and rebinding.

Management, Supervisory, and Administrative Support Services

The Library delivers cohesive and cost-effective operations of the Library facility, maintaining a safe and welcoming environment for customers and staff. High-quality customer service is provided through programs and services designed to meet community needs. Staff provides leadership and manages employees to support the overall effectiveness and efficiency of service delivery. The financial condition and results of Library programs are monitored and analyzed to ensure optimal use of resources. Library policies and procedures are developed and implemented to ensure even application. Long-range plans are developed in order to meet the needs of the community. Staff explores options for grants in order to supplement services with non-City funding. The Library partners with civic groups, the local business community, City departments, the Board of Library Trustees, and others to effectively inform the community about the services and resources available to them.

General Information / Community Services Division

Number of participant hours in Recreation related programs in FY 2011/12	847,905
Number of occupancy hours in recreation facilities in FY 2011/12	132,819
Number of volunteer hours managed by Recreation staff in FY 2011/12	19,084
Number of Senior Center memberships in FY 2011/12	2,803
Number of recipients benefiting from the Recreation Fee Waiver program	184
Number of participant hours generated by CNC service providers in FY 2011/12	93,323
Number of unduplicated participants the CNC served in FY 2011/12	11,946
Number of dollars leveraged for each \$ contributed by the City towards CNC operations	\$3.06
Percent increase in number of child care slots in FY 2011/12	2.6%

Programs and Services

The Community Services Division is organized into two programs: Arts and Recreation and Youth and Family Services. Community Resources is now a service delivery plan within the Arts and Recreation Program.

The Arts and Recreation Program includes the following nine service delivery plans: Preschool, Middle, and High School After School and Summer Recreation Programs; Senior Recreation Classes, Activities and Services/Therapeutic Recreation; Youth and Adult Visual and Performing Arts Programs; Aquatics Activities and Facilities; Sport Classes and Activities; Recreation

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Facility Rentals and Use; Registration, Reception Services, Community Outreach/Promotions and Special Events; Community Resources; and Management and Administrative Support. The Youth and Family Services Program includes the following two service delivery plans: Columbia Neighborhood Center and Youth, Family and Child Care Resources.

Arts and Recreation Program

The Arts and Recreation Program provides year-round arts, recreation, health and wellness, and enrichment activities for preschool-aged children through senior adults. Community Services staff schedules, operates, and rents out City-owned and leased recreation facilities, including four swimming pools, the recreation building, theater, creative arts center, indoor sports center, a senior center, dance studio, 11 park buildings, 36 athletic fields, and 49 picnic areas. The Teen Advisory Committee and Senior Center Advisory Committee are staffed by the Division. The Program also manages the City's Art in Private Development and Art in Public Places programs. A fee waiver program for eligible Sunnyvale residents 17 years of age and younger is available to provide a safety net for low-income families to afford to participate in classes and activities. The Arts and Recreation Program also develops, maintains, and grows community partnerships and resources. The partnerships allow the Division to achieve its goals of providing varied, unduplicated programs that are attractive to the community, maximize the resources partners can offer to benefit existing or new clients, and provide a high quality product for the customer.

Community building and civic engagement are the main areas of focus for the Community Resources portion of this program. Services include point of contact to address ADA concerns from the public, coordination of the City's neighborhood association program, administration of the special events permitting process, administration of two community grant programs (one for event organizers and one for neighborhood groups), and coordination of two staff advisory committees (Advisory Committee on Accessibility, Human Relations Cultural Diversity Advisory Committee). Additionally, City-wide special events, such as the Mayor's annual State of the City event, are included in this area. Finally, Community Services staffs and coordinates both the Parks and Recreation Commission and the Arts Commission.

Youth and Family Services Program

The Youth and Family Services Program is based out of the Columbia Neighborhood Center (CNC). The City of Sunnyvale operates CNC in collaboration with the Sunnyvale School District, non-profit organizations, and community businesses to provide a connected network of services and programs in the areas of community education, mental health services, health care, recreation, and youth and neighborhood safety. The philosophy behind this web of services is to provide the support that children in the service area need to develop the life skills necessary to be successful in school and beyond. CNC focuses on serving at-risk youth attending Bishop, Fairwood, Lakewood, San Miguel, and Columbia schools, as well as families with limited access to basic services

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residing in the Center’s service area. The MayView Community Health Clinic offers a satellite facility in the CNC. The Center and its partners also promote a strong community through events and activities for the neighborhood. The CNC Community Advisory Committee advises CNC staff on community needs of the service area.

In addition, programs and services that support the City’s child care providers, families with young children, Citywide youth and family issues, and the Child Care Staff Advisory Board, which acts in an advisory capacity to City staff on early care and education topics, are also based at CNC.

Department Budget Summary

Library and Community Services					
Fund/Program	<i>2010/11</i> <i>Actual</i>	<i>2011/12</i> <i>Budget</i>	<i>2011/12</i> <i>Actual</i>	<i>2012/13</i> <i>Budget</i>	<i>2013/14</i> <i>Plan</i>
General Fund					
Library	7,158,288	7,525,169	7,266,198	7,988,288	8,074,706
Youth and Family Services	324,767	264,397	251,276	338,682	338,055
Arts and Recreation	601,934	693,469	345,387	8,161,265	8,240,695
Youth and Neighborhood Services					
Youth and Family Services	588,159	753,721	796,088	746,557	739,515
Community Recreation Fund					
Arts and Recreation Programs	7,881,734	8,275,612	7,768,095	0	0
TOTAL EXPENDITURES	16,554,881	17,512,368	16,427,045	17,234,792	17,392,971

Library and Community Services

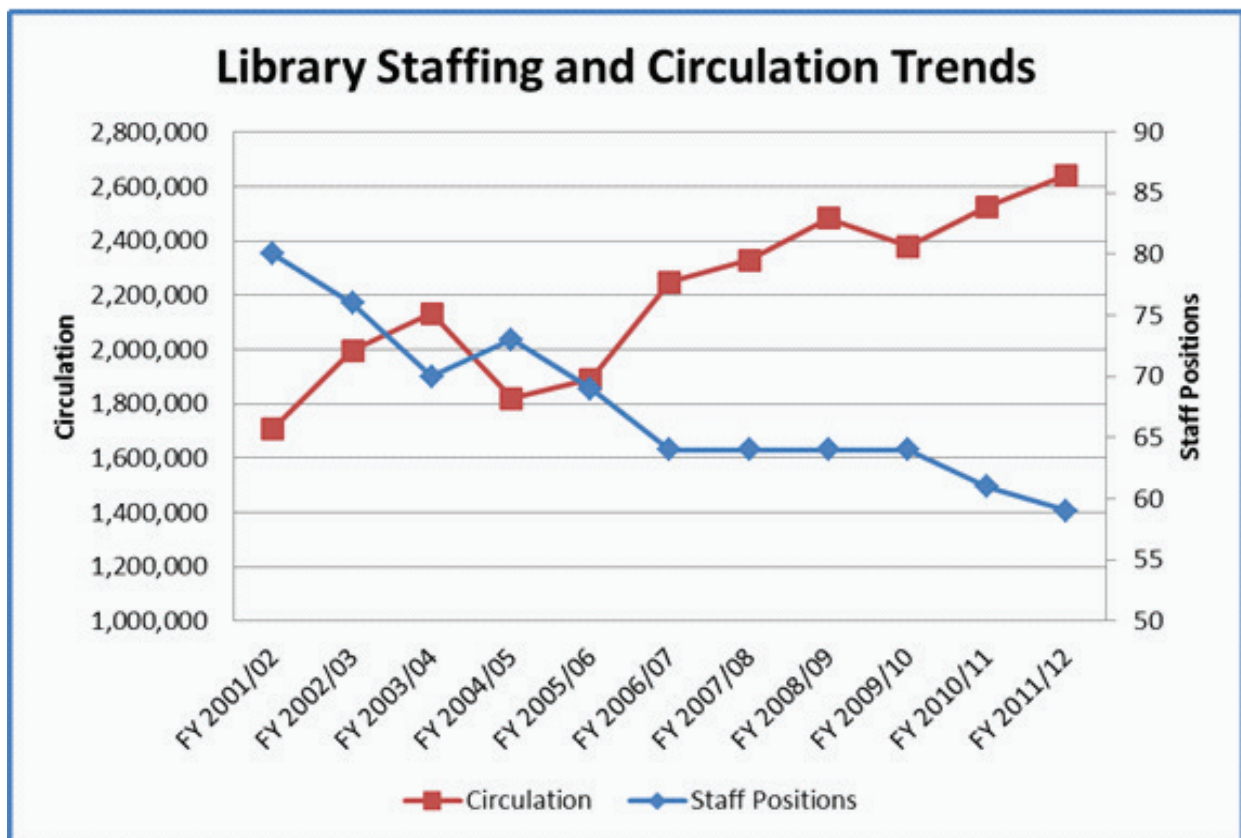
FY 2013/14 Operating Budget

Budget Overview and Significant Changes

FY 2013/14 is the second year of a two-year operating budget cycle. As such, there were no significant changes to the Department's operating budget for FY 2013/14. Beginning with retirements and career transitions in FY 2011/12 and continuing into FY 2012/13, the Department of Library and Community Services took advantage of the opportunities created by vacancies to consider new ways of providing services with fewer resources. For the Library Division, this meant a temporary reallocation of dollars to address service shortfalls, and for the Community Services Division, this meant a reorganization of service delivery to best meet community needs. Strategic planning for optimal use of resources is expected to continue in FY 2013/14.

Library Program

Overall business continues to be strong at the Library. Community members are borrowing items at record levels, and attendance at Library programs has increased by 53.8% in the past three years. Staffing levels, however, have declined 26% in the past 10 years and are now at record low levels, as seen in the chart below. This presents a challenge to the Library to meet the needs of the community, providing efficient and effective services with fewer staff.



Library and Community Services

FY 2013/14 Operating Budget

Toward the end of FY 2009/10, the Library converted the entire Library collection from barcode to RFID technology and installed an automated materials handling system, six new self-check machines, four automated materials handling returns, and a new security gate. Since that time, checkout is faster as multiple items can be checked out at once. The option to pay fines by credit card at the self-check machines has helped to boost overall revenues collected by 23% since their introduction. At check-in, materials are instantly removed from a customer's account, and the customer has the option to print a receipt as proof of return. This provides for more consistency and accuracy in both patron accounts and the Library catalog.

Approximately 95% of materials are returned using the automated materials handling system, and approximately 94% of checkouts now occur at the self-check machines, compared with 55% in FY 2008/09. These efficiencies have allowed staff to keep up with rising circulation as well as continue to provide excellent customer service.

Beginning in FY 2012/13, the Department reallocated funding from an existing vacant position to allow for a \$60,000 increase in library materials acquisition. The additional collection development dollars helped to address the Library's most significant service delivery shortfall and was responsible for increasing the availability of materials to 2.12 materials per capita (a 3.3% increase from the previous year). It also contributed to the projected 1.7% increase in total checkouts in FY 2012/13 compared to the previous year. In addition, these reallocated funds provided for staffing to reopen Thursday evenings with limited services beginning in FY 2012/13. Though reference assistance and programs were unavailable on Thursdays between 6 and 9 p.m., approximately 555 patrons on average visited the Library on Thursday evenings in FY 2012/13. This was similar to visitor counts before the Library closed on Thursday evenings in FY 2011/12. The reallocated funding level that provided \$60,000 in collection dollars and staffing for limited services on Thursdays is anticipated to continue in FY 2013/14.

The percentage of the Library budget in FY 2012/13 allocated to the acquisition of library materials is 7.8%. With the temporary addition of \$60,000 to the collection budget in FY 2012/13, the percentage was 8.6%. This rate is on the lower end in Santa Clara County, with Palo Alto Library at 11.2%, Santa Clara County Library at 13.6%, San Jose at 10.7%, and Mountain View Library at 10.6% (based upon the most current data available in FY 2010/11 from the California State Library). The erosion of collection development dollars combined with a lack of capacity to grow the collection has resulted in Sunnyvale providing only 2.12 materials per capita, below the statewide median of 2.13 and the lowest in Santa Clara County. San Jose Public Library provides 2.36 items per capita, Santa Clara 3.40 items per capita, Santa Clara County 4.37 items per capita, Palo Alto 4.66 items per capita, and Los Gatos 5.61 items per capita.

Library and Community Services

FY 2013/14 Operating Budget

Community Services Programs

The Arts and Recreation Program budget completed its first full year as a General Fund program in FY 2012/13. Previously, it had been a part of the Community Recreation Fund.

The Community Services Division programs continue to support a balanced array of facilities, services and recreation and arts opportunities for all ages. On an ongoing basis, programs and services are evaluated and retooled to best meet the needs of community, with staff taking the opportunity to achieve efficiencies and create partnerships wherever possible. When designing new programs and services, Community Services staff considers likely participants, trends in participation, competing services and the expected market share for that specific group, allocation of financial and time resources, as well as motivation for participation. Community Services Division staff has identified a number of programming opportunities to explore and implement with an emphasis on the environment, cultural awareness, health and wellness, technology, youth sports, and the aging population. Programmatic offerings, and associated costs and revenues, contract and expand based on market, interest, and needs.

City Council granted \$40,000 in one-time funding to the Community Services Division to increase the Care Manager hours at the Senior Center through June 30, 2013. The funding has been used to recruit a temporary, casual employee to work part-time as a skilled social service professional at the Senior Center alongside the existing Care Manager providing support services such as assessment, care planning, service arrangements, and client monitoring. Resources have been included in the proposed budget (as a special project) to fund the pilot Care Manager Program through FY 2013/14. The Program will be evaluated at the conclusion of the pilot.

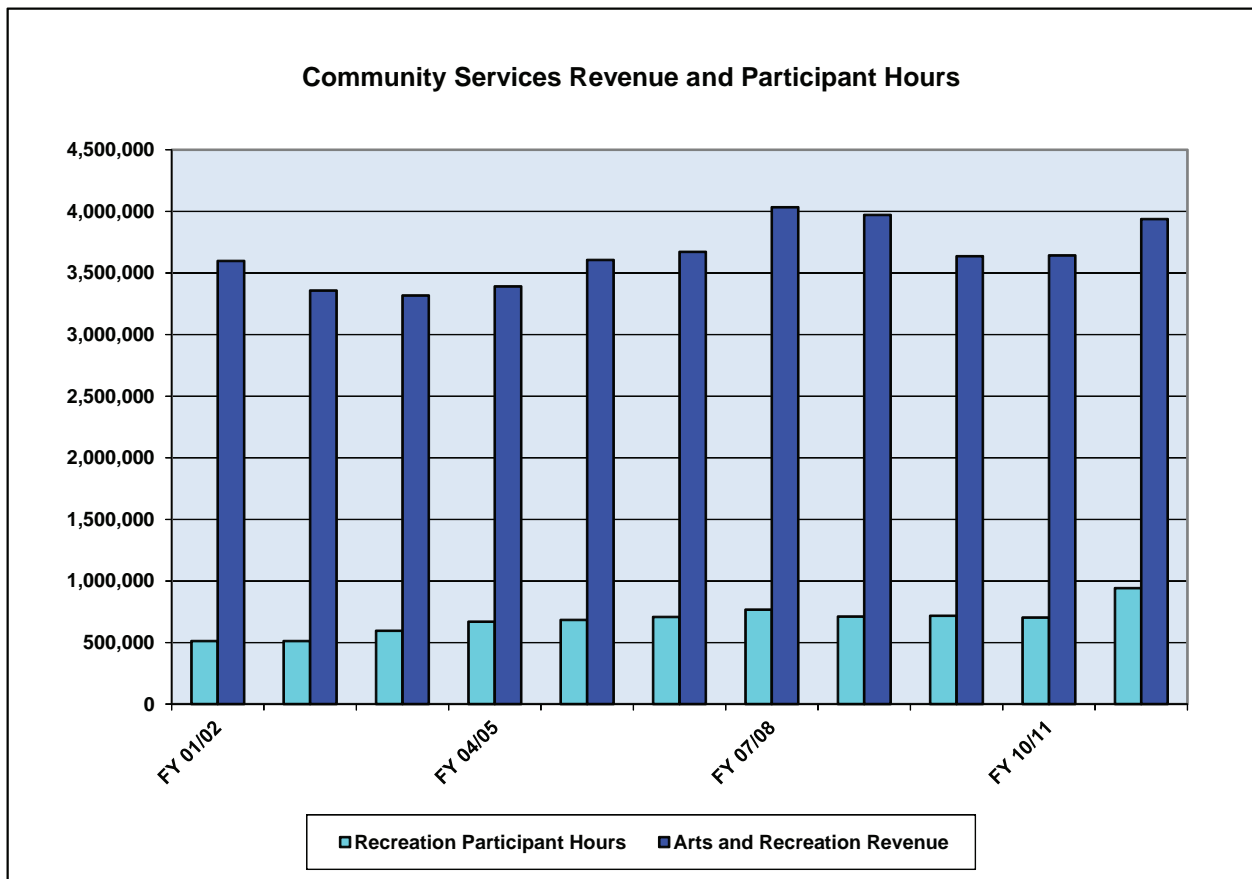
Casual salaries for unclassified temporary recreation employees used by the Community Services Division had not been increased since 2002. As a result, pay rates had not been adjusted to keep pace with changes in the region's cost of living, making it increasingly difficult to recruit qualified individuals and retain experienced staff. A comprehensive survey was conducted which revealed the majority of Sunnyvale pay rates for temporary/casual recreation employees were significantly below the market. City Council reviewed and approved proposed changes to temporary/casual recreation classifications and pay scales on December 4, 2012. The Community Services Division worked with the Department of Human Resources and Finance to implement the salaries effective January 20, 2013. A strategic decision was made not to fill a vacant position and to use some of those resources to fund the increase in casual salaries.

There has been a continued focus on identification and implementation of strategies to reduce dependence on the General Fund. Again the focus is on efficiencies, increased revenue generation,

Library and Community Services

FY 2013/14 Operating Budget

and service level adjustments, as necessary. Wherever possible, activities are structured to cover their costs, with programs for youth and seniors, in general, requiring the greatest amount of support from the General Fund. The budget also sets aside resources for the Recreation Fee Waiver Program, which assists qualifying low-income Sunnyvale youth with the payment of registration fees. The following graph shows trends in Community Services revenues and participation.



The expansion at Columbia Neighborhood Center (CNC) was completed in Spring 2012, adding an additional 3,000 square feet to the existing facility, doubling the number of offices for social services and the community health clinic, and adding a fitness room to be used by both the Columbia Middle School students and the community. The FY 2012/13 CNC programmatic operating budget was not increased in anticipation of the expansion because it is the intent of the City to establish new and expanded partnerships. These new partnerships, in conjunction with the expansion of CNC, will allow for increased programming and services for the youth and families that reside in the CNC service area. The FY 2012/13 budget for CNC was increased to account for additional maintenance costs associated with the expansion.

Library and Community Services

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
Director of Library and Community Services	1	1
Community Services Manager	4	4
Superintendent of Community Services	1	1
Youth and Family Resources Manager	1	1
Library Circulation Manager	1	1
Administrative Librarian	2	2
Supervising Librarian	3	3
Administrative Aide-Confidential	1	1
Administrative Aide	1	1
Administrative Analyst	1	1
Program Coordinator	3	3
Librarian	11	11
Library Assistant	5	5
Community Services Coordinator II	14	14
Community Services Coordinator I	1	1
Senior Library Assistant	1	1
Facility Attendant I	2	2
Facility Attendant II	1	1
Office Assistant	1	1
Office Clerk	1	1
Principal Office Assistant	1	1
Senior Office Assistant	5	5
Staff Office Assistant	1	1
Part-Time Office Assistant	2	2
Part-Time Staff Office Assistant	2	2
Part-Time Senior Office Assistant	1	1
Part-Time Graphic Artist	1	1
Part-Time Librarian	6	6
Library Specialist I	6	6
Library Specialist III	18	18
Part-Time Administrative Analyst	1	1
Library and Community Services Total	100	100

Library and Community Services Performance Indicators

2011 Consolidated General Plan Goals: Chapter 4, Community Character (CC)

- Goal CC-7: Appropriate Library Facilities
- Goal CC-8: Broad and Diverse Library Collection
- Goal CC-10: High Quality Recreation Programming
- Goal CC-11: Prioritization for Recreation Programming
- Goal CC-12: Maximize access to recreation services, facilities, and amenities

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Library				
Workload Indicators				
Number of library programs for adults. [New in FY 2012/13]	CC-7, CC-8	--	--	
Number of library programs for children, teens and families. [New in FY 2012/13]	CC-7, CC-8	--	--	
Number of library customers attending programs for adults. [Deleted in FY 2012/13]		4,854	9,435	
Number of library customers attending programs for children, teen and families. [Deleted in FY 2012/13]		28,197	31,493	
Average circulation of library materials per Sunnysvale resident	CC-8	18	19	
Average number of library visits annually per Sunnysvale resident	CC-7, CC-8	5	5	
Number of books circulated.	CC-8	2,524,293	2,705,192	
Number of library visitors.	CC-7, CC-8	732,621	743,363	
Performance Indicators				
Number of customer survey respondents and percent rating Library services as good or better.*	CC-7, CC-8	86%	--	
Number of customer survey respondents and percent rating programs for adults as good or better.	CC-7, CC-8	99%	98%	
Percent of library materials re-shelved within 48 hours after check-in.	CC-8	99%	98%	
Average number of days from receipt of materials to availability.	CC-8	17	15	
Percent of the library collection published in or after the year 2000.	CC-8	83%	91%	
Percent of total Library operating budget expended. [New in FY 2012/13]		--	--	

Library and Community Services Performance Indicators

2011 Consolidated General Plan Goals: Chapter 4, Community Character (CC)

Goal CC-7: Appropriate Library Facilities

Goal CC-8: Broad and Diverse Library Collection

Goal CC-10: High Quality Recreation Programming

Goal CC-11: Prioritization for Recreation Programming

Goal CC-12: Maximize access to recreation services, facilities, and amenities

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Arts and Recreation				
Workload Indicators				
Number of youth and teen participant hours in arts and recreation programs, including preschool, elementary, middle school and high school.	CC-10, CC-11	377,560	365,821	
Number of adult participant hours in arts and recreation programs (may include participation by seniors and older teens).	CC-10, CC-11	325,795	482,084**	
Number of duplicated enrollees. [New in FY 2012/13]	CC-10, CC-11	--	--	
Number of volunteer hours managed by Recreation staff.	CC-10	19,414	19,084	
Number of recipients benefiting from the Recreation Fee Waiver Program.	CC-12	188	184	
Number of occupancy hours from rentals of recreation facilities.	CC-10, CC-11, CC-12	180,581	132,819***	
Performance Indicators				
Number of customer survey respondents and percent rating arts and recreation programs as good or better.	CC-10	-- 97%	7,175 97%	
Number of customer survey respondents and percent rating arts and recreation facilities as good or better.	CC-10	-- 100%	38 100%	
Percent of cost recovery for the Arts and Recreation Program.	CC-12	46%	48%	
Percent of total Arts and Recreation operating budget expended. [New in FY 2012/13]		--	--	
Youth and Family Resources				
Workload Indicators				
Number of participant hours generated by Columbia Neighborhood Center service providers in the areas of: Community Education, Mental Health Services, Recreation and Enrichment, Health Services, and Youth & Neighborhood Safety.	CC-10, CC-11, CC-12	81,497	93,323	

Library and Community Services Performance Indicators

2011 Consolidated General Plan Goals: Chapter 4, Community Character (CC)

Goal CC-7: Appropriate Library Facilities

Goal CC-8: Broad and Diverse Library Collection

Goal CC-10: High Quality Recreation Programming

Goal CC-11: Prioritization for Recreation Programming

Goal CC-12: Maximize access to recreation services, facilities, and amenities

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Performance Indicators				
Number of customer survey respondents and percent rating a Youth & Family Resources sponsored program/activity/service as good or better.	CC-10, CC-11, CC-12			
a. Youth and Adults		-- 89%	1,515 92%	
b. Adults Only		-- 98%	866 98%	
c. Youth Only		-- 75%	649 83%	
Number of customer survey respondents and percent rating medical services provided at Columbia Neighborhood Center (CNC) as good or better. [New in FY 2012/13]	CC-10	--	--	
Number of Columbia Neighborhood Center (CNC) area residents and percent who utilized CNC services during this past year.*	CC-12	--	--	
Amount of Grants and In-Kind Contributions Received.	CC-12	\$1,472,376	\$1,786,810	
Number of customer survey respondents and percent rating the quality of child care information services as good or better.	CC-10, CC-12	33 97%	31 100%	
Percent of total Youth and Family Resources operating budget expended. [New in FY 2012/13]		--	--	
Community Resources				
Workload Indicators				
Number of Neighborhood Associations. [Deleted in FY 2012/13]		25	26	
Number of special event applications received.	CC-11, CC-12	48	34	
Number of neighborhood grant applications received.	CC-11, CC-12	11	12	
Performance Indicators				
Number of Neighborhood Association leaders responding to survey, and number rating overall support from community resources staff as satisfactory or better.* [Deleted in FY 2012/13]		--	--	

Library and Community Services Performance Indicators

2011 Consolidated General Plan Goals: Chapter 4, Community Character (CC)

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Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Management and Support Services				
Performance Indicators				
<p>The Parks and Recreation Commissioners' and Arts Commissioners' satisfaction rating for overall staff support is good or better. [Deleted fo FY 2012/13]</p> <p>Percent of residents who rate the overall quality of community facilities, park maintenance and recreation programs and activities offered by the Community Services Department to the community as "fair" or "better." [External Survey] * [Deleted for FY 2012/13]</p> <p>Percent of residents who rate the overall quality of community facilities, park maintenance and recreation programs and activities offered by the Community Services Department to the community as "good" or "excellent". [External Survey]* [Deleted for FY 2012/13]</p> <p>Number of customer concerns received by the Department of Community Services that are addressed within three (3) business days of receipt of the concern.* [Deleted for FY 2012/13]</p> <p>Percent of total planned operating budget expended.* [Deleted for FY 2012/13]</p>		<p>-- 100%</p> <p>--</p> <p>--</p> <p>--</p> <p>--</p>	<p>9 100%</p> <p>--</p> <p>--</p> <p>--</p> <p>--</p>	
<p><i>* Resident satisfaction survey conducted bi-annually, with next survey scheduled for 2013.</i></p> <p><i>** Fiscal Year 10/11 statistics did not include approximately 36,000 adult participant hours for Fremont Pool.</i></p> <p><i>*** Although it appears Community Services Division products have declined by 47,762 as compared with the previous year, six months of products for Tennis Center operations (January through June, 2012) are not included in this total. If Tennis Center products are subtracted from each year the delta would be 73,979 for Fiscal Year 10/11 and 81,934 for Fiscal Year 11/12, an increase of 10.75%.</i></p>				

**City of Sunnyvale
Program Performance Budget**

Program 527 - Youth and Family Services

Service Delivery Plan 52701 - Columbia Neighborhood Center

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 527100 - Coordinate Education Programs					
Product: A Program Coordinated					
Costs:	36,054.87	27,511.10	37,392.75	44,769.27	44,637.44
Products:	0.00	0.00	0.00	6.00	6.00
Hours:	398.94	240.00	391.20	395.00	395.00
Activity 527110 - Coordinate Health and Mental Health Services					
Product: A Program Coordinated					
Costs:	24,404.12	21,098.09	25,747.15	42,512.48	41,923.31
Products:	19.00	17.00	13.00	10.00	10.00
Hours:	263.29	230.00	240.00	570.00	570.00
Activity 527120 - Coordinate Social Services					
Product: A Program Coordinated					
Costs:	11,308.43	9,424.82	8,844.29	17,541.17	17,383.43
Products:	0.00	0.00	0.00	4.00	4.00
Hours:	140.85	125.00	82.50	192.00	192.00
Activity 527130 - Administer Recreation and Enrichment Programs					
Product: A Program Coordinated					
Costs:	30,917.95	43,289.66	51,872.88	48,407.96	48,581.00
Products:	12.00	12.00	13.00	12.00	12.00
Hours:	393.53	555.00	521.10	370.00	370.00
Activity 527140 - Provide Youth-After School Recreation and Enrichment					
Product: A Participant Hour					
Costs:	76,840.66	88,130.46	60,826.32	85,454.23	86,474.20
Products:	4,922.00	5,370.00	5,720.00	4,922.00	4,922.00
Hours:	1,312.25	1,331.00	840.70	260.00	260.00

**City of Sunnyvale
Program Performance Budget**

Program 527 - Youth and Family Services

Service Delivery Plan 52701 - Columbia Neighborhood Center

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 527150 - Provide Community Sports/Aquatics Recreation					
Product: A Participant Hour					
Costs:	16,819.13	13,843.58	26,132.32	27,061.05	25,750.23
Products:	7,792.00	15,660.00	7,159.00	6,500.00	6,500.00
Hours:	505.27	662.00	517.10	662.00	662.00
Activity 527160 - Provide Youth Summer Recreation					
Product: A Participant Hour					
Costs:	21,675.02	26,710.13	39,226.48	30,601.54	29,246.84
Products:	3,051.00	1,755.00	4,424.00	4,424.00	4,424.00
Hours:	836.59	838.00	1,099.60	686.00	686.00
Activity 527170 - Administer Youth and Neighborhood Safety Programs					
Product: A Program Coordinated					
Costs:	22,793.75	13,874.86	34,426.10	34,974.54	34,376.37
Products:	0.00	0.00	0.00	3.00	3.00
Hours:	287.70	170.00	388.00	432.00	432.00
Activity 527180 - CNC Oversight and Advisory					
Costs:	0.00	0.00	0.00	22,038.01	21,882.76
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	220.00	220.00
Activity 527200 - Provide Outreach, Information, and Referral to Services					
Costs:	63,598.22	92,669.19	149,247.64	92,254.19	91,506.30
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	894.51	1,240.00	1,292.30	1,017.00	1,017.00

**City of Sunnyvale
Program Performance Budget**

Program 527 - Youth and Family Services

Service Delivery Plan 52701 - Columbia Neighborhood Center

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 527210 - Provide Neighborhood Events					
Costs:	46,137.58	47,825.52	54,177.24	45,808.17	45,446.85
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	579.30	569.00	552.50	461.00	461.00
Activity 527220 - Provide Volunteer Opportunities					
Product: A Volunteer Hour					
Costs:	13,403.71	23,783.11	14,720.21	32,089.50	31,771.52
Products:	1,305.75	750.00	1,326.00	1,400.00	1,400.00
Hours:	174.26	340.00	160.90	370.00	370.00
Activity 527230 - Provide Facility Rentals					
Costs:	34,387.15	45,729.85	49,606.96	45,929.54	44,595.62
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,193.41	1,395.00	1,195.90	950.00	950.00
Activity 527240 - Support the CNC Community Advisory Committee					
Costs:	8,838.24	8,589.01	12,076.95	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	115.44	110.00	134.40	0.00	0.00
Activity 527250 - Support the CNC Joint Task Force					
Costs:	7,315.31	11,694.69	13,551.40	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	72.52	125.00	111.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 527 - Youth and Family Services

Service Delivery Plan 52701 - Columbia Neighborhood Center

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 527260 - Provide Management to Funding and Grants					
Costs:	12,986.46	14,823.07	9,282.54	9,007.37	8,972.15
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	129.54	160.00	76.00	75.00	75.00
Activity 527270 - Management and Supervisory Services					
Costs:	91,989.15	81,036.31	106,558.35	76,862.95	76,562.46
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	932.92	815.00	907.90	640.00	640.00
Activity 527280 - Administrative Support					
Costs:	58,661.40	168,764.86	89,642.25	75,746.55	74,944.68
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,035.75	525.00	1,119.60	916.00	916.00
Activity 527290 - Staff Training and Development					
Costs:	10,028.01	14,922.48	12,756.60	15,498.38	15,459.39
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	135.85	160.00	121.00	130.00	130.00
Totals for Service Delivery Plan 52701 - Columbia Neighborhood Center					
Costs:	588,159.16	753,720.79	796,088.43	746,556.90	739,514.55
Hours:	9,401.92	9,590.00	9,751.70	8,346.00	8,346.00

**City of Sunnyvale
Program Performance Budget**

Program 527 - Youth and Family Services

Service Delivery Plan 52702 - Youth, Family, and Child Care Resources

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 527300 - Provide Information, Referral, and Support to Child Care Seekers or Providers					
Costs:	66,000.66	51,848.48	59,154.78	54,481.89	54,170.15
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	745.55	745.00	784.40	715.00	715.00
Activity 527310 - Collaborate with Other Organizations to Develop and Enhance Programs					
Product: A Program Activity or Service Coordinated					
Costs:	47,177.41	34,500.51	38,730.36	0.00	0.00
Products:	10.00	10.00	11.00	0.00	0.00
Hours:	459.36	450.00	463.70	0.00	0.00
Activity 527320 - Conduct Legislative Advocacy on Issues					
Product: A Piece of Legislation Advocated For or Against					
Costs:	2,857.37	5,431.44	953.27	0.00	0.00
Products:	1.00	4.00	8.00	0.00	0.00
Hours:	26.01	65.00	9.00	0.00	0.00
Activity 527330 - Sponsor Training Sessions for Child Care Providers					
Product: An Attendee					
Costs:	26,198.85	23,688.85	34,958.48	0.00	0.00
Products:	225.00	200.00	226.00	0.00	0.00
Hours:	243.78	290.00	429.60	0.00	0.00
Activity 527340 - Recognize Child Care Providers for their Contributions					
Costs:	9,294.95	11,351.24	7,321.66	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	89.03	150.00	86.80	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 527 - Youth and Family Services

Service Delivery Plan 52702 - Youth, Family, and Child Care Resources

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 527350 - Coordinate Annual Health and Safety Fair					
Costs:	35,751.27	30,448.03	26,844.54	35,021.82	34,851.35
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	347.82	415.00	333.90	440.00	440.00
Activity 527360 - Support the Child Care Staff Advisory Committee					
Costs:	12,033.03	10,989.08	1,951.24	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	116.04	130.00	22.00	0.00	0.00
Activity 527370 - Management and Supervisory Services					
Costs:	45,034.79	42,160.46	36,161.99	92,375.96	92,863.71
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	389.83	430.00	342.10	700.00	700.00
Activity 527380 - Administrative Support					
Costs:	67,835.66	46,280.03	38,850.35	47,166.69	46,841.50
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	856.49	660.00	531.00	660.00	660.00
Activity 527390 - Staff Training and Development					
Costs:	12,583.19	7,698.91	6,349.48	8,051.07	8,041.57
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	133.65	60.00	54.90	85.00	85.00

**City of Sunnyvale
Program Performance Budget**

Program 527 - Youth and Family Services

Service Delivery Plan 52702 - Youth, Family, and Child Care Resources

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 527400 - Support Child Care Providers					
Product: A Resource or a Program Developed					
Costs:	0.00	0.00	0.00	54,886.52	54,763.36
Products:	0.00	0.00	0.00	10.00	10.00
Hours:	0.00	0.00	0.00	610.00	610.00
Activity 527410 - Support for Youth and Families					
Product: A Resource or a Program Developed					
Costs:	0.00	0.00	0.00	46,697.69	46,522.92
Products:	0.00	0.00	0.00	10.00	10.00
Hours:	0.00	0.00	0.00	560.00	560.00
Totals for Service Delivery Plan 52702 - Youth, Family, and Child Care Resources					
Costs:	324,767.18	264,397.03	251,276.15	338,681.64	338,054.56
Hours:	3,407.56	3,395.00	3,057.40	3,770.00	3,770.00
Totals for Program 527					
Costs:	912,926.34	1,018,117.82	1,047,364.58	1,085,238.54	1,077,569.11
Hours:	12,809.48	12,985.00	12,809.10	12,116.00	12,116.00

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**City of Sunnyvale
Program Performance Budget**

Program 620 - Library

Service Delivery Plan 62001 - Borrower Services/Circulation

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 620100 - Check Out Library Materials					
Product: An Item Checked Out or Renewed					
Costs:	1,096,342.55	1,073,965.37	1,122,743.01	1,263,121.09	1,304,865.49
Products:	2,524,293.00	2,450,000.00	2,705,192.00	2,500,000.00	2,500,000.00
Hours:	18,483.29	17,706.00	17,834.30	18,876.00	19,426.00
Activity 620110 - Shelve Library Materials					
Product: An Item Shelved					
Costs:	691,002.43	731,100.99	683,363.42	898,629.91	921,493.75
Products:	2,111,461.00	2,200,000.00	2,164,144.00	2,200,000.00	2,200,000.00
Hours:	17,283.65	19,521.00	16,148.40	19,990.00	20,190.00
Activity 620120 - Circulate Materials through Interlibrary Loan					
Product: An Item Borrowed from or Loaned to another Library					
Costs:	104,794.43	102,582.66	91,987.98	116,480.91	132,797.88
Products:	16,956.00	14,000.00	19,265.00	17,000.00	17,000.00
Hours:	1,654.87	1,651.00	1,386.10	1,688.00	1,878.00
Activity 620130 - Recovery of Overdue or Missing Materials					
Product: A Notification of an Item to be Recovered					
Costs:	57,980.66	53,066.89	61,561.02	84,957.87	86,368.49
Products:	49,765.00	55,500.00	49,882.00	55,500.00	55,500.00
Hours:	765.62	615.00	766.30	954.00	954.00
Activity 620140 - Materials Delivery to Homebound Residents					
Costs:	0.00	0.00	0.00	45,341.19	44,722.19
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	605.00	605.00

**City of Sunnyvale
Program Performance Budget**

Program 620 - Library

Totals for Service Delivery Plan 62001 - Borrower Services/Circulation

Costs:	1,950,120.07	1,960,715.91	1,959,655.43	2,408,530.97	2,490,247.80
Hours:	38,187.43	39,493.00	36,135.10	42,113.00	43,053.00

**City of Sunnyvale
Program Performance Budget**

Program 620 - Library

Service Delivery Plan 62002 - Library Services for Adults

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 620200 - Provide Services to Adults					
Product: A Response Given					
Costs:	713,724.21	629,416.56	736,611.21	784,058.74	805,694.03
Products:	93,965.00	85,000.00	78,783.00	90,000.00	90,000.00
Hours:	8,822.13	7,943.00	8,709.70	8,813.00	9,013.00
Activity 620210 - Create and Present Programs for Adults					
Product: A Program Presented to the Public					
Costs:	152,250.32	264,565.34	200,713.01	301,759.25	305,721.86
Products:	135.00	143.00	197.00	143.00	143.00
Hours:	1,735.20	3,120.00	2,170.00	3,275.00	3,275.00
Totals for Service Delivery Plan 62002 - Library Services for Adults					
Costs:	865,974.53	893,981.90	937,324.22	1,085,817.99	1,111,415.89
Hours:	10,557.33	11,063.00	10,879.70	12,088.00	12,288.00

**City of Sunnyvale
Program Performance Budget**

Program 620 - Library

Service Delivery Plan 62003 - Library Services for Children and Teens

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 620300 - Provide Services to Children and Teens					
Product: A Response Given					
Costs:	611,570.50	555,131.60	606,593.09	613,662.25	635,100.22
Products:	47,652.00	35,000.00	57,480.00	47,000.00	47,000.00
Hours:	7,556.06	6,712.00	7,255.60	6,815.00	7,015.00
Activity 620310 - Create and Present Programs for Children and Teens					
Product: A Program Presented to the Public					
Costs:	178,843.52	240,657.86	215,101.62	288,487.26	291,719.14
Products:	689.00	435.00	764.00	500.00	500.00
Hours:	1,976.57	2,782.00	2,270.30	3,081.00	3,081.00
Totals for Service Delivery Plan 62003 - Library Services for Children and Teens					
Costs:	790,414.02	795,789.46	821,694.71	902,149.51	926,819.36
Hours:	9,532.63	9,494.00	9,525.90	9,896.00	10,096.00

**City of Sunnyvale
Program Performance Budget**

Program 620 - Library

Service Delivery Plan 62004 - Acquire Library Materials for the Public

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 620400 - Select and Merchandise Library Materials					
Product: An Item Selected					
Costs:	789,480.53	944,347.65	865,362.64	0.00	0.00
Products:	35,581.00	32,000.00	39,669.00	0.00	0.00
Hours:	2,134.01	3,527.00	2,249.30	0.00	0.00
Activity 620410 - Evaluate Materials for Repair, Replacement, or Discard					
Product: An Item Deselected					
Costs:	67,538.45	73,560.80	80,477.75	0.00	0.00
Products:	21,648.00	25,000.00	19,767.00	0.00	0.00
Hours:	820.13	886.00	946.50	0.00	0.00
Activity 620420 - Order and Receive Library Materials					
Product: An Item Received					
Costs:	193,781.62	185,205.10	186,119.45	197,060.23	198,596.97
Products:	37,893.00	33,000.00	44,515.00	35,000.00	35,000.00
Hours:	2,691.27	2,572.00	2,415.50	2,452.00	2,452.00
Activity 620430 - Select and Merchandise Library Materials for Adults					
Product: An Item Selected					
Costs:	0.00	0.00	0.00	643,279.59	654,683.51
Products:	0.00	0.00	0.00	22,000.00	22,000.00
Hours:	0.00	0.00	0.00	1,874.00	1,874.00
Activity 620440 - Select and Merchandise Library Materials for Children and Teens					
Product: An Item Selected					
Costs:	0.00	0.00	0.00	215,156.40	218,980.75
Products:	0.00	0.00	0.00	13,000.00	13,000.00
Hours:	0.00	0.00	0.00	600.00	600.00

**City of Sunnyvale
Program Performance Budget**

Program 620 - Library

Service Delivery Plan 62004 - Acquire Library Materials for the Public

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 620460 - Evaluate Materials for Repair, Replacement, or Discard for Adults					
Product: An Item Deselected					
Costs:	0.00	0.00	0.00	43,091.79	43,510.98
Products:	0.00	0.00	0.00	15,000.00	15,000.00
Hours:	0.00	0.00	0.00	486.00	486.00
Activity 620470 - Evaluate Materials for Repair, Replacement, or Discard for Children and Teens					
Product: An Item Deselected					
Costs:	0.00	0.00	0.00	32,600.66	32,992.99
Products:	0.00	0.00	0.00	10,000.00	10,000.00
Hours:	0.00	0.00	0.00	360.00	360.00
Totals for Service Delivery Plan 62004 - Acquire Library Materials for the Public					
Costs:	1,050,800.60	1,203,113.55	1,131,959.84	1,131,188.67	1,148,765.20
Hours:	5,645.41	6,985.00	5,611.30	5,772.00	5,772.00

**City of Sunnyvale
Program Performance Budget**

Program 620 - Library

Service Delivery Plan 62005 - Technology Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 620450 - Maintain Workstations/Equipment and Publish Web Pages					
Costs:	354,130.34	524,043.48	370,143.62	407,060.58	414,704.58
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,537.61	6,002.00	3,302.70	4,035.00	4,060.00
Totals for Service Delivery Plan 62005 - Technology Services					
Costs:	354,130.34	524,043.48	370,143.62	407,060.58	414,704.58
Hours:	3,537.61	6,002.00	3,302.70	4,035.00	4,060.00

**City of Sunnyvale
Program Performance Budget**

Program 620 - Library

Service Delivery Plan 62006 - Prepare Library Materials for the Public

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 620500 - Catalog Titles					
Product: A Title Cataloged					
Costs:	240,398.10	247,423.60	260,865.16	280,482.55	290,172.18
Products:	16,058.00	17,000.00	17,221.00	17,000.00	17,000.00
Hours:	2,726.28	2,841.00	2,869.50	2,996.00	3,096.00
Activity 620510 - Process Library Materials					
Product: An Item Processed					
Costs:	289,799.74	294,450.65	280,928.66	297,143.01	208,866.14
Products:	45,647.00	45,000.00	48,614.00	45,000.00	45,000.00
Hours:	3,774.08	3,970.00	3,740.50	3,506.00	2,251.00
Activity 620520 - Repair Library Materials					
Product: An Item Repaired or Discarded					
Costs:	62,850.22	44,477.27	58,699.97	64,234.31	63,701.30
Products:	11,679.00	6,590.00	9,446.00	9,000.00	9,000.00
Hours:	1,070.41	795.00	982.80	1,024.00	1,024.00
Activity 620530 - Maintain the Library Catalog					
Product: An Item Record Deleted					
Costs:	129,136.94	146,674.40	110,654.34	140,399.55	127,475.72
Products:	37,597.00	30,000.00	33,534.00	33,000.00	33,000.00
Hours:	2,031.18	2,230.00	1,677.00	1,955.00	1,755.00
Totals for Service Delivery Plan 62006 - Prepare Library Materials for the Public					
Costs:	722,185.00	733,025.92	711,148.13	782,259.42	690,215.34
Hours:	9,601.95	9,836.00	9,269.80	9,481.00	8,126.00

**City of Sunnyvale
Program Performance Budget**

Program 620 - Library

Service Delivery Plan 62007 - Outreach Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 620570 - Provide Community-based Library Services					
Costs:	49,464.83	60,743.23	53,615.75	0.00	0.00
Products:	0.00	0.00	4,097.00	0.00	0.00
Hours:	584.87	680.00	660.80	0.00	0.00
Totals for Service Delivery Plan 62007 - Outreach Services					
Costs:	49,464.83	60,743.23	53,615.75	0.00	0.00
Hours:	584.87	680.00	660.80	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 620 - Library

Service Delivery Plan 62008 - Library Department Management and Support

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 620600 - Management and Supervisory Services					
Costs:	794,604.04	855,119.86	837,061.67	745,044.97	758,974.50
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	5,928.50	6,455.00	5,965.30	5,475.00	5,475.00
Activity 620610 - Administrative Support Services					
Costs:	472,453.51	404,043.42	367,513.39	414,982.05	421,963.82
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	5,774.45	4,310.00	3,885.00	4,405.00	4,405.00
Activity 620620 - Page Support for Library Operations					
Costs:	19,561.43	20,778.12	26,028.26	24,597.19	24,683.37
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	510.95	550.00	646.00	550.00	550.00
Activity 620630 - Staff Training and Development					
Costs:	88,579.51	73,814.28	50,053.19	86,656.91	86,916.33
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	930.97	801.00	544.20	929.00	919.00
Totals for Service Delivery Plan 62008 - Library Department Management and Support					
Costs:	1,375,198.49	1,353,755.68	1,280,656.51	1,271,281.12	1,292,538.02
Hours:	13,144.87	12,116.00	11,040.50	11,359.00	11,349.00

**City of Sunnyvale
Program Performance Budget**

Program 620 - Library

Totals for Program 620

Costs:	7,158,287.88	7,525,169.13	7,266,198.21	7,988,288.26	8,074,706.19
Hours:	90,792.10	95,669.00	86,425.80	94,744.00	94,744.00

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**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62601 - Preschool, Elementary, Middle, and High School After School and Summer Recreation Programs

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 626000, 626001, 626002 - Year Round Pre-School Programs					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	269,950.83	265,090.51
Products:	0.00	0.00	0.00	32,000.00	32,000.00
Hours:	0.00	0.00	0.00	5,626.00	5,626.00
Activity 626010, 626011, 626012, 626013 - Elementary, Afterschool and Summer Programs					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	277,380.25	279,384.04
Products:	0.00	0.00	0.00	37,000.00	37,000.00
Hours:	0.00	0.00	0.00	4,675.00	4,675.00
Activity 626020, 626021, 626022, 626023, 626024, 626025, 626026, 626027 - Elementary Summer Camps					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	381,141.46	386,430.79
Products:	0.00	0.00	0.00	56,000.00	56,000.00
Hours:	0.00	0.00	0.00	6,299.00	6,299.00
Activity 626030, 626031, 626032, 626033 - Middle and High School Teen Programs					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	225,510.29	229,085.03
Products:	0.00	0.00	0.00	20,000.00	20,000.00
Hours:	0.00	0.00	0.00	3,304.00	3,304.00
Activity 626040 - Supervision/Administrative Support for Preschool, Elementary, Middle, and High School After School and Summer Recreation Programs					
Costs:	0.00	0.00	0.00	233,009.42	236,655.57
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	2,667.00	2,667.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Totals for Service Delivery Plan 62601 - Preschool, Elementary, Middle, and High School After School and Summer Recreation Programs

Costs:	0.00	0.00	0.00	1,386,992.25	1,396,645.94
Hours:	0.00	0.00	0.00	22,571.00	22,571.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62602 - Senior Recreation Classes, Activities and Services/Therapeutic Recreation

	<u>2010/2011</u> Actual	<u>2011/2012</u> Budgeted	<u>2011/2012</u> Actual	<u>2012/2013</u> Current	<u>2013/2014</u> Plan
Activity 626100, 626101, 626102, 626103, 626104, 626105, 626106, 626107, 626108 - Membership and Senior Services					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	510,413.97	450,759.50
Products:	0.00	0.00	0.00	140,000.00	140,000.00
Hours:	0.00	0.00	0.00	6,699.00	6,699.00
Activity 626110, 626111, 626112, 626113, 626114 - Senior Fee Based Activities					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	416,839.45	413,685.54
Products:	0.00	0.00	0.00	75,000.00	75,000.00
Hours:	0.00	0.00	0.00	7,467.50	7,467.50
Activity 626120 - Care Management					
Product: A Client Served					
Costs:	0.00	0.00	0.00	40,796.73	40,007.99
Products:	0.00	0.00	0.00	45.00	45.00
Hours:	0.00	0.00	0.00	526.50	526.50
Activity 626130, 626131, 626132 - Therapeutic Recreation					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	41,418.73	41,555.32
Products:	0.00	0.00	0.00	3,000.00	3,000.00
Hours:	0.00	0.00	0.00	940.00	940.00
Activity 626140 - Supervision/Administrative Support for Senior Recreation Classes, Activities and Services/Therapeutic Recreation					
Costs:	0.00	0.00	0.00	142,263.07	144,490.11
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,500.00	1,500.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Totals for Service Delivery Plan 62602 - Senior Recreation Classes, Activities and Services/Therapeutic Recreation

Costs:	0.00	0.00	0.00	1,151,731.95	1,090,498.46
Hours:	0.00	0.00	0.00	17,133.00	17,133.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62603 - Youth and Adult Visual and Performing Arts Program

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 626200, 626201 - Adult Art Activities					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	173,998.24	173,794.46
Products:	0.00	0.00	0.00	61,500.00	61,500.00
Hours:	0.00	0.00	0.00	2,403.00	2,403.00
Activity 626210 - Pottery					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	174,982.90	176,127.35
Products:	0.00	0.00	0.00	17,500.00	17,500.00
Hours:	0.00	0.00	0.00	2,800.00	2,800.00
Activity 626220 - Youth Arts Activities					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	374,427.66	378,298.24
Products:	0.00	0.00	0.00	35,000.00	35,000.00
Hours:	0.00	0.00	0.00	2,657.00	2,657.00
Activity 626230 - Art in Public Construction					
Costs:	0.00	0.00	0.00	31,271.89	31,661.10
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	312.00	312.00
Activity 626240 - Art in Private Development Program					
Costs:	0.00	0.00	0.00	29,001.40	29,477.54
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	351.00	351.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62603 - Youth and Adult Visual and Performing Arts Program

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 626250 - Supervision/Administrative Support for Youth and Adult Visual and Performing Arts Program					
Costs:	0.00	0.00	0.00	179,566.58	182,387.94
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	2,152.00	2,152.00
Totals for Service Delivery Plan 62603 - Youth and Adult Visual and Performing Arts Program					
Costs:	0.00	0.00	0.00	963,248.67	971,746.63
Hours:	0.00	0.00	0.00	10,675.00	10,675.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62604 - Aquatics Activities and Facilities

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 626300 - Washington Pool					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	158,426.25	177,985.79
Products:	0.00	0.00	0.00	18,500.00	18,500.00
Hours:	0.00	0.00	0.00	5,489.00	5,489.00
Activity 626320 - Sunnyvale Pool					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	74,803.59	81,644.61
Products:	0.00	0.00	0.00	4,000.00	4,000.00
Hours:	0.00	0.00	0.00	2,340.00	2,340.00
Activity 626330 - Columbia Pool					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	44,668.52	49,124.57
Products:	0.00	0.00	0.00	3,200.00	3,200.00
Hours:	0.00	0.00	0.00	1,459.00	1,459.00
Activity 626340 - Peterson Pool					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	57,425.76	61,932.20
Products:	0.00	0.00	0.00	2,875.00	2,875.00
Hours:	0.00	0.00	0.00	1,578.00	1,578.00
Activity 626360 - Fremont High School Pool Agreement					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	207,848.04	212,080.01
Products:	0.00	0.00	0.00	83,000.00	83,000.00
Hours:	0.00	0.00	0.00	100.00	100.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62604 - Aquatics Activities and Facilities

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 626370 - Supervision/Administrative Support for Aquatics Programs					
Costs:	0.00	0.00	0.00	71,126.70	71,739.31
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	787.00	787.00
Totals for Service Delivery Plan 62604 - Aquatics Activities and Facilities					
Costs:	0.00	0.00	0.00	614,298.86	654,506.49
Hours:	0.00	0.00	0.00	11,753.00	11,753.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62605 - Sports Classes and Activities

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 626400, 626401, 626402, 626403, 626404 - Youth Sports Activities					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	649,706.21	661,394.58
Products:	0.00	0.00	0.00	64,030.00	64,030.00
Hours:	0.00	0.00	0.00	3,395.00	3,395.00
Activity 626410 - Fiscal Agent for Sunnyvale Middle School After School Sports Program					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	44,269.54	45,111.85
Products:	0.00	0.00	0.00	27,000.00	27,000.00
Hours:	0.00	0.00	0.00	125.00	125.00
Activity 626420 - Fiscal Agent for Columbia Middle School After School Sports Program					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	43,097.27	45,455.40
Products:	0.00	0.00	0.00	13,500.00	13,500.00
Hours:	0.00	0.00	0.00	245.00	245.00
Activity 626430, 626431, 626432, 626433 - Adult Sports Activities					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	234,415.78	249,183.63
Products:	0.00	0.00	0.00	49,200.00	49,200.00
Hours:	0.00	0.00	0.00	4,241.00	4,241.00
Activity 626450 - Supervision/Administrative Support for Sports Classes and Activities					
Costs:	0.00	0.00	0.00	83,845.25	85,165.97
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,001.00	1,001.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Totals for Service Delivery Plan 62605 - Sports Classes and Activities

Costs:	0.00	0.00	0.00	1,055,334.05	1,086,311.43
Hours:	0.00	0.00	0.00	9,007.00	9,007.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62606 - Recreation Facility Rentals and Use

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 626500 - Community Center General Recreation Buildings					
Product: Occupancy Hour					
Costs:	0.00	0.00	0.00	234,095.96	252,152.62
Products:	0.00	0.00	0.00	6,900.00	6,900.00
Hours:	0.00	0.00	0.00	6,728.00	6,728.00
Activity 626510 - Indoor Sports Center					
Product: Occupancy Hour					
Costs:	0.00	0.00	0.00	22,472.51	22,832.32
Products:	0.00	0.00	0.00	4,530.00	4,530.00
Hours:	0.00	0.00	0.00	260.00	260.00
Activity 626520 - Theatre					
Product: Occupancy Hour					
Costs:	0.00	0.00	0.00	256,498.89	252,109.36
Products:	0.00	0.00	0.00	4,800.00	4,800.00
Hours:	0.00	0.00	0.00	3,253.00	3,253.00
Activity 626530 - Senior Center					
Product: Occupancy Hour					
Costs:	0.00	0.00	0.00	161,410.76	171,197.01
Products:	0.00	0.00	0.00	8,900.00	8,900.00
Hours:	0.00	0.00	0.00	4,125.00	4,125.00
Activity 626540, 626541, 626543, 626544 - Park Facilities					
Product: Occupancy Hour					
Costs:	0.00	0.00	0.00	71,823.50	75,117.04
Products:	0.00	0.00	0.00	14,400.00	14,400.00
Hours:	0.00	0.00	0.00	2,040.00	2,040.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62606 - Recreation Facility Rentals and Use

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 626542, 626550, 626551 - Athletic Fields					
Product: Occupancy Hour					
Costs:	0.00	0.00	0.00	51,832.85	52,621.63
Products:	0.00	0.00	0.00	31,000.00	31,000.00
Hours:	0.00	0.00	0.00	650.00	650.00
Activity 626560, 626561 - Coordination of Facilities					
Product: An Agreement					
Costs:	0.00	0.00	0.00	195,195.14	198,295.76
Products:	0.00	0.00	0.00	18.00	18.00
Hours:	0.00	0.00	0.00	2,330.00	2,330.00
Activity 626570 - Supervision/Administrative Support for Facility Rentals					
Costs:	0.00	0.00	0.00	101,501.99	103,108.52
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,166.00	1,166.00
Totals for Service Delivery Plan 62606 - Recreation Facility Rentals and Use					
Costs:	0.00	0.00	0.00	1,094,831.60	1,127,434.26
Hours:	0.00	0.00	0.00	20,552.00	20,552.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62607 - Registration, Reception Services, Community Outreach/Promotions and Special Events

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 626600 - Provision and Administration of Recreation Fee Waiver Program					
Product: A Recipient					
Costs:	0.00	0.00	0.00	52,141.62	53,166.65
Products:	0.00	0.00	0.00	188.00	188.00
Hours:	0.00	0.00	0.00	100.00	100.00
Activity 626610, 626611, 626612 - Special Events					
Product: Participant Hour					
Costs:	0.00	0.00	0.00	58,738.12	59,841.20
Products:	0.00	0.00	0.00	6,500.00	6,500.00
Hours:	0.00	0.00	0.00	568.00	568.00
Activity 626620 - Reception and Registration Services					
Costs:	0.00	0.00	0.00	397,970.16	396,882.18
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	6,235.00	6,235.00
Activity 626630 - Community Outreach and Promotions					
Costs:	0.00	0.00	0.00	331,445.08	334,534.73
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	3,235.00	3,235.00
Activity 626640 - Supervision/Administrative Support for Registration/Reception/Outreach					
Costs:	0.00	0.00	0.00	218,482.57	221,932.24
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	3,177.00	3,177.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Totals for Service Delivery Plan 62607 - Registration, Reception Services, Community Outreach/Promotions and Special Events

Costs:	0.00	0.00	0.00	1,058,777.55	1,066,357.00
Hours:	0.00	0.00	0.00	13,315.00	13,315.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62608 - Community Resources

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 626700 - Neighborhood Associations					
Product: A Neighborhood Served					
Costs:	0.00	0.00	0.00	18,348.14	18,654.52
Products:	0.00	0.00	0.00	25.00	25.00
Hours:	0.00	0.00	0.00	200.00	200.00
Activity 626710 - Community Information and Outreach					
Product: A Permit Application Received					
Costs:	0.00	0.00	0.00	106,735.37	108,475.62
Products:	0.00	0.00	0.00	48.00	48.00
Hours:	0.00	0.00	0.00	1,300.00	1,300.00
Activity 626720 - Annual State of the City					
Costs:	0.00	0.00	0.00	65,059.03	66,249.46
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	300.00	300.00
Totals for Service Delivery Plan 62608 - Community Resources					
Costs:	0.00	0.00	0.00	190,142.54	193,379.60
Hours:	0.00	0.00	0.00	1,800.00	1,800.00

**City of Sunnyvale
Program Performance Budget**

Program 626 - Arts and Recreation Programs

Service Delivery Plan 62609 - Management and Administrative Support

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 626800 - Division-Wide Management and Administrative Support					
Costs:	0.00	0.00	0.00	645,907.71	653,815.44
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	5,850.00	5,850.00
Totals for Service Delivery Plan 62609 - Management and Administrative Support					
Costs:	0.00	0.00	0.00	645,907.71	653,815.44
Hours:	0.00	0.00	0.00	5,850.00	5,850.00
Totals for Program 626					
Costs:	0.00	0.00	0.00	8,161,265.18	8,240,695.25
Hours:	0.00	0.00	0.00	112,656.00	112,656.00

**NOVA Workforce
Services**

NOVA Workforce Services

FY 2013/14 Operating Budget

Department Description

The NOVA Workforce Services Department (NOVA) provides workforce development services for the residents and businesses of northern Santa Clara County. NOVA is funded entirely through federal, state and local grants, with the primary resources coming from the Workforce Investment Act (WIA). The Department is also known as the NOVA (North Valley) Job Training Consortium. The City of Sunnyvale is the host and fiscal agent for this seven-city consortium covering the northern end of Santa Clara County.

Programs and Services

Services provided by NOVA are divided according to customer groups as follows:

Job Seeker Services

NOVA provides employment and training services to economically disadvantaged, unemployed, and laid-off individuals. Services to adults include the CONNECT Job Seeker Center, job search workshops, career advising, resume assistance, training support, and other employment-related services. NOVA applies for non-WIA grants in order to provide services to special populations, such as veterans and individuals with disabilities.

Employer Services

Services provided to employers include pre-layoff services and outplacement assistance, staffing and recruitment, employee training and retention, business development, and linkages to resources providing a wide range of business assistance.

Youth Services

The youth program provides individualized assistance in exploring and developing educational and career goals for young people ages 16-24. Additional in-depth career guidance services are available to youth from low-income families.

Enterprise Services

NOVA staff develops strategies and grant applications to address gaps in services to target populations. NOVA also conducts and contracts for labor market research to provide career guidance for staff and job seekers. Staff also supports the NOVA Workforce Board, which is appointed by the City Council to oversee the delivery of services with federal funds.

NOVA Workforce Services

FY 2013/14 Operating Budget

Department Budget Summary

NOVA Workforce Services					
Fund/Program	<i>2010/11</i>	<i>2011/12</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>
	<i>Actual</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>	<i>Plan</i>
Employment Development Fund					
Employment Development	11,962,312	10,447,689	10,230,618	7,634,501	7,029,031
TOTAL EXPENDITURES	11,962,312	10,447,689	10,230,618	7,634,501	7,029,031

Budget Overview and Significant Changes

NOVA's budget is dependent on its grant funding – both allocated funding and funds awarded through a competitive process. For this reason, the budget will fluctuate over time. A base budget is approved each year and then modified as necessary to reflect additional funding received during the year. NOVA's budget is primarily for staffing, with other major items including contractual services and training. The NOVA budget is organized into three funding sources: WIA Programs, Categorical Programs, and Non-Categorical Programs.

WIA Programs

NOVA's WIA funding is allocated based on a federal funding formula administered by the State of California, and consists of funds for adult, youth, dislocated workers, and rapid response (funding to assist companies and individuals affected by layoffs).

Categorical Programs

NOVA seeks grant funding from a variety of federal, state and local sources to serve special populations, such as individuals with disabilities and veterans, and to implement strategies developed by the NOVA Workforce Board that fill specific service gaps and align with the NOVA Strategic Plan.

Non-Categorical Programs

NOVA is currently pursuing foundation funding for capacity building, strategic planning, and other purposes that do not address services to individual customers.

NOVA Workforce Services

FY 2013/14 Operating Budget

A portion of the Workforce Investment Act (WIA) funding received by the state is categorized as “Governor’s discretionary funds” or 25% Additional Assistance Funds, which are available to fund specific projects called Additional Assistance Grants (AAG’s). NOVA has received funding through this pool of funds since 1989 to provide services to dislocated workers. It is typical for NOVA’s Budgeted Position Allocation (BPA) to reflect more positions than they currently have funding to support. This allows NOVA to be flexible with its staffing and move quickly when additional grant funding is secured. Since NOVA is entirely grant funded, reflecting additional headcount has no fiscal impact on the City, as NOVA only spends its allocated grant funding.

WIA funding is allocated to the state from the federal government. This funding is subject to the same uncertainty as other federal programs due to the current federal budget challenges including the sequestration and the overall deficit position.

NOVA Workforce Services

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
Director of NOVA Workforce Services	1	1
Manager of Business Operations	1	1
Job Seeker Manager	1	1
Management Analyst	1	1
Employment Training Manager	2	2
Accountant	1	1
Administrative Aide-Employment Development	3	2
Employment Training Program Coordinator	5	5
Career Advisor	14	13
Business Liaison	3	3
Senior Workforce Services Representative	5	5
Workforce Development Analyst	1	1
Employment Development Information Systems Analyst	2	2
Administrative Secretary	1	1
Senior Office Assistant	2	2
Staff Office Assistant	1	0
Part-Time Administrative Analyst	1	1
Part-Time Career Advisor	1	1
NOVA Workforce Services Department Total	46	43

North Valley (NOVA) Workforce Services Performance Indicators

2011 Consolidated General Plan Goals: Chapter 3, Land Use and Transportation (LT)

Goal LT-6: Supportive Economic Development Environment

Goal LT-7: Balanced Economic Base

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Employment Development				
Workload Indicators				
Number of clients attending job seeker workshops.	LT-6, LT-7	16,302	17,654	
Number of clients enrolled in job seeker programs.	LT-6, LT-7	7,959	6,223	
Number of employers served.	LT-6, LT-7	332	396	
Number of board members surveyed.	LT-6, LT-7	18	29	
Number of staffed board and committee meetings.	LT-6, LT-7	29	30	
Performance Indicators				
Number of job seeker survey respondents and percent rating the services provided by NOVA Workforce Services as good or better.	LT-6, LT-7	95%	97%	
Number of business survey respondents and percent rating the services provided by NOVA Workforce Services as good or better.	LT-6, LT-7	100%	100%	
Percentage of board evaluation measures that rate the organization's performance as satisfactory or better, including board attendance at functions.	LT-6, LT-7	96%	100%	
Successful achievement of funder-mandated performance goals.	LT-6, LT-7	100%	100%	
Percent of total Department operating budget expended.		89%	99%	

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**Office of the
City Attorney**

Department Description

The Office of the City Attorney provides legal advice and services to the City Council, City officials, staff, departments, boards, commissions, and related City bodies; protects the interests of the City; and ensures that actions by or on behalf of the City and its related bodies are in accordance with applicable legal requirements. The Department represents the City, its officers, and its employees in administrative and civil litigation matters involving official City business. It also prepares contracts, ordinances, resolutions, and other legal documents involving the City, and prosecutes violations of the Municipal Code.

Programs and Services

The Office of the City Attorney has three main areas of responsibility – Provide Legal Advice, Provide Representation, and Management and Administration.

Provide Legal Advice

The Office of the City Attorney advises and counsels the City Council, the Redevelopment Successor Agency, Boards, Commissions, and City staff in legal matters pertaining to the City. The Office of the City Attorney provides timely and thorough legal advice and services relating to property development, zoning, redevelopment, housing, public utilities, administrative, environmental, liability, and general matters, including the preparation of ordinances, resolutions, contracts, franchises, and legal opinions. The City Attorney's Office also monitors changes and recent developments in laws concerning the City, communicates pertinent changes to the City Council and affected departments, and drafts amendments to City ordinances and documents to comply with changes to the law.

Provide Representation

The Office of the City Attorney is responsible for representing the City in all legal actions or administrative proceedings in which the City is concerned or to which it is a party. The City Attorney represents City officials and employees in civil litigation arising out of City employment or official capacity. As necessary, the Office of the City Attorney directs and monitors the work and costs of outside counsel. The Office also prosecutes all charges of violation of municipal ordinances and regulations.

Office of the City Attorney

FY 2013/14 Operating Budget

Management and Administrative Support Services

Management and administrative support services staff for the Office of the City Attorney monitors overall office performance, prepares and administers the office budget, and updates and maintains the Department's website. Personnel attend programs and training consistent with State requirements for continuing legal education.

Department Budget Summary

Office of the City Attorney					
Fund/Program	2010/11 <i>Actual</i>	2011/12 <i>Budget</i>	2011/12 <i>Actual</i>	2012/13 <i>Budget</i>	2013/14 <i>Plan</i>
General Fund					
Comprehensive Legal Services	1,560,541	1,626,242	1,719,717	1,644,884	1,839,243
RDA Successor Agency					
Comprehensive Legal Services	111,110	190,341	84,363	146,033	66,509
Wastewater Management Fund					
Comprehensive Legal Services	5,276	30,288	75	30,288	30,894
Solid Waste Management Fund					
Comprehensive Legal Services	0	1,040	0	1,040	1,061
SMaRT Station Fund					
Comprehensive Legal Services	743	5,817	882	5,817	5,933
Property and Liability Insurance Fund					
Comprehensive Legal Services	157,000	52,530	184,579	80,710	82,325
TOTAL EXPENDITURES	1,834,670	1,906,258	1,989,616	1,908,772	2,025,963

Budget Overview and Significant Changes

FY 2013/14 is the second year of a two-year operating budget cycle. As such, there were no significant changes to the Department's operating budget for FY 2013/14. The operational efficiency and optimum staffing study, which was completed in FY 2009/10, determined that the staffing level of the Office of the City Attorney is low when compared to similar cities. This scenario presents quite a challenge. Since FY 2005/06, the City Attorney's Office has realized a significant increase in litigation, especially between FY 2008/09 and FY 2009/10. With respect to litigation, it is not just the number of cases, but the activities and status of each case that has a significant effect on case load and associated expenditures. In addition, many of the new cases were more complicated, thereby resulting in a greater number of motions, discovery activities, and court or arbitration dates. Despite these challenges, the City Attorney's Office continues to provide efficient and cost-effective representation.

As municipal governing continues to become more and more complicated, it is expected that litigation-related activities will continue to increase, causing the case load to increase at least proportionally. This will continue to challenge the Department to operate as effectively and efficiently as possible given the staffing levels and the budget for outside counsel services.

Provide Legal Advice

For the two-year operating budget beginning with FY 2012/13, the service delivery plan containing expected expenditures for providing legal advice will remain unchanged. However, the service level provided is expected to increase.

Provide Representation

This service delivery plan will continue to provide effective legal representation while maintaining efficiency and cost containment. Services provided include litigation, representation, and monitoring of outside counsel usage.

Management and Administrative Support Services

During the two-year operating budget beginning FY 2012/13, this service delivery plan will remain largely unchanged, but the Department will continue to reduce library and other miscellaneous costs where possible. These reductions will not impact service delivery.

Office of the City Attorney

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
City Attorney	1	1
Senior Assistant City Attorney	1	1
Assistant City Attorney	2	2
Paralegal	1	1
Legal Secretary	1	1
Office of the City Attorney Total	6	6

Office of the City Attorney

Performance Indicators

2011 Consolidated General Plan Goals:

This department provides administrative and/or internal services within the City. As such, its indicators are not tied to General Plan goals and instead are developed to optimize the level of internal/administrative support service provided.

	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Comprehensive Legal Services			
Workload Indicators			
Total number of active litigation cases for current fiscal year.	23	16	
Number of active code enforcement cases for current fiscal year.	3	0	
Number of active DPS administrative cases (weapons, pitchess motions, etc.) for current fiscal year.	21	16	
Performance Indicators			
Number of customer survey respondents and percent rating services provided by the Office of the City Attorney as good or better.	--	--	
Percent of total Department operating budget expended.	95%	104%	

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**City of Sunnyvale
Program Performance Budget**

Program 750 - Comprehensive Legal Services

Service Delivery Plan 75001 - Provide Legal Advice (Written and Oral)

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 750100 - Department Initiated Projects					
Product: A Project Completed					
Costs:	10,014.09	46,798.17	28,111.92	0.00	0.00
Products:	3.00	40.00	12.00	0.00	0.00
Hours:	77.00	300.00	190.00	0.00	0.00
Activity 750110 - Provide Legal Advice for Multidepartmental Projects					
Product: A Response (Written or Oral)					
Costs:	134,759.77	130,251.19	77,738.43	163,107.49	173,157.87
Products:	150.00	200.00	35.00	150.00	150.00
Hours:	966.00	830.00	492.50	1,015.00	1,015.00
Activity 750120, 750121, 750122, 750123, 750124, 750125, 750126, 750127, 750128, 750129, 750131, 750132 - Provide Legal Advice and Document Drafting/Review for Departments					
Product: A Response (Written or Oral)					
Costs:	443,552.54	488,038.56	638,417.66	535,551.89	666,751.58
Products:	988.00	900.00	1,003.00	960.00	960.00
Hours:	3,213.10	3,150.00	3,963.20	3,350.00	3,850.00
Activity 750140 - Respond to Council/Board/Commission Request for Legal Advice					
Product: A Response (Written or Oral)					
Costs:	33,877.35	34,384.10	26,636.98	39,894.83	41,694.21
Products:	28.00	85.00	17.00	30.00	30.00
Hours:	194.30	185.00	141.20	205.00	205.00

**City of Sunnyvale
Program Performance Budget**

Program 750 - Comprehensive Legal Services

Service Delivery Plan 75001 - Provide Legal Advice (Written and Oral)

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 750150 - Prepare for and Attend Council/Board/Commission Meeting					
Product: A Council/Board/Commission Meeting Attended					
Costs:	64,407.19	82,159.38	55,482.58	77,369.54	81,222.70
Products:	62.00	140.00	53.00	69.00	69.00
Hours:	389.60	435.00	305.00	415.00	415.00
Activity 750160 - Provide Responses to Citizen Inquiries					
Product: A Response to Citizen Inquiry Completed					
Costs:	3,956.44	8,789.14	1,159.56	5,051.89	5,469.96
Products:	7.00	50.00	1.00	7.00	7.00
Hours:	45.00	100.00	9.50	60.00	60.00
Activity 750170 - Provide Legal Advice and Representation for Redevelopment Agency Issues					
Costs:	111,109.94	174,515.76	45,672.35	0.00	0.00
Products:	0.00	0.00	9.00	0.00	0.00
Hours:	673.90	950.00	260.20	0.00	0.00
Activity 750180 - Legal Advice for RDA Issues - ROPS Admin					
Costs:	0.00	0.00	38,690.55	28,775.46	50,366.70
Products:	0.00	0.00	10.00	0.00	0.00
Hours:	0.00	0.00	229.50	100.00	200.00
Activity 750190 - Legal Advice for ADDOPA Project					
Costs:	0.00	0.00	0.00	101,432.10	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	600.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 750 - Comprehensive Legal Services

Totals for Service Delivery Plan 75001 - Provide Legal Advice (Written and Oral)

Costs:	801,677.32	964,936.30	911,910.03	951,183.20	1,018,663.02
Hours:	5,558.90	5,950.00	5,591.10	5,745.00	5,745.00

**City of Sunnyvale
Program Performance Budget**

Program 750 - Comprehensive Legal Services

Service Delivery Plan 75002 - Provide Representation in Litigation and Administrative Matters

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 750200 - Representation of City in Administrative Proceedings					
Costs:	562.81	9,359.64	2,626.38	0.00	0.00
Products:	0.00	0.00	1.00	0.00	0.00
Hours:	4.50	60.00	18.50	0.00	0.00
Activity 750210 - Representation of City in Administrative Proceedings (Nonpersonnel)					
Costs:	715.11	14,195.19	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	5.00	90.00	0.00	0.00	0.00
Activity 750220, 750221 - Representation of City in Litigated Matters (Noncode Enforcement) - Including Discovery, Trial, Motions, and Appellate Matters					
Costs:	101,044.55	96,822.62	97,410.88	126,139.15	134,901.13
Products:	0.00	0.00	25.00	0.00	0.00
Hours:	783.00	500.00	615.50	840.00	840.00
Activity 750230 - Provide Legal Advice and Representation for Municipal Code Enforcement Activities					
Costs:	16,782.58	31,489.95	9,142.63	21,133.14	22,634.90
Products:	0.00	0.00	6.00	0.00	0.00
Hours:	133.90	220.00	64.40	145.00	145.00
Activity 750240 - Manage and Direct Outside Counsel Services					
Product: A Contract Administered					
Costs:	0.00	17,797.23	320.71	0.00	0.00
Products:	0.00	12.00	0.00	0.00	0.00
Hours:	0.00	50.00	2.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 750 - Comprehensive Legal Services

Service Delivery Plan 75002 - Provide Representation in Litigation and Administrative Matters

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 750250, 750251 - Litigation and Administrative Matters					
Costs:	218,138.59	175,075.37	80,495.45	175,075.37	178,576.87
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 750260 - Redevelopment Agency					
Costs:	0.00	15,825.41	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 750270 - Personnel					
Costs:	174,560.68	84,220.49	256,096.03	84,220.49	85,904.89
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 750280 - City Liability and Property Administration					
Costs:	157,000.28	52,530.00	184,579.29	80,710.33	82,324.53
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 750290 - Wastewater Treatment					
Costs:	5,276.00	30,287.88	75.00	30,287.88	30,893.63
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 750 - Comprehensive Legal Services

Service Delivery Plan 75002 - Provide Representation in Litigation and Administrative Matters

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 750300 - Solid Waste Treatment					
Costs:	0.00	1,040.09	0.00	1,040.09	1,060.89
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 750310 - Materials Recovery and Refuse Transfer (SMaRT)					
Costs:	743.40	5,816.86	882.01	5,816.86	5,933.19
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	5.50	0.00	0.00
Activity 750320, 750321, 750322 - Admin Proceedings					
Costs:	0.00	0.00	0.00	7,030.51	7,492.73
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	45.00	45.00
Activity 750330 - RDA - ROPS Administration					
Costs:	0.00	0.00	0.00	15,825.41	16,141.91
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Totals for Service Delivery Plan 75002 - Provide Representation in Litigation and Administrative Matters					
Costs:	674,824.00	534,460.73	631,628.38	547,279.23	565,864.67
Hours:	926.40	920.00	705.90	1,030.00	1,030.00

**City of Sunnyvale
Program Performance Budget**

Program 750 - Comprehensive Legal Services

Service Delivery Plan 75003 - Management and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 750400 - General Administration, Budget Review, etc. for Office of the City Attorney					
Costs:	65,897.53	37,540.39	90,893.86	57,728.69	61,075.89
Products:	0.00	0.00	26.00	0.00	0.00
Hours:	466.40	225.00	595.20	340.00	340.00
Activity 750410 - Participate in Citywide Management and Administration					
Costs:	19,608.70	18,630.93	13,372.08	23,448.77	24,673.92
Products:	0.00	0.00	5.00	0.00	0.00
Hours:	122.10	100.00	74.30	130.00	130.00
Activity 750420, 750421, 750422 - Office of City Attorney Clerical Support - General					
Costs:	241,349.89	306,754.28	293,493.32	298,061.19	322,728.09
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,594.20	3,500.00	3,757.20	3,540.00	3,540.00
Activity 750430, 750431, 750432 - Continuing Legal Education for Office of City Attorney					
Costs:	31,312.85	43,935.44	48,318.52	31,071.32	32,957.82
Products:	0.00	0.00	108.00	0.00	0.00
Hours:	193.90	280.00	272.00	190.00	190.00
Totals for Service Delivery Plan 75003 - Management and Administrative Support Services					
Costs:	358,168.97	406,861.04	446,077.78	410,309.97	441,435.72
Hours:	4,376.60	4,105.00	4,698.70	4,200.00	4,200.00

**City of Sunnyvale
Program Performance Budget**

Program 750 - Comprehensive Legal Services

Totals for Program 750

Costs:	1,834,670.29	1,906,258.07	1,989,616.19	1,908,772.40	2,025,963.41
Hours:	10,861.90	10,975.00	10,995.70	10,975.00	10,975.00

**Office of the
City Manager**

Office of the City Manager

FY 2013/14 Operating Budget

Department Description

The Office of the City Manager (OCM) provides management and administrative services for City departments and the City Council. The City Manager is the government equivalent of a Chief Executive Officer (CEO), guiding department directors who administer services to the community while adhering to the direction and policies set by the City Council.

Programs and Services

The Office of the City Manager is organized into six services: City Clerk's Office, Public Information, Economic Development/Business Attraction and Retention, City Council, Print/Mail Services, and Management and Administrative Support Services.

City Council

This service area provides the resources and support needed by the City Council to establish City policy and carry out legislative responsibilities. The Mayor and City Council are supported by one administrative staff member. Other budgeted funds are allocated to such costs as Council conference and travel expenses, and office equipment/supplies.

Management and Administrative Support Services

The Management and Administrative Support Services Program ensures the effective and efficient management of the Office of the City Manager by exercising the powers and fulfilling the Citywide duties of the City Manager, including general oversight of all City operations. Staff includes the City Manager, Assistant City Manager, a Senior Management Analyst, an Executive Assistant, and administrative support.

City Clerk's Office

The City Clerk's office is a three-person staff with administrative support. Routine responsibilities include supporting City Council meetings, overseeing the City's Boards and Commissions Program, coordinating responses to Public Records Act requests, and storage of legally mandated records. Supporting Council meetings includes creating Council informational packets, posting meeting agendas, recording Council votes, and creating Council minutes. Equally important, but not as routine, are administrative services related to municipal elections.

Public Information

The Public Information unit includes two staff members whose primary focus is assuring timely, relevant, and accurate public information in print, on-line, and via television and radio. Related

Office of the City Manager

FY 2013/14 Operating Budget

tasks include issuing news releases, responding to media requests, managing content on the City’s website, developing the Quarterly Report, and serving as Public Information Officer (PIO).

Economic Development/Business Attraction and Retention

This unit, consisting of two staff members, promotes and maintains a diverse local economy with businesses that provide jobs and services for our residents and tax revenue for the City to fund public services.

Print/Mail Services

Print Services is an internal resource serving City departments’ printing needs for large print/copy/bindery jobs, such as Reports to Council. Specialized printing jobs are outsourced as needed, when equipment or staff time do not permit in-house production. Mail service is a critical component of supporting day-to-day operations. Mail is picked up and delivered daily to all City locations.

Department Budget Summary

Office of the City Manager					
Fund/Program	2010/11 <i>Actual</i>	2011/12 <i>Budget</i>	2011/12 <i>Actual</i>	2012/13 <i>Budget</i>	2013/14 <i>Plan</i>
General Fund					
Office of the City Manager	3,510,011	4,334,436	3,598,517	3,786,747	4,139,741
RDA Successor Agency					
Office of the City Manager	0	0	4,642	0	0
General Services					
Print, Copy, Bindery and Mail Services	506,305	627,053	532,609	570,032	582,792
TOTAL EXPENDITURES	4,016,315	4,961,489	4,135,768	4,356,779	4,722,533

Budget Overview and Significant Changes

There are no significant changes in the Office of the City Manager this budget cycle. The year-to-year budget fluctuation is the result of elections costs, which are incurred only every other year.

Office of the City Manager

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
City Manager	1	1
Assistant City Manager	1	1
City Clerk	1	1
Economic Development Manager	1	1
Communications Officer	1	1
Senior Management Analyst	2	2
Administrative Analyst	1	1
Deputy City Clerk	1	1
Web Specialist	1	1
Executive Assistant	2	2
Senior Office Assistant	4	4
Press Operator	1	1
Part Time Mail Clerk	1	1
Office of the City Manager Total	18	18

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Office of the City Manager

Performance Indicators

2011 Consolidated General Plan Goals: Chapter 1, Community Vision (CV)

Goal CV-1: Achieve a Community in Which Citizens and Businesses Are Informed About Local Issues and City Programs and Services

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Office of the City Manager				
Workload Indicators				
Number of Council Agendas prepared.	CV-1	36	37	
Number of Reports to Council processed. [New for FY 2012/13]	CV-1	--	--	
Number of Council candidates filing nomination papers (election years only). [New for FY 2012/13]	CV-1	--	--	
Number of board and commission applicants. [New for FY 2012/13]	CV-1	--	--	
Number of public records act requests processed. [New for FY 2012/13]	CV-1	--	--	
Number of press releases created and distributed.	CV-1	85	69	
Performance Indicators				
Number of Council minutes and percent prepared without error and by next Council meeting. [New for FY 2012/13]	CV-1	--	--	
Number of Councilmember survey respondents and percent rating support from the Office of the City Clerk as good or better	CV-1	5 100%	5 100%	
Number of Councilmember survey respondents and percent rating clerical and administrative support to Council as good or better.	CV-1	5 100%	5 100%	
Number of resident survey respondents and percent rating the overall quality of information provided by Quarterly Report as good or better.	CV-1	--	N/A	
Percent of total Department operating budget expended		97%	87%	
Print, Copy, Bindery, and Mail Services and Support				
Workload Indicators				
Number of job requests for print, copy and/or bindery services		1,831	1901	
Number of print, copy and/or bindery work orders. [New for FY 2012/13]		--	--	
Number of mail delivery stops. [New for FY 2012/13]		--	--	
Number of pieces of mail metered. [New for FY 2012/13]		--	--	
Performance Indicators				
Number of customer survey respondents and percent rating services provided by the Print, Copy, Bindery and Mail Services and Support Program as good or better.		--	96 99%	

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**City of Sunnyvale
Program Performance Budget**

Program 723 - Office of the City Manager

Service Delivery Plan 72301 - City Clerk's Office

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723100 - Elections					
Costs:	21,904.29	506,308.17	388,410.01	29,764.98	441,175.77
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	239.88	424.00	316.30	330.00	455.00
Activity 723110 - Boards and Commissions					
Costs:	42,128.16	69,471.31	38,029.31	68,724.54	70,390.75
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	486.46	889.00	352.30	773.00	773.00
Activity 723120 - Council Meetings Preparation and Minutes					
Costs:	148,319.46	147,293.30	146,967.61	82,209.66	84,481.59
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,857.19	1,813.00	1,735.30	872.00	872.00
Activity 723130 - Records Management					
Costs:	147,259.88	185,430.04	151,810.01	316,268.95	235,181.10
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,469.41	1,382.00	1,595.50	3,400.00	2,222.00
Activity 723140 - Management Services					
Costs:	86,924.73	86,268.13	77,881.38	94,235.75	99,297.99
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	796.59	742.00	676.50	760.00	775.00

**City of Sunnyvale
Program Performance Budget**

Program 723 - Office of the City Manager

Service Delivery Plan 72301 - City Clerk's Office

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723150 - Administrative Support Services					
Costs:	84,785.89	52,756.79	83,681.73	94,667.42	101,093.80
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,309.58	747.00	1,202.30	1,213.00	1,263.00
Activity 723125 - RSA Oversight Board Meeting and Minutes					
Costs:	0.00	0.00	4,641.64	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	46.00	0.00	0.00
Totals for Service Delivery Plan 72301 - City Clerk's Office					
Costs:	531,322.41	1,047,527.74	891,421.69	685,871.30	1,031,621.00
Hours:	6,159.11	5,997.00	5,924.20	7,348.00	6,360.00

**City of Sunnyvale
Program Performance Budget**

Program 723 - Office of the City Manager

Service Delivery Plan 72302 - Public Information

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723200 - Mass Media					
Costs:	105,642.22	125,366.82	117,351.37	122,708.83	108,222.11
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,106.12	1,275.00	1,139.00	1,002.00	1,002.00
Activity 723210 - Quarterly Report					
Product: A Report Printed					
Costs:	114,533.10	109,361.40	116,084.46	113,370.91	115,819.19
Products:	4.00	4.00	4.00	4.00	4.00
Hours:	558.42	430.00	672.00	475.00	475.00
Activity 723220 - City Web Site					
Costs:	131,010.84	137,627.19	115,273.50	163,344.34	166,515.54
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,646.94	1,765.00	1,557.70	1,803.00	1,803.00
Activity 723230 - Cable Television					
Costs:	61,171.36	65,903.62	84,107.73	69,920.56	72,270.11
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	279.51	300.00	437.00	295.00	295.00
Activity 723240 - Assist Staff with Communications-related Issues					
Costs:	61,745.76	70,683.67	54,160.17	68,859.21	70,121.37
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	675.50	750.00	592.00	625.00	625.00

**City of Sunnyvale
Program Performance Budget**

Program 723 - Office of the City Manager

Service Delivery Plan 72302 - Public Information

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723250 - Management Services					
Costs:	5,726.25	14,348.96	10,918.36	15,382.26	15,656.20
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	61.55	130.00	99.00	130.00	130.00
Activity 723260 - Administrative Support Services					
Costs:	42,559.22	42,911.18	46,894.26	55,566.63	56,760.52
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	594.34	600.00	701.00	720.00	720.00
Totals for Service Delivery Plan 72302 - Public Information					
Costs:	522,388.75	566,202.84	544,789.85	609,152.74	605,365.04
Hours:	4,922.38	5,250.00	5,197.70	5,050.00	5,050.00

**City of Sunnyvale
Program Performance Budget**

Program 723 - Office of the City Manager

Service Delivery Plan 72303 - Planning and Management Systems

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723300 - Planning and Management Systems					
Costs:	24,393.49	5,603.27	1,571.88	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	283.21	70.00	13.00	0.00	0.00
Activity 723310 - Process Improvement					
Costs:	49,192.49	9,534.76	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	534.90	90.00	0.00	0.00	0.00
Activity 723320 - Study Issues Process					
Product:	A Study Issue Paper Processed				
Costs:	31,356.70	13,396.57	15,909.33	0.00	0.00
Products:	33.00	40.00	38.00	0.00	0.00
Hours:	378.58	161.00	240.50	0.00	0.00
Activity 723330 - City Policy Updates					
Product:	A Policy Updated				
Costs:	30,196.59	13,249.30	18,822.20	0.00	0.00
Products:	38.00	35.00	0.00	0.00	0.00
Hours:	391.29	190.00	288.00	0.00	0.00
Activity 723340 - City Policy Advocacy					
Product:	A Legislative Issue Tracked				
Costs:	29,821.51	14,674.45	1,085.24	0.00	0.00
Products:	35.00	30.00	0.00	0.00	0.00
Hours:	341.45	170.00	4.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 723 - Office of the City Manager

Service Delivery Plan 72303 - Planning and Management Systems

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723350 - Management Services					
Costs:	16,442.11	1,374.15	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	171.13	0.00	0.00	0.00	0.00
Activity 723360 - Administrative Support Services					
Costs:	34,100.46	35,030.32	3,143.19	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	536.90	490.00	42.00	0.00	0.00
Totals for Service Delivery Plan 72303 - Planning and Management Systems					
Costs:	215,503.35	92,862.82	40,531.84	0.00	0.00
Hours:	2,637.46	1,171.00	587.50	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 723 - Office of the City Manager

Service Delivery Plan 72304 - Economic Development/Business Attraction and Retention

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723400 - Assist Businesses With Permits					
Costs:	69,787.38	83,578.99	73,721.53	97,523.55	99,296.09
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	713.23	850.00	672.00	900.00	900.00
Activity 723410 - Locate Sites for Businesses					
Costs:	39,690.72	43,329.45	44,471.39	48,195.97	49,082.39
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	381.28	414.00	413.80	460.00	460.00
Activity 723420 - Marketing and Public Relations for Businesses					
Costs:	49,803.11	75,116.54	60,561.86	75,542.22	73,997.68
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	494.37	455.00	565.40	606.00	606.00
Activity 723430, 723431 - Business-Friendly Policies					
Costs:	48,303.81	50,632.02	47,135.78	50,104.78	50,866.95
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	466.45	490.00	436.00	450.00	450.00
Activity 723440 - Business Community Connections and Support					
Costs:	59,606.16	78,680.44	58,661.69	66,905.22	68,245.78
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	596.85	780.00	510.40	630.00	630.00

**City of Sunnyvale
Program Performance Budget**

Program 723 - Office of the City Manager

Service Delivery Plan 72304 - Economic Development/Business Attraction and Retention

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723450 - Business Recognition					
Costs:	19,697.47	40,476.18	13,704.15	39,653.42	40,401.54
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	198.95	420.00	143.00	400.00	400.00
Activity 723460 - Management Services					
Costs:	16,617.59	26,021.49	26,875.68	18,229.08	18,594.78
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	158.12	150.00	145.00	160.00	160.00
Activity 723470 - Administrative Support Services					
Costs:	6,728.72	6,871.46	6,234.31	6,707.31	6,841.61
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	83.46	75.00	75.40	80.00	80.00
Totals for Service Delivery Plan 72304 - Economic Development/Business Attraction and Retention					
Costs:	310,234.96	404,706.57	331,366.39	402,861.55	407,326.82
Hours:	3,092.71	3,634.00	2,961.00	3,686.00	3,686.00

**City of Sunnyvale
Program Performance Budget**

**Program 723 - Office of the City Manager
Service Delivery Plan 72305 - City Council**

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723500 - Conduct Council Business					
Costs:	307,229.91	336,958.50	256,414.47	329,217.14	342,445.74
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	14.01	0.00	6.00	0.00	0.00
Activity 723510 - Administrative Support for Council					
Costs:	141,033.64	140,882.57	148,177.86	155,943.32	159,024.96
Products:	0.00	0.00	7.00	0.00	0.00
Hours:	1,806.36	1,800.00	1,822.50	1,800.00	1,800.00
Totals for Service Delivery Plan 72305 - City Council					
Costs:	448,263.55	477,841.07	404,592.33	485,160.46	501,470.70
Hours:	1,820.37	1,800.00	1,828.50	1,800.00	1,800.00

**City of Sunnyvale
Program Performance Budget**

**Program 723 - Office of the City Manager
Service Delivery Plan 72306 - Administration**

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723600, 723601 - Department-Wide Management Services					
Costs:	1,220,222.97	1,273,888.93	1,190,337.73	1,353,409.21	1,338,542.26
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	7,491.62	7,400.00	7,311.70	7,400.00	7,400.00
Activity 723610 - Department-Wide Administrative Support					
Costs:	255,019.08	244,070.19	200,118.99	206,719.72	210,897.40
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,565.67	3,429.00	2,589.40	2,490.00	2,490.00
Activity 723620 - Study Issues and Non-Routines					
Costs:	0.00	0.00	0.00	28,117.81	28,728.03
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	395.00	395.00
Activity 723630 - City Policy Updates					
Costs:	0.00	0.00	0.00	15,454.23	15,789.69
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	220.00	220.00
Totals for Service Delivery Plan 72306 - Administration					
Costs:	1,475,242.05	1,517,959.12	1,390,456.72	1,603,700.97	1,593,957.38
Hours:	11,057.29	10,829.00	9,901.10	10,505.00	10,505.00

**City of Sunnyvale
Program Performance Budget**

Program 723 - Office of the City Manager

Service Delivery Plan 72307 - Community Resources

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723700 - Community-Initiated Special Events					
Product: A Permit Application Reviewed					
Costs:	28,549.68	19,149.88	35,740.89	0.00	0.00
Products:	48.00	25.00	0.00	0.00	0.00
Hours:	413.81	275.00	449.50	0.00	0.00
Activity 723710 - Neighborhood Associations					
Product: A Neighborhood Association Served					
Costs:	19,403.19	25,365.67	15,973.53	0.00	0.00
Products:	25.00	25.00	0.00	0.00	0.00
Hours:	239.68	300.00	190.00	0.00	0.00
Activity 723720 - Community Information and Outreach					
Costs:	102,942.53	103,625.32	90,118.79	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,349.52	1,300.00	1,136.00	0.00	0.00
Activity 723730 - Annual State of the City					
Costs:	62,019.15	66,860.79	25,858.65	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	381.28	375.00	178.30	0.00	0.00
Activity 723740 - Management Services					
Costs:	373.52	0.00	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 723 - Office of the City Manager

Service Delivery Plan 72307 - Community Resources

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 723750 - Administrative Support Services					
Costs:	7,055.72	12,334.16	129.40	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	111.58	200.00	2.00	0.00	0.00
Totals for Service Delivery Plan 72307 - Community Resources					
Costs:	220,343.79	227,335.82	167,821.26	0.00	0.00
Hours:	2,495.87	2,450.00	1,955.80	0.00	0.00
Totals for Program 723					
Costs:	3,723,298.86	4,334,435.98	3,770,980.08	3,786,747.02	4,139,740.94
Hours:	32,185.19	31,131.00	28,355.80	28,389.00	27,401.00

**City of Sunnyvale
Program Performance Budget**

Program 748 - Print, Copy, Bindery, and Mail Services and Support

Service Delivery Plan 74801 - Print, Copy, and Bindery Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 748110 - Centralized Print, Copy, and Bindery Services					
Costs:	184,196.96	183,932.85	174,759.26	201,828.60	207,073.73
Products:	0.00	0.00	6.00	0.00	0.00
Hours:	2,373.81	2,060.00	2,277.40	2,400.00	2,400.00
Activity 748120 - Outsourced Print, Copy, and Bindery Services					
Product: A Work Order					
Costs:	225,533.58	368,479.78	247,533.47	245,435.71	250,632.61
Products:	170.00	518.00	0.00	0.00	0.00
Hours:	727.60	940.00	689.00	600.00	600.00
Totals for Service Delivery Plan 74801 - Print, Copy, and Bindery Services					
Costs:	409,730.54	552,412.63	422,292.73	447,264.31	457,706.34
Hours:	3,101.41	3,000.00	2,966.40	3,000.00	3,000.00

**City of Sunnyvale
Program Performance Budget**

Program 748 - Print, Copy, Bindery, and Mail Services and Support

Service Delivery Plan 74802 - Centralized Mail Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 748200 - Deliver Mail, Supplies, and Print Shop Jobs					
Product: A Mail Stop					
Costs:	55,286.31	34,147.89	70,038.68	69,385.07	53,680.94
Products:	6,636.00	14,049.00	5,272.00	0.00	0.00
Hours:	885.80	225.00	905.60	812.00	804.00
Activity 748210 - Process Incoming Mail					
Costs:	23,471.80	18,775.72	20,533.87	22,141.54	31,794.87
Products:	0.00	0.00	8,451.00	0.00	0.00
Hours:	403.10	175.00	269.80	250.00	406.00
Activity 748220 - Process Outgoing Mail					
Product: A Piece of Mail Metered					
Costs:	17,760.99	18,541.20	19,104.45	31,016.15	39,379.94
Products:	134,649.00	243,253.00	123,864.00	160,000.00	160,000.00
Hours:	312.20	170.00	285.20	350.00	480.00
Totals for Service Delivery Plan 74802 - Centralized Mail Services					
Costs:	96,519.10	71,464.81	109,677.00	122,542.76	124,855.75
Hours:	1,601.10	570.00	1,460.60	1,412.00	1,690.00

**City of Sunnyvale
Program Performance Budget**

Program 748 - Print, Copy, Bindery, and Mail Services and Support

Service Delivery Plan 74803 - Management and Administrative Support Services

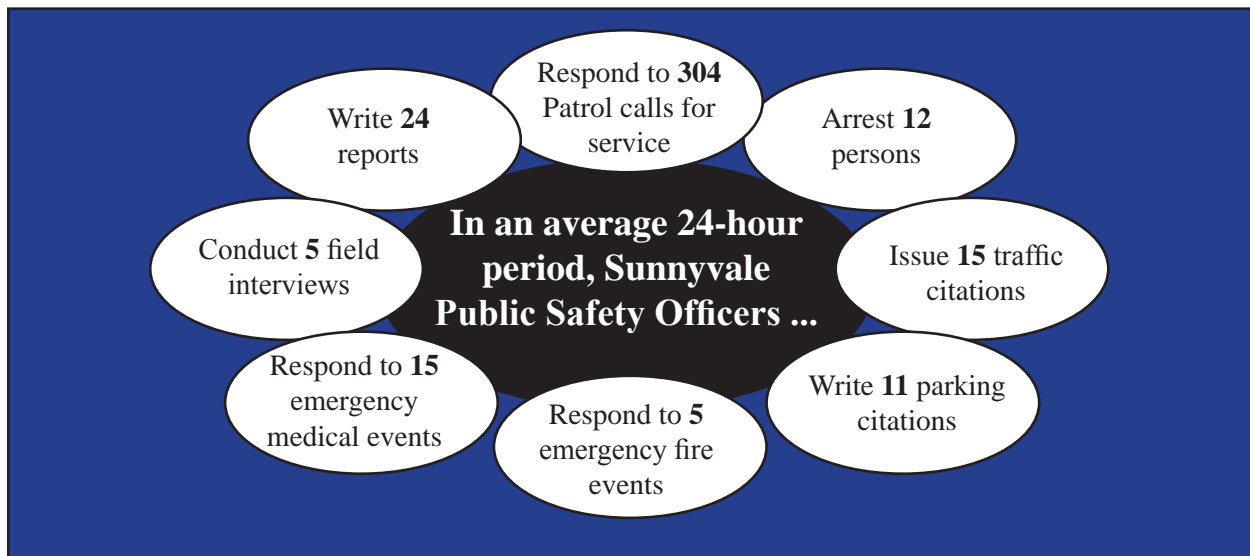
	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 748300 - Management and Administrative Support Services					
Costs:	55.00	434.11	497.03	225.00	229.50
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	7.00	0.00	0.00
Activity 748310 - Staff Training and Development					
Costs:	0.00	2,741.45	142.01	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	40.00	2.00	0.00	0.00
Totals for Service Delivery Plan 74803 - Management and Administrative Support Services					
Costs:	55.00	3,175.56	639.04	225.00	229.50
Hours:	0.00	40.00	9.00	0.00	0.00
Totals for Program 748					
Costs:	506,304.64	627,053.00	532,608.77	570,032.07	582,791.59
Hours:	4,702.51	3,610.00	4,436.00	4,412.00	4,690.00

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Department Description

The Department of Public Safety is one of the only fully integrated police and fire departments in America. All officers are cross-trained as both police officers and firefighter/EMTs, allowing the Department to provide police, fire, and emergency medical services to the community. Department members take pride in maintaining a city that is safe by focusing on crime and fire prevention, by addressing quality of life issues with all available City resources, and by adhering to enforcement principles to maintain order.

Sunnyvale enjoys a reputation for being one of the safest cities in America and consistently has one of the lowest crime rates of any city in the region and state. Much of the success can be attributed to the community policing and problem solving approach that is employed by the Department. Equally as important, staff assigned to fire services and the fire prevention and hazardous materials services are tasked with preventing fires through a strong fire inspection program and by providing fire prevention education in schools, neighborhoods, and in the business community. Emergency medical response is a top priority for the Department. To increase the potential for patient survival, both police officers and firefighters are trained as emergency medical technicians (EMTs) and are dispatched to every life-threatening emergency medical call. Every emergency responder is equipped with an automatic external defibrillator (AED) and the devices are located in every City building.



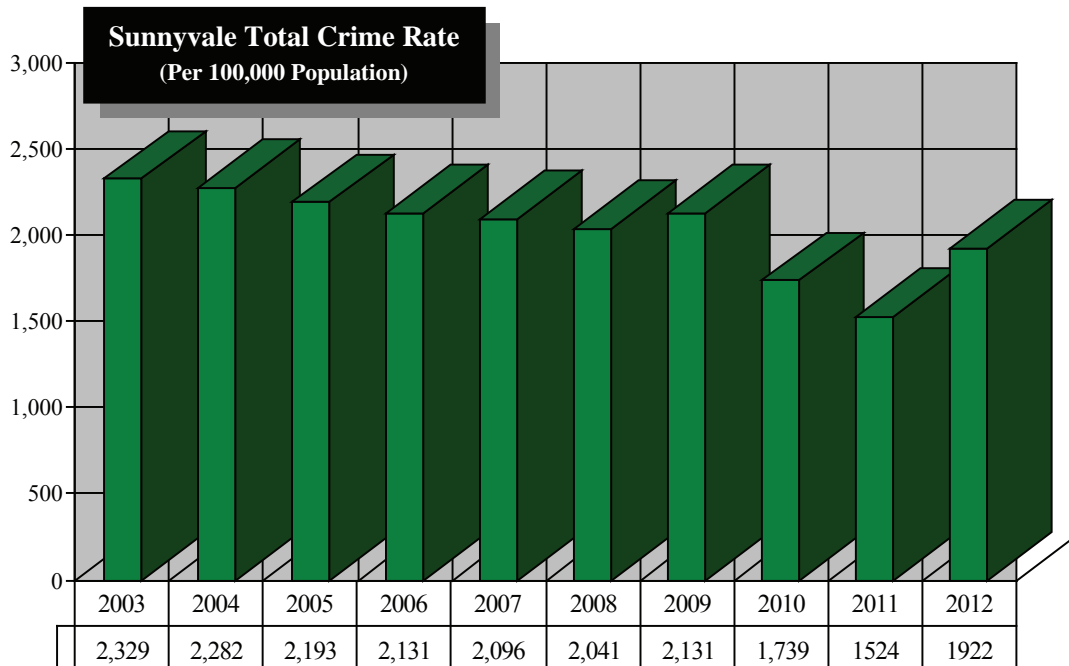
The Department has strong partnerships with the City's schools, neighborhoods, and business community. These partnerships provide a framework to address localized problems and issues, and allow Public Safety to leverage close relationships to address areas of mutual concern. The Department recognizes the power of an engaged community in providing public safety services and keeping the community safe.

Programs and Services

The Department of Public Safety (DPS) is organized into nine programs: Police Services, Fire Services, Community Safety Services, Personnel and Training Services, Investigation Services, Communication Services, Public Safety Administration Services, Records Management and Property Services, and Fire Prevention and Hazardous Materials Services. The Department's organizational goal, and the expectation of all employees, is expressed in its mission statement: To safeguard lives, protect property, and ensure a quality of life whereby our community may enjoy a sense of peace and security. The people of Public Safety are our greatest resource and the partnerships with the community our most valued asset. We take pride in serving others with dignity, fairness and respect. We will continue to deliver Public Safety services using new ideas that respond to our community's changing needs.

Police Services

The Police Services Program focuses on protecting the lives, property, and rights of all people by providing a uniformed police response to both emergency and non-emergency calls for service. Officers are assigned by team over a 24-hour time period and are responsible for a specified geographical area of the City, their "beat." Officers are charged with enforcing federal, state, and local laws including traffic laws, investigating possible criminal activity, and providing crime prevention education. Several special teams are assigned to Police Services, including Traffic Safety Education and Enforcement (officers typically ride motorcycles), the Gang Enforcement Team (GET), and a highly trained Special Weapons and Tactics Team (SWAT). Officers assigned to Police Services are tasked also with firefighting activities during emergencies, typically augmenting firefighters assigned to Fire Services. The chart on the following page provides a 10-year history of Sunnyvale's overall FBI crime rate per 100,000 residents.



Fire Services

The Fire Services Program focuses on protecting the lives and property of all people by providing the primary response to both emergency and non-emergency fire events, as well as emergency medical calls for service. Officers are assigned to one of six fire stations in Sunnyvale that provide coverage for a specific geographical area. Nine fire engines, two trucks, and one hazardous materials/urban search and rescue apparatus are staffed 24 hours daily. Officers assigned to Fire Services also are responsible for more than 4,000 fire prevention inspections annually, as well as fire prevention education for schools and businesses.

Community Safety Services

The Community Safety Services Program is the primary provider of prevention education to the community. Four Neighborhood Resource Officers (NROs) supervised by one Lieutenant are assigned to specific geographical areas of the City and are tasked with maintaining close partnerships with schools, neighborhood associations, and businesses. NROs often take the lead on problem solving initiatives by coordinating with other City resources. Crime Prevention Public Safety Technicians (PSTs) work closely with NROs and provide support for prevention programs in schools, neighborhoods, and the business community.

The Community Safety Services Program includes Neighborhood Preservation (NP), commonly referred to as code enforcement. NP leverages a wide-variety of DPS resources (Patrol, Fire Prevention, Neighborhood Resource Officers, etc.) to resolve Sunnyvale Municipal Code violations effectively at residential, commercial, and industrial properties.

The Program is home to the Office of Emergency Services (OES), which is responsible for disaster preparedness activities. The primary purpose of OES is to ensure readiness of City staff through education and planning. OES provides neighborhoods and businesses with training that will help them to be more self-sufficient following a disaster.

Animal Control is also located within the Community Safety Services Program. Animal Control Officers are responsible for services including licensing, response to calls for service, and transportation to Sunnyvale's state-of-the-art sheltering services partner, the Humane Society Silicon Valley in Milpitas.

Personnel and Training Services

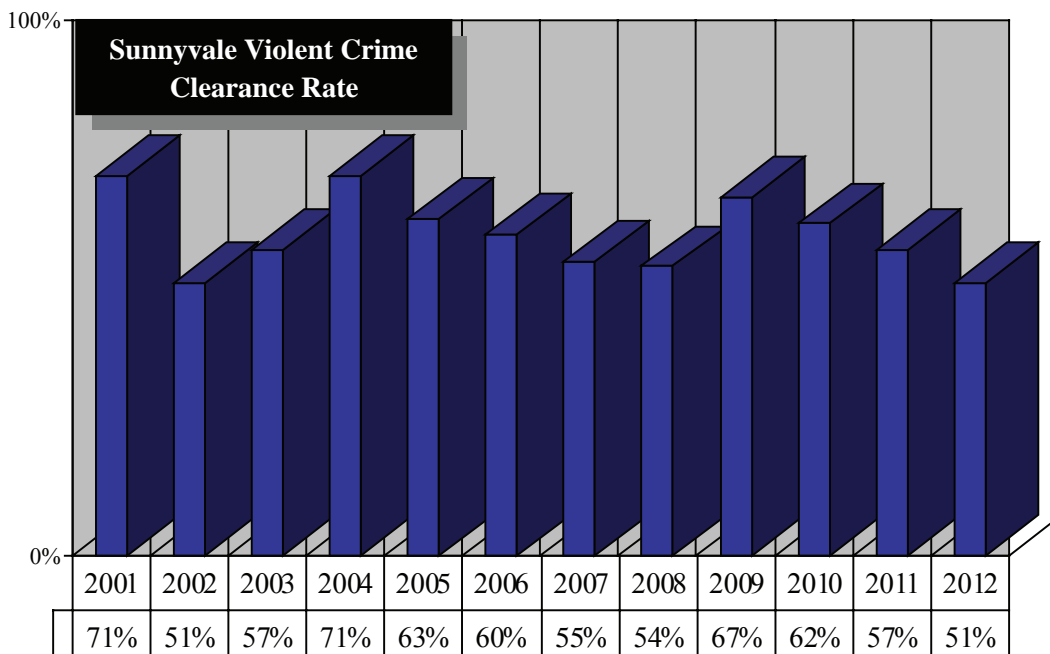
The Personnel and Training Services Program, in cooperation with the City's Department of Human Resources, holds the primary responsibility for recruiting, testing, hiring, and training all Public Safety employees. Sworn candidates must meet a rigorous set of standards including written testing and oral interviews, psychological screenings, polygraph examinations, and an in-depth background check. Successful candidates attend a 25-week Police Academy, a 14-week Fire Academy, a 6-week Emergency Medical Technician - Basic Academy, and must successfully pass field-training programs in both operational bureaus - Police and Fire.

All DPS training is coordinated within the Program to ensure all state-mandated training requirements are met for police, fire, and emergency medical services, as well as specialized skills training for specific assignments.

Investigation Services

The Investigation Services Program focuses primarily on investigative follow-up of criminal cases originating in Police Services, and preparing those cases for prosecution. The caseload in Investigation Services is divided between crimes against persons and property crimes. There is close coordination between this work unit and other local law enforcement agencies because many cases cross jurisdictional boundaries. The unit also closely coordinates with the Office of the District Attorney and the Santa Clara County Crime Lab. In recent years, technology has played an ever-increasing role in case investigation and, consequently, detectives continue to develop expertise in computer forensics, cell phone technology, and analysis of criminal activity within social networking websites and financial networks.

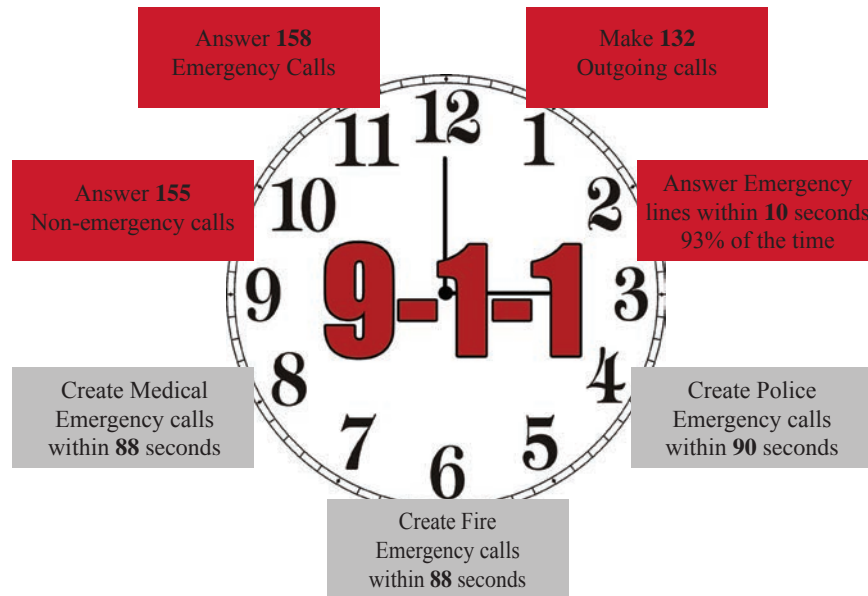
The Program also houses the Community Crimes Unit (CCU), a group of officers dedicated to addressing contemporary crimes and community issues such as burglary suppression. In January 2010, the Department developed a partnership with the Mountain View Police Department and the Federal Bureau of Investigation (FBI) to combat local gang-related crime. In 2012, the Department enhanced the Program and added a detective to a regional task force operated by the Drug Enforcement Administration (DEA). These partnerships will provide federal funding for a portion of associated costs, but more importantly will allow for a multi-jurisdictional approach to regional drug and gang-related activity. The chart below provides a 10-year history of Sunnyvale’s clearance rate for violent crimes.



Communication Services

Communication Services functions as the initial point of contact for most police and fire/medical events, both emergency and non-emergency. The dispatchers triage approximately 115,000 incoming calls each year originating from hard-wired phones, cell phones, and Voice over Internet Protocol (VoIP) contacts. Each year, dispatchers coordinate the assignment of more than 50,000 police events and 7,000 fire and emergency medical events, provide emergency medical directions to callers reporting medical emergencies, process all requests for information by officers, and question callers to provide the best information to emergency responders. The chart on the following page describes call processing and dispatch times for Communication Services during a 24-hour period.

In an average 24 period, Sunnyvale Dispatchers...



Public Safety Administration Services

Public Safety Administration Services provides management and coordination of all department programs and functions. Critical to the Program is the Professional Standards Unit, Internal Affairs. Staffed by a Lieutenant, Professional Standards conducts investigations of misconduct when warranted. It also conducts quality assurance audits to ensure compliance with laws, and with City and Department policies.

Contained within the Program is the administration of the permits and licensing process for residential and business alarms systems, taxis, massage establishments, adult entertainment, peddlers and pawnshops. The administration of abandoned vehicle abatement and parking enforcement also is coordinated within Public Safety's Administration Services.

The Program is also responsible for all aspects of the City budget process, including grant applications and fiscal reporting, project submittals, and coordination of Department activities. Staff in this area ensure fiscal accountability across the Department and ensure every revenue source is explored and leveraged. Each year, the Department is responsible for more than \$4.7 million in revenue based on fines, forfeitures, and licensing, as well as significant annual grant revenue.

Records Management and Property Services

The Records Management and Property Services Program is a primary point of contact for non-emergency police and fire events, by both phone and in-person contacts. The Program also provides the repository for all police and fire event records, and ensures all case files are prepared for prosecution. Records Management is staffed 24 hours daily to ensure timely processing of information and reports, and to ensure there is a primary point of contact for all City services after regular business hours. Property Management is a critical function within the Program to ensure evidence collected by officers within Police and Investigation Services is properly secured, cataloged, and processed for case prosecution. A secure evidence storage facility is located in the Department headquarters on All America Way, and a second, long-term facility is located at the City's Corporation Yard.

Fire Prevention and Hazardous Materials Services

The Fire Prevention and Hazardous Materials Services Program operates under the oversight of the Fire Marshal and is an integral part of ensuring a safe community. The Program's primary purpose is to prevent fires and hazardous materials-related emergencies and to minimize injuries and property loss when a fire or hazardous materials emergency occurs. The Program's objective is to integrate public education and outreach with fire and life safety inspections in new and existing occupancies.

Fire Prevention Specialists conduct compliance inspections in all occupancies except single-family residences and consult with residents and local business owners on how to maintain fire-safe environments and building systems. Inspections of schools, residential care facilities, daycares, nightclubs, and other occupancies with potentially vulnerable occupants are prioritized.

Fire Protection Engineers participate in predesign meetings with developers and architects, review architectural plans and shop drawings, and conduct field inspections of passive and active fire protection systems, including fire-resistive walls, exit components, automatic sprinkler systems, and fire alarms. These reviews and inspections ensure that engineered systems are designed and installed in accordance with applicable codes and standards.

Technically trained Hazardous Materials Inspectors are responsible for implementing and enforcing a broad set of hazardous materials regulations contained in six State-wide hazardous materials programs and the Fire Code. These regulations cover topics like underground storage tank systems, accidental release prevention, hazardous waste treatment systems, toxic gas, and general storage and use of hazardous materials. The Hazardous Material Inspectors frequently join the Fire Protection Engineers in predesign meetings and consultations with business owners and developers.

Public Safety
FY 2013/14 Operating Budget

Department Budget Summary

Public Safety					
Fund/Program	<i>2010/11</i>	<i>2011/12</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>
	<i>Actual</i>	<i>Budget</i>	<i>Actual</i>	<i>Budget</i>	<i>Plan</i>
General Fund					
Police Services	22,598,776	24,651,594	24,024,213	26,116,503	27,038,355
Fire Services	25,655,925	27,043,214	26,697,280	27,422,804	26,636,206
Community Safety Services	3,801,139	3,424,169	3,699,923	3,518,552	3,555,860
Personnel and Training	2,035,251	1,712,600	1,678,800	1,561,186	1,616,379
Investigation Services	4,771,713	4,869,438	4,698,263	4,782,367	5,258,630
Communication Services	3,036,379	2,963,021	3,154,667	3,080,019	3,119,392
Public Safety Administrative Services	6,903,476	6,582,998	6,742,339	5,292,852	5,554,526
Records Management and Property Services	2,011,318	1,917,242	1,990,345	1,937,342	1,965,845
Fire Prevention Services	0	0	0	0	1,770,725
Asset Forfeiture Fund					
Police Services	2,176	2,120	1,884	2,200	2,244
Police Services Augmentation Fund					
Police Services	219,028	0	0	0	0
Investigation Services	0	0	0	0	229,693
TOTAL EXPENDITURES	71,035,182	73,166,397	72,687,713	73,713,826	76,747,854

Budget Overview and Significant Changes

Funding for the Department of Public Safety, at \$76.7 million dollars annually, represents approximately 56% of the City's General Fund operating expenditures. Of that amount, nearly 90% can be attributed to salaries and benefits. Public Safety Managers approach the task of developing the budget by critically examining each program and position to ensure that services provided to the community are aligned with the Department's mission and are responsive to the needs of the community.

Overall Program Changes

The proposed budget in FY 2013/14 for the Department of Public Safety includes the proposed addition of two Public Safety Officers within Program 475 (Investigation Services) to focus on current crime trends in the community through the enhancement and redirection of the Community Crimes Unit. Also included in the proposed budget is the addition of a Senior Crime Analyst in Program 478 (Records Management and Property Services) to collect, analyze and disseminate actionable crime intelligence to the members of the organization and the community. The intelligence information will support all aspects of the organization and community in directed enforcement and preventative policing. The Senior Crime Analyst will also supervise data and statistics personnel in gathering information to assist Police Operations, as well as conduct mandatory crime reporting to State and Federal entities.

In FY 2013/14, Fire Services will represent only Fire Field Operations. Fire Prevention and Hazardous Materials Services are now in a separate Program 479 (Fire Prevention and Hazardous Materials Services).

Public Safety

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
Director of Public Safety	1	1
Neighborhood Preservation Manager	1	1
Public Safety Captain	7	7
Senior Management Analyst-Public Safety	1	1
Deputy Chief	3	3
Civilian Fire Marshall	1	1
Budget Analyst II	1	1
Administrative Aide	1	1
Administrative Aide-Confidential	1	1
Public Safety Records Coordinator	1	1
Senior Community Services Officer	1	1
Community Services Officer	6	6
Animal Control Officer	1	1
Public Safety Specialist	2	2
Senior Neighborhood Preservation Specialist	1	1
Neighborhood Preservation Specialist	3	3
EMS Coordinator	1	1
Public Safety Officer II	142	144
Senior Crime Analyst	0	1
Hazardous Materials Inspector	3	3
Fire Prevention Specialist II	2	2
Fire Protection Engineer	3	3
Public Safety Dispatcher	13	13
Senior Public Safety Dispatcher	6	6
Public Safety Lieutenant	42	42
Public Safety Records Specialist II	9	9
Public Safety Records Senior Specialist	3	3
Principal Office Assistant-Confidential	1	1
Public Safety Property Clerk II	2	2
Senior Office Assistant	9	9
Staff Office Assistant	3	3
Public Safety Maintenance Worker	1	1
Vehicle Abatement Officer	4	4
Department of Public Safety Total	276	279

Department of Public Safety

Performance Indicators

2011 Consolidated General Plan Goals

Chapter 6: Safety and Noise (SN)

Goal SN-1: Acceptable Levels of Risk for Natural and Human-Caused Hazards

Goal SN-2: Effective Disaster Preparedness

Goal SN-3: Safe and Secure City

Goal SN-4: Public Confidence in Police Services

Goal SN-5: Effective Fire Service Response System

Goal SN-6: Effective Emergency Response Capability

Goal SN-7: Effective Emergency Communication Services

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Police Services				
Workload Indicators				
Number of traffic enforcement stops.	SN-3	15,810	16,128	
Number of traffic citations issued.	SN-3	20,799	12,155	
Number of traffic Hot Spots enforced.	SN-3	26	23	
Performance Indicators				
Number of police responses to emergency events and response time at the 90th percentile. [Deleted in FY 2012/13]		2,135 N/A	2,148 N/A	
Number of police responses to emergency events and average response time.	SN-3, SN-4, SN-6	2,135 4 min, 57 sec	2,148 4 min, 47 sec	
Number of police responses to urgent events and response time at the 90th percentile. [Deleted in FY 2012/13]		1,463 N/A	1,461 N/A	
Number of police responses to urgent events and average response time.	SN-3, SN-4, SN-6	1,463 6 min, 18 sec	1,461 6 min, 10 sec	
Fire Services				
Workload Indicators				
Number of inspections completed by fire station personnel	SN-5	1,866	2,741	
Performance Indicators				
Number of fire responses to all emergency events and response time at the 90th percentile. [Deleted in FY 2012/13]		7,096 N/A	7,092 N/A	
Number of fire responses to all emergency events and average response time.	SN-5, SN-6	7,096 3 min, 53 sec	7,092 3 min, 58 sec	
Number of fire responses to emergency fire events and response time at the 90th percentile. [Deleted in FY 2012/13]		1,820 N/A	1,667 N/A	
Number of fire responses to emergency fire events and average response time.	SN-5, SN-6	1,820 4 min, 14 sec	1,667 4 min, 20 sec	
Number of fire responses to emergency medical events and average response time.	SN-5, SN-6	5,276 3 min, 48 sec	5,425 3 min, 54 sec	

Department of Public Safety

Performance Indicators

2011 Consolidated General Plan Goals

Chapter 6: Safety and Noise (SN)

Goal SN-1: Acceptable Levels of Risk for Natural and Human-Caused Hazards

Goal SN-2: Effective Disaster Preparedness

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Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Community Safety Services				
Workload Indicators				
Number of SNAP volunteers trained.	SN-2	300	282	
Performance Indicators				
Number of animal service calls and percent responded to within 24 hours.	SN-3, SN-4	1,212 90%	1175 90%	
Number of complaints reported from businesses, neighborhoods, and schools and percent responded to within 3 days.	SN-3, SN-4	784 100%	388 100%	
Percent of code enforcement complaints investigated within 3 business days of receipt.	SN-3, SN-4	100%	100%	
Percent of code enforcement complaints resolved within 30 days	SN-3, SN-4	91%	93%	
Personnel and Training Services				
Performance Indicators				
Number of recruits who have completed training and recruit success rate.	SN-3, SN-4, SN-5	4 100%	0 0%	
Investigation Services				
Performance Indicators				
Violent Crime Total Number of Reported Incidents as defined by the FBI, for the crimes of murder, forcible rape, robbery, and aggravated assault. Compared to: City of Santa Clara City of Mountain View	SN-3	170 182 168	153 103 176	
Property Crime Total Number of Reported Incidents as defined by the FBI, for burglary, motor vehicle theft, auto burglary, larceny and arson. Compared to: City of Santa Clara City of Mountain View	SN-3	2,131 3,016 1,458	2,189 2,933 1,968	
Violent Crime clearance rate as defined by the FBI for the crimes of murder, forcible rape, robbery, and aggravated assault Compared to: City of Santa Clara City of Mountain View	SN-3	64% 21% 26%	48% 33% 47%	

Department of Public Safety

Performance Indicators

2011 Consolidated General Plan Goals

Chapter 6: Safety and Noise (SN)

Goal SN-1: Acceptable Levels of Risk for Natural and Human-Caused Hazards

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Goal SN-7: Effective Emergency Communication Services

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Communication Services				
Performance Indicators				
Number of emergency police events processed and dispatched at the 90th percentile. [Deleted in FY 2012/13]		715 N/A	728 N/A	
Number of emergency fire events processed and dispatched at the 90th percentile. [Deleted in FY 2012/13]		1,649 N/A	1,524 N/A	
Number of emergency medical events processed and dispatched at the 90th percentile. [Deleted in FY 2012/13]		5,171 N/A	5,380 N/A	
Number of emergency police events (Priority E) Public Safety Dispatchers processed (question callers, prioritize, etc.), created, and dispatched and percent completed within 2 minutes and 19 seconds of answering the phone. [New in FY 2012/13]	SN-3, SN-4, SN-7	--	--	
Number of emergency fire events (Priority 1) Public Safety Dispatchers processed (question callers, prioritize, etc.), created, and dispatched and percent completed within 1 minute and 58 seconds. [New in FY 2012/13]	SN-3, SN-5, SN-7	--	--	
Number of emergency medical events Public Safety Dispatchers processed (question callers, prioritize, etc.), created, and dispatched utilizing the Medical Priority Dispatch System and percent completed within 2 minutes and 3 seconds of answering the phone. [New in FY 2012/13]	SN-6, SN-7	--	--	
DPS Management and Support				
Performance Indicators				
Percent of total Department operating budget expended		100%	99%	
Records Management and Property Services				
Performance Indicators				
Number of in custody court cases submitted to the District Attorney and percent submitted within two days of completion.	SN-3, SN-4	545 100%	501 99%	
Fire Prevention And Hazard Material Services				
Workload Indicators				
Number of hazmat inspections completed by hazardous materials inspectors.	SN-5	1,307	1,412	
Number of fire safety inspections completed by fire prevention inspectors. [New in FY 2012/13]	SN-5	--	--	

Department of Public Safety

Performance Indicators

2011 Consolidated General Plan Goals

Chapter 6: Safety and Noise (SN)

Goal SN-1: Acceptable Levels of Risk for Natural and Human-Caused Hazards

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Goal SN-5: Effective Fire Service Response System

Goal SN-6: Effective Emergency Response Capability

Goal SN-7: Effective Emergency Communication Services

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Performance Indicators				
Number of fire prevention plan checks requested and percent completed within 21 days.	SN-5	314 22%	645 12%	
Number of fire safety construction inspections requested and percent completed within 2 days.	SN-5	2,678 25%	3,093 37%	
Number of hazmat plan checks requested and percent completed within 7 days.	SN-1	126 97%	126 89%	

**City of Sunnyvale
Program Performance Budget**

Program 471 - Police Services

Service Delivery Plan 47101 - Police Field Services

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 471010, 471011, 471012, 471013, 471014, 471015 - Patrol Response to Police Events					
Product: An Incident					
Costs:	6,660,627.45	6,970,266.07	7,228,688.59	7,274,639.70	7,553,898.68
Products:	39,979.00	40,000.00	39,220.00	40,000.00	40,000.00
Hours:	52,683.76	55,131.00	54,491.38	52,972.00	52,972.00
Activity 471020 - Patrol Response to Fire Events					
Product: An Incident					
Costs:	99,815.59	84,282.37	72,766.75	70,739.99	73,495.97
Products:	281.00	350.00	274.00	325.00	325.00
Hours:	790.34	600.00	547.45	500.00	500.00
Activity 471030 - Patrol Response to Medical Emergencies					
Product: An Incident					
Costs:	93,971.51	84,282.37	124,579.12	70,739.99	73,495.97
Products:	1,580.00	1,400.00	1,566.00	1,500.00	1,500.00
Hours:	739.15	600.00	935.48	500.00	500.00
Activity 471040 - Traffic Enforcement and Education					
Product: An Enforcement Stop					
Costs:	467,542.20	525,068.34	480,795.21	459,809.91	477,723.78
Products:	12,615.00	14,000.00	12,912.00	14,000.00	14,000.00
Hours:	3,685.63	3,750.00	3,612.30	3,250.00	3,250.00
Activity 471050 - Ancillary Activities - Includes All Time Spent In and Out of Service Status to Attend On Duty Committee or Task Force Meetings					
Costs:	88,205.47	52,704.91	64,097.16	54,105.29	56,119.76
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,032.25	400.00	511.27	400.00	400.00

**City of Sunnyvale
Program Performance Budget**

Program 471 - Police Services

Service Delivery Plan 47101 - Police Field Services

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 471060 - Provide Nondirected Patrol - All Time that is NOT Captured in Other Activities to Show the "Available" Time Officers have for Proactive, Preventive Patrol					
Costs:	6,389,388.49	6,375,189.46	6,100,008.24	6,754,701.96	7,016,668.03
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	50,265.18	48,756.00	45,743.75	48,189.00	48,189.00
Activity 471070 - PTO Coordination					
Costs:	145,465.47	166,132.72	7,931.61	141,479.97	146,991.93
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,111.21	1,200.00	58.10	1,000.00	1,000.00
Activity 471080 - Preshift Preparation Time - Includes Patrol Briefing, Patrol Car Check, and Loading Time					
Costs:	962,008.42	1,543,561.27	1,473,060.99	1,600,845.89	1,663,213.73
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	7,669.18	11,315.00	11,047.30	11,315.00	11,315.00
Activity 471090 - Field Supervision - All Patrol Lieutenant Time in the Field Except Actual Time on Calls or Out of Service Time at Headquarters					
Costs:	1,332,034.30	1,425,112.26	1,301,055.81	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	10,514.28	9,190.00	9,760.37	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 471 - Police Services

Service Delivery Plan 47101 - Police Field Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 471120 - CSO Field Services					
Costs:	0.00	0.00	0.00	834,111.92	849,572.67
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	11,452.00	11,518.90
Totals for Service Delivery Plan 47101 - Police Field Services					
Costs:	16,239,058.90	17,226,599.77	16,852,983.48	17,261,174.62	17,911,180.52
Hours:	128,490.98	130,942.00	126,707.40	129,578.00	129,644.90

**City of Sunnyvale
Program Performance Budget**

Program 471 - Police Services

Service Delivery Plan 47102 - Management, Supervision, and Administration

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 471210, 471211, 471212, 471213, 471214 - Employee Training for Patrol Line - Includes Staff Time Spent Providing or Receiving Training					
Costs:	1,095,574.35	1,292,480.45	1,277,113.90	1,348,053.05	1,397,962.91
Products:	0.00	0.00	1.00	0.00	0.00
Hours:	8,853.40	10,300.00	9,829.50	10,400.00	10,400.00
Activity 471220 - Court Activity - Includes Staff Time at Traffic, Municipal, and Superior Court Prosecuting Complaints					
Product:	A Court Appearance				
Costs:	137,654.61	253,218.71	141,689.54	206,410.94	213,647.62
Products:	327.00	500.00	351.00	450.00	450.00
Hours:	1,318.86	2,134.00	1,293.26	1,746.00	1,746.00
Activity 471230 - Annual Audit of Asset Forfeiture Funds					
Costs:	2,176.40	2,120.15	1,883.98	2,200.00	2,244.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 471240 - Rental Rates - Police Services					
Costs:	809,032.90	822,269.27	822,269.24	855,442.07	865,582.05
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 471250 - Management, Supervision, and Administrative Services for Patrol					
Costs:	2,368,802.76	2,784,448.47	2,679,613.25	4,655,227.62	4,806,777.68
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	16,467.93	17,104.00	17,914.51	28,780.00	28,780.00

**City of Sunnyvale
Program Performance Budget**

Program 471 - Police Services

Totals for Service Delivery Plan 47102 - Management, Supervision, and Administration

Costs:	4,413,241.02	5,154,537.05	4,922,569.91	7,067,333.68	7,286,214.26
Hours:	26,640.19	29,538.00	29,037.27	40,926.00	40,926.00

**City of Sunnyvale
Program Performance Budget**

Program 471 - Police Services

Service Delivery Plan 47103 - Desk Officer Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 471310 - Prepare Crime Reports					
Product: A Report Taken					
Costs:	108,978.55	286,739.82	110,628.39	177,415.89	184,327.88
Products:	2,863.00	2,300.00	2,212.00	2,500.00	2,500.00
Hours:	859.82	2,954.00	831.21	1,254.00	1,254.00
Activity 471320 - Provide Jail Processing Services					
Product: A Jail Processing Service Rendered					
Costs:	124,119.85	177,181.12	171,193.17	108,373.66	112,595.81
Products:	1,237.00	1,600.00	1,470.00	1,600.00	1,600.00
Hours:	975.31	1,836.00	1,285.96	766.00	766.00
Activity 471330 - Provide Customer Service					
Costs:	859,373.59	643,171.00	830,301.90	394,304.69	409,666.53
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	6,772.40	6,657.00	6,230.06	2,787.00	2,787.00
Activity 471340 - Preshift Desk Officer					
Costs:	64,658.73	57,815.24	72,605.41	34,662.59	36,013.02
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	509.00	605.00	539.00	245.00	245.00
Totals for Service Delivery Plan 47103 - Desk Officer Services					
Costs:	1,157,130.72	1,164,907.18	1,184,728.87	714,756.83	742,603.24
Hours:	9,116.53	12,052.00	8,886.23	5,052.00	5,052.00

**City of Sunnyvale
Program Performance Budget**

Program 471 - Police Services

Service Delivery Plan 47104 - Traffic Enforcement

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 471400 - Provide Traffic Safety Enforcement					
Product: An Enforcement Stop					
Costs:	149,623.81	477,773.13	278,065.93	486,455.06	505,183.24
Products:	4,622.00	3,725.00	4,602.00	3,500.00	3,500.00
Hours:	1,114.70	3,906.00	2,012.20	3,522.00	3,522.00
Activity 471410 - Investigate Major Accidents					
Product: A Major Accident Investigated					
Costs:	38,104.46	46,057.54	56,418.05	40,321.81	41,892.69
Products:	36.00	15.00	12.00	20.00	20.00
Hours:	307.90	390.00	429.70	285.00	285.00
Activity 471420 - Provide Court and Ancillary Activities					
Product: A Court Appearance					
Costs:	137,679.39	64,650.57	233,325.99	57,023.13	59,212.74
Products:	641.00	145.00	913.00	500.00	500.00
Hours:	1,002.80	555.00	1,591.20	415.00	415.00
Activity 471430 - Training for Traffic Unit					
Costs:	135,342.38	90,705.23	134,526.49	89,145.76	92,622.18
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	970.50	648.00	953.30	600.00	600.00
Activity 471440 - Child Safety Seat					
Product: A Customer Served					
Costs:	0.00	55,735.49	0.00	0.00	0.00
Products:	0.00	200.00	0.00	0.00	0.00
Hours:	0.00	638.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 471 - Police Services

Service Delivery Plan 47104 - Traffic Enforcement

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 471450 - Provide Taxi Inspections					
Product: An Inspection Completed					
Costs:	1,666.85	27,321.81	1,804.09	4,951.80	5,144.73
Products:	148.00	100.00	189.00	100.00	100.00
Hours:	12.50	385.00	13.00	35.00	35.00
Activity 471460, 471461, 471462, 471463, 471464, 471465 - Special Enforcement Campaign					
Product: An Enforcement Campaign Conducted					
Costs:	179,941.45	18,004.16	197,980.73	6,178.80	6,383.25
Products:	0.00	0.00	0.00	10.00	10.00
Hours:	1,375.70	170.00	1,486.20	50.00	50.00
Activity 471470, 471471, 471472, 471473, 471474, 471475, 471476, 471477, 471478 - Traffic Enforcement - SLES					
Costs:	219,028.13	0.00	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,655.80	0.00	0.00	0.00	0.00
Activity 471480 - Rental Rates - Traffic Enforcement					
Costs:	76,513.06	77,561.73	77,561.77	80,166.69	66,925.35
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 471490 - Supervision - Traffic Enforcement					
Costs:	72,650.48	249,860.67	86,131.76	250,664.04	260,455.64
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	487.50	1,540.00	538.00	1,540.00	1,540.00

**City of Sunnyvale
Program Performance Budget**

Program 471 - Police Services

Service Delivery Plan 47104 - Traffic Enforcement

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 471500 - Operation Hot Spot Enforcement, Data Driven Approach to Crime and Traffic Safety					
Product: An Operation Conducted					
Costs:	0.00	0.00	0.00	60,530.67	62,781.48
Products:	0.00	0.00	0.00	20.00	20.00
Hours:	0.00	0.00	0.00	468.00	468.00
Totals for Service Delivery Plan 47104 - Traffic Enforcement					
Costs:	1,010,550.01	1,107,670.33	1,065,814.81	1,075,437.76	1,100,601.30
Hours:	6,927.40	8,232.00	7,023.60	6,915.00	6,915.00
Totals for Program 471					
Costs:	22,819,980.65	24,653,714.33	24,026,097.07	26,118,702.89	27,040,599.32
Hours:	171,175.10	180,764.00	171,654.50	182,471.00	182,537.90

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**City of Sunnyvale
Program Performance Budget**

Program 472 - Fire Services

Service Delivery Plan 47201 - Fire Field Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 472110, 472111, 472112, 472113 - Fire Response to Fire Events - Provide Appropriate Resources to the Scene of Fire Events to Minimize the Emergency's Impact on Life and Property					
Product: An Incident					
Costs:	1,443,758.66	1,531,881.96	1,341,687.26	1,569,827.84	1,629,055.28
Products:	1,820.00	1,800.00	1,667.00	1,800.00	1,800.00
Hours:	11,757.40	11,352.00	10,104.90	11,432.00	11,432.00
Activity 472120 - Fire Response to Medical Events - Provide Appropriate Resources to the Scene of an Emergency Medical Call, whether Emergency, Urgent, or Routine					
Product: An Incident					
Costs:	1,762,886.90	1,826,613.69	1,943,297.61	1,863,912.97	1,935,937.17
Products:	5,278.00	5,350.00	5,425.00	5,350.00	5,350.00
Hours:	13,485.30	13,001.00	14,107.30	13,001.00	13,001.00
Activity 472130 - Fire Safety Inspections - Maintain Fire Reduction Efforts through Annual Inspections of Community Businesses with Corrective Citations as Necessary					
Product: An Inspection (Visit)					
Costs:	138,056.61	310,701.50	185,550.15	316,301.10	328,668.69
Products:	1,866.00	4,227.00	2,741.00	4,227.00	4,227.00
Hours:	1,049.10	2,113.00	1,346.40	2,113.00	2,113.00
Activity 472140 - Fire Safety Community Education - Provide Education in the Field through the Provision of School Tours, Support of Courses on Fire Safety, and Ad Hoc Opportunities for Education					
Product: An Event Conducted					
Costs:	171,238.21	213,234.82	113,851.50	217,494.15	225,996.65
Products:	301.00	170.00	428.00	250.00	250.00
Hours:	1,302.80	1,470.00	817.10	1,470.00	1,470.00

**City of Sunnyvale
Program Performance Budget**

Program 472 - Fire Services

Totals for Service Delivery Plan 47201 - Fire Field Services

Costs:	3,515,940.38	3,882,431.97	3,584,386.52	3,967,536.06	4,119,657.79
Hours:	27,594.60	27,936.00	26,375.70	28,016.00	28,016.00

**City of Sunnyvale
Program Performance Budget**

Program 472 - Fire Services

Service Delivery Plan 47203 - Management, Supervision, and Administrative Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 472310 - Station and Equipment Maintenance - Daily Inspection and Correction of Problems with Apparatus, Equipment, and Station					
Costs:	3,473,856.21	3,695,738.64	3,564,294.52	3,766,833.17	3,912,354.70
Products:	0.00	0.00	7,334.00	0.00	0.00
Hours:	26,807.60	26,471.00	26,139.50	26,571.00	26,571.00
Activity 472320, 472321 - Employee Training - Fire, Emergency Medical, and Police Training Received to Improve Skills and Maintain Certifications					
Costs:	2,974,447.82	3,769,779.80	3,220,001.71	3,827,542.16	3,975,994.52
Products:	74.00	0.00	28.00	0.00	0.00
Hours:	22,729.30	26,572.00	23,352.50	26,572.00	26,572.00
Activity 472330 - Ancillary Activities - Assigned Projects, Policy Revisions, Prefire Surveys, Equipment, Research Projects, and Formal Structured Meetings					
Costs:	10,041,188.09	10,395,066.05	10,603,688.59	7,672,258.48	7,970,452.91
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	76,759.90	72,635.00	77,089.90	54,708.00	54,708.00
Activity 472340 - Apparatus Equipment Maintenance- Fire Safety Maintenance Officer					
Costs:	287,483.25	117,676.95	121,000.39	0.00	0.00
Products:	0.00	0.00	52.00	0.00	0.00
Hours:	2,331.60	1,750.00	968.10	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 472 - Fire Services

Service Delivery Plan 47203 - Management, Supervision, and Administrative Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 472350 - Rental Rates - Management, Supervision, and Administration					
Costs:	611,105.64	618,669.31	618,669.35	648,431.86	676,259.76
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 472360 - Management and Administrative Services - Fire Services					
Costs:	1,701,123.81	1,756,833.21	1,903,737.30	1,721,405.51	1,635,066.30
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	11,394.60	10,870.00	12,133.60	10,870.00	9,120.00
Activity 472370 - Supervisory Services - Includes Work Hours Expended Supporting, Leading, and Managing Equipment and Personnel in Support of All Program Measures					
Costs:	1,084,844.28	1,372,272.88	1,215,301.73	4,183,650.48	4,346,420.30
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	7,386.90	8,481.00	7,928.50	26,005.00	26,005.00
Totals for Service Delivery Plan 47203 - Management, Supervision, and Administrative Services					
Costs:	20,174,049.10	21,726,036.84	21,246,693.59	21,820,121.66	22,516,548.49
Hours:	147,409.90	146,779.00	147,612.10	144,726.00	142,976.00

**City of Sunnyvale
Program Performance Budget**

Program 472 - Fire Services

Service Delivery Plan 47204 - Fire Prevention

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 472400 - Provide Fire Safety Inspections- Permitted					
Product: An Inspection					
Costs:	176,699.19	11,813.53	84,918.04	140,026.19	0.00
Products:	1,056.00	650.00	314.00	531.00	531.00
Hours:	1,309.30	73.00	606.59	1,915.00	0.00
Activity 472410 - Provide Fire Cause Investigations					
Product: A Fire Investigated					
Costs:	192,493.67	30,013.81	34,033.73	0.00	0.00
Products:	95.00	45.00	26.00	0.00	0.00
Hours:	1,519.30	255.00	240.33	0.00	0.00
Activity 472420 - Provide Consultation and Coordination					
Costs:	26,500.41	2,631.81	176,433.56	14,624.16	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	200.00	0.00	1,230.59	200.00	0.00
Activity 472430 - Employee Training - Fire Prevention					
Costs:	52,000.18	20,610.12	21,609.96	29,248.29	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	395.00	120.00	182.00	400.00	0.00
Activity 472440 - Provide Fire Safety Inspections- Non Permitted					
Product: An Inspection					
Costs:	20,702.76	4,440.33	83,518.81	72,023.92	0.00
Products:	221.00	300.00	347.00	261.00	261.00
Hours:	156.50	27.00	593.09	985.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 472 - Fire Services

Service Delivery Plan 47204 - Fire Prevention

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 472450 - Rental Rates - Fire Prevention and Engineering					
Costs:	27,429.52	0.00	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.90	0.00	0.00	0.00	0.00
Activity 472460 - Supervision - Fire Prevention and Engineering					
Costs:	251,255.80	131,420.22	239,178.38	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,733.50	810.00	1,704.00	0.00	0.00
Totals for Service Delivery Plan 47204 - Fire Prevention					
Costs:	747,081.53	200,929.82	639,692.48	255,922.56	0.00
Hours:	5,314.50	1,285.00	4,556.60	3,500.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 472 - Fire Services

Service Delivery Plan 47205 - Hazmat Safety Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 472500, 472501 - Inspect Hazmat Facilities					
Product: An Inspection					
Costs:	393,909.72	323,450.72	323,429.34	462,228.32	0.00
Products:	1,190.00	1,500.00	1,415.00	1,200.00	1,200.00
Hours:	3,938.80	3,249.00	3,143.50	4,281.00	0.00
Activity 472510 - Provide Consultation and Coordination					
Costs:	121,337.43	128,546.54	72,150.99	132,402.91	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,204.50	1,181.00	706.60	1,225.00	0.00
Activity 472520 - Employee Training for Hazmat					
Costs:	26,507.77	20,561.22	34,528.38	24,362.29	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	259.00	200.00	281.00	200.00	0.00
Activity 472530 - Rental Rates - Hazmat					
Costs:	8,818.16	9,336.80	9,336.86	9,342.61	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 472540 - Supervision - HazMat					
Costs:	158,722.41	230,213.16	190,336.12	172,112.43	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,448.40	1,640.00	1,590.50	1,345.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 472 - Fire Services

Totals for Service Delivery Plan 47205 - Hazmat Safety Services

Costs:	709,295.49	712,108.44	629,781.69	800,448.56	0.00
Hours:	6,850.70	6,270.00	5,721.60	7,051.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 472 - Fire Services

Service Delivery Plan 47206 - Fire Protection and Engineering

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 472610 - Provide Construction Inspection					
Costs:	230,768.86	294,375.72	289,798.22	235,072.90	0.00
Products:	0.00	0.00	3,093.00	0.00	0.00
Hours:	2,546.20	3,028.00	3,045.90	2,250.00	0.00
Activity 472620 - Provide Consultation and Coordination					
Costs:	105,875.75	58,816.82	162,495.40	119,825.87	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,152.01	605.00	1,678.40	1,140.00	0.00
Activity 472630 - Provide Plan Review					
Costs:	166,953.72	128,813.68	113,752.64	187,563.00	0.00
Products:	0.00	0.00	2,079.00	0.00	0.00
Hours:	1,871.30	1,325.00	1,166.00	1,798.00	0.00
Activity 472640 - Training for Fire Protection and Engineering					
Costs:	5,960.63	11,666.15	2,644.65	5,255.51	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	62.00	120.00	10.00	50.00	0.00
Activity 472650 - Rental Rates - Fire Protection and Engineering					
Costs:	0.00	28,034.80	28,034.76	31,058.26	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 472 - Fire Services

Totals for Service Delivery Plan 47206 - Fire Protection and Engineering

Costs:	509,558.96	521,707.17	596,725.67	578,775.54	0.00
Hours:	5,631.51	5,078.00	5,900.30	5,238.00	0.00

Totals for Program 472

Costs:	25,655,925.46	27,043,214.24	26,697,279.95	27,422,804.38	26,636,206.28
Hours:	192,801.21	187,348.00	190,166.30	188,531.00	170,992.00

**City of Sunnyvale
Program Performance Budget**

Program 473 - Community Safety Services

Service Delivery Plan 47301 - Animal Control and Shelter Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 473110 - Provide Animal Services - Respond and Investigate Animal Control Issues					
Costs:	211,451.51	104,962.19	238,110.03	186,806.58	189,558.58
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,658.30	1,590.00	3,521.90	2,425.00	2,425.00
Activity 473120 - Provide Shelter Transport- Transportation of Sick, Injured, or Dead Animals to the Shelter					
Product: An Animal Transported					
Costs:	6,512.38	5,281.12	7,038.79	10,233.59	10,374.03
Products:	748.00	1,600.00	478.00	1,600.00	1,600.00
Hours:	141.00	80.00	204.00	140.00	140.00
Activity 473130 - Employee Training for Animal Control					
Costs:	611.98	11,469.95	311.20	6,294.37	6,389.56
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	15.50	160.00	4.00	80.00	80.00
Activity 473140 - Rental Rates - Animal Control and Shelter Services					
Costs:	9,810.19	9,981.30	9,981.27	10,565.59	10,559.73
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 473150 - Management and Administrative Services for Community Safety					
Costs:	811,242.74	477,534.03	673,737.20	618,889.83	625,950.62
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	9,052.80	4,540.00	6,624.40	6,225.00	6,225.00

**City of Sunnyvale
Program Performance Budget**

Program 473 - Community Safety Services

Service Delivery Plan 47301 - Animal Control and Shelter Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 473160 - Supervisory Services for Community Safety					
Costs:	337,250.36	475,774.67	349,878.03	401,888.04	415,132.25
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,568.50	4,040.00	2,586.50	3,115.00	3,115.00
Totals for Service Delivery Plan 47301 - Animal Control and Shelter Services					
Costs:	1,376,879.16	1,085,003.26	1,279,056.52	1,234,678.00	1,257,964.77
Hours:	15,436.10	10,410.00	12,940.80	11,985.00	11,985.00

**City of Sunnyvale
Program Performance Budget**

Program 473 - Community Safety Services

Service Delivery Plan 47303 - Office of Emergency Services (OES)

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 473310, 473311, 473312, 473313 - Disaster Preparedness and Community Outreach					
Product: An Event					
Costs:	112,288.15	58,259.05	100,766.45	245,386.33	254,939.06
Products:	185.00	110.00	390.00	165.00	165.00
Hours:	1,651.20	888.00	1,406.30	1,515.00	1,515.00
Activity 473320 - Employee Training for OES Unit					
Costs:	15,708.87	5,281.12	0.00	13,038.30	13,547.56
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	231.00	80.00	0.00	80.00	80.00
Activity 473330 - Provide City Preparedness Services					
Costs:	9,471.94	55,033.15	2,074.57	27,450.99	28,485.90
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	37.60	832.00	13.50	175.00	175.00
Activity 473340 - Rental Rates - OES - [DELETED]					
Costs:	0.00	0.00	13.62	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	1.40	0.00	0.00
Totals for Service Delivery Plan 47303 - Office of Emergency Services (OES)					
Costs:	137,468.96	118,573.32	102,854.64	285,875.62	296,972.52
Hours:	1,919.80	1,800.00	1,421.20	1,770.00	1,770.00

**City of Sunnyvale
Program Performance Budget**

Program 473 - Community Safety Services

Service Delivery Plan 47304 - Crime Prevention

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 473410 - Provide Specialized Services to Neighborhoods, Schools, and Businesses					
Product: An Event					
Costs:	1,123,040.53	891,727.56	1,054,284.68	623,871.30	643,989.70
Products:	3,275.00	800.00	2,468.00	1,200.00	1,200.00
Hours:	9,791.60	10,094.00	8,485.40	6,585.00	6,585.00
Activity 473420 - False Alarm Ordinance Administration, Including Billing and Community Outreach					
Costs:	19,373.56	75,916.04	84,486.22	0.00	0.00
Products:	2,493.00	1,430.00	2,445.00	0.00	0.00
Hours:	300.00	1,150.00	1,210.00	0.00	0.00
Activity 473430 - Crossing Guard Services - Administration and Oversight of Crossing Guard Program Including Scheduling and Identification of Intersections					
Costs:	342,319.04	313,759.57	332,543.16	396,647.00	385,214.76
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	18,166.30	16,260.00	18,085.10	16,275.00	16,275.00
Activity 473440 - Provide Nuisance Vehicle Abatement - Mark, Tag, and Tow Vehicles through the Abandoned Vehicle Abatement Service Authority Program					
Product: A Vehicle Processed					
Costs:	168,091.49	191,435.58	175,165.34	215,307.96	203,323.40
Products:	3,660.00	4,200.00	2,853.00	3,600.00	3,600.00
Hours:	3,171.60	3,386.00	3,236.20	3,371.00	3,371.00

**City of Sunnyvale
Program Performance Budget**

Program 473 - Community Safety Services

Service Delivery Plan 47304 - Crime Prevention

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 473450 - Provide Public Safety for Contractual Events					
Costs:	21,833.15	0.00	23,344.65	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	203.10	0.00	210.10	0.00	0.00
Activity 473460 - Training for Crime Prevention					
Costs:	17,582.01	85,206.48	20,804.01	35,708.65	37,101.05
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	127.50	861.00	156.10	240.00	240.00
Activity 473470 - Juvenile Probation Services. The Provision of Santa Clara County Probation Officer.					
Product: A Juvenile Contacted					
Costs:	781.85	12,428.59	722.73	14,168.97	14,720.95
Products:	272.00	285.00	298.00	285.00	285.00
Hours:	8.00	90.00	0.00	100.00	100.00
Activity 473480 - Enforce Parking Standards					
Product: A Citation Issued					
Costs:	107,310.18	132,833.65	89,400.42	153,133.87	149,577.94
Products:	6,258.00	4,000.00	4,650.00	4,300.00	4,300.00
Hours:	2,551.30	2,747.00	2,028.90	2,747.00	2,747.00
Activity 473490 - Rental Rates - Crime Prevention					
Costs:	-1,438.84	0.00	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 473 - Community Safety Services

Totals for Service Delivery Plan 47304 - Crime Prevention

Costs:	1,798,892.97	1,703,307.47	1,780,751.21	1,438,837.75	1,433,927.80
Hours:	34,319.40	34,588.00	33,411.80	29,318.00	29,318.00

**City of Sunnyvale
Program Performance Budget**

Program 473 - Community Safety Services

Service Delivery Plan 47305 - Neighborhood Preservation

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 473510 - Conduct Code Enforcement					
Product: A Case Closed					
Costs:	403,583.26	414,011.38	465,676.56	468,685.87	475,038.21
Products:	4,399.00	3,100.00	4,433.00	4,000.00	4,000.00
Hours:	6,323.70	6,442.00	7,187.50	6,580.00	6,580.00
Activity 473520 - Employee Training for Neighborhood Preservation					
Costs:	15,186.79	24,481.23	8,094.57	11,246.62	11,411.86
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	242.90	205.00	111.00	150.00	150.00
Activity 473530 - Work with Targeted Neighborhoods to Improve Properties					
Costs:	43,772.65	43,610.97	33,939.28	47,629.35	48,434.34
Products:	0.00	0.00	1.00	0.00	0.00
Hours:	603.30	600.00	452.00	600.00	600.00
Activity 473540 - Conduct Outreach, Education, and Clean-ups					
Product: An Event					
Costs:	11,192.97	20,499.51	14,868.13	16,496.18	16,737.19
Products:	18.00	89.00	29.00	75.00	75.00
Hours:	177.90	333.00	224.20	250.00	250.00
Activity 473550 - Rental Rates - Neighborhood Preservation					
Costs:	14,162.07	14,681.69	14,681.68	15,102.95	15,372.83
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 473 - Community Safety Services

Totals for Service Delivery Plan 47305 - Neighborhood Preservation

Costs:	487,897.74	517,284.78	537,260.22	559,160.97	566,994.43
Hours:	7,347.80	7,580.00	7,974.70	7,580.00	7,580.00

Totals for Program 473

Costs:	3,801,138.83	3,424,168.83	3,699,922.59	3,518,552.34	3,555,859.52
Hours:	59,023.10	54,378.00	55,748.50	50,653.00	50,653.00

**City of Sunnyvale
Program Performance Budget**

Program 474 - Personnel and Training

Service Delivery Plan 47401 - Recruitment and Selection

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 474110 - Conduct Recruitment and Testing of PSO IT					
Costs:	171,631.62	122,452.26	302,243.09	218,038.55	226,185.36
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,822.00	1,240.00	2,160.60	1,450.00	1,450.00
Activity 474120 - Conduct Background Investigations					
Product: A Background Completed					
Costs:	87,442.71	101,126.81	54,783.04	98,347.82	101,437.74
Products:	0.00	305.00	0.00	150.00	150.00
Hours:	774.00	775.00	440.80	625.00	625.00
Activity 474130 - Employee Training for Recruitment and Selection					
Costs:	64,187.62	17,429.31	2,478.16	8,138.44	8,456.36
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	475.00	135.00	15.00	50.00	50.00
Activity 474140 - Coordinate All Academy Training					
Costs:	15,497.24	59,472.47	0.00	35,809.15	37,207.95
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	104.00	370.00	0.00	220.00	220.00
Activity 474150 - Police Field Training - Officer Training					
Costs:	4,661.29	28,932.49	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	37.50	180.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 474 - Personnel and Training

Service Delivery Plan 47401 - Recruitment and Selection

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 474160 - EMS Training - EMT Certification					
Costs:	3,405.68	0.00	5,670.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	22.00	0.00	0.00	0.00	0.00
Totals for Service Delivery Plan 47401 - Recruitment and Selection					
Costs:	346,826.16	329,413.34	365,174.29	360,333.96	373,287.41
Hours:	3,234.50	2,700.00	2,616.40	2,345.00	2,345.00

**City of Sunnyvale
Program Performance Budget**

Program 474 - Personnel and Training

Service Delivery Plan 47402 - Training Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 474200 - Fire Continuous Professional Training (CPT) Coordination - In Service Fire Training for Sworn Personnel					
Costs:	256,377.66	241,246.21	221,091.28	218,908.06	227,366.92
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,536.00	1,530.00	1,349.50	1,375.00	1,375.00
Activity 474210 - Emergency Medical Services Continuous Professional Training					
Costs:	-168.24	15,409.91	1,620.00	132,665.84	134,424.75
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2.00	125.00	0.00	1,418.00	1,418.00
Activity 474220 - Firearms Training and Maintenance					
Costs:	242,448.25	7,327.03	71,716.96	19,893.72	20,551.46
Products:	0.00	0.00	3.00	0.00	0.00
Hours:	1,929.80	1,820.00	528.30	170.00	170.00
Activity 474230 - Police Continuous Professional Training					
Costs:	260,481.92	246,332.47	272,039.38	235,184.95	244,279.62
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,778.00	1,555.00	1,677.00	1,475.00	1,475.00
Activity 474240 - Teaching Continuous Professional Training					
Costs:	143,024.63	145,536.52	75,349.13	140,150.73	145,026.05
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,330.60	1,195.00	654.60	1,145.00	1,145.00

**City of Sunnyvale
Program Performance Budget**

Program 474 - Personnel and Training

Service Delivery Plan 47402 - Training Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 474250 - Training for Sworn Training Services Personnel					
Costs:	32,603.77	43,613.38	37,464.17	39,289.99	40,650.91
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	250.00	325.00	239.80	272.00	272.00
Activity 474260 - Medical Event Review - Review of Medical Events and Provision of Quality Improvement Direction					
Product: An Event Reviewed					
Costs:	159,132.75	145,581.99	154,724.55	24,325.19	24,647.70
Products:	713.00	1,300.00	2,811.00	80.00	80.00
Hours:	1,880.30	1,690.00	1,758.50	260.00	260.00
Activity 474270 - Rental Rates - Training Services					
Costs:	17,425.48	16,180.67	16,180.71	19,936.86	27,049.40
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 474280 - Management and Administrative Support for Training Services					
Costs:	456,273.83	437,571.21	419,889.36	313,527.63	319,900.02
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,710.20	2,844.00	2,663.70	1,750.00	1,750.00
Activity 474290 - Supervisory Services for Training Services					
Costs:	120,824.54	84,387.09	43,550.36	56,969.09	59,194.47
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	798.00	525.00	271.00	350.00	350.00

**City of Sunnyvale
Program Performance Budget**

Program 474 - Personnel and Training

Totals for Service Delivery Plan 47402 - Training Services

Costs:	1,688,424.59	1,383,186.48	1,313,625.90	1,200,852.06	1,243,091.30
Hours:	12,214.90	11,609.00	9,142.40	8,215.00	8,215.00

Totals for Program 474

Costs:	2,035,250.75	1,712,599.82	1,678,800.19	1,561,186.02	1,616,378.71
Hours:	15,449.40	14,309.00	11,758.80	10,560.00	10,560.00

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**City of Sunnyvale
Program Performance Budget**

Program 475 - Investigation Services

Service Delivery Plan 47501 - Police Investigations

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 475110 - Provide Persons Crimes Investigations					
Product: A Case Investigation					
Costs:	1,605,269.11	1,410,415.86	1,484,358.44	1,493,610.06	1,551,096.75
Products:	1,175.00	815.00	966.00	1,000.00	1,000.00
Hours:	12,494.20	10,950.00	10,634.70	10,820.00	10,820.00
Activity 475120, 475121, 475122 - Provide Community Crimes Enforcement and Investigations					
Product: A Case Investigation					
Costs:	692,693.72	357,346.96	736,129.84	730,656.19	1,056,369.85
Products:	247.00	200.00	117.00	250.00	250.00
Hours:	5,299.50	2,840.00	5,253.10	5,260.00	7,282.00
Activity 475130, 475131 - Provide Property Crimes Investigations					
Product: A Case Investigation					
Costs:	807,805.22	1,035,810.78	712,018.83	959,853.76	996,993.23
Products:	1,646.00	2,700.00	1,280.00	2,200.00	2,200.00
Hours:	6,082.90	8,090.00	5,176.35	6,880.00	6,880.00
Activity 475140 - Provide Crime Analysis - Track Crime Trends					
Costs:	80,596.11	154,888.46	48,715.70	0.00	0.00
Products:	0.00	0.00	117.00	0.00	0.00
Hours:	1,003.50	1,750.00	546.60	0.00	0.00
Activity 475150 - Employee Training for Investigations					
Costs:	193,291.10	281,114.12	247,885.09	186,203.70	193,462.11
Products:	0.00	0.00	50.00	0.00	0.00
Hours:	1,394.50	2,390.00	1,717.00	1,280.00	1,280.00

**City of Sunnyvale
Program Performance Budget**

Program 475 - Investigation Services

Service Delivery Plan 47501 - Police Investigations

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 475160 - Rental Rates - Investigations					
Costs:	131,966.90	133,159.63	133,159.65	139,229.78	148,773.55
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 475170 - Management and Administration - Investigations					
Costs:	560,205.70	734,136.86	476,305.19	437,509.07	444,148.36
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	5,530.10	6,160.00	4,788.10	4,455.00	4,455.00
Activity 475180 - Supervisory Services for Investigations					
Costs:	699,885.42	762,565.04	859,690.37	835,304.10	867,785.66
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	4,580.60	4,980.00	5,305.80	5,180.00	5,180.00
Activity 475190 - CCU Enforcement & Investigations - SLES					
Costs:	0.00	0.00	0.00	0.00	229,693.01
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	1,648.00
Totals for Service Delivery Plan 47501 - Police Investigations					
Costs:	4,771,713.28	4,869,437.71	4,698,263.11	4,782,366.66	5,488,322.52
Hours:	36,385.30	37,160.00	33,421.65	33,875.00	37,545.00

**City of Sunnyvale
Program Performance Budget**

Program 475 - Investigation Services

Totals for Program 475

Costs:	4,771,713.28	4,869,437.71	4,698,263.11	4,782,366.66	5,488,322.52
Hours:	36,385.30	37,160.00	33,421.65	33,875.00	37,545.00

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**City of Sunnyvale
Program Performance Budget**

Program 476 - Communication Services

Service Delivery Plan 47601 - Communication Services

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 476110 - Directed Demands of Field Responders - Dispatch Response on SWAT Callouts, Support of DUI Enforcement Campaign, and Support of Special Enforcement Details					
Product: An Incident					
Costs:	272.62	0.00	1,341.97	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3.21	0.00	14.99	0.00	0.00
Activity 476120 - Dispatch Support of Police Events - Dispatch Time Spent on All Police Calls for Service from Receipt of Call to Close of Event					
Costs:	2,190,023.85	2,092,905.03	2,296,676.98	2,228,022.45	2,257,018.82
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	26,996.89	24,512.00	27,111.51	24,575.00	24,575.00
Activity 476130 - Dispatch Support of Fire Events - Dispatch Time Spent on All Fire Calls for Service from Receipt of Call to Close of Event					
Costs:	165,720.32	151,601.04	153,228.74	150,807.90	152,771.45
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,042.89	1,733.00	1,798.71	1,670.00	1,670.00
Activity 476140 - Dispatch Support of EMS Events - Dispatch Time Spent on All EMS Calls for Service from Receipt of Call to Close of Event					
Costs:	54,453.83	54,438.86	60,365.96	60,666.73	61,455.98
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	672.33	624.00	714.58	667.00	667.00

**City of Sunnyvale
Program Performance Budget**

Program 476 - Communication Services

Service Delivery Plan 47601 - Communication Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 476150 - Dispatch Support of All Animal Control - Dispatch Time Spent on All Animal Control Calls for Service from Receipt of Call to Close of Event					
Costs:	215,588.99	191,112.70	206,836.41	183,871.03	186,264.01
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,671.23	2,181.00	2,431.59	2,028.00	2,028.00
Activity 476160 - New Dispatcher Training					
Costs:	85,017.63	33,816.87	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,434.62	400.00	0.00	0.00	0.00
Totals for Service Delivery Plan 47601 - Communication Services					
Costs:	2,711,077.24	2,523,874.50	2,718,450.06	2,623,368.11	2,657,510.26
Hours:	33,821.17	29,450.00	32,071.38	28,940.00	28,940.00

**City of Sunnyvale
Program Performance Budget**

Program 476 - Communication Services

Service Delivery Plan 47602 - Management Supervisory and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 476210 - Supervisory Services, Systems Administration, Electronic and Audio Reports					
Costs:	273,416.52	322,274.34	318,786.19	326,428.49	330,634.17
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,056.97	3,340.00	3,306.37	3,280.00	3,280.00
Activity 476220 - Mandated Staff Training and Development for Communication Services					
Costs:	43,894.95	73,882.74	97,547.13	75,722.58	76,707.39
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	563.09	840.00	1,139.33	830.00	830.00
Activity 476230 - Management of Communication Services Staff in Support of All Program Measures					
Costs:	7,990.08	8,379.63	19,883.87	54,500.00	54,540.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	97.57	0.00	333.42	0.00	0.00
Totals for Service Delivery Plan 47602 - Management Supervisory and Administrative Support Services					
Costs:	325,301.55	404,536.71	436,217.19	456,651.07	461,881.56
Hours:	3,717.63	4,180.00	4,779.12	4,110.00	4,110.00

**City of Sunnyvale
Program Performance Budget**

Program 476 - Communication Services

Service Delivery Plan 47603 - Work Hours Balancing Account

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 476320 - Public Safety Dispatcher Specialty Pay Allocation					
Costs:	0.00	34,610.00	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Totals for Service Delivery Plan 47603 - Work Hours Balancing Account					
Costs:	0.00	34,610.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Totals for Program 476					
Costs:	3,036,378.79	2,963,021.21	3,154,667.25	3,080,019.18	3,119,391.82
Hours:	37,538.80	33,630.00	36,850.50	33,050.00	33,050.00

**City of Sunnyvale
Program Performance Budget**

Program 477 - Public Safety Administrative Services
Service Delivery Plan 47701 - Professional Standards

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 477110 - Conduct Professional Standards Investigations, Including Complaints and Conduct of Public Safety Employees					
Costs:	476,193.26	449,869.85	568,265.65	281,797.83	292,464.30
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,808.60	1,415.00	1,907.10	1,720.00	1,720.00
Activity 477120 - Provide Professional Standards Quality Assurance					
Costs:	400.80	41,465.98	0.00	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1.50	135.00	0.00	0.00	0.00
Totals for Service Delivery Plan 47701 - Professional Standards					
Costs:	476,594.06	491,335.83	568,265.65	281,797.83	292,464.30
Hours:	1,810.10	1,550.00	1,907.10	1,720.00	1,720.00

**City of Sunnyvale
Program Performance Budget**

Program 477 - Public Safety Administrative Services

Service Delivery Plan 47702 - Management, Supervisory and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 477210 - Provide Administrative Planning and Analysis					
Costs:	1,158,054.53	836,140.81	815,721.51	178,351.78	351,779.58
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	5,341.50	3,450.00	3,532.00	1,620.00	2,970.00
Activity 477220 - Provide Facilities and Building Maintenance					
Costs:	108,647.27	401,356.04	122,852.83	132,245.75	134,104.63
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,048.00	1,950.00	2,150.00	2,030.00	2,030.00
Activity 477230 - Management, Supervision, and Administration					
Costs:	1,789,834.24	1,988,645.04	2,187,275.46	1,666,431.93	1,698,797.80
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	6,231.50	6,126.00	6,981.20	8,465.00	8,465.00
Activity 477240, 477241, 477242, 477243, 477244, 477245, 477246 - Administer Outside Contracts					
Costs:	1,090,295.80	1,317,134.65	1,156,366.28	1,464,734.00	1,498,159.68
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 477250 - Light Duty Assignments					
Product:	An Employee Assigned				
Costs:	1,376,150.71	404,258.40	929,953.07	412,403.20	414,100.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	5,634.90	0.00	3,409.60	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 477 - Public Safety Administrative Services

Service Delivery Plan 47702 - Management, Supervisory and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 477270 - Public Safety Cadet Program					
Costs:	438,485.68	602,439.11	428,186.07	73,024.82	73,464.84
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,597.10	3,768.00	2,986.00	3,768.00	3,768.00
Activity 477280 - Provide Personnel Services Including Payroll and Human Resources					
Costs:	437,977.88	504,960.75	511,501.51	173,522.67	175,618.29
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,536.10	2,400.00	2,591.40	2,450.00	2,450.00
Activity 477290 - Staff Training and Development for Administrative Services					
Costs:	27,435.93	36,727.37	22,216.16	19,543.06	20,295.24
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	112.00	120.00	72.00	120.00	120.00
Totals for Service Delivery Plan 47702 - Management, Supervisory and Administrative Support Services					
Costs:	6,426,882.04	6,091,662.17	6,174,072.89	4,120,257.21	4,366,320.06
Hours:	25,501.10	17,814.00	21,722.20	18,453.00	19,803.00

**City of Sunnyvale
Program Performance Budget**

Program 477 - Public Safety Administrative Services

Service Delivery Plan 47704 - Grants, Licenses, and Permits

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 477410 - Alarm Ordinance Administration Program, Including Billing and Community Outreach					
Product: A False Alarm Processed					
Costs:	0.00	0.00	0.00	112,060.46	113,449.36
Products:	0.00	0.00	0.00	2,250.00	2,150.00
Hours:	0.00	0.00	0.00	1,500.00	1,500.00
Activity 477420 - DPS Licensing /Permitting Services					
Costs:	0.00	0.00	0.00	121,796.29	123,315.19
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,850.00	1,850.00
Activity 477430 - Grant Management and Oversight					
Costs:	0.00	0.00	0.00	138,491.88	140,190.30
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,400.00	1,400.00
Activity 477440 - Management of Grants, Licensing, and Permits					
Costs:	0.00	0.00	0.00	23,784.56	24,122.96
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	200.00	200.00
Totals for Service Delivery Plan 47704 - Grants, Licenses, and Permits					
Costs:	0.00	0.00	0.00	396,133.19	401,077.81
Hours:	0.00	0.00	0.00	4,950.00	4,950.00

**City of Sunnyvale
Program Performance Budget**

Program 477 - Public Safety Administrative Services

Service Delivery Plan 47798 - Allocated Costs

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 477950 - Public Safety Sworn Specialty Pay Allocation					
Costs:	0.00	0.00	0.00	494,664.00	494,664.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Totals for Service Delivery Plan 47798 - Allocated Costs					
Costs:	0.00	0.00	0.00	494,664.00	494,664.00
Hours:	0.00	0.00	0.00	0.00	0.00
Totals for Program 477					
Costs:	6,903,476.10	6,582,998.00	6,742,338.54	5,292,852.23	5,554,526.17
Hours:	27,311.20	19,364.00	23,629.30	25,123.00	26,473.00

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**City of Sunnyvale
Program Performance Budget**

Program 478 - Records Management and Property Services

Service Delivery Plan 47801 - Records Management and Information Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 478110 - Records and Information Services - Research Requests for Information					
Costs:	945,507.06	995,248.64	986,668.57	997,491.64	1,012,524.68
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	17,340.50	17,460.00	17,025.70	17,229.00	17,229.00
Activity 478120 - Court Services - Prepare and Submit All In Custody and Out of Custody Reports and Related Data to the District Attorney's Office Attorney's Office					
Product: A Court Processed Transaction					
Costs:	272,504.02	259,260.64	230,174.44	329,114.92	334,298.13
Products:	4,413.00	4,000.00	4,481.00	4,100.00	4,100.00
Hours:	5,188.40	4,630.00	4,090.70	5,276.00	5,276.00
Activity 478130 - Parking Citation Services - Provide Parking Citation Reviews and Adjudication Liaison Services					
Costs:	8,849.05	8,260.97	8,889.78	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	156.50	145.00	151.50	0.00	0.00
Activity 478140 - Employee Training for Records Management and Information Services					
Costs:	3,286.69	32,200.43	21,542.01	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	57.50	560.00	317.60	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 478 - Records Management and Property Services

Service Delivery Plan 47801 - Records Management and Information Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 478150 - Management and Supervisory Services for Records Management and Information Services					
Costs:	183,813.40	141,912.04	154,611.52	144,154.89	146,137.30
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,373.10	1,648.00	1,837.80	1,535.00	1,535.00
Activity 478160 - Licensing/Permitting Services					
Costs:	62,111.88	89,161.47	84,040.70	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,115.50	1,565.00	1,419.00	0.00	0.00
Totals for Service Delivery Plan 47801 - Records Management and Information Services					
Costs:	1,476,072.10	1,526,044.19	1,485,927.02	1,470,761.45	1,492,960.11
Hours:	26,231.50	26,008.00	24,842.30	24,040.00	24,040.00

**City of Sunnyvale
Program Performance Budget**

Program 478 - Records Management and Property Services

Service Delivery Plan 47802 - Data and Statistics Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 478210 - Statistical Report - Provide Statistical Information on All Crimes Reported to and Citations Issued by the Department					
Costs:	14,125.12	7,070.80	14,041.43	4,009.26	4,066.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	274.40	140.00	266.80	70.00	70.00
Activity 478220 - Entry and Auditing Services - Enter, Audit, and Correct Automated Reporting System Reports, and Enter All Citations, Field Interview Cards and Other Miscellaneous Reports into the Records Management System and Other Related Databases					
Costs:	288,343.54	117,274.25	179,753.99	96,222.29	97,584.09
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	5,362.80	2,322.00	3,166.90	1,680.00	1,680.00
Activity 478230 - Employee Training for Data and Statistics Services					
Costs:	2,866.16	4,040.46	754.98	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	51.80	80.00	13.50	0.00	0.00
Totals for Service Delivery Plan 47802 - Data and Statistics Services					
Costs:	305,334.82	128,385.51	194,550.40	100,231.55	101,650.09
Hours:	5,689.00	2,542.00	3,447.20	1,750.00	1,750.00

**City of Sunnyvale
Program Performance Budget**

Program 478 - Records Management and Property Services

Service Delivery Plan 47803 - Property and Evidence Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 478310 - Property and Evidence Services - Process, Store, and Purge All Property and Evidence as Required					
Product: A Property or Evidence Transaction					
Costs:	228,520.77	257,911.47	302,033.59	358,600.31	363,378.12
Products:	14,035.00	12,000.00	17,091.00	13,500.00	13,500.00
Hours:	4,605.90	4,378.00	5,904.30	6,030.00	6,030.00
Activity 478320 - Employee Training for Property and Evidence Services					
Costs:	1,390.24	4,901.21	7,833.78	7,748.74	7,856.36
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	27.10	80.00	142.00	120.00	120.00
Totals for Service Delivery Plan 47803 - Property and Evidence Services					
Costs:	229,911.01	262,812.68	309,867.37	366,349.05	371,234.48
Hours:	4,633.00	4,458.00	6,046.30	6,150.00	6,150.00
Totals for Program 478					
Costs:	2,011,317.93	1,917,242.38	1,990,344.79	1,937,342.05	1,965,844.68
Hours:	36,553.50	33,008.00	34,335.80	31,940.00	31,940.00

**City of Sunnyvale
Program Performance Budget**

Program 479 - Fire Prevention Services

Service Delivery Plan 47901 - Fire Prevention

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 479100 - Provide Fire Safety Permit Inspections					
Costs:	0.00	0.00	0.00	0.00	141,485.37
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	1,915.00
Activity 479110 - Provide Fire Safety Inspections					
Costs:	0.00	0.00	0.00	0.00	72,774.44
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	985.00
Activity 479120 - Consultation and Coordination					
Costs:	0.00	0.00	0.00	0.00	14,776.55
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	200.00
Activity 479130 - Employee Training - Fire Prevention					
Costs:	0.00	0.00	0.00	0.00	29,553.07
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	400.00
Activity 479140 - Rental Rates - Fire Prevention					
Costs:	0.00	0.00	0.00	0.00	197.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 479 - Fire Prevention Services

Totals for Service Delivery Plan 47901 - Fire Prevention

Costs:	0.00	0.00	0.00	0.00	258,786.43
Hours:	0.00	0.00	0.00	0.00	3,500.00

**City of Sunnyvale
Program Performance Budget**

Program 479 - Fire Prevention Services

Service Delivery Plan 47902 - Hazmat Safety Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 479200, 479201 - Inspect Hazmat Facilities					
Costs:	0.00	0.00	0.00	0.00	468,289.56
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	4,281.00
Activity 479210 - Provide Consultation and Coordination					
Costs:	0.00	0.00	0.00	0.00	134,684.60
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	1,225.00
Activity 479220 - Employee Training for Hazmat					
Costs:	0.00	0.00	0.00	0.00	25,010.12
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	200.00
Activity 479230 - Rental Rates - Hazmat Safety Services					
Costs:	0.00	0.00	0.00	0.00	10,639.43
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 479240 - Management and Admin - HAZMAT					
Costs:	0.00	0.00	0.00	0.00	240,593.52
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	2,220.00

**City of Sunnyvale
Program Performance Budget**

Program 479 - Fire Prevention Services

Totals for Service Delivery Plan 47902 - Hazmat Safety Services

Costs:	0.00	0.00	0.00	0.00	879,217.23
Hours:	0.00	0.00	0.00	0.00	7,926.00

**City of Sunnyvale
Program Performance Budget**

Program 479 - Fire Prevention Services

Service Delivery Plan 47903 - Fire Prevention Engineering

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 479300 - Provide Construction Inspection					
Costs:	0.00	0.00	0.00	0.00	237,482.02
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	2,250.00
Activity 479310 - Provide Consultation and Coordination					
Costs:	0.00	0.00	0.00	0.00	121,091.74
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	1,140.00
Activity 479320 - Provide Plan Review					
Costs:	0.00	0.00	0.00	0.00	189,470.21
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	1,798.00
Activity 479330 - Training - Fire Prevention Engineering					
Costs:	0.00	0.00	0.00	0.00	5,311.04
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	50.00
Activity 479340 - Rental Rates - Fire Protection					
Costs:	0.00	0.00	0.00	0.00	21,996.31
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 479 - Fire Prevention Services

Totals for Service Delivery Plan 47903 - Fire Prevention Engineering

Costs:	0.00	0.00	0.00	0.00	575,351.32
Hours:	0.00	0.00	0.00	0.00	5,238.00

**City of Sunnyvale
Program Performance Budget**

Program 479 - Fire Prevention Services

Service Delivery Plan 47904 - Fire Prevention Svc Mgmt & Supervision

	<u>2010/2011</u> Actual	<u>2011/2012</u> Budgeted	<u>2011/2012</u> Actual	<u>2012/2013</u> Current	<u>2013/2014</u> Plan
Activity 479400 - Management and Admin - FP/FPE					
Costs:	0.00	0.00	0.00	0.00	57,369.83
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	875.00
Totals for Service Delivery Plan 47904 - Fire Prevention Svc Mgmt & Supervision					
Costs:	0.00	0.00	0.00	0.00	57,369.83
Hours:	0.00	0.00	0.00	0.00	875.00
Totals for Program 479					
Costs:	0.00	0.00	0.00	0.00	1,770,724.81
Hours:	0.00	0.00	0.00	0.00	17,539.00

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Public Works

Department Description

The Department of Public Works constructs, maintains, and improves the City's General and non-utility funded infrastructure through the application of timely, cost-effective, and quality services to the citizens and businesses in Sunnyvale. Key service initiatives include traffic and transportation planning, pavement and street light operations, street trees, concrete maintenance, administration, engineering and the capital improvement program, fleet and facility services, neighborhood park and open space management, and golf course and tennis center operations.

General Information

Miles of City-owned Streets Maintained:	260
City Street Lights Maintained:	9,357
Miles of Sidewalk Maintained:	380
Miles of Curb and Gutter Maintained:	750
Number of City Trees Cared for:	(approximately) 37,000
Neighborhood, Community and Mini Parks Maintained (21 sites):	159 acres
School Play Fields Maintained (19 sites):	112 acres

Programs and Services

Transportation and Traffic Services

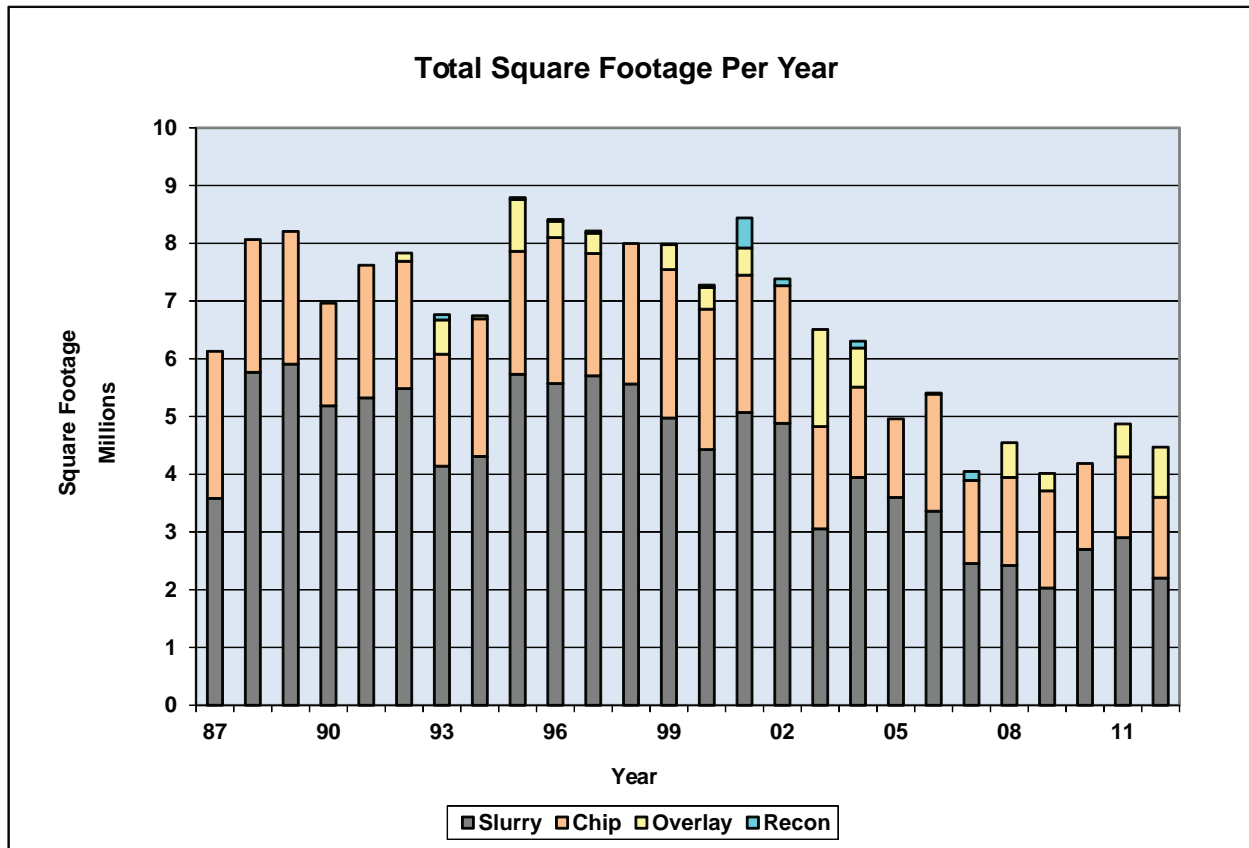
The Department's Transportation and Traffic Services Division plans, operates, and maintains the City's transportation system. It is responsible for performing traffic studies and design, as well as for long-range transportation planning. The Division operates and maintains the City's traffic signals and administers roadway signs and markings, including public on-street parking. The Division writes and helps to administer grants for transportation capital improvements, and coordinates and manages the delivery of projects. The Division reviews land development proposals to assure that interfaces with the public street system comply with design standards and that traffic impacts are mitigated. The Division has responsibility for school, bicycle, and pedestrian safety programs, provides critical support to the City's Bicycle and Pedestrian Advisory Commission, and provides intergovernmental relations support.

Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements

The Department's Operations Division manages pavement construction and maintenance with the objective of prolonging the pavement's economic life to maximize the City's investment and

reduce its liability. The Division also creates, installs, and maintains street markings and signs. In addition, it performs street sweeping to maintain clean and safe roadways and street easements.

The following chart provides a historical perspective on both the types and quantities of pavement treatment applied annually within the City:



Street Lights

The Department’s Operations Division also manages the operation and maintenance of 9,357 existing street lights. It responds to resident and business complaints, and to emergency calls related to the City’s street lighting. The Division also provides administrative and support services so the City is lit in a safe, reliable, and cost-effective manner.

Street Tree Services

Street tree services are provided by the Parks, Golf and Street Trees Division. The Division maintains approximately 37,000 City street trees, promoting environmental functionality and aesthetics through care of the City’s urban forest. The Division prunes to maximize each tree’s

structural integrity and to avoid branch/trunk failure. It also ensures removal of hazardous trees, and preserves and sustains the street tree population with new and replacement tree planting.

Concrete Maintenance

The Department's Operations Division ensures safe sidewalks by maintaining a schedule for repair and replacement of concrete displacements when identified. It mitigates tree root/concrete conflicts in the public right-of-way while protecting the health and stability of the City's street trees. The Division also maintains curb and gutter systems to ensure proper drainage for storm water runoff.

Downtown Parking Lot Maintenance

The Department's Operations Division provides corrective and preventive maintenance for the City's five Downtown Parking District parking lots. The lots are funded by Parking District property owners for convenience of use, safety, and to attract customers to the Central Business District. The Division maintains the lots at established service levels. The downtown parking lots are located at Frances Street and Evelyn Avenue, Sunnyvale Avenue and Evelyn Avenue, Carroll Street and Evelyn Avenue, and two lots are at Carroll Street and McKinley Avenue.

Public Works Administration

The Department's Administration Division provides oversight for 13 operating programs and the Department of Public Works' operating budget. Primary services include Council and legislative support; monitoring of accounting and budgetary reports and results of operations; property management services; special projects; and general administrative support in the areas of purchasing, main answer point, records management, personnel, and outside reporting.

Capital Project Management

The Department's Engineering Division plans, manages, and implements the City's Capital Improvement Program. As part of this service, the Division prepares the City's capital projects budget, including scoping, cost estimating, and scheduling of projects. The Department undertakes all aspects of implementation, including contract administration for design, construction, and project management. It provides planning, design development, and bidding services, as well as construction administration and inspection. In addition, the Division is responsible for claims avoidance, environmental and regulatory compliance, and monitoring.

Land Development – Engineering Services

The Department's Engineering Division works with private developers and permit applicants to ensure compliance with land use and development standards. The Division provides information related to general engineering, utilities, property line, and design standards. It guides customers through the engineering review process, conducts timely construction inspections of private development affecting the public right-of-way, and establishes and reviews compliance with permit requirements. The Division also maintains and updates engineering records, as well as standard

details and specifications. In addition, the Division maintains flood plain records and is responsible for compliance with Federal requirements pertaining to development within flood zone areas.

Neighborhood Parks and Open Space Management

The Department's Parks, Golf and Street Trees Division maintains over 765 acres of open space including parks, school playfields, regional open space, boulevard landscaping, and special use facilities. The Division ensures these areas are hazard-free, usable, and attractive for residents and the business community. Division staff cares for urban landscaping, which includes park trees, groundcovers, and ornamental water features. In addition, staff maintains recreational facilities including sport courts, athletic fields, playgrounds, picnic sites, multi-purpose buildings, and support facilities such as auxiliary restrooms, hardscapes, park lighting systems, and furnishings.

Golf Course and Tennis Center Operations

The Parks, Golf and Street Trees Division is also responsible for Golf Course and Tennis Center operations. The Golf and Tennis Enterprise Fund operates the City's two golf courses, Sunnyvale Golf Course and Sunken Gardens Golf Course, as well as the Sunnyvale Tennis Center. Sunnyvale is an 18-hole course and Sunken Gardens is a 9-hole course with a lighted practice range. Together, both courses comprise 175 acres of safe, usable, and attractive golf facilities for Sunnyvale residents, visitors, and the business community. Restaurants and golf pro-shops are located at both courses. Staff offers golf lessons and instruction at all levels of play. Approximately 136,000 rounds of golf are played annually at the two courses.

The Sunnyvale Tennis Center is administered through a license agreement with a private operator. The Tennis Center is a 16-court facility with a pro-shop, locker rooms, and food services. The Center offers various tennis programs at school and park tennis facilities, including instruction and league play.

Fleet Services

The Department's Operations Division provides fleet services to support City operations by providing a safe, functional, and dependable fleet of vehicles and equipment. The Fleet Services unit is responsible for the acquisition, ongoing maintenance, and eventual disposition of all City vehicles. This includes many specialized vehicles required by City departments such as Public Safety, Environmental Services, and Public Works.

Facilities Services

The Department's Operations Division is responsible for maintaining City buildings in a safe, functional, and clean condition for all users. The Facilities Services unit maintains 87 City buildings (approximately 485,509 square feet of floor space), including the Public Safety headquarters, six fire stations, the library, park buildings, the Civic Center, the Community Center, and the Senior Center.

Public Works
FY 2013/14 Operating Budget

Department Budget Summary

Fund/Program	Public Works				
	2010/11 <i>Actual</i>	2011/12 <i>Budget</i>	2011/12 <i>Actual</i>	2012/13 <i>Budget</i>	2013/14 <i>Plan</i>
General Fund					
Transportation and Traffic Services	1,831,968	2,081,581	1,937,523	1,938,545	1,985,115
Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements	2,335,247	2,795,720	2,586,067	2,798,608	2,932,092
Street Lights	1,145,147	968,231	1,240,364	1,050,525	1,082,571
Street Tree Services	1,215,312	1,232,902	1,272,201	1,423,921	1,905,048
Concrete Maintenance	530,219	886,077	749,475	384,167	391,658
Neighborhood Parks and Open Space Mgmt	7,772,310	8,104,925	8,099,070	8,533,273	8,720,432
Public Works Administration	872,238	748,974	676,405	695,324	711,215
Land Development - Engineering Services	865,615	1,051,603	1,010,166	1,137,804	1,130,984
Parking District Fund					
Downtown Parking Lot Maintenance	61,270	66,579	51,902	61,947	64,668
Neighborhood Parks and Open Space Mgmt	53,105	79,370	82,903	89,360	80,774
Land Development - Engineering Services	5,523	4,027	5,274	4,091	10,068
Gas Tax Street Improvement Fund					
Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements	1,902,182	2,050,000	1,898,474	2,025,000	2,025,000
Golf and Tennis Fund					
Golf Course Operations	3,487,398	3,741,051	3,525,252	3,637,786	3,495,391
General Services					
General Engineering & Capital Project Management	1,961,457	2,019,265	1,942,234	2,551,090	2,722,442
Facilities Management	3,589,505	3,913,307	3,818,478	3,943,613	3,973,019
Fleet Management	2,735,648	2,853,510	3,060,406	3,155,199	3,208,246
TOTAL EXPENDITURES	30,364,145	32,597,122	31,956,194	33,430,253	34,438,724

Budget Overview and Significant Changes

FY 2013/14 is the second year of a two-year operating budget cycle. As such, there were no significant changes to the Department's operating budget for FY 2013/14. A major restructure and reorganization occurred within the Department of Public Works during FY 2011/12. The Department assumed responsibility for Neighborhood Parks, Open Space Maintenance and Golf Services, Fleet Maintenance, and Facilities Services. The former two were previously part of the Department of Community Services, while the latter had been in the Office of the City Manager. All Utility Enterprise-funded programs were moved into the newly created Environmental Services Department, which now includes Water, Wastewater and Solid Waste operations. Responsibilities within the Department were also shifted for optimum efficiency and service provision.

Street Operations

As part of the Pavement Rehabilitation capital improvement project, road restoration work began in FY 2011/12 and will continue through year 2017. With a combination of overlays, patching, chip seal and slurry seal, the project will raise the average pavement condition index (PCI) of City streets from "good" (70-79) to "very good" (80-89) within the next three years.

Street Lighting

The City completed the installation of over 1,000 new street lights, replacing old high pressure sodium lamps with light emitting diodes (LED) in December of 2012. The replacement will provide an estimated savings of \$150,000 annually in electricity and repairs immediately and in future years and save nearly half a million kilowatt-hours annually. The City received a rebate of \$197,000 from PG&E under the Energy Efficiency Block Grant to install the new lights.

Street Tree Services

Street Tree Services was moved into the Parks and Open Space Maintenance Program as part of the reorganization. In FY 2012/13, an additional \$475,000 annually was added to this program's budget to return street pruning to a seven-year cycle. The additional funding provides for contracted street tree services to prune an additional 5,250 trees per year.

Concrete Maintenance

Concrete Maintenance was moved from Street Tree Services into the Street Maintenance area of the Department. Extra concrete maintenance work that was performed under the Sunnyvale Works! contracts in 2010 reduced the backlog to five years, and additional one-time funding reduced the backlog further in 2012. Annual funding for ongoing concrete repairs is provided in the Sidewalk, Curb and Gutter Replacement project.

Public Works Administration

There were several functions moved to other Public Works divisions for efficiency. Coordination with FEMA and others to maintain flood maps was moved to the Land Development section in Engineering. The Disadvantaged Business Enterprise Program, which is a pre-requisite for State and Federally administered grant projects, was moved to the Capital Improvement Program. The Administration Division will continue to manage real estate and leases for the City.

Capital Project Management

Upcoming work for the Capital Improvement Program includes: two major bridge projects, Fair Oaks over Caltrain, and San Francisco-Alviso Road over Calabazas Creek; an accelerated pavement resurfacing program; and the consolidation of all concrete projects, traffic signals, and street-lighting. Goals for the next two years will be to commence the master planning, design, and environmental process of the new Water Pollution Control Plant, while continuing with replacements of the sanitary sewer collection system. Other utilities-related work includes the renovation of Storm Pump Station #2 and the Wright Avenue water plant, as well as ongoing replacement of water mains. Parks and Facilities-related projects will focus on renovation of four Community Center buildings, the Murphy Park Recreation Building, and construction of the Seven Seas Park on Morse Avenue. In addition to these capital projects, the Capital Projects Budget will include new parks projects funded by the Park Dedication Fund. Funding for park projects is expected to increase significantly based on Council's adopted increase in park dedication requirements.

Concrete replacement was moved to the Capital Improvement Program to coordinate this with other related Capital Projects, such as the Community Development Block Grant-funded sidewalk projects, accessible curb-ramp installation, and pavement projects. The Senior Public Works Inspector position was changed to an Engineering Assistant to better support capital project construction activities. Further, one Civil Engineer was added to this program's budget in FY 2013/14 to help meet the demand for the Capital Project Management group's services.

Neighborhood Parks and Open Space Management

Work is well underway to convert industrial property along Morse Avenue into the new 5.3 acre Seven Seas Park. The new park is scheduled to be completed and opened to the public by early 2014.

The Parks Program continues to explore options to reduce its carbon footprint and make the City's open space more "green." Some of these efforts include the installation of new lighting designs and timers that utilize less energy, optimizing water usage by installing different plantings, utilizing efficient water management, and reducing turfgrass areas. The Program's increasing use of integrated pest management principles has limited the numbers and amounts of pesticides used while maintaining service levels. These efforts will continue to help improve the quality of Sunnyvale parks and open space.

Golf and Tennis Services

The Golf and Tennis Enterprise Fund was formed in FY 2012/13 with the elimination of the Community Recreation Fund. Since 1999, the Golf Services Program has operated both Sunken Gardens Golf Course and the Sunnyvale Golf Course. The past eight years have shown a gradual decline in golf participation and revenue; however, with a new operator in place, staff expects golf revenues to rebound in FY 2013/14 to FY 2011/12 levels at \$3.7 million.

Staff is optimistic that slow growth over the next several years is achievable in Sunnyvale, but softness in the golf market could still pose challenges to course revenue. Vigorous efforts are being made to both reduce costs and increase revenue. Cost reductions are being achieved through operational efficiencies including water conservation and a restructure plan that will save an estimated \$250,000 in labor costs through personnel attrition. Creative marketing continues with a focus on the business community and the next generation of golfers. In March 2013, the City entered into an agreement with a food vendor to operate and renovate the restaurants and snack shack at the two golf courses by May of 2013, which is anticipated to attract more customers and improve golf revenues.

The Sunnyvale Tennis Center is operated by a contractor pursuant to a license agreement which is expected to have a significant, positive impact for both operating and capital programs in the enterprise fund. The agreement will generate license fees totaling more than two million dollars over its 15-year term, an increase of approximately \$550,000 over projections for that same time period in the FY 2011/12 Budget. In addition, the agreement calls for a total capital investment of \$230,000 toward the improvement of various buildings at the Tennis Center, as well as payment of up to \$75,000 for electricity costs over the life of the agreement. It is also expected that tennis programs, including instruction, leagues, camps, tournaments, and special events, will increase in number and quality.

Fleet Services

In the past year, 52 of the 498 pieces of equipment in the City fleet were replaced, including a pavement grinder, a paving box, a new fire pumper, and five of the new Ford Interceptor police models for the Department of Public Safety. Fuel expenses did not rise as dramatically as in recent years; however, there were some other significant, one-time expenses for heavy equipment repairs that impacted overall operating costs.

Facilities Services

In the past year, the exterior building lights of the Community Center were upgraded to LED fixtures to increase the level of light and to save energy. Additionally, the mechanical equipment in the golf buildings at Sunken Garden and Sunnyvale Municipal have been inspected, adjusted, and repaired. The Washington Park Pool Building has been equipped with new plumbing fixtures, partitions, and paint. Facilities staff has inspected the park building roofs and corrected deficiencies found.

Public Works

FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
Director of Public Works	1	1
Assistant Director of Public Works/City Engineer	1	1
Assistant City Engineer	1	1
Assistant City Engineer-Debt Funded	1	1
Facilities Services Superintendent	1	1
Superintendent of Parks and Golf	1	1
Senior Management Analyst	1	1
Superintendent of Public Works Operations	1	1
Transportation and Traffic Manager	1	1
Head Golf Professional	1	1
Golf Operations Manager	2	2
Parks Manager	2	2
Urban Landscape Supervisor	1	1
Streets Operations Manager	1	1
Senior Engineer	4	4
Fleet Manager	1	1
Administrative Aide	1	1
Administrative Aide-Grant Funded	1	1
Administrative Aide-Confidential	1	1
Auto Shop Attendant	1	1
Administrative Analyst	2	2
Civil Engineer	3	4
Engineering Assistant I/II	3	3
Senior Traffic Engineer	1	1
Senior Transportation Planner	1	1
Transportation Engineer	2	2
Technical Support Specialist	1	1
Traffic Engineering Technician II	1	1
Fleet Services Coordinator	1	1
Public Works Construction Inspector	4	4
Golf Professional	2	2

Public Works
FY 2013/14 Operating Budget

Department Position Allocation

Classification	FY 2012/13 Budgeted Positions	FY 2013/14 Budgeted Positions
Assistant Golf Professional	1	1
Golf Course Equipment Mechanic	1	1
Equipment Mechanic	8	8
Heavy Equipment Operator	8	8
Street Lighting Technician	1	1
Facility Attendant II	1	1
Facilities Technician II	5	5
Facilities Technician III	3	3
Parks Leader	8	8
Public Works Leader	1	1
Public Works Crew Leader	4	4
Senior Park Utility Worker	6	6
Public Works Supervisor	3	3
Senior Building Services Leader	3	3
Senior Maintenance Worker	7	7
Principal Office Assistant	2	2
Senior Office Assistant	5	5
Staff Office Assistant	2	2
Greenskeeper	1	1
Senior Greenskeeper	1	1
Senior Parks Leader	2	2
Groundswoker	6	6
Parks Worker I	4	4
Parks Worker II	15	15
Parks Worker III	12	12
Utility Worker	21	21
Part-Time Staff Office Assistant	1	1
Part-Time Golf Services Assistant	2	2
Department of Public Works Total	180	181

Department of Public Works Performance Indicators

2011 Consolidated General Plan Goals:

Chapter 3, Land Use and Transportation (LT)

Goal LT-2: Attractive Community
 Goal LT-3: Appropriate Housing
 Goal LT-4: Quality Neighborhoods and Districts
 Goal LT-5: Effective and Safe Transportation
 Goal LT-8: Adequate and Balanced Recreation Facilities
 Goal LT-9: Regional Approach to Providing and Preserving Open Space

Chapter 4, Community Character (CC)

Goal CC-2: Attractive Street Environment
 Goal CC-4: Accessible and Attractive Public Facilities
 Goal CC-10: High Quality Recreation Programming
 Goal CC-11: Prioritization for Recreation Programming

Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Neighborhood Parks and Open Space				
Workload Indicators				
Number of Parks Open Space Acres maintained. [New in FY 2012/13]	LT-8, LT-9	--	--	
Performance Indicators				
Number of hazardous conditions reported and percent abated within 24 hours.	LT-8	206 98%	143 98%	
Number of acts of vandalism reported and percent abated within 72 hours.	LT-8	623 97%	362 98%	
Number of park and open space component evaluations of attractiveness, and percent meeting standards.	LT-8	4,660 73%	3,108 75%	
Number of park and open space component evaluations for usability, and percent meeting standards.	LT-8	1,838 81%	919 89%	
Number of resident survey respondents and percent rating City parks and open space as good or better. [New in FY 2012/13]	LT-8	--	--	
Golf Course Operations				
Workload Indicators				
Number of Golf Open Space Acres maintained. [New in FY 2012/13]	CC-10, CC-11	--	--	
Rounds of golf played at Sunnyvale Golf Course.	CC-10, CC-11	72,535	75,616	
Rounds of golf played at Sunken Gardens Golf Course.	CC-10, CC-11	60,821	60,505	
Performance Indicators				
Number of reported hazardous conditions and percent abated within 24 hours.	CC-10, CC-11	92 100%	78 100%	
Number of reported acts of vandalism and percent abated within 72 hours.	CC-10, CC-11	13 100%	11 100%	
The percentage of Golf Components indicate Golf Operations and Services meets the Golf Division standards for attractiveness as listed in the Golf Division quality Standards manual. [Deleted in FY 2012/13]		94%	--	
Number of golf course components and percent meeting standards for attractiveness. [New in FY 2012/13]	CC-10, CC-11	--	--	
The percentage of Golf Components indicate Golf Operations and Services meets the Golf Division standards for usability as listed in the Golf Division quality Standards manual. [Deleted in FY 2012/13]		282 98%	--	

Department of Public Works Performance Indicators

2011 Consolidated General Plan Goals:

Chapter 3, Land Use and Transportation (LT)

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Chapter 4, Community Character (CC)

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Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Number of golf course components and percent meeting standards for usability. [New in FY 2012/13]	CC-10, CC-11	--	--	
Number of survey respondents and percent rating City golf courses as good or good or better. [New in FY 2012/13]	CC-10, CC-11	--	--	
Number of survey respondents and percent rating City tennis center as good or better.	CC-10, CC-11	--	--	
Number of resident survey respondents and percent rating City recreation centers or facilities as good or better. [New in FY 2012/13]	CC-10, CC-11	--	--	

Facility Services

Workload Indicators

Number of City buildings maintained.	CC-4	87	87	
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Performance Indicators

Number of non-urgent work orders and percent completed within 15 days.	CC-4	4,233 93%	5,367 91%	
Number of urgent/emergency work orders and percent abated within 24 hours.	CC-4	332 89%	192 91%	
Number of work orders completed and percent requiring a call back.	CC-4	2,903 0%	5,566 0.2%	
Number of customer survey respondents and percent rating services provided by the Facilities Division as good or better.	CC-4	--	187 94%	

Provision of Vehicles and Motorized Equipment

Workload Indicators

Number of motor vehicles in City fleet. [Deleted in FY 2012/13]		308	--	
Number of autos and light trucks maintained in City fleet. [New in FY 2012/13]	CC-4	--	--	
Number of special purpose trucks, tractors and trailers maintained in City fleet. [New in FY 2012/13]	CC-4	--	--	
Number of construction and landscape equipment items maintained in City fleet.	CC-4	13	32	
Number of small equipment and auxiliary power generator items maintained in City fleet. [New in FY 2012/13]	CC-4	--	--	

Department of Public Works Performance Indicators

2011 Consolidated General Plan Goals:

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Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Performance Indicators				
Percent of operating time that City vehicles and equipment are available for department usage (also known as "uptime").	CC-4	96%	96%	
Number of customer survey respondents and percent rating services provided by the Fleet Division as good or better.	CC-4	--	--	
Transportation and Traffic Services				
Workload Indicators				
Number of signalized intersections.	LT-5	128	129	
Performance Indicators				
Number of requests for traffic control modifications processed and percent responded to within 30 days.	LT-5	68 89%	82 100%	
Number of traffic signal management requests processed and percent responded to within 1 day.	LT-5	161 98%	135 100%	
Number of land development reviews processed and percent completed within established deadlines.	LT-5	242 99%	339 100%	
Pavement Operations				
Workload Indicators				
Miles of collector and residential streets in the City.	LT-5	208	208	
Miles of arterial streets in the City.	LT-5	52	52	
Number of traffic signs maintained (approximate).	LT-5	13,000	13,000	
Total number of emergency and non-emergency graffiti locations addressed. [New in FY 2012/13]	LT-5	--	--	
Performance Indicators				
Percentage of residents rating the quality of Pavement Operations services as fair. [Deleted in FY 2012/13]		90%	--	
Number of resident survey respondents and percent rating the services provided by Pavement Operations as good or better.*	LT-5	59%	--	
Average Citywide pavement condition index (PCI) rating, with a goal of 80 or higher. [New in FY 2012/13]	LT-5	--	--	
Number of City collector and residential streets surveyed and percent rated good or better (PCI = 70+), based on Metropolitan Traffic Commission regional standards.	LT-5	1,182 82%	1,307 85%	
Number of City arterial streets surveyed and percent rated good or better (PCI = 70+), based on Metropolitan Traffic Commission regional standards.	LT-5	123 78%	213 87%	

Department of Public Works Performance Indicators

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	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Number of hazardous debris calls received and percent responded to within 3 hours of notification.	LT-5	83 95%	18 95%	
Number of graffiti obscenities reported and percent removed within 1 working day of notification.	LT-5	1 100%	1 100%	
Number of non-emergency graffiti incidents reported and percent responded to within 2 days of notification. [New in FY 2012/13]	LT-5	--	--	
Number of unscheduled street sweeping requests/complaints received and % resolved within 2 working days of notification.	LT-5	18 89%	2 100%	
Streetlight System				
Workload Indicators				
Number of streetlights surveyed. [Deleted in FY 2012/13]		3,126	--	
Number of streetlights maintained by the City. [New in FY 2012/13]	LT-5	--	--	
Number of surveys scheduled yearly. [Deleted in FY 2012/13]		16	--	
Number of streetlights surveyed in a year. [New in FY 2012/13]	LT-5			
1,567 Collector and Arterial Lights surveyed bi-monthly		--	--	
1,385 Industrial Zone Lights surveyed quarterly		--	--	
175 Overhead Pathway Lights surveyed bi-monthly		--	--	
Performance Indicators				
Number of City streetlights surveyed and percent functioning.	LT-5	15,986 94%	15,716 96%	
Percentage of residents rating the quality of Streetlight System services as fair or better. [Deleted in FY 2012/13]		90%	--	
Number of resident survey respondents and percent rating the services provided by Streetlight System as good or better.*	LT-5	76%	--	
Number of City owned streetlight outages due to lamp failure and percent repaired within 1 working day of notification.	LT-5	384 84%	388 89%	
Number of bi-monthly arterial, quarterly industrial, and bi-monthly pedestrian pathway lights surveyed and percent completed as scheduled.	LT-5	16 100%	16 100%	

Department of Public Works Performance Indicators

2011 Consolidated General Plan Goals:

Chapter 3, Land Use and Transportation (LT)

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	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Street Tree Maintenance				
Workload Indicators				
Number of City street trees (approximate).	CC-2	37,000	37,000	
Performance Indicators				
Number of street trees scheduled and percentage structurally pruned within 180 days of determination of need by the City Arborist. [Deleted in FY 2012/13]		3,352 100%	--	
Number of street trees scheduled for individual pruning due to damage, disease or other hazardous conditions and percent pruned within 90 days. [New in FY 2012/13]	CC-2	--	--	
Number of trees scheduled for structural pruning by City Staff or contractor on a 7 year average pruning cycle and percent completed. [New in FY 2012/13]	CC-2	--	--	
Number of street trees scheduled for removal and percentage replaced due to damage, disease, death or other hazardous conditions. [Deleted in FY 2012/13]		1,971 43%	--	
Number of street trees scheduled for removal due to damage, disease, death or other hazardous conditions and percent removed and replaced within 90 days of determination by City Arborist. [New in FY 2012/13]	CC-2	--	--	
Number of requests for tree services and percent investigated within ten business days of notification.	CC-2	1,838 98%	2,023 91%	
Concrete Maintenance				
Workload Indicators				
Number of sidewalk, curb, and gutter sites replaced. [Deleted in FY 2012/13]		1,167	--	
Number of access ramps installed. [New in FY 2012/13]	LT-5	--	--	
Lineal feet of displaced sidewalk mitigated. [New in FY 2012/13]	LT-5	--	--	
Miles of public concrete sidewalk in the City. [New in FY 2012/13]	LT-5	--	--	
Performance Indicators				
Number of displaced sidewalk sites serviced and percent temporarily ramp patched within five working days of notification.	LT-5	230 100%	744 100%	

Department of Public Works Performance Indicators

2011 Consolidated General Plan Goals:

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Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Downtown Parking Lot Maintenance				
Workload Indicators				
Square footage of downtown parking lots maintained.	LT-2	152,149	152,149	
Performance Indicators				
Number of Parking District parking lot light outages reported and percent repaired within 24 hours of notification.	LT-2	91 100%	43 98%	
Public Works Administration				
Workload Indicators				
Total number of Department operating program activities managed.		213	213	
Performance Indicators				
Number of resident survey respondents and percent rating the services provided by Public Works as good or better.*		85%	--	
Percent of total Department operating budget expended.		95%	97%	
Capital Project Management				
Workload Indicators				
Number of design and construction capital projects managed.	CC-4	68	67	
Number of sidewalk, curb, and gutter sites replaced. [New in FY 2012/13]	LT-5	--	--	
Performance Indicators				
Percentage of internal customers rating the quality of Capital Project Management design services as fair or better. [Deleted in FY 2012/13]		100%	--	
Number of customer survey respondents and percent rating the design services provided by Capital Project Management as good or better.	CC-4	-- 80%	12 83%	
Number of City capital construction projects completed during the fiscal year and percent that have no deficiencies at final inspection.	CC-4, LT-5	23 100%	20 63%	
Number of City capital projects designs completed during the fiscal year.	CC-4, LT-5	20	18	

Department of Public Works Performance Indicators

2011 Consolidated General Plan Goals:

Chapter 3, Land Use and Transportation (LT)

- Goal LT-2: Attractive Community
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Please refer to the General Plan Executive Summary for further details on goals

	General Plan Goal	FY 2010/11 Results	FY 2011/12 Results	FY 2012/13 Results
Land Development Engineering				
Workload Indicators				
Number of permit applications. [Deleted in FY 2012/13]		302	--	
Number of resubmitted applications. [Deleted in FY 2012/13]		74	--	
Number of minor permit applications. [Deleted in FY 2012/13]		206	--	
Number of subdivision map reviews. [New in FY 2012/13]	LT-2, LT-3, LT-4	--	--	
Number of encroachment permit application reviews and inspections. [New in FY 2012/13]	LT-2, LT-3, LT-4	--	--	
Number of public contacts (CRM, counter, email, phone, etc.). [New in FY 2012/13]	LT-2, LT-3, LT-4	--	--	
Performance Indicators				
Percentage of permit applicants rating the quality of General Engineering services as fair or better. [Deleted in FY 2012/13]		100%	--	
Number of permit applicant survey respondents and percent rating the services provided by General Engineering as good or better.	LT-2, LT-3, LT-4	34 100%	1 100%	
Number of major development projects reviewed and percent completing an initial review within 21 days.	LT-2, LT-3, LT-4	10 80%	20 35%	
Number of resubmitted major development project reviews processed and percent completed within 14 days.	LT-2, LT-3, LT-4	23 78%	63 75%	
Number of encroachment permit applications processed and percent reviewed within 14 days.	LT-2, LT-3, LT-4	302 96%	395 91%	

*Resident satisfaction surveys are conducted bi-annually, with the next survey scheduled for 2013.

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**City of Sunnyvale
Program Performance Budget**

Program 119 - Transportation and Traffic Services

Service Delivery Plan 11901 - Transportation Engineering and Planning

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 119100 - Warrant Studies					
Product: A Study Completed					
Costs:	17,345.90	7,539.41	35,645.27	30,506.41	30,889.30
Products:	11.00	44.00	59.00	11.00	11.00
Hours:	227.04	79.00	492.50	375.00	375.00
Activity 119110 - Parking and Speed Studies					
Product: A Study Completed					
Costs:	33,623.95	15,770.56	66,028.89	46,519.80	47,120.36
Products:	25.00	20.00	115.00	39.00	39.00
Hours:	379.90	155.00	843.93	525.00	525.00
Activity 119120 - Collision Analysis					
Product: A Collision Report Reviewed					
Costs:	11,425.47	40,943.39	15,760.70	30,552.15	30,928.36
Products:	425.00	2,005.00	0.00	1,600.00	1,600.00
Hours:	121.09	430.00	172.43	330.00	330.00
Activity 119130 - Respond to Community Transportation Issues					
Costs:	154,752.98	164,504.54	191,387.15	140,297.91	142,036.75
Products:	0.00	0.00	1.00	0.00	0.00
Hours:	1,517.10	1,585.00	1,785.46	1,384.00	1,384.00
Activity 119140 - Planning/Policy Studies					
Costs:	106,890.60	21,905.18	39,254.56	75,331.24	76,250.38
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	946.48	192.00	356.48	710.00	710.00

**City of Sunnyvale
Program Performance Budget**

Program 119 - Transportation and Traffic Services

Service Delivery Plan 11901 - Transportation Engineering and Planning

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 119150 - Capital Project Support					
Costs:	80,448.84	94,672.67	119,650.13	121,903.41	115,329.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	760.81	874.00	1,064.90	1,073.00	1,013.00
Activity 119160 - Geometric, Streetlight, and Other Design					
Costs:	29,276.85	61,712.20	41,596.74	68,585.05	69,628.13
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	290.60	528.00	419.69	515.00	515.00
Totals for Service Delivery Plan 11901 - Transportation Engineering and Planning					
Costs:	433,764.59	407,047.95	509,323.44	513,695.97	512,182.28
Hours:	4,243.02	3,843.00	5,135.39	4,912.00	4,852.00

**City of Sunnyvale
Program Performance Budget**

Program 119 - Transportation and Traffic Services

Service Delivery Plan 11902 - Intergovernmental Coordination

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 119200 - Intergovernmental Support and Participation					
Costs:	71,096.21	52,183.62	36,491.63	61,795.35	62,609.10
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	623.09	443.00	314.52	523.00	523.00
Activity 119210 - Grant Writing					
Product:	A Grant Application Completed				
Costs:	4,755.00	43,595.43	27,029.45	42,611.18	43,127.49
Products:	3.00	13.00	3.00	0.00	0.00
Hours:	41.88	361.00	212.37	350.00	350.00
Activity 119220 - Review Outside Agency Plans, Designs, Studies					
Costs:	11,418.16	12,269.24	17,954.69	17,597.03	17,815.92
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	132.69	104.00	171.92	195.00	195.00
Activity 119230 - Congestion Management Agency					
Costs:	249,689.09	269,202.71	248,609.09	249,609.00	254,601.18
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Totals for Service Delivery Plan 11902 - Intergovernmental Coordination					
Costs:	336,958.46	377,251.00	330,084.86	371,612.56	378,153.69
Hours:	797.66	908.00	698.81	1,068.00	1,068.00

**City of Sunnyvale
Program Performance Budget**

Program 119 - Transportation and Traffic Services

Service Delivery Plan 11903 - Traffic Signal Operations and Maintenance

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 119300 - Routine Maintenance and Repairs					
Costs:	202,736.24	228,527.98	238,682.42	209,350.00	231,253.72
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 119310 - Nonroutine Maintenance and Repairs					
Costs:	369,893.51	380,617.68	332,012.87	413,975.61	438,994.44
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	181.63	0.00	2.02	228.00	228.00
Activity 119320 - Signal Maintenance and Repair by Staff					
Costs:	174,903.12	228,775.48	192,958.21	215,214.33	200,613.84
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,787.92	2,271.00	1,980.03	2,051.00	2,051.00
Activity 119330 - Signal Maintenance Contract Admin					
Costs:	17,544.86	32,252.04	14,537.47	19,049.20	17,664.77
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	171.54	340.00	134.00	175.00	175.00
Totals for Service Delivery Plan 11903 - Traffic Signal Operations and Maintenance					
Costs:	765,077.73	870,173.18	778,190.97	857,589.14	888,526.77
Hours:	2,141.09	2,611.00	2,116.05	2,454.00	2,454.00

**City of Sunnyvale
Program Performance Budget**

Program 119 - Transportation and Traffic Services

Service Delivery Plan 11904 - Development Review

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 119400 - Perform Development Review					
Product: Plan Check Comments Submitted					
Costs:	62,220.07	132,051.53	117,812.12	0.00	0.00
Products:	22.00	150.00	37.00	0.00	0.00
Hours:	580.71	1,260.00	1,108.89	0.00	0.00
Activity 119410 - Review Traffic Control Plans					
Product: A Plan Reviewed					
Costs:	54,297.10	95,962.60	54,802.90	0.00	0.00
Products:	233.00	319.00	304.00	0.00	0.00
Hours:	562.54	975.00	562.79	0.00	0.00
Totals for Service Delivery Plan 11904 - Development Review					
Costs:	116,517.17	228,014.13	172,615.02	0.00	0.00
Hours:	1,143.25	2,235.00	1,671.68	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 119 - Transportation and Traffic Services

Service Delivery Plan 11905 - Management, Supervisory, and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 119500 - Management and Supervision					
Costs:	40,565.71	22,223.86	24,119.35	37,157.56	37,606.05
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	304.73	170.00	186.59	280.00	280.00
Activity 119510 - Provide Legal Response					
Costs:	2,986.36	6,615.34	2,008.08	5,764.63	5,834.38
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	26.24	52.00	15.68	46.00	46.00
Activity 119520 - Administrative Support					
Costs:	67,320.65	74,867.57	56,147.08	65,340.08	66,248.23
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,094.51	1,080.00	908.35	930.00	930.00
Activity 119530 - Training					
Costs:	27,037.46	29,340.69	20,795.20	29,789.91	30,187.39
Products:	0.00	0.00	18.00	0.00	0.00
Hours:	284.55	290.00	224.51	295.00	295.00
Activity 119540 - Bicycle and Pedestrian Advisory Committee Support					
Costs:	18,706.28	22,484.34	21,461.87	19,800.05	20,044.09
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	169.02	206.00	155.74	185.00	185.00

**City of Sunnyvale
Program Performance Budget**

Program 119 - Transportation and Traffic Services

Service Delivery Plan 11905 - Management, Supervisory, and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 119550, 119551, 119552 - Parking Permit Program Administration					
Product: A Permit Issued					
Costs:	3,192.42	16,503.46	7,300.15	11,944.54	12,101.91
Products:	0.00	500.00	579.00	500.00	500.00
Hours:	20.18	170.00	89.50	170.00	170.00
Activity 119560 - Capital and Operating Budget Preparation					
Costs:	3,033.04	10,327.55	4,888.27	2,654.11	10,744.60
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	24.22	79.00	36.41	20.00	80.00
Activity 119570 - Issue Transportation Permits					
Product: A Permit Issued					
Costs:	16,808.58	16,732.10	10,588.40	23,196.31	23,485.94
Products:	325.00	488.00	265.00	325.00	325.00
Hours:	215.43	194.00	159.79	277.00	277.00
Totals for Service Delivery Plan 11905 - Management, Supervisory, and Administrative Support Services					
Costs:	179,650.50	199,094.91	147,308.40	195,647.19	206,252.59
Hours:	2,138.88	2,241.00	1,776.57	2,203.00	2,263.00
Totals for Program 119					
Costs:	1,831,968.45	2,081,581.17	1,937,522.69	1,938,544.86	1,985,115.33
Hours:	10,463.90	11,838.00	11,398.50	10,637.00	10,637.00

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**City of Sunnyvale
Program Performance Budget**

Program 120 - Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements

Service Delivery Plan 12001 - Pavement Maintenance

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 120100, 120101, 120102, 120103, 120104, 120105, 120106, 120107, 120108, 120109 - Preventative Maintenance					
Product: A Square Foot Completed					
Costs:	1,565,798.98	2,213,617.01	1,803,326.72	1,956,533.08	2,011,114.92
Products:	661,506.00	450,000.00	481,109.00	825,000.00	825,000.00
Hours:	15,782.84	20,802.25	16,814.80	19,386.00	19,386.00
Activity 120110, 120111, 120112 - Double Chip Seal					
Product: A Square Foot Completed					
Costs:	532,172.36	576,528.10	623,220.78	688,095.95	705,666.80
Products:	1,310,170.00	1,400,000.00	1,386,943.00	1,600,000.00	1,600,000.00
Hours:	3,746.62	4,313.00	4,073.20	4,785.00	4,785.00
Activity 120120 - Slurry Seal					
Product: A Square Foot Slurried					
Costs:	121,384.29	96,244.91	136,927.36	98,474.99	101,315.12
Products:	2,493,199.00	1,300,000.00	2,933,392.00	1,600,000.00	1,600,000.00
Hours:	1,354.37	1,122.00	1,494.00	1,122.00	1,122.00
Totals for Service Delivery Plan 12001 - Pavement Maintenance					
Costs:	2,219,355.63	2,886,390.02	2,563,474.86	2,743,104.02	2,818,096.84
Hours:	20,883.83	26,237.25	22,382.00	25,293.00	25,293.00

**City of Sunnyvale
Program Performance Budget**

Program 120 - Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements

Service Delivery Plan 12002 - Traffic Marking Maintenance

	<u>2010/2011</u> Actual	<u>2011/2012</u> Budgeted	<u>2011/2012</u> Actual	<u>2012/2013</u> Current	<u>2013/2014</u> Plan
Activity 120200 - Painting Traffic Lines					
Product: A Lineal Foot Painted					
Costs:	83,726.18	117,610.91	100,140.52	119,212.06	122,551.75
Products:	410.00	20,000.00	441,560.00	200,000.00	200,000.00
Hours:	825.98	1,192.00	971.50	1,192.00	1,192.00
Activity 120210, 120211, 120212, 120213, 120214, 120215, 120216, 120217, 120218, 120219 - Install/Remove Traffic Legends, Crosswalks, and Limit Bars					
Product: A Legend/Crosswalk/Limit Bar					
Costs:	220,632.21	204,482.48	215,185.17	209,246.51	215,180.70
Products:	5,486.00	45,800.00	4,598.00	4,800.00	4,800.00
Hours:	2,584.74	2,177.00	2,472.80	2,177.00	2,177.00
Activity 120220 - Premarking of Traffic Markings					
Product: A Street Marked					
Costs:	48,807.34	34,036.60	49,450.19	38,195.42	39,328.72
Products:	366.00	260.00	310.00	300.00	300.00
Hours:	624.49	424.00	602.90	464.00	464.00
Activity 120230 - Remove/Install Ceramic and Reflective Markers					
Product: A Marker Removed/Installed					
Costs:	49,857.58	57,246.10	49,442.61	55,294.34	56,788.78
Products:	7,095.00	5,000.00	5,927.00	7,100.00	7,100.00
Hours:	486.99	524.00	533.50	485.00	485.00
Totals for Service Delivery Plan 12002 - Traffic Marking Maintenance					
Costs:	403,023.31	413,376.09	414,218.49	421,948.33	433,849.95
Hours:	4,522.20	4,317.00	4,580.70	4,318.00	4,318.00

**City of Sunnyvale
Program Performance Budget**

Program 120 - Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements

Service Delivery Plan 12003 - Traffic Sign Maintenance

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 120300, 120301, 120302, 120303 - Traffic Sign Fabrication					
Product: A Sign Fabricated					
Costs:	87,899.92	62,887.53	47,023.06	70,645.57	72,571.10
Products:	1,923.00	1,415.00	1,026.00	1,420.00	1,420.00
Hours:	804.99	661.00	354.00	662.00	662.00
Activity 120310, 120311, 120312, 120313, 120314, 120315, 120316 - Install, Repair, Removal, and/or Replace Traffic Signs and Poles					
Product: A Sign or Pole					
Costs:	173,712.05	162,248.15	174,800.20	161,639.00	166,366.74
Products:	6,982.00	5,457.00	6,723.00	5,450.00	5,450.00
Hours:	2,195.76	1,934.00	2,013.50	1,882.00	1,882.00
Activity 120320, 120321, 120322 - City Parking Lot Curb Painting					
Product: A Lineal Foot Painted					
Costs:	19,730.61	27,605.79	4,546.68	28,038.01	28,858.78
Products:	2,624.00	15,000.00	511.00	3,200.00	3,200.00
Hours:	239.50	324.00	52.00	324.00	324.00
Totals for Service Delivery Plan 12003 - Traffic Sign Maintenance					
Costs:	281,342.58	252,741.47	226,369.94	260,322.58	267,796.62
Hours:	3,240.25	2,919.00	2,419.50	2,868.00	2,868.00

**City of Sunnyvale
Program Performance Budget**

Program 120 - Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements
Service Delivery Plan 12004 - Street Sweeping

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 120400, 120401, 120402, 120403 - Schedule Street Sweeping Routes					
Product: A Mile Swept					
Costs:	498,529.80	449,502.02	531,882.80	462,592.27	476,206.37
Products:	28,104.00	21,400.00	31,608.00	28,104.00	28,104.00
Hours:	6,166.77	5,482.50	6,435.50	5,541.00	5,541.00
Activity 120410 - Heavy Leaf Pick Up					
Product: A Yard of Debris Removed					
Costs:	58,893.01	71,678.47	76,815.37	72,883.14	75,064.88
Products:	1,374.00	1,400.00	1,344.00	1,374.00	1,374.00
Hours:	777.28	904.00	939.50	904.00	904.00
Activity 120420 - Posting of Requested Streets					
Product: A Street Posted					
Costs:	3,205.06	2,396.07	2,415.23	2,749.39	2,833.97
Products:	9.00	16.00	2.00	20.00	20.00
Hours:	41.50	30.00	30.00	36.00	36.00
Totals for Service Delivery Plan 12004 - Street Sweeping					
Costs:	560,627.87	523,576.56	611,113.40	538,224.80	554,105.22
Hours:	6,985.55	6,416.50	7,405.00	6,481.00	6,481.00

**City of Sunnyvale
Program Performance Budget**

Program 120 - Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements

Service Delivery Plan 12005 - Maintenance of Public Right-of-Way

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 120500 - Preventative Maintenance - Clean Walkways					
Product: A Walkway Cleaned					
Costs:	65,141.42	38,287.56	55,276.83	38,583.66	39,737.51
Products:	590.00	260.00	553.00	260.00	260.00
Hours:	838.98	472.00	680.50	472.00	472.00
Activity 120510 - Corrective Maintenance - Repair Walkways					
Product: A Walkway Repaired					
Costs:	20,337.49	6,064.33	4,468.11	8,419.46	8,643.75
Products:	25.00	8.00	9.00	10.00	10.00
Hours:	228.99	68.00	55.10	70.00	70.00
Activity 120520 - Preventative Maintenance - Clean Roadside Easements					
Product: An Easement Cleaned					
Costs:	74,754.45	51,929.29	30,555.44	80,932.74	83,062.67
Products:	24.00	40.00	28.00	40.00	40.00
Hours:	575.49	638.00	81.00	637.00	637.00
Totals for Service Delivery Plan 12005 - Maintenance of Public Right-of-Way					
Costs:	160,233.36	96,281.18	90,300.38	127,935.86	131,443.93
Hours:	1,643.46	1,178.00	816.60	1,179.00	1,179.00

**City of Sunnyvale
Program Performance Budget**

Program 120 - Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements
Service Delivery Plan 12006 - Emergency/Unscheduled Response

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 120600 - Pothole Repair					
Product: An Occasion					
Costs:	11,175.78	9,102.11	6,740.08	10,100.49	10,390.77
Products:	63.00	40.00	22.00	60.00	60.00
Hours:	142.50	95.00	82.70	110.00	110.00
Activity 120610 - Emergency Repairs City and Non-City Responsibility					
Product: An Occasion					
Costs:	0.00	5,113.82	7.98	5,148.04	5,306.27
Products:	0.00	10.00	0.00	10.00	10.00
Hours:	0.00	70.00	0.00	70.00	70.00
Activity 120620 - Traffic Sign/Pole					
Product: An Occasion					
Costs:	746.33	2,134.98	874.94	1,710.16	1,760.21
Products:	5.00	10.00	4.00	10.00	10.00
Hours:	10.30	25.00	11.30	20.00	20.00
Activity 120630, 120631, 120632 - Graffiti Removal					
Product: An Occasion					
Costs:	128,432.21	113,399.74	121,794.31	116,955.52	120,395.95
Products:	1,462.00	1,202.00	1,218.00	1,250.00	1,250.00
Hours:	1,528.87	1,376.00	1,408.00	1,375.00	1,375.00
Activity 120640 - Unscheduled/Emergency Street Sweeping Request					
Product: An Occasion					
Costs:	1,799.18	2,527.79	2,924.80	2,568.67	2,644.54
Products:	15.00	15.00	2.00	15.00	15.00
Hours:	22.00	31.00	35.40	31.00	31.00

**City of Sunnyvale
Program Performance Budget**

Program 120 - Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements

Service Delivery Plan 12006 - Emergency/Unscheduled Response

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 120650 - Unscheduled/Emergency Cleaning and/or Repairs as Requested					
Product: An Occasion					
Costs:	9,585.86	10,084.04	17,121.92	10,237.48	10,524.58
Products:	41.00	25.00	61.00	25.00	25.00
Hours:	133.60	100.00	159.50	100.00	100.00
Activity 120660 - Debris					
Product: An Occasion					
Costs:	6,700.79	13,009.88	14,844.61	12,770.29	13,153.72
Products:	86.00	150.00	160.00	170.00	170.00
Hours:	94.90	159.00	199.60	159.00	159.00
Activity 120670 - Traffic Control					
Product: An Occasion					
Costs:	7,697.20	15,229.64	7,428.97	15,437.36	15,878.61
Products:	228.00	220.00	174.00	220.00	220.00
Hours:	93.40	168.00	87.20	168.00	168.00
Totals for Service Delivery Plan 12006 - Emergency/Unscheduled Response					
Costs:	166,137.35	170,602.00	171,737.61	174,928.01	180,054.65
Hours:	2,025.57	2,024.00	1,983.70	2,033.00	2,033.00

**City of Sunnyvale
Program Performance Budget**

Program 120 - Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements

Service Delivery Plan 12007 - Service Response

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 120700 - Shopping Carts					
Product: A Shopping Cart					
Costs:	80,173.20	56,948.70	12,125.03	46,823.41	48,210.62
Products:	1,485.00	2,500.00	3.00	2,000.00	2,000.00
Hours:	1,094.28	428.00	157.50	591.00	591.00
Activity 120710 - Debris					
Product: An Occasion					
Costs:	7,077.17	7,786.29	6,752.84	7,800.01	8,035.07
Products:	83.00	80.00	82.00	80.00	80.00
Hours:	99.50	98.00	89.80	98.00	98.00
Activity 120720 - Traffic Control - Planned					
Product: An Occasion					
Costs:	5,311.45	10,593.68	4,063.66	10,720.43	11,037.23
Products:	25.00	30.00	36.00	30.00	30.00
Hours:	67.60	129.00	49.50	129.00	129.00
Totals for Service Delivery Plan 12007 - Service Response					
Costs:	92,561.82	75,328.67	22,941.53	65,343.85	67,282.92
Hours:	1,261.38	655.00	296.80	818.00	818.00

**City of Sunnyvale
Program Performance Budget**

Program 120 - Pavement, Traffic Signs and Markings, Street Sweeping, and Roadside Easements

Service Delivery Plan 12008 - Management, Supervisory, and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 120800 - Management and Supervisory Services					
Costs:	161,836.12	147,340.50	185,266.22	212,585.42	217,338.85
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,425.67	1,300.00	1,523.00	1,750.00	1,750.00
Activity 120810, 120811, 120812, 120813 - Administrative Support Services					
Costs:	99,826.87	137,318.10	96,844.48	136,441.69	140,165.39
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,288.97	1,678.00	1,236.60	1,604.00	1,604.00
Activity 120820, 120821, 120822 - Meetings, Certification, and Training					
Costs:	92,484.02	142,765.58	102,274.72	142,773.68	146,957.81
Products:	0.00	0.00	389.00	300.00	300.00
Hours:	1,098.42	1,751.00	1,173.80	1,711.00	1,711.00
Totals for Service Delivery Plan 12008 - Management, Supervisory, and Administrative Support Services					
Costs:	354,147.01	427,424.18	384,385.42	491,800.79	504,462.05
Hours:	3,813.06	4,729.00	3,933.40	5,065.00	5,065.00
Totals for Program 120					
Costs:	4,237,428.93	4,845,720.17	4,484,541.63	4,823,608.24	4,957,092.18
Hours:	44,375.30	48,475.75	43,817.70	48,055.00	48,055.00

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**City of Sunnyvale
Program Performance Budget**

Program 121 - Street Lights

Service Delivery Plan 12101 - Street Light Maintenance

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 121100 - Power (PG&E Billing)					
Product: A Light Powered					
Costs:	751,510.25	643,503.06	845,742.04	643,503.80	669,242.04
Products:	0.00	9,242.00	9,254.00	9,454.00	9,454.00
Hours:	0.00	1.00	0.00	1.00	1.00
Activity 121110, 121111, 121112 - Preventative Maintenance					
Product: A Preventative Maintenance Completed					
Costs:	33,181.75	18,757.53	18,830.79	25,064.62	25,456.09
Products:	34.00	46.00	13.00	45.00	45.00
Hours:	322.49	270.00	113.00	370.00	370.00
Activity 121120, 121121, 121122, 121123, 121124, 121125 - Corrective Maintenance					
Product: A Repair Completed					
Costs:	184,413.87	164,199.64	156,213.47	205,989.97	209,379.31
Products:	3,392.00	2,716.00	2,359.00	2,830.00	2,830.00
Hours:	2,245.56	1,833.00	1,730.20	2,406.00	2,406.00
Activity 121130, 121131, 121132, 121133 - Modification and Fabrication					
Product: An Occasion					
Costs:	29,354.82	10,650.39	31,793.43	28,507.46	28,954.07
Products:	2,480.00	5.00	2,411.00	670.00	670.00
Hours:	472.99	146.00	462.00	452.00	452.00
Totals for Service Delivery Plan 12101 - Street Light Maintenance					
Costs:	998,460.69	837,110.62	1,052,579.73	903,065.85	933,031.51
Hours:	3,041.04	2,250.00	2,305.20	3,229.00	3,229.00

**City of Sunnyvale
Program Performance Budget**

Program 121 - Street Lights

Service Delivery Plan 12102 - Emergency/Unscheduled Repairs

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 121200 - Streetlight Pole Knockdowns					
Product: A Pole Replaced					
Costs:	56,835.78	52,693.05	103,077.33	56,616.79	57,503.23
Products:	16.00	10.00	33.00	10.00	10.00
Hours:	598.09	545.00	838.10	447.00	447.00
Activity 121210, 121211, 121212 - Emergency Repairs City and Non-City Responsibility					
Product: A Service Request Response					
Costs:	508.36	2,321.92	219.83	1,433.48	1,455.79
Products:	5.00	4.00	0.00	4.00	4.00
Hours:	9.40	35.00	3.00	20.00	20.00
Activity 121220 - Graffiti Removal					
Product: An Occasion					
Costs:	20,944.65	9,278.18	15,685.15	9,448.79	9,595.88
Products:	586.00	600.00	389.00	250.00	250.00
Hours:	326.99	136.00	231.00	136.00	136.00
Totals for Service Delivery Plan 12102 - Emergency/Unscheduled Repairs					
Costs:	78,288.79	64,293.15	118,982.31	67,499.06	68,554.90
Hours:	934.48	716.00	1,072.10	603.00	603.00

**City of Sunnyvale
Program Performance Budget**

Program 121 - Street Lights

Service Delivery Plan 12103 - Management, Supervisory, and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 121300 - Management and Supervisory Services					
Costs:	24,303.34	30,048.94	28,140.93	29,590.32	29,955.79
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	254.49	315.00	276.50	305.00	305.00
Activity 121310 - Administrative Support Services					
Costs:	40,767.03	29,217.89	37,321.73	42,692.31	43,227.99
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	617.09	428.00	581.10	615.00	615.00
Activity 121320, 121321, 121322 - Meetings, Certification, and Training					
Costs:	3,327.25	7,560.60	3,339.25	7,677.46	7,800.53
Products:	0.00	0.00	21.00	0.00	0.00
Hours:	48.50	100.00	40.50	100.00	100.00
Totals for Service Delivery Plan 12103 - Management, Supervisory, and Administrative Support Services					
Costs:	68,397.62	66,827.43	68,801.91	79,960.09	80,984.31
Hours:	920.08	843.00	898.10	1,020.00	1,020.00
Totals for Program 121					
Costs:	1,145,147.10	968,231.20	1,240,363.95	1,050,525.00	1,082,570.72
Hours:	4,895.60	3,809.00	4,275.40	4,852.00	4,852.00

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**City of Sunnyvale
Program Performance Budget**

Program 219 - Street Tree Services

Service Delivery Plan 21901 - Tree Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 219100, 219101, 219102, 219103, 219104, 219105, 219106 - Tree Pruning					
Product: A Tree Pruned					
Costs:	440,723.04	671,984.59	519,945.26	688,637.41	691,077.14
Products:	3,352.00	3,000.00	1,693.00	3,352.00	3,352.00
Hours:	6,133.49	10,050.00	6,822.60	9,841.00	9,841.00
Activity 219110 - Contract Tree Services					
Costs:	84.50	0.00	0.00	50,000.00	526,000.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1.50	0.00	0.00	0.00	0.00
Activity 219120 - Tree Removal					
Costs:	0.00	0.00	0.00	119,318.45	119,807.45
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,635.00	1,635.00
Activity 219130 - Tree Planting					
Costs:	0.00	0.00	0.00	78,838.20	79,524.22
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	775.00	775.00
Activity 219140 - Tree Assessment					
Costs:	0.00	0.00	0.00	102,219.28	102,820.72
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	1,155.00	1,155.00

**City of Sunnyvale
Program Performance Budget**

Program 219 - Street Tree Services

Service Delivery Plan 21901 - Tree Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 219160 - Root Mitigation					
Costs:	0.00	0.00	0.00	48,170.24	48,332.22
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	695.00	695.00
Activity 219170 - Street Trees Trainings and Meetings					
Costs:	0.00	0.00	0.00	35,103.98	35,235.31
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	490.00	490.00
Totals for Service Delivery Plan 21901 - Tree Services					
Costs:	440,807.54	671,984.59	519,945.26	1,122,287.56	1,602,797.06
Hours:	6,134.99	10,050.00	6,822.60	14,591.00	14,591.00

**City of Sunnyvale
Program Performance Budget**

Program 219 - Street Tree Services

Service Delivery Plan 21902 - Tree Removal, Planting and Replacement

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 219200, 219201, 219202, 219203, 219204 - Street Tree Planting and Replacement					
Product: A Tree Planted					
Costs:	328,147.63	217,590.25	309,630.68	0.00	0.00
Products:	405.00	300.00	292.00	0.00	0.00
Hours:	5,309.20	2,700.00	4,333.61	0.00	0.00
Activity 219210 - Tree Watering					
Costs:	29,198.78	25,425.75	11,365.53	0.00	0.00
Products:	0.00	0.00	820.00	0.00	0.00
Hours:	371.22	350.00	25.03	0.00	0.00
Totals for Service Delivery Plan 21902 - Tree Removal, Planting and Replacement					
Costs:	357,346.41	243,016.00	320,996.21	0.00	0.00
Hours:	5,680.42	3,050.00	4,358.64	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 219 - Street Tree Services

Service Delivery Plan 21903 - Emergency Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 219300 - Service Requests					
Product: A Service Request Investigated					
Costs:	110,883.89	91,470.36	120,853.55	0.00	0.00
Products:	3,331.00	2,000.00	2,188.00	0.00	0.00
Hours:	1,443.67	1,155.00	1,484.05	0.00	0.00
Activity 219310 - Emergency Response (Limbs down)					
Costs:	76,613.37	16,448.89	70,207.73	0.00	0.00
Products:	429.00	0.00	434.00	0.00	0.00
Hours:	1,171.10	325.00	1,197.15	0.00	0.00
Activity 219320 - Emergency Services					
Costs:	0.00	0.00	0.00	50,013.69	50,192.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	709.00	709.00
Activity 219330 - Emergency Services After Hours					
Costs:	0.00	0.00	0.00	21,280.96	21,176.67
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	355.00	355.00
Totals for Service Delivery Plan 21903 - Emergency Services					
Costs:	187,497.26	107,919.25	191,061.28	71,294.65	71,368.67
Hours:	2,614.77	1,480.00	2,681.20	1,064.00	1,064.00

**City of Sunnyvale
Program Performance Budget**

Program 219 - Street Tree Services

Service Delivery Plan 21904 - Management and Administration

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 219400 - Administrative Support					
Costs:	68,067.24	61,465.30	54,517.97	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,174.60	1,005.00	962.50	0.00	0.00
Activity 219410 - Management and Supervisory Services					
Costs:	121,289.77	115,290.71	140,807.47	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,194.22	1,155.00	1,298.35	0.00	0.00
Activity 219420 - Staff Training and Development					
Costs:	40,303.64	33,226.08	44,872.45	0.00	0.00
Products:	0.00	0.00	225.00	0.00	0.00
Hours:	664.41	545.00	677.21	0.00	0.00
Activity 219430 - Management and Administrative Support					
Costs:	0.00	0.00	0.00	230,338.33	230,882.24
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	2,590.00	2,590.00
Totals for Service Delivery Plan 21904 - Management and Administration					
Costs:	229,660.65	209,982.09	240,197.89	230,338.33	230,882.24
Hours:	3,033.23	2,705.00	2,938.06	2,590.00	2,590.00

**City of Sunnyvale
Program Performance Budget**

Program 219 - Street Tree Services

Totals for Program 219

Costs:	1,215,311.86	1,232,901.93	1,272,200.64	1,423,920.54	1,905,047.97
Hours:	17,463.41	17,285.00	16,800.50	18,245.00	18,245.00

**City of Sunnyvale
Program Performance Budget**

Program 222 - Concrete Maintenance

Service Delivery Plan 22201 - Sidewalk Maintenance

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 222100, 222101, 222102, 222103, 222104 - Mitigate Sidewalk Displacements					
Product: A Lineal Foot of Sidewalk Mitigated					
Costs:	220,439.04	247,512.33	200,680.06	178,777.60	182,991.48
Products:	27,332.00	15,000.00	18,796.00	20,520.00	20,520.00
Hours:	3,844.90	4,050.00	3,713.00	3,775.00	3,775.00
Activity 222110 - Sidewalk Replacement					
Product: A Square Foot of Sidewalk Replaced					
Costs:	644.38	241,546.94	278,747.50	910.00	931.86
Products:	0.00	20,000.00	153.00	15,000.00	15,000.00
Hours:	0.00	1,825.00	117.00	0.00	0.00
Totals for Service Delivery Plan 22201 - Sidewalk Maintenance					
Costs:	221,083.42	489,059.27	479,427.56	179,687.60	183,923.34
Hours:	3,844.90	5,875.00	3,830.00	3,775.00	3,775.00

**City of Sunnyvale
Program Performance Budget**

Program 222 - Concrete Maintenance

Service Delivery Plan 22202 - Curb and Gutter Maintenance

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 222200 - Mitigate Curb and Gutter Displacements					
Product: A Lineal Foot of Curb and Gutter Mitigated					
Costs:	40,862.73	27,834.50	6,733.39	10,149.88	10,365.94
Products:	1,171.00	2,500.00	402.00	1,092.00	1,092.00
Hours:	551.30	510.00	78.00	220.00	220.00
Activity 222210 - Curb and Gutter Replacements					
Product: A Lineal Foot of Curb and Gutter Replaced					
Costs:	0.00	105,599.42	1,157.86	1,500.00	1,530.00
Products:	0.00	4,000.00	0.00	7,500.00	7,500.00
Hours:	0.00	125.00	16.90	0.00	0.00
Totals for Service Delivery Plan 22202 - Curb and Gutter Maintenance					
Costs:	40,862.73	133,433.92	7,891.25	11,649.88	11,895.94
Hours:	551.30	635.00	94.90	220.00	220.00

**City of Sunnyvale
Program Performance Budget**

Program 222 - Concrete Maintenance

Service Delivery Plan 22203 - Service Response

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 222300 - Service Requests					
Product: A Service Request Investigated					
Costs:	108,786.56	94,668.85	101,116.25	83,592.57	85,049.38
Products:	1,541.00	1,500.00	888.00	1,410.00	1,410.00
Hours:	1,632.48	1,410.00	1,606.50	1,330.00	1,330.00
Totals for Service Delivery Plan 22203 - Service Response					
Costs:	108,786.56	94,668.85	101,116.25	83,592.57	85,049.38
Hours:	1,632.48	1,410.00	1,606.50	1,330.00	1,330.00

**City of Sunnyvale
Program Performance Budget**

Program 222 - Concrete Maintenance

Service Delivery Plan 22204 - Management, Supervisory, and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 222400 - Administrative Support					
Costs:	33,162.67	32,120.28	70,987.58	46,485.29	47,149.51
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	567.81	520.00	981.80	670.00	670.00
Activity 222410 - Management and Supervisory Services					
Costs:	112,700.52	108,893.46	87,511.00	52,932.81	53,641.37
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,120.61	1,085.00	828.50	480.00	480.00
Activity 222420 - Staff Training and Development					
Product: Staff Training					
Costs:	13,623.53	27,901.22	2,541.75	9,819.34	9,998.57
Products:	0.00	0.00	6.00	30.00	30.00
Hours:	235.63	500.00	60.40	180.00	180.00
Totals for Service Delivery Plan 22204 - Management, Supervisory, and Administrative Support Services					
Costs:	159,486.72	168,914.96	161,040.33	109,237.44	110,789.45
Hours:	1,924.05	2,105.00	1,870.70	1,330.00	1,330.00
Totals for Program 222					
Costs:	530,219.43	886,077.00	749,475.39	384,167.49	391,658.11
Hours:	7,952.73	10,025.00	7,402.10	6,655.00	6,655.00

**City of Sunnyvale
Program Performance Budget**

Program 256 - Downtown Parking Lot Maintenance

Service Delivery Plan 25601 - Maintenance of Downtown Parking Lots

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 256100 - Power (PG&E billing)					
Product: A Streetlight Powered					
Costs:	8,127.60	11,222.03	6,513.30	8,233.11	8,550.97
Products:	0.00	87.00	87.00	87.00	87.00
Hours:	0.00	1.00	0.00	1.00	1.00
Activity 256110, 256111, 256112, 256113, 256114, 256115, 256116 - Preventative Maintenance					
Product: A Preventative Maintenance Completed					
Costs:	5,092.25	5,406.07	2,654.47	5,643.35	5,198.62
Products:	65.00	1,042.00	3.00	1,042.00	1,042.00
Hours:	58.00	61.00	26.50	60.00	60.00
Activity 256120, 256121, 256122 - Parking Lot Streetlight Maintenance					
Product: A Streetlight Maintained					
Costs:	13,513.85	5,855.80	5,619.60	10,119.77	9,578.00
Products:	91.00	70.00	56.00	70.00	70.00
Hours:	117.00	60.00	60.50	80.00	80.00
Activity 256130, 256131, 256132, 256133, 256134 - Parking Lot Pavement Sweeping and Repair					
Product: A Pavement Repair Completed					
Costs:	25,004.65	26,785.55	27,502.81	27,580.47	25,545.95
Products:	503.00	1,525.00	453.00	500.00	500.00
Hours:	271.49	286.00	273.50	278.00	278.00
Totals for Service Delivery Plan 25601 - Maintenance of Downtown Parking Lots					
Costs:	51,738.35	49,269.45	42,290.18	51,576.70	48,873.54
Hours:	446.49	408.00	360.50	419.00	419.00

**City of Sunnyvale
Program Performance Budget**

Program 256 - Downtown Parking Lot Maintenance

Service Delivery Plan 25603 - Management, Supervisory, and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 256300 - Management and Supervisory Services					
Costs:	9,445.06	9,405.59	9,611.53	9,936.39	15,399.59
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	74.50	75.00	69.50	75.00	75.00
Activity 256310 - Administrative Support Services					
Costs:	87.06	7,904.15	0.00	433.44	394.95
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1.00	97.00	0.00	5.00	5.00
Totals for Service Delivery Plan 25603 - Management, Supervisory, and Administrative Support Services					
Costs:	9,532.12	17,309.74	9,611.53	10,369.83	15,794.54
Hours:	75.50	172.00	69.50	80.00	80.00
Totals for Program 256					
Costs:	61,270.47	66,579.19	51,901.71	61,946.53	64,668.08
Hours:	521.99	580.00	430.00	499.00	499.00

**City of Sunnyvale
Program Performance Budget**

Program 267 - Neighborhood Parks and Open Space Management

Service Delivery Plan 26701 - Field Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 267110, 267111 - Parks Maintenance					
Product: An Acre Maintained					
Costs:	4,051,850.82	3,663,316.20	4,313,078.36	3,720,743.85	3,800,790.61
Products:	168.00	168.00	168.00	168.00	168.00
Hours:	48,746.55	44,298.00	47,519.33	45,141.00	45,141.00
Activity 267120 - Public Grounds Maintenance					
Product: An Acre Maintained					
Costs:	546,570.75	742,133.33	610,910.74	657,939.21	673,441.41
Products:	36.00	36.00	36.00	36.00	36.00
Hours:	7,471.90	7,840.00	7,893.43	7,920.00	7,920.00
Activity 267130 - School Site Maintenance					
Product: An Acre Maintained					
Costs:	910,404.12	1,138,983.69	777,050.19	993,079.43	1,014,401.60
Products:	116.00	116.00	116.00	115.00	115.00
Hours:	12,994.93	12,943.00	10,281.07	12,517.00	12,517.00
Activity 267140 - Regional Open Space Maintenance					
Product: An Acre Maintained					
Costs:	266,215.23	687,641.53	268,217.82	524,807.80	537,086.96
Products:	72.00	72.00	72.00	72.00	72.00
Hours:	3,839.18	7,319.00	3,570.82	6,127.00	6,127.00
Activity 267150 - Roadside and Median Services					
Costs:	826,758.69	685,119.00	994,303.37	832,916.68	852,236.62
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	11,772.54	9,506.00	13,096.67	10,314.00	10,314.00

**City of Sunnyvale
Program Performance Budget**

Program 267 - Neighborhood Parks and Open Space Management

Service Delivery Plan 26701 - Field Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 267160 - Sunnyvale Multimodal Transit Maintenance					
Costs:	182,692.33	138,042.08	166,215.08	196,188.65	201,074.71
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,147.22	505.00	564.72	1,112.00	1,112.00
Activity 267170 - Parks Maintenance - Training/Meetings					
Costs:	0.00	0.00	0.00	210,013.92	214,997.80
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	2,676.00	2,676.00
Activity 267180 - El Camino Real Litter and Debris Removal					
Costs:	0.00	0.00	0.00	16,277.82	16,675.22
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	224.00	224.00
Activity 267190 - Aquatics Facilities					
Costs:	0.00	0.00	6,340.42	259,330.39	267,073.80
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	0.00	0.00	0.00	2,440.00	2,440.00
Totals for Service Delivery Plan 26701 - Field Services					
Costs:	6,784,491.94	7,055,235.83	7,136,115.98	7,411,297.75	7,577,778.73
Hours:	85,972.32	82,411.00	82,926.04	88,471.00	88,471.00

**City of Sunnyvale
Program Performance Budget**

Program 267 - Neighborhood Parks and Open Space Management

Service Delivery Plan 26702 - Hazards and Vandalism

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 267210 - Abate Hazards					
Product: A Hazard Abated					
Costs:	125,021.09	49,296.69	67,292.97	58,521.28	59,823.10
Products:	140.00	140.00	143.00	140.00	140.00
Hours:	994.55	533.00	484.12	565.00	565.00
Activity 267220 - Abate Vandalism					
Product: A Vandalism Incident Abated					
Costs:	39,344.07	59,089.74	57,358.39	64,781.34	66,309.79
Products:	320.00	320.00	362.00	320.00	320.00
Hours:	418.80	780.00	389.63	775.00	775.00
Totals for Service Delivery Plan 26702 - Hazards and Vandalism					
Costs:	164,365.16	108,386.43	124,651.36	123,302.62	126,132.89
Hours:	1,413.35	1,313.00	873.75	1,340.00	1,340.00

**City of Sunnyvale
Program Performance Budget**

Program 267 - Neighborhood Parks and Open Space Management

Service Delivery Plan 26703 - Management and Administration

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 267310 - Management and Administrative Support					
Costs:	823,452.60	941,302.27	838,302.48	998,672.60	1,016,520.46
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	9,721.22	10,479.00	9,334.94	9,765.00	9,765.00
Totals for Service Delivery Plan 26703 - Management and Administration					
Costs:	823,452.60	941,302.27	838,302.48	998,672.60	1,016,520.46
Hours:	9,721.22	10,479.00	9,334.94	9,765.00	9,765.00

**City of Sunnyvale
Program Performance Budget**

Program 267 - Neighborhood Parks and Open Space Management

Service Delivery Plan 26704 - Parking District

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 267400 - Parking District Landscaping					
Costs:	52,967.46	79,370.44	82,805.02	89,360.16	80,773.67
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	572.39	1,066.00	845.56	1,145.00	1,145.00
Activity 267410 - Parking District Management and Supervision					
Costs:	137.35	0.00	98.39	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2.03	0.00	1.51	0.00	0.00
Totals for Service Delivery Plan 26704 - Parking District					
Costs:	53,104.81	79,370.44	82,903.41	89,360.16	80,773.67
Hours:	574.42	1,066.00	847.07	1,145.00	1,145.00
Totals for Program 267					
Costs:	7,825,414.51	8,184,294.97	8,181,973.23	8,622,633.13	8,801,205.75
Hours:	97,681.31	95,269.00	93,981.80	100,721.00	100,721.00

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**City of Sunnyvale
Program Performance Budget**

Program 308 - Public Works Administration

Service Delivery Plan 30801 - Management Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 308100 - Department Management					
Costs:	480,562.87	500,051.97	386,325.18	448,921.73	461,368.01
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,227.23	3,310.00	2,472.30	3,200.00	3,200.00
Totals for Service Delivery Plan 30801 - Management Services					
Costs:	480,562.87	500,051.97	386,325.18	448,921.73	461,368.01
Hours:	3,227.23	3,310.00	2,472.30	3,200.00	3,200.00

**City of Sunnyvale
Program Performance Budget**

Program 308 - Public Works Administration

Service Delivery Plan 30802 - Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 308200 - Administrative Support					
Costs:	196,013.02	194,458.86	207,182.54	207,078.41	209,914.19
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,013.83	2,900.00	3,148.50	3,036.00	3,036.00
Activity 308210 - Staff Training and Development					
Costs:	7,239.47	4,995.41	4,326.76	5,148.94	5,220.18
Products:	0.00	0.00	2.00	0.00	0.00
Hours:	116.50	80.00	70.00	81.00	81.00
Totals for Service Delivery Plan 30802 - Administrative Support Services					
Costs:	203,252.49	199,454.27	211,509.30	212,227.35	215,134.37
Hours:	3,130.33	2,980.00	3,218.50	3,117.00	3,117.00

**City of Sunnyvale
Program Performance Budget**

Program 308 - Public Works Administration

Service Delivery Plan 30803 - Property Management

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 308300 - Manage Leases					
Product: A Lease Renegotiated					
Costs:	174,327.16	42,662.40	54,792.66	29,618.14	30,024.64
Products:	0.00	0.00	0.00	33.00	33.00
Hours:	310.99	280.00	320.50	390.00	390.00
Activity 308310 - Inspect Properties					
Product: A Property Inspected					
Costs:	4,144.06	6,805.45	3,944.15	4,556.64	4,687.86
Products:	374.00	374.00	230.00	374.00	374.00
Hours:	37.00	60.00	40.00	60.00	60.00
Activity 308320 - Purchase and Sale of Real Estate					
Costs:	9,951.77	0.00	19,833.52	0.00	0.00
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	93.50	0.00	177.00	0.00	0.00
Totals for Service Delivery Plan 30803 - Property Management					
Costs:	188,422.99	49,467.85	78,570.33	34,174.78	34,712.50
Hours:	441.49	340.00	537.50	450.00	450.00
Totals for Program 308					
Costs:	872,238.35	748,974.09	676,404.81	695,323.86	711,214.88
Hours:	6,799.05	6,630.00	6,228.30	6,767.00	6,767.00

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**City of Sunnyvale
Program Performance Budget**

Program 309 - Capital Project Management

Service Delivery Plan 30902 - Capital Project Management

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 309200 - Design Management					
Product: A Project Designed					
Costs:	725,934.35	786,026.46	776,594.40	1,096,154.74	1,236,307.94
Products:	26.00	20.00	0.00	26.00	26.00
Hours:	7,294.84	7,985.00	7,662.20	11,140.00	12,460.00
Activity 309210 - Construction Management					
Product: A Project Constructed					
Costs:	405,091.83	370,330.79	235,428.15	585,892.70	596,974.06
Products:	26.00	20.00	11.00	20.00	20.00
Hours:	2,658.94	3,470.00	2,013.50	5,905.00	5,905.00
Activity 309220 - Inspection Services					
Product: A Inspection Completed					
Costs:	449,186.02	381,275.28	501,964.78	495,484.89	505,708.33
Products:	0.00	20.00	0.00	0.00	0.00
Hours:	5,793.17	4,910.00	6,287.00	6,400.00	6,400.00
Activity 309240 - Safety Tailgates and Training					
Costs:	28,373.40	66,505.22	31,982.58	69,244.98	73,263.55
Products:	0.00	0.00	3.00	0.00	0.00
Hours:	304.19	700.00	343.50	725.00	755.00
Totals for Service Delivery Plan 30902 - Capital Project Management					
Costs:	1,608,585.60	1,604,137.75	1,545,969.91	2,246,777.31	2,412,253.88
Hours:	16,051.14	17,065.00	16,306.20	24,170.00	25,520.00

**City of Sunnyvale
Program Performance Budget**

Program 309 - Capital Project Management

Service Delivery Plan 30903 - Environmental Sustainability

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 309300 - Sustainability - Water Conservation					
Costs:	39,507.43	33,433.62	34,028.30	0.00	0.00
Products:	0.00	0.00	366.00	0.00	0.00
Hours:	532.49	450.00	447.00	0.00	0.00
Activity 309310 - Sustainability - Outreach and Education					
Costs:	28,040.72	33,433.62	18,325.20	0.00	0.00
Products:	0.00	0.00	208.00	0.00	0.00
Hours:	380.49	450.00	241.80	0.00	0.00
Activity 309320 - Sustainability - Environmental and Energy Auditing					
Costs:	9,031.50	33,433.62	20,326.54	0.00	0.00
Products:	0.00	0.00	256.00	0.00	0.00
Hours:	134.00	450.00	263.00	0.00	0.00
Activity 309330 - Sustainability - Policy Review and Program Development					
Costs:	56,443.50	33,433.62	58,991.15	0.00	0.00
Products:	0.00	0.00	720.00	0.00	0.00
Hours:	763.98	450.00	769.30	0.00	0.00
Totals for Service Delivery Plan 30903 - Environmental Sustainability					
Costs:	133,023.15	133,734.48	131,671.19	0.00	0.00
Hours:	1,810.96	1,800.00	1,721.10	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 309 - Capital Project Management

Service Delivery Plan 30904 - Management, Supervisory, and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 309400 - Management and Supervision					
Costs:	122,769.56	205,142.34	137,870.31	178,709.27	181,760.99
Products:	0.00	0.00	16.00	0.00	0.00
Hours:	814.38	1,559.00	1,048.00	1,330.00	1,330.00
Activity 309410 - Administrative Support					
Costs:	230,101.60	209,985.00	258,393.44	125,603.76	128,427.56
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	3,704.12	3,065.00	3,839.20	1,900.00	1,900.00
Totals for Service Delivery Plan 30904 - Management, Supervisory, and Administrative Support Services					
Costs:	352,871.16	415,127.34	396,263.75	304,313.03	310,188.55
Hours:	4,518.50	4,624.00	4,887.20	3,230.00	3,230.00
Totals for Program 309					
Costs:	2,094,479.91	2,152,999.57	2,073,904.85	2,551,090.34	2,722,442.43
Hours:	22,380.60	23,489.00	22,914.50	27,400.00	28,750.00

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**City of Sunnyvale
Program Performance Budget**

Program 310 - Land Development - Engineering Services

Service Delivery Plan 31001 - Land Use Permits and Parcel Maps

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 310100 - Review Land Use Permits					
Product: A Land Use Permit Reviewed					
Costs:	111,769.36	132,542.18	107,767.76	149,299.13	148,491.28
Products:	90.00	65.00	93.00	75.00	75.00
Hours:	1,152.47	1,370.00	1,103.50	1,447.00	1,447.00
Activity 310110, 310111 - Review Building Permits					
Product: A Building Permit Reviewed					
Costs:	34,631.58	49,238.34	42,525.71	53,579.40	53,261.30
Products:	1,295.00	1,900.00	1,987.00	1,850.00	1,850.00
Hours:	359.99	510.00	481.50	535.00	535.00
Activity 310120 - Review and Approve Subdivision Maps and Survey Plats					
Product: A Map or Plat Reviewed					
Costs:	53,188.49	41,808.23	84,345.85	38,477.07	38,270.66
Products:	11.00	8.00	18.00	12.00	12.00
Hours:	559.19	465.00	794.50	372.00	372.00
Activity 310130 - Provide General Engineering Information					
Product: A Contact					
Costs:	120,938.31	106,842.87	85,811.10	122,936.10	122,203.16
Products:	6,824.00	5,500.00	7,243.00	6,500.00	6,500.00
Hours:	1,297.67	1,095.00	921.20	1,230.00	1,230.00
Activity 310140, 310141 - Review and Issue Encroachment Permits					
Product: An Encroachment Permit Reviewed					
Costs:	223,802.69	234,697.12	328,451.30	300,368.22	298,775.35
Products:	302.00	300.00	395.00	310.00	310.00
Hours:	2,302.75	2,675.00	3,454.30	2,904.00	2,904.00

**City of Sunnyvale
Program Performance Budget**

Program 310 - Land Development - Engineering Services

Service Delivery Plan 31001 - Land Use Permits and Parcel Maps

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 310150 - Parking District Administration					
Product: An Engineer's Report					
Costs:	5,522.74	4,026.50	5,274.38	4,090.99	10,068.35
Products:	1.00	1.00	1.00	1.00	1.00
Hours:	55.50	40.00	20.50	40.00	40.00
Activity 310160 - Administrative Support					
Costs:	42,345.02	42,327.28	62,046.01	53,092.89	52,301.76
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	791.58	740.00	1,056.20	800.00	800.00
Activity 310170 - Employee Training and Development					
Costs:	21,964.23	16,181.64	19,627.99	19,470.33	19,355.91
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	237.49	165.00	217.50	200.00	200.00
Activity 310180 - Management and Supervision					
Costs:	47,929.01	80,527.66	69,990.66	98,880.30	98,758.90
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	332.99	600.00	478.00	735.00	735.00
Activity 310190 - Update Engineering Drawings and Records					
Product: A Drawing Updated					
Costs:	24,931.19	187,425.29	40,538.33	127,288.96	126,301.64
Products:	238.00	300.00	0.00	238.00	238.00
Hours:	496.49	1,800.00	556.30	1,400.00	1,400.00

**City of Sunnyvale
Program Performance Budget**

Program 310 - Land Development - Engineering Services

Service Delivery Plan 31001 - Land Use Permits and Parcel Maps

	<u>2010/2011</u> <u>Actual</u>	<u>2011/2012</u> <u>Budgeted</u>	<u>2011/2012</u> <u>Actual</u>	<u>2012/2013</u> <u>Current</u>	<u>2013/2014</u> <u>Plan</u>
Activity 310200 - Encroachment Inspections					
Product: An Inspection Report					
Costs:	184,115.29	160,012.71	169,060.83	174,411.92	173,264.51
Products:	302.00	300.00	395.00	310.00	310.00
Hours:	2,469.75	2,050.00	2,072.50	2,064.00	2,064.00
Totals for Service Delivery Plan 31001 - Land Use Permits and Parcel Maps					
Costs:	871,137.91	1,055,629.82	1,015,439.92	1,141,895.31	1,141,052.82
Hours:	10,055.87	11,510.00	11,156.00	11,727.00	11,727.00
Totals for Program 310					
Costs:	871,137.91	1,055,629.82	1,015,439.92	1,141,895.31	1,141,052.82
Hours:	10,055.87	11,510.00	11,156.00	11,727.00	11,727.00

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**City of Sunnyvale
Program Performance Budget**

Program 647 - Golf Course Operations

Service Delivery Plan 64701 - Sunnyvale Golf Course Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 647110 - Maintain Sunnyvale Golf Course					
Product: An Acre Maintained					
Costs:	1,490,513.83	1,584,789.02	1,394,941.08	1,418,205.74	1,249,908.06
Products:	125.00	125.00	125.00	125.00	125.00
Hours:	17,890.08	18,411.00	15,360.86	15,871.00	15,871.00
Activity 647120 - Sunnyvale Golf Course Golf Shop Services					
Costs:	420,096.82	452,044.96	401,758.01	464,096.98	468,463.82
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	6,267.27	6,705.00	5,466.59	6,491.00	6,491.00
Activity 647130 - Golf Car Services					
Product: A Golf Car Rental Customer					
Costs:	144,103.18	143,742.98	159,874.99	159,497.15	161,677.26
Products:	24,894.00	28,800.00	27,414.00	28,800.00	28,800.00
Hours:	4,180.18	3,744.00	4,658.88	3,744.00	3,744.00
Totals for Service Delivery Plan 64701 - Sunnyvale Golf Course Services					
Costs:	2,054,713.83	2,180,576.96	1,956,574.08	2,041,799.87	1,880,049.14
Hours:	28,337.53	28,860.00	25,486.33	26,106.00	26,106.00

**City of Sunnyvale
Program Performance Budget**

Program 647 - Golf Course Operations

Service Delivery Plan 64702 - Sunken Gardens Golf Course Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 647210 - Maintain Sunken Gardens Golf Course					
Product: An Acre Maintained					
Costs:	469,797.56	444,467.57	510,055.84	489,625.50	499,264.93
Products:	30.00	30.00	30.00	30.00	30.00
Hours:	5,390.91	4,996.00	5,265.75	5,498.00	5,498.00
Activity 647220 - Sunken Gardens Golf Course Golf Shop					
Costs:	169,457.74	180,078.23	192,418.11	210,518.13	210,482.11
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	5,389.19	5,186.00	5,696.19	5,266.00	5,266.00
Activity 647230 - Sunken Gardens Golf Course Driving Range					
Product: An Open Day					
Costs:	155,520.62	166,420.16	141,325.38	183,136.41	184,862.75
Products:	1,518.00	350.00	315.00	350.00	350.00
Hours:	5,880.37	5,884.00	5,477.29	5,691.00	5,691.00
Totals for Service Delivery Plan 64702 - Sunken Gardens Golf Course Services					
Costs:	794,775.92	790,965.96	843,799.33	883,280.04	894,609.79
Hours:	16,660.47	16,066.00	16,439.23	16,455.00	16,455.00

**City of Sunnyvale
Program Performance Budget**

Program 647 - Golf Course Operations

Service Delivery Plan 64703 - Management and Administration

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 647310 - Management and Administrative Support					
Costs:	583,611.18	643,282.70	633,994.36	631,567.00	637,788.76
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	6,833.51	7,174.00	6,680.74	6,535.00	6,535.00
Activity 647320 - Tennis Center Operations					
Costs:	0.00	126,225.40	90,884.61	81,138.73	82,943.41
Products:	0.00	0.00	50,885.00	0.00	0.00
Hours:	0.00	1,200.00	2,511.70	450.00	450.00
Totals for Service Delivery Plan 64703 - Management and Administration					
Costs:	583,611.18	769,508.10	724,878.97	712,705.73	720,732.17
Hours:	6,833.51	8,374.00	9,192.44	6,985.00	6,985.00
Totals for Program 647					
Costs:	3,433,100.93	3,741,051.02	3,525,252.38	3,637,785.64	3,495,391.10
Hours:	51,831.51	53,300.00	51,118.00	49,546.00	49,546.00

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**City of Sunnyvale
Program Performance Budget**

Program 709 - Facility Services

Service Delivery Plan 70901 - Custodial Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 709100 - Provide Citywide Janitorial Services					
Product: Square Foot Cleaned					
Costs:	313,174.56	364,101.69	340,064.83	332,470.55	337,808.66
Products:	272,361.00	251,412.00	182,916.00	272,361.00	272,361.00
Hours:	386.30	1,060.00	606.33	575.00	575.00
Activity 709110 - Provide Janitorial Service to the Columbia Neighborhood Center					
Product: Square Foot Cleaned					
Costs:	18,113.65	23,383.70	17,045.99	21,406.92	21,818.92
Products:	19,735.00	18,216.00	10,958.00	19,735.00	19,735.00
Hours:	0.00	35.00	3.54	10.00	10.00
Activity 709120 - Provide Janitorial Service to the Sunnyvale Office Center					
Product: Square Foot Cleaned					
Costs:	31,226.00	36,562.95	32,101.58	42,315.02	42,943.21
Products:	35,500.00	32,772.00	20,654.00	35,500.00	35,500.00
Hours:	17.71	35.00	6.07	135.00	135.00
Totals for Service Delivery Plan 70901 - Custodial Services					
Costs:	362,514.21	424,048.34	389,212.40	396,192.49	402,570.79
Hours:	404.01	1,130.00	615.94	720.00	720.00

**City of Sunnyvale
Program Performance Budget**

Program 709 - Facility Services

Service Delivery Plan 70902 - Building Maintenance Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 709200 - Structural or Preventative Maintenance					
Costs:	1,606,491.91	1,761,436.34	1,464,627.50	1,776,223.73	1,777,261.73
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	17,221.91	18,009.00	13,217.19	17,859.00	17,859.00
Activity 709210 - Columbia Neighborhood Center Maintenance					
Costs:	68,684.08	75,957.58	123,988.05	80,184.31	81,969.76
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	346.12	470.00	473.12	400.00	400.00
Activity 709220 - Sunnyvale Office Center Maintenance					
Costs:	169,512.00	184,841.72	183,642.92	186,935.25	191,414.61
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	664.41	1,098.00	858.88	1,075.00	1,075.00
Totals for Service Delivery Plan 70902 - Building Maintenance Services					
Costs:	1,844,687.99	2,022,235.64	1,772,258.47	2,043,343.29	2,050,646.10
Hours:	18,232.44	19,577.00	14,549.19	19,334.00	19,334.00

**City of Sunnyvale
Program Performance Budget**

Program 709 - Facility Services

Service Delivery Plan 70903 - Provide Utilities

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 709300 - Provide Electricity					
Product: A Kilowatt Hour Consumed					
Costs:	755,329.85	800,940.49	956,553.94	781,138.00	776,294.00
Products:	6,519,351.00	6,060,483.00	5,831,591.00	6,750,000.00	6,750,000.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 709310 - Provide Gas					
Product: A Therm Consumed					
Costs:	136,611.37	175,012.96	167,154.07	137,471.00	149,344.55
Products:	146,623.00	164,610.00	143,535.00	160,000.00	160,000.00
Hours:	0.00	0.00	0.00	0.00	0.00
Activity 709320 - Provide Water					
Product: 100 Cubic Feet Consumed					
Costs:	107,854.44	142,617.09	141,115.88	127,575.20	135,613.00
Products:	24,316.00	22,285.00	19,336.00	28,000.00	28,000.00
Hours:	0.00	0.00	0.00	0.00	0.00
Totals for Service Delivery Plan 70903 - Provide Utilities					
Costs:	999,795.66	1,118,570.54	1,264,823.89	1,046,184.20	1,061,251.55
Hours:	0.00	0.00	0.00	0.00	0.00

**City of Sunnyvale
Program Performance Budget**

Program 709 - Facility Services

Service Delivery Plan 70904 - Management and Administrative Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 709400 - Provide Management and Supervisory Services					
Costs:	265,011.15	227,432.60	290,289.62	308,592.96	309,632.58
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	2,467.39	1,850.00	2,197.06	2,375.00	2,375.00
Activity 709410 - Provide Administrative Support					
Costs:	117,496.09	121,019.45	101,894.11	149,300.16	148,918.26
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	1,783.14	1,723.00	1,380.91	1,950.00	1,950.00
Totals for Service Delivery Plan 70904 - Management and Administrative Services					
Costs:	382,507.24	348,452.05	392,183.73	457,893.12	458,550.84
Hours:	4,250.53	3,573.00	3,577.97	4,325.00	4,325.00
Totals for Program 709					
Costs:	3,589,505.10	3,913,306.57	3,818,478.49	3,943,613.10	3,973,019.28
Hours:	22,886.98	24,280.00	18,743.10	24,379.00	24,379.00

**City of Sunnyvale
Program Performance Budget**

Program 763 - Provision of Vehicles and Motorized Equipment

Service Delivery Plan 76304 - Management and Administrative Support Services

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 763400 - Management, Administrative Support, and Rental Rates					
Costs:	320,219.08	317,735.24	371,456.83	408,882.14	412,752.37
Products:	0.00	0.00	40.00	0.00	0.00
Hours:	3,698.69	3,591.00	3,917.50	4,160.00	4,160.00
Totals for Service Delivery Plan 76304 - Management and Administrative Support Services					
Costs:	320,219.08	317,735.24	371,456.83	408,882.14	412,752.37
Hours:	3,698.69	3,591.00	3,917.50	4,160.00	4,160.00

**City of Sunnyvale
Program Performance Budget**

Program 763 - Provision of Vehicles and Motorized Equipment

Service Delivery Plan 76305 - Fleet Maintenance

	<u>2010/2011 Actual</u>	<u>2011/2012 Budgeted</u>	<u>2011/2012 Actual</u>	<u>2012/2013 Current</u>	<u>2013/2014 Plan</u>
Activity 763500 - Preventive Maintenance					
Product: Preventive Maintenance Completed					
Costs:	314,406.90	361,509.52	346,771.44	345,134.38	349,529.73
Products:	0.00	1,050.00	0.00	1,050.00	1,050.00
Hours:	3,759.90	4,332.00	4,020.50	3,786.00	3,786.00
Activity 763510 - Repair Services					
Costs:	884,129.29	820,524.21	947,828.75	872,522.59	885,655.86
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	6,472.94	6,500.00	6,379.50	6,472.00	6,472.00
Activity 763520 - Vehicle Services					
Costs:	399,031.52	499,199.47	453,183.74	552,284.39	563,648.94
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	4,982.03	5,828.00	5,756.20	6,552.00	6,552.00
Activity 763530 - Operator Certifications and Training					
Costs:	21,096.22	46,479.00	27,605.72	37,396.79	37,828.62
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	299.03	618.50	343.50	480.00	480.00
Activity 763540 - Refueling Services					
Costs:	796,764.82	808,062.23	913,559.28	938,978.75	958,830.05
Products:	0.00	0.00	0.00	0.00	0.00
Hours:	140.58	496.00	140.00	390.00	390.00

**City of Sunnyvale
Program Performance Budget**

Program 763 - Provision of Vehicles and Motorized Equipment

Totals for Service Delivery Plan 76305 - Fleet Maintenance

Costs:	2,415,428.75	2,535,774.43	2,688,948.93	2,746,316.90	2,795,493.20
Hours:	15,654.48	17,774.50	16,639.70	17,680.00	17,680.00

Totals for Program 763

Costs:	2,735,647.83	2,853,509.67	3,060,405.76	3,155,199.04	3,208,245.57
Hours:	19,353.17	21,365.50	20,557.20	21,840.00	21,840.00

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